



# Aboriginal and Torres Strait Islander Workforce Strategy 2023 – 2026

We acknowledge the Gadigal of the Eora Nation  
as the Traditional Custodians of our local area.

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# Acknowledgement

We acknowledge the Gadigal of the Eora nation as the Traditional Custodians of our local area.

We acknowledge their continued care and protection for the lands and waters of our beautiful city since time immemorial.



Image: *bara* by Judy Watson (May 2022). Photo: Chris Southwood/City of Sydney

# Message from the Lord Mayor



The City of Sydney is home to a proud legacy of Aboriginal self-determination. Aboriginal run organisations established in Redfern led the way for employment of Aboriginal and Torres Strait Islander people.

When we developed this strategy, we listened to Aboriginal and Torres Strait Islander voices. The City of Sydney recognises that when we work alongside Aboriginal and Torres Strait Islander communities, when we draw on their knowledge and strengths, we can build meaningful relationships and achieve outcomes.

Our continued engagement with Aboriginal and Torres Strait Islander communities helped build our vision for 2050. Sustainable Sydney 2030-2050, Continuing the Vision would not be complete without continuing our dedication to Aboriginal and Torres Strait Islander peoples.

The Eora Journey was borne from our consultations for Sustainable Sydney 2030. The Eora Journey calls for greater recognition and opportunity for Aboriginal and Torres Strait Islander peoples, culture and heritage.

I am proud of the work we have achieved so far to advance reconciliation through honouring and reflecting Aboriginal and Torres Strait Islander cultures and histories. But we know we have more work to do.

We know that when there is greater recognition and opportunity for Aboriginal and Torres Strait Islander peoples, communities and business will thrive. We are a partner in the Closing the Gap agreement. Therefore we will continue to take the necessary steps to transform the way we work with Aboriginal and Torres Strait Islander communities to embed change.

This strategy will guide our work to support economic prosperity for Aboriginal and Torres Strait Islander peoples and I look forward to seeing it transform our organisation and the community we serve.

**Clover Moore**  
Lord Mayor of Sydney

# Message from the CEO



The City of Sydney Aboriginal and Torres Strait Islander workforce strategy supports us to progress an important part of reconciliation – increasing economic equity for Aboriginal and Torres Strait Islander people.

In November 2020 we committed to our first Stretch reconciliation action plan (RAP) to embed reconciliation initiatives across our organisation. This workforce strategy is a key deliverable of our Stretch RAP. It also demonstrates our commitment to our shared responsibility in the Closing the Gap agreement.

We are dedicated to ensuring Aboriginal and Torres Strait Islander employees have lifelong and meaningful careers with us.

We recognise that our work to increase employment outcomes must be Aboriginal led and informed – it is crucial for success. I would like to thank JB Aboriginal Strategy and Consulting, owned and operated by Worimi man, Josh Brown and our Aboriginal and Torres Strait Islander employee network also. Both made a valuable contribution to this strategy. I would like to thank them for being open and sharing their truths, triumphs and challenges. What we have learned from discussions is the importance of self-determination and truth-telling.

How we do business is just as important as what we do. Our work to build relationships and embed Aboriginal and Torres Strait Islander voices across our organisation has been strengthened through the support of the Indigenous Leadership and Engagement team. We are committed to grow Aboriginal and Torres Strait Islander leaders across our organisation.

We acknowledge that truth-telling is fundamental to Aboriginal and Torres Strait Islander healing and wellbeing, and central to advance reconciliation in our organisation and community. As the Australian declaration for Reconciliation states:

**Our nation must have the courage to own the truth, to heal the wounds of its past so that we can move on together at peace with ourselves.**

As we embark on significant change for our nation, we can all do our part on a local level. Congratulations and thank you to the teams who supported this important work.

A handwritten signature in black ink that reads "P. M. Barone". The signature is written in a cursive, slightly slanted style.

**Monica Barone**  
Chief Executive Officer

# About this strategy

In our Stretch reconciliation action plan, we committed to an Aboriginal and Torres Strait Islander workforce strategy.

We have worked with Aboriginal and Torres Strait Islander employees and stakeholders to make it happen.

This workforce strategy sets out 4 key objectives:

1. Make the City of Sydney an attractive workplace where Aboriginal and Torres Strait Islander people feel welcome and encouraged to apply for roles.
2. Recruit Aboriginal and Torres Strait Islander people and ensure jobseekers can access employment opportunities.
3. Invest in ways to develop Aboriginal and Torres Strait Islander employees, and increase retention, promotions and mobility within the organisation.
4. Create a culturally aware and skilled workplace where employees respect Aboriginal and Torres Strait Islander people, customs and cultures.



Image: 40,000 years mural (26th June 2018). Image by Katherine Griffiths.

## Why an Aboriginal and Torres Strait Islander workforce strategy?

### Our local area

**The City of Sydney is on Gadigal Country. It is home to strong and proud Aboriginal and Torres Strait Islander peoples who hold a long, unbroken connection to the area.**

Aboriginal people have always shaped complex systems and economies. But the story of their sacrifice to build and shape our nation often goes untold. With a deep knowledge for lands, waters and peoples, Aboriginal people made strong workers, guides and diplomats as the city was being established.

Through history, Aboriginal and Torres Strait Islander people often worked through unfair conditions. In Sydney, they laboured in the many industries that drive our city's success, often without pay or recognition.

We acknowledge the dark shared history of this country and commit to doing our part in reconciling the community. It is important we advocate for truth-telling and recognition going forward.

We also celebrate the ambition Sydney has shown in self-determination and meaningful employment for Aboriginal and Torres Strait Islander peoples in the last century. Drawing on this key strength will help us to maintain this legacy and be a leader in Aboriginal and Torres Strait Islander employment.

### Reflect and respond to community needs

#### We have a responsibility to:

- grow and maintain the number of Aboriginal and Torres Strait Islander employees
- create a culturally safe and inclusive workplace
- support our Aboriginal and Torres Strait Islander workforce to grow and move within the organisation.

#### When we do this, we can:

- meet the needs of Aboriginal and Torres Strait Islander communities in our area
- have a workforce that reflects the Aboriginal and Torres Strait Islander population in the City of Sydney.

### Working together for change

**We are a local government authority committed to the <sup>1</sup>National Agreement on Closing the Gap.**

We work with Aboriginal and Torres Strait Islander people so they have a genuine say in policies, programs and services that impact them.

To develop this strategy, we included the voices of Aboriginal and Torres Strait Islander people from:

- the City of Sydney workforce
- key stakeholders.

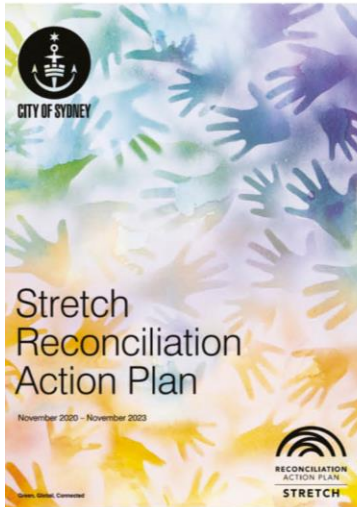
This strategy aims to position us as a leader in Aboriginal and Torres Strait Islander employment. It is part of how we contribute to <sup>2</sup>**Outcome 8 of Closing the Gap**: Strong economic participation and development of Aboriginal and Torres Strait Islander people and their communities.

<sup>1</sup><https://www.closingthegap.gov.au/national-agreement/national-agreement-closing-the-gap/2-formalities>

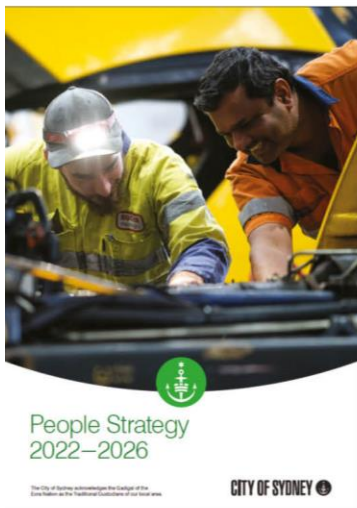
<sup>2</sup><https://www.closingthegap.gov.au/national-agreement/national-agreement-closing-the-gap/7-difference/b-targets/b8>

## Alignment with other City of Sydney initiatives

This workforce strategy aligns with other City of Sydney initiatives including our:



### Stretch Reconciliation Action Plan 2020 – 2023



### People Strategy 2022 – 2026

### EEO, Diversity and Inclusion Action Plan



### EEO, Diversity and Inclusion Action Plan 2022 – 2026.



## Insights informing the strategy

### Key learnings informed this strategy

**We saw the need to:**

- **reflect the voices and goals** of Aboriginal and Torres Strait Islander employees
- **make activities and success more visible**

### Consultations and reviews

Worimi man Josh Brown owns and runs JB Aboriginal Strategy and Consulting. Josh led talks with key stakeholders to inform this workforce strategy through:

- **workshops** with Aboriginal and Torres Strait Islander employees
- **interviews and meetings** with:
  - Aboriginal and Torres Strait Islander employees, team leaders and managers
  - key City of Sydney executive and management
  - Aboriginal and Torres Strait Islander job agencies
  - Aboriginal and Torres Strait Islander Advisory Panel.

**The consultant also reviewed:**

- **exit interviews** with former Aboriginal and Torres Strait Islander employees
- City of Sydney workforce **data and analytics**
- **research from Gari Yala (speak the truth)**: Centring the experiences of Aboriginal and/or Torres Strait Islander Australians at work.

Some common themes emerged from consultations and reviews.

### Cultural Safety

- **Racial discrimination**
- **Insensitive use of colonial symbols** and emblems – for example, 'I take but I surrender'
- **Lack of Aboriginal and Torres Strait Islander people, culture and histories** shown in the workplace
- **Cultural awareness, competency and proficiency training** required by all employees
- Aboriginal and Torres Strait Islander employees have **cultural load/burden**
- Managers do not understand what **'Aboriginal led' and 'self-determination'** mean. For example, non-Aboriginal managers speak on behalf of or over Aboriginal employees, even when Aboriginal employees lead the project or event

### Culturally responsive processes and support

- A need for **culturally responsive mentoring and counselling** for Aboriginal and Torres Strait Islander employees
- A need for an **Aboriginal and Torres Strait Islander human resources role or cultural supervision** to help employees with personal and workplace issues
- A need for a **racism complaint procedure and anti-discrimination training** that references Aboriginal and Torres Strait Islander discrimination and harassment
- **Aboriginal and Torres Strait Islander employees value their network**
- **Improve communication about support, programs, events and opportunities** open to Aboriginal and Torres Strait Islander employees
- **Poor consultation.** For example, seeking validation instead of advice from Aboriginal and Torres Strait Islander people and employees

### Systemic

- **Simplify recruitment** to get more employees
- **Lack of cultural leave to support Aboriginal and Torres Strait Islander employees to do cultural practices or duties, or for sorry business**
- Aboriginal and Torres Strait Islander employees find it difficult to access **study leave** or it does not meet their needs
- **Pre-employment checks** and screening can be barriers to employment
- **Bureaucratic processes deter** or are an excuse to avoid making changes
- **Communication** about Aboriginal employees and jobseekers is inconsistent

### Leadership

- People see **structural issues and middle management** as barriers to change or improve things
- **There is a lack of Aboriginal and Torres Strait Islander managers and executives**
- **Leadership training and development do not meet the needs** of Aboriginal and Torres Strait Islander employees
- Aboriginal and Torres Strait Islander employees feel seen as **'the problem'** or a **'trouble-maker'** if they voice issues or suggest change or improvements
- **Lack of action, response and follow up** when Aboriginal and Torres Strait Islander employees raise issues or ideas

# Key success factors

This strategy's success is not only about what we will do. It is also about how we will do it. It will mean challenging our way of thinking and doing things differently.

This workforce strategy relies on some keys success factors.

## Aboriginal and Torres Strait Islander self determination

Aboriginal and Torres Strait Islander people should decide on issues that matter to them.

**We will listen to Aboriginal and Torres Strait Islander employees and community.**

We will take timely action.

## Truth-telling

Truth-telling is central to reconciliation. It is important for **confronting, recognising and healing from our past to create better futures.**

Truth-telling means being brave as we commit to learning:

- history's harsh truths
- today's challenges for Aboriginal and Torres Strait Islander peoples.

## Aboriginal and Torres Strait Islander culture, language and protocols

Culture is key to Aboriginal and Torres Strait Islander people's wellbeing.

**We aim to recognise, value and uphold Aboriginal and Torres Strait Islander cultures, languages and protocols** as we action this strategy.

## Innovation, flexibility and creativity

We must challenge our way of thinking and doing business. Then we can remove barriers, improve access and get better outcomes for Aboriginal and Torres Strait Islander people.

**We will be flexible and creative in getting employment equity** for Aboriginal and Torres Strait Islander people.

## Responsibility and accountability

**Aboriginal and Torres Strait Islander employees have a cultural load.**

We must address the demand on Aboriginal and Torres Strait Islander employees.

They take on extra duties with cultures, events, programs, projects and education of non Aboriginal and Torres Strait Islander employees, often without payment.

## Commitment and resourcing

We must commit the time, energy and resources needed to support employees and reach our goals. This means:

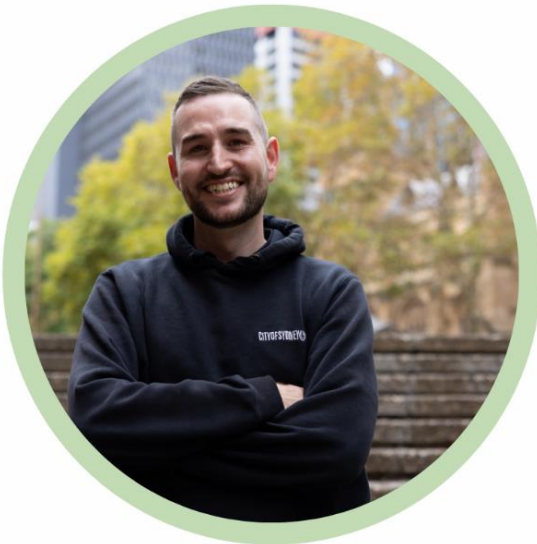
- **employing more** Aboriginal and Torres Strait Islander people
- **doing self-reflection, self-development and learning** to do our part in getting outcomes
- **committing the employees and budget** to do the work under this strategy.

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**“I’ve been with the City of Sydney for 21 years; there are many opportunities for Aboriginal and Torres Strait Islander people and I’m glad to see the organisation continuing their support.”**

– Raymond, City Infrastructure and Traffic Operations Crew Member

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**“Having an Aboriginal and Torres Strait Islander workforce strategy is crucial in creating a culturally safe place for mob to have long careers with the City of Sydney.”**

– Zacharia, Public Space Liaison Officer

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# Our Aboriginal and Torres Strait Islander workforce profile

These figures relate to Aboriginal and Torres Strait Islander employees unless stated otherwise.



## Workforce at a glance

**50** in a workforce of **1,796** employees\*  
2.8% of our workforce (excluding casual and agency employees)

**68%** male employees

**32%** female employees

## Workforce composition

At 31 March 2023, there were **50 non-casual employees**, of which:

**92%** were employed on a permanent basis

**8%** were employed on fixed terms

**82%** were employed full time

**18%** were employed part time

Also, there was **1 casual employee**.

\*As at 31 March 2023

### Separations

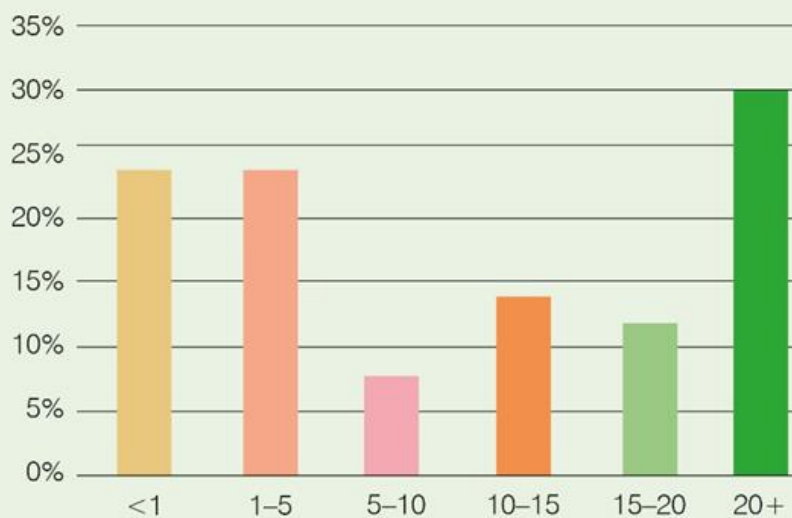
As at 30 June 2022  
**voluntary turnover** was  
**8%**  
(12.3% for the whole organisation).

### Length of service

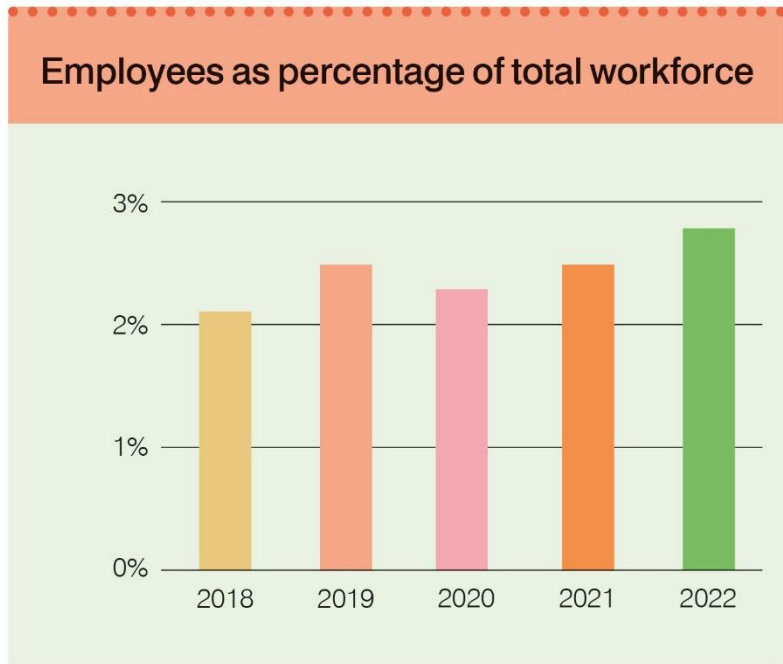
At 31 March 2023 the  
**median length of service** was  
**10.5 years**  
(8 years for the whole organisation).

The graph (below) shows length of service in years.

### Length of service (years) as percentage of total workforce

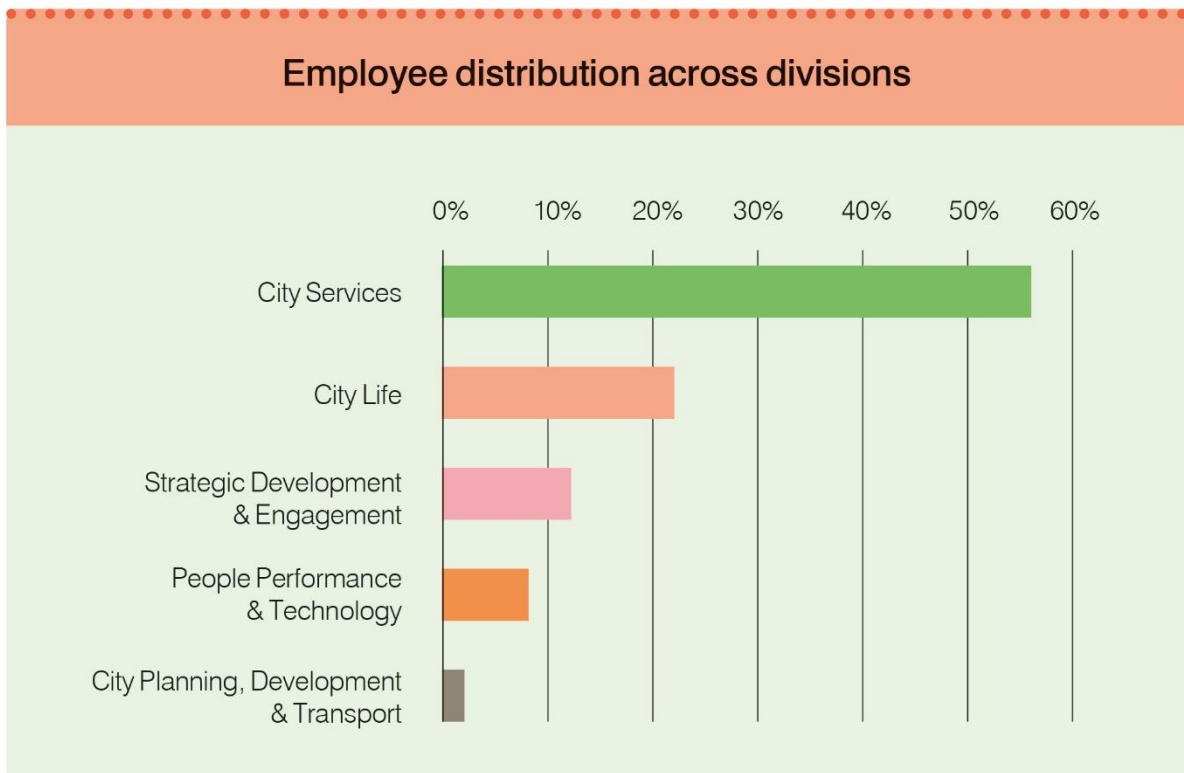


The graph (right) shows the number of Aboriginal and/or Torres Strait Islander employees as a percentage of the total non-casual workforce over the past 5 years.



The graph (below) shows the Aboriginal and Torres Strait Islander employee distribution across the City of Sydney divisions.

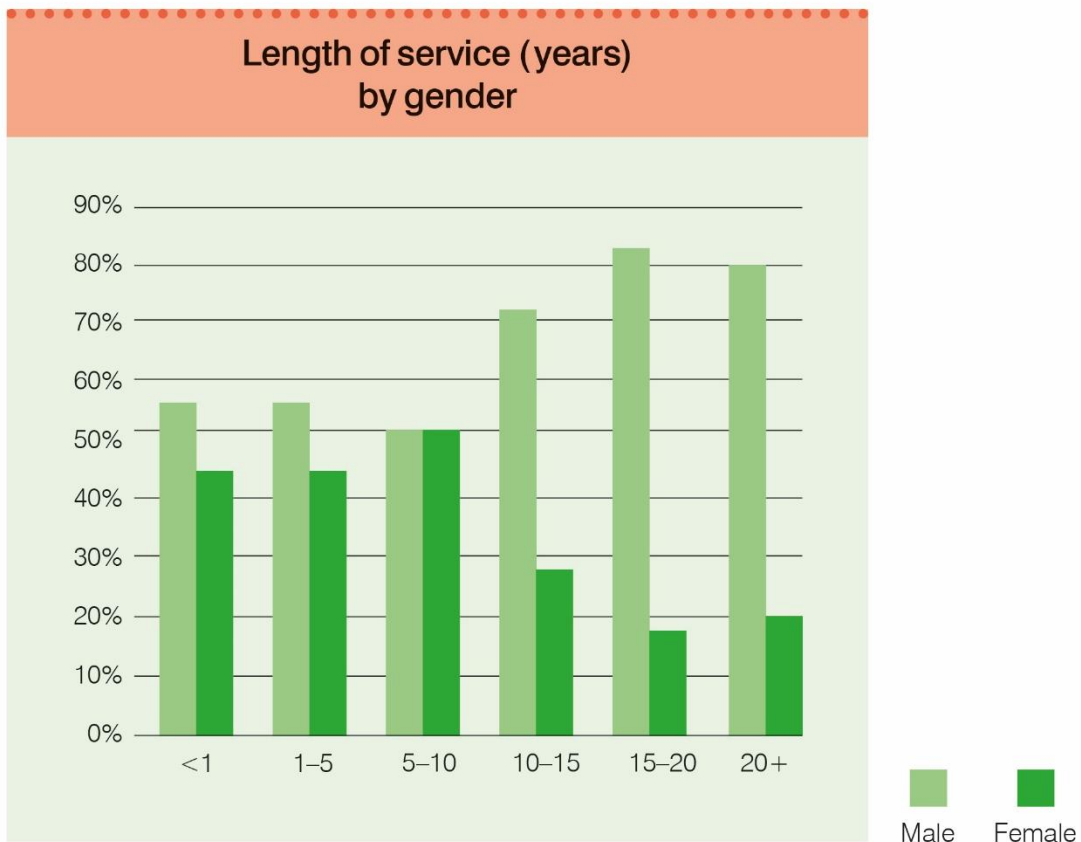
**The City Services division** employs the majority (56%) of Aboriginal and Torres Strait Islander employees.





City Services employees.  
Photo by Abril Felman

**Men work for longer at the City of Sydney** compared to women.  
This contrast grows as they hit 20 years of service.





### Age

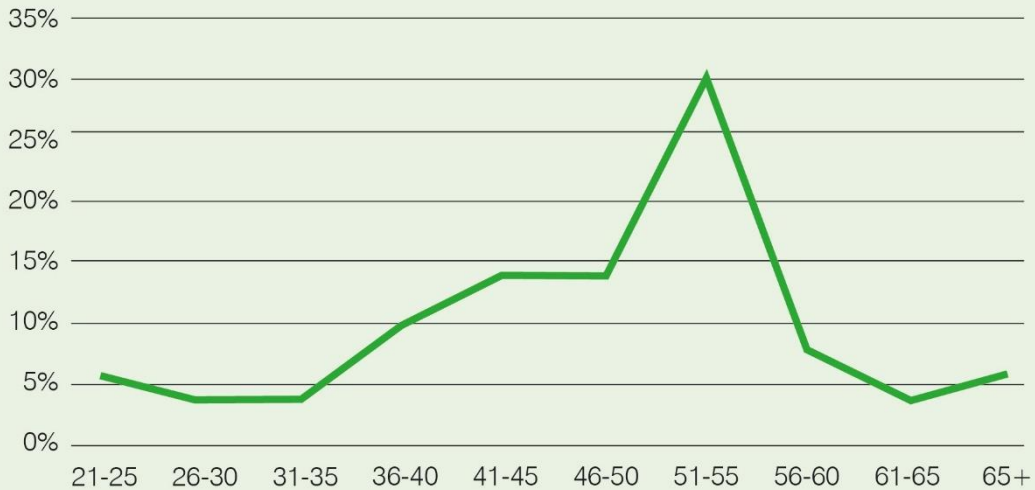
At 31 March 2023 the **average age of non-casual employees** was

**47.9 years**

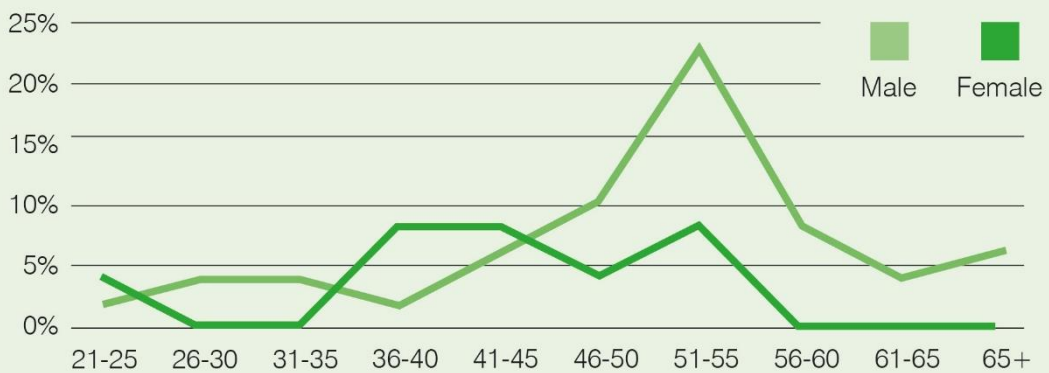
Most employees (68%) are aged between 36 and 55 years old.

The graph below shows the number of employees in each age group.

### Age profile for non-casual employees



### Age profile by gender as percentage of male/female



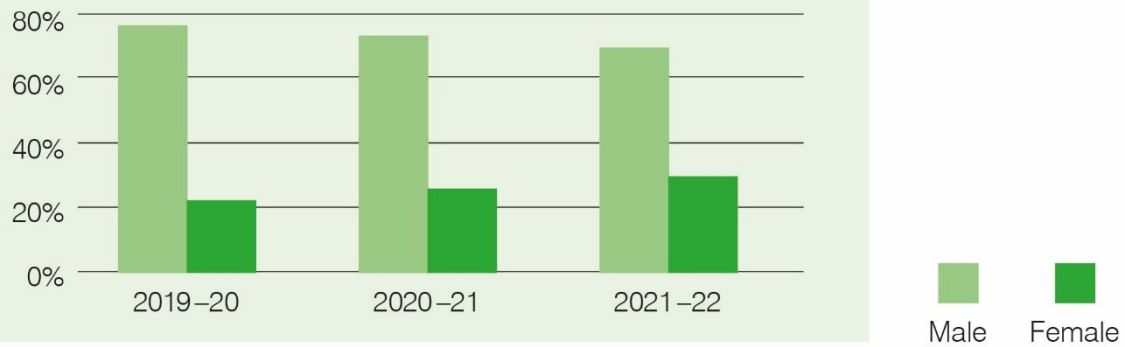
## Gender

As of 30 June 2022, the **number of female employees grew** from

**23%** in 2019/20 to **30%**

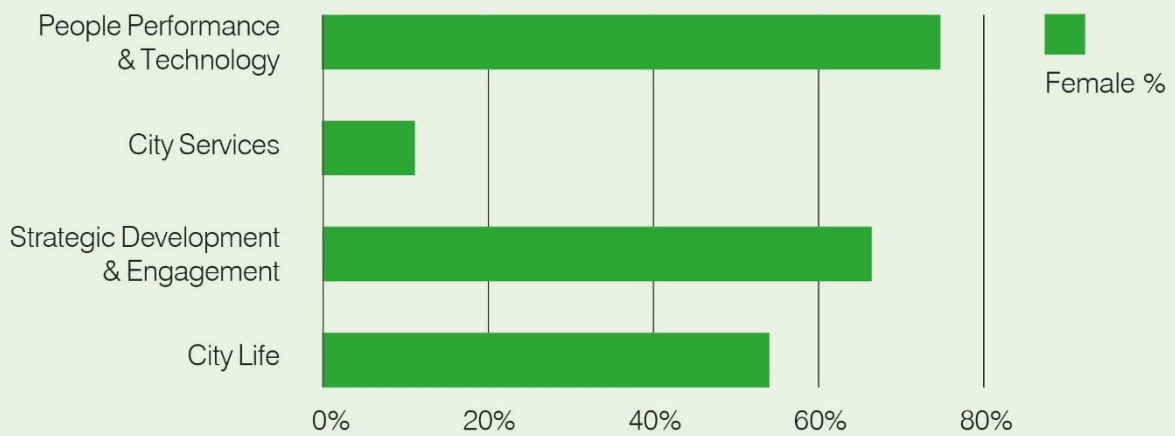
The percentage of female employees varies across the organisation.

## Gender of employees as percentage



Most women work in People, Performance & Technology and Strategic Development & Engagement closely followed by City Life.

## Female employment across divisions





City of Sydney Indigenous Leadership & Engagement team.

## Employee satisfaction

We conducted the **Pulse Survey in 2021** to find out how employees felt about working in the organisation. The survey measures scores across 10 areas.

We received 33 responses from employees who identify as an Aboriginal and Torres Strait Islander person.

Area	Aboriginal and Torres Strait Islander employees	Whole organisation employees
Connectedness	48%	61%
Wellbeing	55%	55%
Trust	47%	58%
Perceived organisational support	47%	58%
Teamwork	55%	62%
Role clarity	63%	68%
Manager support	62%	66%
Communication	50%	61%
Engagement	58%	58%
Safety	61%	76%

# Objective 1

Make the City of Sydney an attractive workplace where Aboriginal and Torres Strait Islander people feel welcome and encouraged to apply for roles.

A culturally aware and skilled workplace is one where employees respect Aboriginal and Torres Strait Islander people, customs and cultures. This is important for:

- doing business
- retaining Aboriginal and Torres Strait Islander employees
- working with and serving the many Aboriginal and Torres Strait Islander communities across the City of Sydney local area.

Being a culturally safe and inclusive workplace is also a major attraction for Aboriginal and Torres Strait Islander people. It makes Aboriginal and Torres Strait Islander people feel welcome and encouraged to apply for roles.

We already have work underway to create a culturally aware and skilled workplace. As well, we will:

- make a communication and engagement strategy to amplify our work:
  - partnering with communities
  - employing Aboriginal and Torres Strait Islander people.
- support the City of Sydney to deliver on this objective with tools and resources.

We will create:

- guidance on how to respectfully represent Aboriginal and Torres Strait Islander people in our communications
- tools and resources to promote vacancies, programs and the work we do in Aboriginal and Torres Strait Islander employment
- culturally responsive jobseeker information and tools and resources to encourage and support Aboriginal and Torres Strait Islander jobseekers
- a culturally responsive value proposition that targets Aboriginal and Torres Strait Islander talent.

Outcomes	Measures
Aboriginal and Torres Strait Islander representation across our communications.	More Aboriginal and Torres Strait Islander people, culture, stories, histories and imagery.
We use culturally responsive tools, resources and information to promote information.	More access to City of Sydney information by Aboriginal and Torres Strait Islander people.
City of Sydney is an attractive and welcoming workplace for Aboriginal and Torres Strait Islander people.	<p>More applications from Aboriginal and Torres Strait Islander people.</p> <p>More positive feedback from Aboriginal and Torres Strait Islander employees and community.</p>



Image: Weaving cultures together: employee workshop (March 2023).  
Image by Abril Felman/City of Sydney.

# Objective 2

**Recruit Aboriginal and Torres Strait Islander people and ensure jobseekers can access employment opportunities.**

Our Stretch RAP target for Aboriginal and Torres Strait Islander employment is:

- 3% of the workforce by November 2023
- a further target increase to 3.4% by November 2025.

Doing this has economic and social benefits for our whole community and the organisation.

To grow and maintain Aboriginal and Torres Strait Islander employment, we will:

- make Aboriginal and Torres Strait Islander employment pathways for jobseekers, graduates, school leavers and others
- strengthen relationships with Aboriginal and Torres Strait Islander job agencies
- develop tools and information for Aboriginal and Torres Strait Islander jobseekers
- review and improve recruitment policies and practices to work smoother and better for Aboriginal and Torres Strait Islander people
- plan with the Indigenous Leadership and Engagement team on roles where Aboriginal and Torres Strait Islander people are best placed across the organisation
- create culturally responsive policies and procedures to address criminal record barriers
- research factors that influence employing Aboriginal and Torres Strait Islander people
- strengthen record-keeping processes to capture talent and interest.



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**“This strategy encourages other Aboriginal people to join the organisation and shows them that they will be supported here.”**

– Jordan, HR Officer

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Image: Weaving cultures together: employee workshop (March 2023).  
Image by Abril Felman/City of Sydney.

Outcomes	Measures
<p>Grow the number of skilled and qualified Aboriginal and Torres Strait Islander staff members.</p>	<ul style="list-style-type: none"> <li>– 3% of the workforce are Aboriginal and Torres Strait Islander employees by November 2023.</li> <li>– 3.4% of the workforce are Aboriginal and Torres Strait Islander employees by November 2025.</li> </ul>
<p>Grow the number of Aboriginal and Torres Strait Islander applicants for roles with the City of Sydney.</p>	<ul style="list-style-type: none"> <li>– At least 100 applications from Aboriginal and Torres Strait Islander people each year.</li> </ul>
<p>Our recruitment policies and practices, particularly those relating to criminal record checks:</p> <ul style="list-style-type: none"> <li>– are streamlined</li> <li>– are informed by experts and research</li> <li>– meet the needs of the Aboriginal and Torres Strait Islander community.</li> </ul>	<ul style="list-style-type: none"> <li>– Less unsuccessful Aboriginal and Torres Strait Islander candidates.</li> <li>– An Aboriginal and Torres Strait Islander Employment reference group meets quarterly. It reviews policies and practices and gives feedback to the City of Sydney.</li> <li>– An expression of interest/talent pool process is developed.</li> </ul>

# Objective 3

Invest in the professional development of Aboriginal and Torres Strait Islander employees and develop approaches that increase retention, promotions and mobility within the organisation.

Developing our Aboriginal and Torres Strait Islander workforce is a key priority.

When we have more Aboriginal and Torres Strait Islander leaders, all employees benefit. By investing in our Aboriginal and Torres Strait Islander employees we will:

- increase the number of Aboriginal and Torres Strait Islander professionals, managers and executives
- support Aboriginal and Torres Strait Islander employees to reach their learning and development goals and have rewarding careers in local government.

To achieve our objective, we will:

- review Aboriginal and Torres Strait Islander employee learning and development goals
- invest in Aboriginal and Torres Strait Islander leadership and management development programs
- review and improve learning, performance and development policies and practices with an aim to:
  - increase access to opportunities
  - monitor and report outcomes.
- establish a learning and development fund for Aboriginal and Torres Strait Islander employees
- improve communication and engagement with learning and development opportunities
- establish partnerships for Aboriginal and Torres Strait Islander employees to learn and develop outside of the organisation.

Outcomes	Measures
Increase in Aboriginal and Torres Strait Islander people in professional, executive and management roles.	More Aboriginal and Torres Strait Islander people in professional, executive and management roles.
Increased engagement in learning and development opportunities by Aboriginal and Torres Strait Islander employees.	More Aboriginal and Torres Strait Islander employees are engaged in learning and development activities.
Aboriginal and Torres Strait Islander employees achieve their learning and development goals.	Most Aboriginal and Torres Strait Islander employees achieve their learning and development goals.



# Objective 4

Create a culturally aware and skilled workplace where employees respect Aboriginal and Torres Strait Islander people, customs and cultures.

Having a job is key to:

- financial stability for Aboriginal and Torres Strait Islander people
- economic success for the community.

To attract Aboriginal and Torres Strait Islander people to work at the City of Sydney, we will focus on:

- workplace readiness
- creating a culturally safe workplace that understands, values and respects Aboriginal and Torres Strait Islander peoples and cultures.

To achieve this, we will:

- grow understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories and knowledge and rights through cultural learning
- reflect and celebrate Aboriginal and Torres Strait Islander people, history and cultures in the workplace and encourage employees to take part in events
- promote long-term and purposeful careers that benefit local communities
- address workplace racial discrimination by:
  - reviewing workplace policies and practices
  - creating effective workplace supports and systems.
- strengthen relationships with local Aboriginal and Torres Strait Islander community groups and organisations
- establish culturally responsive support, mentoring and counselling in the workplace for Aboriginal and Torres Strait Islander employees.

Outcomes	Measures
Our employees value and understand Aboriginal and Torres Strait Islander cultures, history, knowledge and rights.	<ul style="list-style-type: none"> <li>– All City of Sydney employees (around 1,800 people) complete cultural awareness training.</li> <li>– Up to 1,000 City of Sydney employees and managers in targeted roles complete cultural competency training.</li> <li>– All City of Sydney executive and key leaders (around 50 people) complete cultural proficiency training.</li> </ul>
Aboriginal and Torres Strait Islander people, history and cultures are celebrated and	<ul style="list-style-type: none"> <li>– Aboriginal and Torres Strait Islander language, culture, art, stories or history</li> </ul>

Outcomes	Measures
<p>reflected in our organisation through imagery, language, art, stories, knowledge and events.</p>	<p>shown on every level of our offices, depots and venues.</p> <ul style="list-style-type: none"> <li>– Aboriginal and Torres Strait Islander events are recognised and celebrated.</li> <li>– City of Sydney uniforms and vehicles reflect Aboriginal and Torres Strait Islander artwork, history and stories, particularly during National Reconciliation Week and NAIDOC Week.</li> <li>– Aboriginal and Torres Strait Islander imagery and information are shown across our website, presentations, strategies, plans and other communications.</li> </ul>
<p>Aboriginal and Torres Strait Islander people recognise the City of Sydney as a respected long-term employer with meaningful work.</p>	<ul style="list-style-type: none"> <li>– More Aboriginal and Torres Strait Islander job candidates.</li> <li>– More Aboriginal and Torres Strait Islander employees in permanent roles.</li> <li>– Aboriginal and Torres Strait Islander employees work at the City of Sydney for longer.</li> <li>– More Aboriginal and Torres Strait Islander people see the City of Sydney as a long-term employer.</li> <li>– More Aboriginal and Torres Strait Islander employees recommend their workplace to others.</li> <li>– Job descriptions refer to Aboriginal and Torres Strait Islander cultures, people or communities.</li> </ul>
<p>Policies and procedures created or amended to address workplace racial discrimination including a racial complaint procedure.</p> <p>Culturally responsive and effective workplace support addresses racial discrimination. It includes anti-discrimination training that references Aboriginal and Torres Strait Islander people.</p>	<ul style="list-style-type: none"> <li>– Anti-discrimination training developed that references Aboriginal and Torres Strait Islander racism and discrimination.</li> <li>– Racism complaint procedure reviewed and updated to meet needs of Aboriginal and Torres Strait Islander employees.</li> <li>– Aboriginal and Torres Strait Islander employees report better wellbeing and job satisfaction.</li> </ul>
<p>We have strong working relationships with Aboriginal and Torres Strait Islander community groups and organisations.</p>	<ul style="list-style-type: none"> <li>– Aboriginal and Torres Strait Islander community groups and organisations engage at a higher rate with our communication, projects, activities and events.</li> <li>– More Aboriginal and Torres Strait Islander people referred to City of Sydney job opportunities.</li> </ul>

Outcomes	Measures
<p>Aboriginal and Torres Strait Islander employees report a better sense of wellbeing with culturally responsive support systems in place.</p>	<ul style="list-style-type: none"> <li>– Employees engage and support local Aboriginal and Torres Strait Islander community groups and organisations at a higher rate.</li> <li>– More Aboriginal and Torres Strait Islander employees stay working with City of Sydney for longer.</li> <li>– Better Pulse Survey results.</li> </ul>



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**“I’m proud that I get to make a positive impact on the community and improve the lives of visitors and residents. It’s great to be part of an organisation that actively promotes and encourages diversity and strives to create a welcoming and inclusive working environment.”**

– Christie, Recreation Officer



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**“It’s important when we come to work that we’re culturally safe and our community are a priority.”**

– Otis, Community Development Officer

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# Monitoring, measuring and reporting on our impact

So we can properly track our progress towards the outcomes from this strategy, we need better processes to capture and report information.

These actions would support us to improve our processes.

Gathering insights and information:

- Establish a central data management system for our Aboriginal and Torres Strait Islander workforce.
- Elevate and empower Aboriginal and Torres Strait Islander employee voices.
- Get free prior informed consent from Aboriginal and Torres Strait Islander employees through respectful practices.

Sharing insights and information:

- Allow Aboriginal and Torres Strait Islander employees to access and control their own personal information.
- Share success of outcomes internally and externally.
- Maintain privacy and confidentiality.
- Respect and maintain Aboriginal cultural and intellectual protocols.

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## Evidence-informed policy and strategy

We will establish an Aboriginal and Torres Strait Islander employment reference group.

The group will:

- inform the City of Sydney of best practice and emerging issues around Aboriginal and Torres Strait Islander employment
- give feedback and advice to the City of Sydney on risks around achieving priorities.

We will continue to do research in these areas to better understand their impact on Aboriginal and Torres Strait Islander employment and workplaces:

- criminal history checks
- licensing support programs
- models to attract and develop Aboriginal and Torres Strait Islander managers and leaders
- benefits of Aboriginal and Torres Strait Islander managers and leaders to:
  - retain Aboriginal and Torres Strait Islander employees
  - create an inclusive and culturally responsive workplace
  - community and business outcomes.

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- the structure and condition of the labour market in relation to Aboriginal and Torres Strait Islander people – for example, childcare, education, carer responsibilities, disability, incarceration and household dynamics
- models of cultural support and supervision to inform a role or model that meets the needs of Aboriginal and Torres Strait Islander employees and help to retain them
- racism complaint procedures and anti-discrimination compliance training that include reference to Aboriginal and Torres Strait Islander discrimination and harassment.



Image: Weaving cultures together: employee workshop (March 2023).  
Image by Abril Felman/City of Sydney.

Weaving cultures together: employee workshop (March 2023). Image and artwork by Peta Joy Williams, Wiradjuri Wave.





