



**CITY OF SYDNEY**

# Stretch Reconciliation Action Plan

November 2020 – November 2023

Green, Global, Connected



**RECONCILIATION  
ACTION PLAN**

**STRETCH**



The City acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of this place we now call Sydney, and we acknowledge their continued connection to Country. We pay respect to Aboriginal and Torres Strait Islander Elders past, present and emerging.

Cover image: *Naba Gumal* (detail) by Shannon Foster.

*Naba Gumal* is a celebration of the Aboriginal and Torres Strait Islander people, culture and Country of War'ran (Sydney). The key design feature of the artwork is the use of stencilled handprints – a concept which reflects the very recognisable Sydney Aboriginal visual art that can be found in the shell middens on Sydney's sandstone coast lines and waterways. For thousands of years local Aboriginal people have stencilled handprints onto sandstone cave walls with ochres sprayed from the mouth. These hand prints are the personal markings of the people who belong to the Country and in much the same way, *Naba Gumal* includes the hand prints of Aboriginal and Torres Strait Islander people living and working in Sydney today as the *Naba Gumal* (family and friends) of the local Gadi people.

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# Aboriginal and Torres Strait Islander advisory panel statement

The Aboriginal and Torres Strait Islander advisory panel acknowledge the Gadigal of the Eora Nation as the Traditional Custodians of this place who maintain their unique and unbroken connection to these lands and waters.

Today this city is a gathering place for Aboriginal and Torres Strait Islander people from across Australia who continue to fight for self-determination, human rights and maintaining our cultures.

This plan outlines the City's commitment to building a meaningful relationship with Aboriginal and Torres Strait Islander communities that aims to support our social, cultural, spiritual and economic aspirations. This means being inclusive, innovative and committed in its relationship with Aboriginal and Torres Strait Islander communities.

Strengthening this relationship requires understanding past truths, present truths and future truths.

Truth-telling about Australia's real history must sit at the heart of this relationship. It means an honest respectful acknowledgement of this country's First Peoples and their struggles for justice.

We want acknowledgment and understanding of the needs and aspirations of our communities and recognition of the positive contributions our people have made.

Our communities need to be supported and empowered with real and genuine connections – not just symbolism. These efforts must be grounded in equality, equity, institutional integrity and historical acceptance.

The voices and the lives of Aboriginal and Torres Strait Islander peoples matter and developing a balanced relationship is vital for genuine and truthful engagement.

**The Aboriginal and Torres Strait Islander advisory panel encourages the City of Sydney to be brave and be a leader in Reconciliation.**

The City's Aboriginal and Torres Strait Islander advisory panel at Redfern Community Centre, 2018. Photograph by Katherine Griffiths



# Message from the Lord Mayor

The City of Sydney acknowledges, shares and celebrates the living cultures of Aboriginal and Torres Strait Islander peoples. Our strong relationships are at the core of reconciliation.

We recognise the importance of practising culture and how vital it is to our wellbeing, identity and connection.

Our longstanding commitment to Sydney's First Nations' communities and the process of reconciliation began in 2007 and is part of our Sustainable Sydney 2030 vision.



Sustainable Sydney 2030 made a commitment to developing the Eora Journey or the 'people's journey' in the Sydney Aboriginal language. While developing the plan, one of the strongest responses I received from our communities was for greater recognition for Sydney's Aboriginal history and heritage.

The work included a visionary series of projects that demonstrated the City's commitment to the Aboriginal and Torres Strait Islander peoples of Sydney. The City's first Reconciliation Action Plan recognised the extent of the great work that we do with First Nations communities.

It also helped develop our systems to create opportunities to engage with Aboriginal and Torres Strait Islander communities.

Our Aboriginal and Torres Strait Islander Advisory Panel continues to advise us on matters of importance to these communities. We want these voices to help influence the identity, design and function of the city.

This Stretch Reconciliation Action Plan is focused on how we will continue to advance reconciliation in our organisation and in our sphere of influence. I'm proud of how far we've come in building respect, nurturing relationships, creating opportunities, and recognising good governance and reporting – for and with Aboriginal and Torres Strait Islander peoples. We will continue to build on these foundations each year.

I look forward to seeing how our Stretch Reconciliation Action Plan will continue to transform our organisation and, in turn, benefit our communities.

A handwritten signature in black ink that reads "Clover Moore." The signature is stylized with a large, flowing 'C' and a distinct dot at the end.

Lord Mayor  
**Clover Moore**

# Message from the CEO

Since the last Plan back in 2015-2017, the City has been making progress on our commitments to achieve reconciliation by working with Aboriginal and Torres Strait Islander communities in and around Sydney.

In November 2018 the City purchased the former Redfern Post Office for use as a local Aboriginal and Torres Strait Islander knowledge and culture centre. It's an exciting milestone in the Eora Journey, celebrating the living cultures of the Aboriginal and Torres Strait Islander communities in Sydney. The location was chosen with help from the Aboriginal and Torres Strait Islander Advisory Panel. Programming and plans will be announced following community consultation.

In 2019, Council recognised the inherent right of First Nations peoples to practise their culture on lands managed by the City without requiring a busking permit. This step is vital for the custodians of the world's longest continuing cultures to practise, nurture, and express art, dance, song and storytelling.

In March 2020 the City announced a \$1 million grant for the University of Technology (UTS) to help launch Australia's first university residential college for Aboriginal and Torres Strait Islander students. The college will make it easier for Aboriginal and Torres Strait Islander students to access higher education opportunities.

Sponsorship is a great way to work with First Nations communities to collaborate and support our joint aspirations through events. Important sponsorships, many of which have a long standing history with the City include Yabun Festival, NAIDOC Week (community celebrations in Glebe, Woolloomooloo and Redfern), Winda Film Festival (which celebrates Indigenous film and storytellers), the NSW Aboriginal Rugby League Knockout, and the ANZAC Day Coloured Diggers March.



Other essential collaborations include our ongoing work with the NSW Indigenous Chamber of Commerce and Indigenous Business Development Program.

As we plan for Sydney in 2050 we want Aboriginal and Torres Strait Islander people to help shape the city. This will be achieved through active participation in governance that is embedded, and most of all, respectful.

Congratulations and thank you to the members of the RAP Working Group for their work so far and for championing reconciliation.

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

**Monica Barone**  
CEO



# Message from Reconciliation Australia

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On behalf of Reconciliation Australia, I congratulate the City of Sydney on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP); it's second RAP overall.

Formed around the pillars of relationships, respect, and opportunities, the RAP program assists organisations to drive reconciliation across their core business and sphere of influence. The program's collective impact grows day on day, with over 2.3 million people now either working or studying in a RAP organisation.

As the local government body for Sydney's centre and surrounding suburbs, the City has a vibrant sphere of influence from which to advance reconciliation. This includes a diverse range of stakeholders that enjoy its services; from residents and businesses, to the myriad visitors and tourists who travel into its boundaries every day. As one of Australia's first sites of contact, the City is built upon a rich and unique history of continuing connection, culture, resistance, and reconciliation. Today, it maintains a vibrant legacy of Aboriginal and Torres Strait Islander activism and self-determination for the City to reflect on and draw pride in as it advances its commitments.

The City's previous RAP successfully focused on elevating Aboriginal and Torres Strait Islander voices and perspectives into the City's overarching work. Initiatives like the Aboriginal and Torres Strait Islander Advisory Panel, as well as the First Peoples Dialogue Forum, put Aboriginal and Torres Strait Islander engagement at the forefront of the City's decision-making. These initiatives are supported by the City aligning its reconciliation outcomes with its Sustainable Sydney 2030 community strategic plan. By integrating its RAP commitments with its overarching strategy, the City is ensuring reconciliation is an integral part of its vision for the future.

Building on the foundations developed in its first RAP, this Stretch RAP sees the City continuing to embed long-standing commitments, as well as expand into innovative and prescient strategies.

This includes consulting with its Aboriginal and Torres Strait Islander residents on the aspirations of the Uluru Statement from the Heart; as well as noting the importance of First Nations engagement in its climate emergency response. The City is also looking to increase the visibility and prominence of place-based First Nations histories in the community, including the establishment of a Local Aboriginal Knowledge and Culture Centre in Redfern. From these new strategies and projects, it is clear the City is continuously redeveloping and re-engaging with its reconciliation commitments. This, along with new projects to support the economic prosperity and capacity of its Aboriginal and Torres Strait Islander community members, show the City progressing reconciliation with thoughtfulness and ambition.

On behalf of Reconciliation Australia, I congratulate the City of Sydney on this Stretch RAP and look forward to following its ongoing reconciliation journey.



**Karen Mundine**  
CEO



# Our vision for reconciliation





*bara* by Judy Watson is a new permanent artwork to celebrate the Traditional Custodians of Gadigal Country. The artwork will take pride of place on the Tarpeian Precinct Lawn above Dubbagullee (Bennelong Point). Image courtesy of the artist and UAP.

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Our vision for reconciliation is a Sydney that values the living cultures of Aboriginal and Torres Strait Islander people, embraces the truthful reflection of the history and experiences of First Nations peoples, and is dedicated to equity, opportunity and respect for Aboriginal and Torres Strait Islander communities.

In taking action, the City strives to reflect the needs and aspirations of Sydney's First Nations communities and recognise their impact and contribution. The City will listen to and elevate the voices of Aboriginal and Torres Strait Islander peoples.





# Our business

## Our vision

Sustainable Sydney 2030 is the City of Sydney's community strategic plan. First adopted in 2008, it expresses the community's vision and our commitment to the sustainable development of our city to 2030 and beyond. It sets out our shared vision of inclusive economic growth, a cohesive community and a culturally alive and vibrant city – all within the agreed national and international policy settings of limiting global warming to less than 2 degrees, ideally 1.5 degrees.

In 2018, Council resolved to review this vision, engaging the community in the development of a revised plan that extends to 2050. We expect our Council will consider the 2050 vision in mid-2021 and this will inform our new community strategic plan in 2022.

## Developing our 2050 vision

The comprehensive engagement program that informed the development of Sustainable Sydney 2050 was done in line with our community engagement principles. It reached a wide range of community members including residents, workers, business owners and visitors and across age ranges.

The program ran from November 2018 to December 2019. It included more than 100 individual activities such as community events, targeted sector events, roundtables, an online survey, and children's and youth summits. We also worked with New Democracy to convene a citizen's jury comprised of 47 randomly selected citizens who deliberated over six weekends to make recommendations on what concepts should be implemented in Sydney by 2050.

The First Peoples Dialogue Forum was an integral part of the community engagement process to ensure that the Aboriginal and Torres Strait Islander voice was influential. The Aboriginal and Torres Strait Islander Advisory Panel was briefed and invited to participate in workshops and forums.





Sydney New Year's Eve fireworks, 2015.  
Photograph by Ryan Pierse.

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## Proposed additions to Sydney 2050

From our research and community engagement, it is proposed to include a new strategic direction – An equitable, affordable and inclusive city. This will make more explicit the outcomes we are working towards as an organisation and as a community. The Sustainable Sydney 2050 vision will include a set of principles that guide the City of Sydney's decision making, one of which will inform our approach to listening to, learning from and respectfully engaging with First Nations People.



Buuja Buuja butterfly dance group at the First Nations dialogue forum, 2019. Photograph by Mark Metcalfe

## Climate emergency

The City of Sydney Council declared a climate emergency in June 2019, stating that climate change poses a serious risk to the people of Sydney.

Aboriginal and Torres Strait Islander people living in remote areas can be the most vulnerable to the impacts and root causes of climate change. Our First Nations' People are deeply alarmed by the accelerating climate devastation brought about by unsustainable development and carbon emissions.

In February 2020 the Council endorsed our climate emergency response, which details the actions we will take to reduce our carbon emissions and make our operations more resilient to climate related hazards. It is critical that we look at climate action from a broad Indigenous perspective that includes traditional knowledge, innovations and practices.

We also see it as our responsibility to support and empower our communities to reduce their carbon impacts, water use and waste. Our climate actions will be inclusive and acknowledge in consultation with the First Peoples of Australia and the need for a just transition.

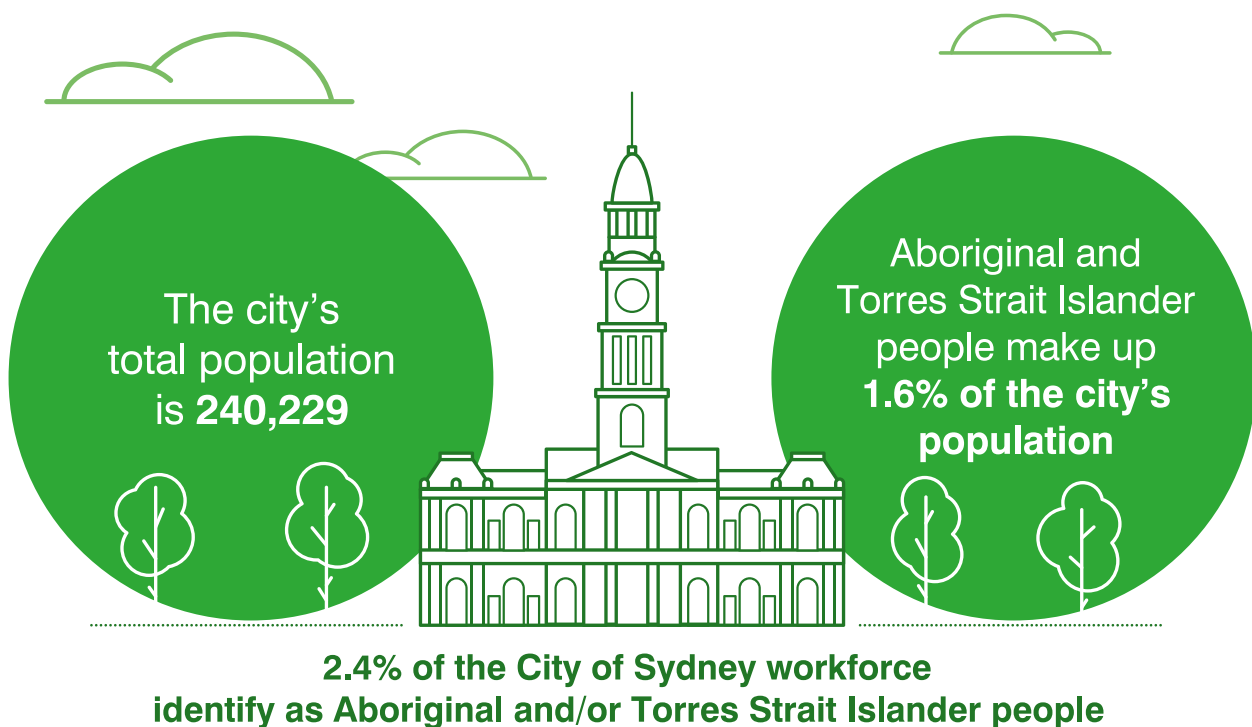
## Our business

The Council of the City of Sydney is the local government authority responsible for the city centre and is made up of 33 suburbs wholly or partly contained within our council boundary. We provide an array of commercial, residential, community and cultural services.

Our total population is 240,229 as at June 2018. On any given day, the local population swells to more than 1.3 million with people commuting, doing business, shopping, playing, studying, or here to see the sights of Sydney.

Based on the estimated resident population of the 2016 census, Aboriginal and Torres Strait Islander people make up 1.6% of the City of Sydney's population (3,509 out of 222,717).

At December 2019, the City has 1,917 full-time staff, which includes 46 staff who choose to identify as Aboriginal and/or Torres Strait Islander. This is 2.4% of the total number of full-time City staff.







Gadigal Mural is designed by Sydney artist Jason Wing with First Nations creative producers Dennis Golding and Lucy Simpson for Australian Design Centre (ADC). Photograph by Katherine Griffiths.





# Our plan

Our first Reconciliation Action Plan used an Innovate model. It was endorsed in 2015 and has helped us engage in reconciliation actions throughout the organisation.

The plan supports the realisation of increased equity of Aboriginal and Torres Strait Islander peoples and strengthens the relationships between First Nations people and the wider community.

Our new Reconciliation Action Plan has been developed with our Executive committee, the RAP sponsor, the Indigenous Leadership and Engagement Team, employees across all divisions of the organisation, the City's Indigenous staff network forum, and the City of Sydney Aboriginal and Torres Strait Islander advisory panel. It has been endorsed by City of Sydney Councillors.

This plan is championed by the Chief Operating Officer and the City's executive management team.

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## In developing this plan, the RAP working group included:

- Chief Operating Officer
- Manager Culture and Creativity
- Chief Procurement Officer
- Procurement Manager
- Manager Corporate Human Resources
- Manager Organisational Capability
- Manager Integrated Planning and Reporting
- Senior Solicitor
- Manager Risk and Governance
- Business Support Officer
- Area Planning Manager
- Manager Cleansing and Waste
- Emergency Planning Manager
- Public Art Coordinator
- Urban Renewal Place-making Specialist
- Manager Social Strategy





Calling Country performance at Sydney New Year's Eve, 2019. Photograph by Katherine Griffiths.

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**The working group includes a number of Aboriginal and/or Torres Strait Islander staff:**

- Manager Indigenous Leadership and Engagement
- Senior Community Engagement Coordinator
- Community Engagement Coordinator (Eora Journey)
- Community Development Officer

**The implementation of the RAP will see the RAP working group made up of all action owners in the plan:**

- Chief Operating Officer
- Director People, Performance and Technology
- Director City Projects and Property
- Director City Life
- City Design Director
- Chief Procurement Officer
- Chief Marketing Communications Officer
- Manager Indigenous Leadership and Engagement
- Executive Manager Strategic Outcomes
- Manager Strategic Engagement and Community Relations
- Manager Organisational Capability

- Manager Corporate HR
- Manager Culture and Creativity
- Manager City Greening and Leisure
- Manager Social Programs and Services
- Manager Libraries and Learning
- Manager Corporate Communications
- Executive Manager Creative City
- Manager Learning and Development
- Manager Cultural Venues and Programs
- Public Art Program Manager
- Executive Manager Strategic Planning and Urban Design
- Manager Economic Programs
- Manager Recruitment and HR Systems
- Manager Grants

The City of Sydney Council first appointed the Aboriginal and Torres Strait Islander advisory panel in 2008. Made up of 16 community members and industry professionals, the panel includes Aboriginal and Torres Strait Islander people who live, work or study in the local area. Each member brings a wealth of knowledge and skills to the table.

The panel meets six times a year to advise on matters of importance to Aboriginal and Torres Strait Islander communities. It also reviews the City's Aboriginal and Torres Strait Islander protocols and the four pillars of our Eora Journey project.

## Achievements

The adoption of the City's Busking and Cultural Practice Policy in 2019 recognises Aboriginal and Torres Strait Islander peoples inherent rights to continue to practise culture on Country. This means that Aboriginal and Torres Strait Islander people can share and practise culture on lands managed by the City of Sydney without requiring a busking permit. This has further developed our organisation's engagement with and understanding of Indigenous cultural and intellectual property.

2019 saw the creation of the Indigenous Leadership and Engagement business unit that includes a senior manager position. This is an identified Aboriginal and Torres Strait Islander role.

There has been an increase in authentic participatory opportunities at City of Sydney events. This has been achieved by engaging First Nations businesses and cultural practitioners to share the activations including the earth oven and gunya at City supported events such as NAIDOC in the City.

Since the Innovate RAP, we have seen an increase in the number of Aboriginal and Torres Strait Islander employees working with us. This has included improving systems to better understand the diversity of our workforce by inviting staff to self-identify.

### 10 key learnings from our first plan

1. Aboriginal and Torres Strait Islander staff need to be involved and present in decisions made in relation to Aboriginal and Torres Strait Islander people and cultures.
2. The plan needs visible leadership and it needs to be clearer where it sits within the organisation. The plan is not the responsibility of Aboriginal and Torres Strait Islander staff, its implementation is everyone's responsibility.
3. We need to make this plan a part of our daily work with clear actions and include these in work plans.
4. We need to support managers and staff to understand how to deliver on the plan where relevant resources are required.

5. We need to support the employment, retention and career development aspirations of Aboriginal and Torres Strait Islander staff, which includes creating identified roles.
6. There needs to be space for community to have a voice and influence on decision making. The community is strong and this needs to be valued and respected.
7. We need to understand how to work more effectively together across the organisation and program 'with' not 'for' Aboriginal and Torres Strait Islander communities.
8. We need to aim high when working with the community and provide high-end opportunities for Aboriginal and Torres Strait Islander businesses.
9. It is important for our organisation to create a culturally safe space in the workplace.
10. We need greater understanding of Indigenous cultural and intellectual property rights.

### Challenges for this plan

It is essential we promote this plan internally and embed clear actions and targets in our work.

Some ways we can do this are by ensuring Aboriginal and Torres Strait Islander staff are in key roles and maintaining the Indigenous Staff network forum.

We need to better understand cultural responsibilities of Aboriginal and Torres Strait Islander peoples, and the impact of Sorry business within community and for staff.

More cultural learning activities with Traditional Custodians on Country will help develop the organisation's cultural proficiency aspirations.

We can also strengthen connections with the wider Aboriginal and Torres Strait Islander community and include the voices of more young people in our decision making.





# Case studies

119 Redfern Street will become the local Aboriginal knowledge and culture centre.  
Photograph by Katherine Griffiths.



## Eora Journey

The concept behind the Eora Journey was initially borne out of consultation with the community when we developed the City's Sustainable Sydney 2030 strategy. Our communities, both Aboriginal and Torres Strait Islander and non-Indigenous, wanted more recognition that this place we now call Sydney is, was, and always will be, an Aboriginal place.

The Eora Journey is a visionary project that celebrates the living culture of the Aboriginal and Torres Strait Islander communities in Sydney which is made up of four linked projects by the City of Sydney. These are recognition in the public domain, an annual significant cultural event, an economic development plan, and an Aboriginal knowledge and culture centre.

The City has purchased the former Redfern Post Office for a Local Aboriginal Knowledge and Culture Centre in Redfern. The premises will provide two levels of multi-purpose community and commercial space within a highly visible and culturally significant location in close proximity to existing community and cultural services in Redfern.

- Public art
- 1 *bara*, by Judy Watson Tarpeian Lawn (due 2021)
- 2 *Yininmadyemi: thou didst let fall*, by Tony Albert, Hyde Park south
- 3 *Welcome to Redfern*, by Reko Rennie
- 4 *Born In Darkness Before Dawn*, by Nicole Foreshe, Australian Museum
- 5 Harbour Walk
- Local Aboriginal Knowledge and Culture centre
- NAIDOC in the City
- The City of Sydney Local Government Area

The Eora Journey's recognition in the public domain projects are overseen by curatorial advisor Hetti Perkins. This includes forthcoming projects such as *bara*, (Monument to Eora Journey), Redfern Terrace (Living Museum), the future walks and past projects, Yininmadyemi, and the Welcome to Redfern Project.

In November 2019, the City engaged Aboriginal curator Emily McDaniel to produce the Harbour Walk. The project is a curated series of interconnected stories and artworks along 9 km of Sydney Harbour foreshore, from Tumbalong Park, Darling Harbour to Woolloomooloo.

### **Sydney New Year's Eve Welcome to Country**

Sydney New Year's Eve each year presents an Acknowledgement of Country segment – a mark of respect acknowledging the Gadigal people of the Eora Nation as the Traditional Custodians. Since 2015 we have presented a Welcome to Country that reaches spectators around the harbour foreshore and is broadcast live for viewers around the world. The event acknowledges Traditional Custodians, welcomes the wider community and recognises the significance of the living culture of the Eora nation.

Each year the segment has a different narrative which includes a traditional smoking ceremony to cleanse Sydney Harbour of bad spirits, performed by the Tribal Warrior Association. A Welcome is delivered by Elders from the Metropolitan Local Aboriginal Land Council, with projections on the eastern and western faces of the Sydney Harbour Bridge pylons and a music and dance performance presented on the Northern Broadwalk of Sydney Opera House.

### **Green Square**

Our Green Square placemaking framework and action plan guides the holistic planning, design and development of the area. An important part of this is recognising and supporting the City's work towards a reconciled Australia.

Past projects include supporting the appropriate use of local Aboriginal language in the naming of City of Sydney buildings and spaces, parks and streets. We have also completed the first stage of an Indigenous cultural heritage mapping project that includes the Green Square area. This highlights local places and stories of cultural significance. We will look at the second stage with guidance from the City's Aboriginal and Torres Strait Islander advisory panel. We'll seek to add these findings to the Sydney Barani website and cultural programming in the Green Square area.

Other commitments include supporting supplier diversity for City of Sydney projects and events by including Aboriginal and Torres Strait Islander businesses in a minimum of five community events at Green Square each year.

The new Gunyama Park Aquatic and Recreation Centre will include a requirement for a Reconciliation Action Plan for operating the site. This will set Aboriginal and Torres Strait Islander employment targets and require engagement with the Aboriginal and Torres Strait Islander community.



Green Square Winter Warmers screen printing.  
Photograph by Adam Hollingworth





Consulting for Sydney 2050 with the City's advisory panels.  
Photograph by Katherine Griffiths

# Relationships

The City recognises that the relationship between Aboriginal and Torres Strait Islander peoples and the wider community is at the heart of reconciliation. We acknowledge that truth telling and contrition are essential to strengthen this relationship and build trust between communities.

Our relationship with Gadigal Country is equally as important in order to better understand and respect this place.

Since 2006, our principles of Cooperation with Metropolitan Local Aboriginal Land Council guide the way we both work together on a range of projects and relationships. The principles include agreement to actively work together, particularly on reconciliation and promoting Aboriginal culture, and to maintain open and transparent communication, specifically on proposals relevant to Metropolitan Local Aboriginal Land Council interests.

The City's Aboriginal and Torres Strait Islander advisory panel continues to provide informed advice and influence our work. The panel represents the excellence and diversity of Aboriginal and Torres Strait Islander peoples who live, work, study and visit this area. Councillor representatives also sit on the panel.

This is an important relationship for the City as we hear directly from community members their views on our work and their priorities and interests. The advisory panel sits for three year terms with the option of sitting two consecutive terms. This ensures both opportunity and continuity for the community to become involved and for panel members to see out longer term projects.

## 1 Action: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverables	Timeline	Responsibility
<b>1.1</b> Review and strengthen the Principles of Cooperation with Metropolitan Local Aboriginal Land Council to improve their implementation and awareness across the organisation.	November 2021	Manager Indigenous Leadership and Engagement
<b>1.2</b> Meet with the Metropolitan Local Aboriginal Land Council four times per year to discuss the implementation of the Principles of Cooperation.	November 2021 November 2022 November 2023	Chief Executive Officer
<b>1.3</b> Meet with the Aboriginal and Torres Strait Islander Advisory Panel minimum six times per year to advise and influence City projects of importance to local Aboriginal and Torres Strait Islander communities.	June 2021 June 2022 June 2023	Chief Operating Officer Manager Indigenous Leadership and Engagement
<b>1.4</b> Increase engagement of the Aboriginal and Torres Strait Islander Advisory Panel through: <ul style="list-style-type: none"> <li>– Accessibility of meetings, through location and technology;</li> <li>– Identifying the panel's items of interest that include community feedback and priorities;</li> <li>– Participation in working groups;</li> <li>– Support City staff to present effectively at panel meetings</li> <li>– Demonstrated influence on a range of projects.</li> </ul>	June 2021 June 2022 June 2023	Manager Indigenous Leadership and Engagement
<b>1.5</b> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	September 2021 September 2022 September 2023	Manager Indigenous Leadership and Engagement
<b>1.6</b> Establish and maintain five formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	November 2022	Manager Indigenous Leadership and Engagement



## 2 Action: Engage Aboriginal and Torres Strait Islander communities in the City's projects and decision-making process.

Deliverables	Timeline	Responsibility
<b>2.1</b> Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders in line with the City's Community Engagement Principles.	November 2021	Manager Strategic Engagement and Community Relations
<b>2.2</b> Develop a framework for engaging children and young people that supports the participation of Aboriginal and Torres Strait Islander young people in the City's decision-making processes.	June 2023	Manager Strategic Engagement and Community Relations
<b>2.3</b> Ensure First Nations consultation and feedback is included in the development of the Sustainable Sydney 2050 Vision and Community Strategic Plan.	June 2022	Executive Manager Strategic Outcomes
<b>2.4</b> Develop, maintain and promote an internal database of Aboriginal and Torres Strait Islander networks and organisations for procurement, engagement, consultation and expressions of interest opportunities.	September 2022	Manager Indigenous Leadership and Engagement

## 3 Action: Contribute to and strengthen networks within the local government sector to promote reconciliation.

Deliverables	Timeline	Responsibility
<b>3.1</b> Participate in the annual NSW Local Government Aboriginal Network conference.	October 2021 October 2022 October 2023	Manager Indigenous Leadership and Engagement
<b>3.2</b> Host the NSW Local Government Aboriginal Network conference.	October 2023	Manager Indigenous Leadership and Engagement

## 4 Action: Promote reconciliation through our sphere of influence.

Deliverables	Timeline	Responsibility
<b>4.1</b> Engage all staff in the RAP by working with relevant senior managers to drive reconciliation outcomes through quarterly updates at internal staff meetings including senior managers meetings and at toolbox talks in City depots.	September 2021 September 2022 September 2023	Chair, RAP Working Group
<b>4.2</b> Host two internal RAP events each year. These will focus on the four pillars of the RAP: relationships, respect, opportunities and governance. These will be a variety of types such as guest speakers, film screenings and panel discussions, and located at different staff sites.	June 2021 June 2022 June 2023	Chair, RAP Working Group
<b>4.3</b> Communicate our commitment to reconciliation publicly.	June 2021 June 2022 June 2023	Chief Marketing Communications Officer
<b>4.4</b> Ensure that procurement contracts include relevant clauses to strengthen and drive reconciliation outcomes.	June 2022	Chief Procurement Officer
<b>4.5</b> Ensure that grants and sponsorship contracts include relevant clauses to strengthen and drive reconciliation outcomes.	June 2022	Manager, Grants
<b>4.6</b> Embed the voices of Aboriginal and Torres Strait Islander people across a range of channels by representing their stories authentically, as guided by the City's strategic communications plan.	September 2021 September 2022 September 2023	Chief Marketing Communications Officer
<b>4.7</b> Use the City's outdoor media network a minimum of two times throughout the year to Acknowledge Country and feature an Aboriginal and/or Torres Strait Islander artwork.	September 2021 September 2022 September 2023	Chief Marketing Communications Officer
<b>4.8</b> Collaborate with ten RAP and other like-minded organisations to implement ways to advance reconciliation.	November 2023	Chief Operating Officer
<b>4.9</b> Consult the Aboriginal and Torres Strait Islander community about the Uluru Statement from the Heart to identify appropriate ways to support their aspirations.	September 2023	Manager Indigenous Leadership and Engagement



## 5 Action: Build relationships through celebrating National Reconciliation Week (NRW).

Deliverables	Timeline	Responsibility
<b>5.1</b> Organise two internal NRW events, including at least one organisation-wide NRW event, each year.	May 2021 May 2022 May 2023	Chair, RAP working group
<b>5.2</b> Partner with community groups to hold one public annual NRW event.	May 2021 May 2022 May 2023	Manager Social Programs and Services
<b>5.3</b> Circulate Reconciliation Australia's NRW resources and reconciliation materials for internal communications purposes.	May 2021 May 2022 May 2023	Manager Corporate Communications
<b>5.4</b> RAP Working Group members participate in two external NRW events each year.	May 2021 May 2022 May 2023	Chair, RAP Working Group
<b>5.5</b> Encourage and support staff and senior leaders to participate in one external event to recognise and celebrate NRW.	May 2021 May 2022 May 2023	Chair, RAP Working Group
<b>5.6</b> Register all of the City's events during NRW on Reconciliation Australia's website.	May 2021 May 2022 May 2023	Chief Marketing Communications Officer
<b>5.7</b> Collaborate with Reconciliation Australia to fly National Reconciliation Week street banners.	May 2021 May 2022 May 2023	Executive Manager Creative City

## 6 Action: Promote positive race relations through anti-discrimination strategies.

Deliverables	Timeline	Responsibility
<b>6.1</b> Continuously improve HR policies and procedures concerned with anti-discrimination.	November 2021 November 2022 November 2023	Director People, Performance and Technology
<b>6.2</b> Engage with Aboriginal and Torres Strait Islander staff and the Aboriginal and Torres Strait Islander advisory panel to continuously improve our anti-discrimination policy	November 2023	Director People, Performance and Technology
<b>6.3</b> Implement and communicate an anti-discrimination policy for our organisation.	November 2023	Director People, Performance and Technology
<b>6.4</b> Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	November 2023	Manager Learning and Development
<b>6.5</b> Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	November 2022	Director People, Performance and Technology Chair, RAP Working Group
<b>6.6</b> Host a relevant film screening for staff and facilitate a discussion following the film about race relations and anti-discrimination.	November 2021	Chair, RAP Working Group





Emily McDaniel will curate a new City of Sydney harbour walk to honour Eora Country.  
Photograph by Katherine Griffiths

# Respect

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Aboriginal culture is the most unique to Australia and the most enduring aspect of this city.

We acknowledge that to support and sustain First Nations cultures in our city, we must support and respect Aboriginal and Torres Strait Islander peoples and communities.

Respect is one of the City's core values and all our staff should uphold this in their work.

We are committed to being a considerate and courteous workplace that shows courage in the face of discrimination and racism.

We also recognise and respect the importance of local and traditional knowledge, and value the experience and input of Aboriginal and Torres Strait Islander community members.

Respect also means acknowledging and celebrating the traditional knowledge, cultural expression and lived experiences of Aboriginal and Torres Strait Islander Australians.

This is vital in strengthening relationships and in building feelings of trust, safety and wellbeing – within our organisation and our wider communities.

Aboriginal and Torres Strait Islander people bring valuable and unique contributions to Australian culture and history. Understanding this is the first step in building a shared national identity.

## 7 Action: Recognise Aboriginal and Torres Strait Islander histories, cultures and achievements in Sydney through the Eora Journey: Recognition in the Public Domain.

Deliverables	Timeline	Responsibility
<b>7.1</b> Install and launch <i>bara</i> , the Monument for the Eora, at the Tarpeian Way to honour and celebrate the Traditional Custodians of Sydney, the Gadigal of the Eora Nation, and continue to incorporate community engagement for any <i>bara</i> focused activities.	January 2022	City Design Director
<b>7.2</b> Select an artist or artist team for Stage 2 of the Redfern Terrace project to provide opportunities for artists working with community members to share stories of Redfern and the Block.	September 2023	City Design Director
<b>7.3</b> Develop a Redfern Community Centre precinct plan that respectfully incorporates Aboriginal cultural knowledge in the Redfern Community Centre Precinct.	November 2023	City Design Director
<b>7.4</b> Implement the Harbour Walk from Woolloomooloo Bay to the Maritime Museum incorporating Aboriginal stories and culture through events, public art, and interpretation and support for Aboriginal business and cultural practitioners through the City's procurement target and economic development strategy.	November 2023	City Design Director
<b>7.5</b> Implement the concept of Designing with Country, including a specific focus on Aboriginal and Torres Strait Islander artists and cultural expression.	November 2023	City Design Director



## 8 Action: Promote cultural knowledge and understanding by establishing a local Aboriginal knowledge and culture centre.

Deliverables	Timeline	Responsibility
<b>8.1</b> Consult Aboriginal and Torres Strait Islander community and stakeholders and conduct needs analysis to plan for the future use of the local Aboriginal knowledge and culture centre.	September 2021	Manager Indigenous Leadership and Engagement
<b>8.2</b> Support the community's aspirations for the future use of the local Aboriginal knowledge and culture centre in Redfern at 119 Redfern Street.	September 2023	Manager Indigenous Leadership and Engagement
<b>8.3</b> Continue to advocate for a national First Nations National Cultural Centre in Sydney by making submissions to State and Federal government and through redevelopment opportunities as they arise.	September 2023	Chief Operating Officer

## 9 Action: Celebrate and share Aboriginal and Torres Strait Islander cultures through the City's Major Events and Festivals program including an annual significant event.

Deliverables	Timeline	Responsibility
<b>9.1</b> Work with the Aboriginal and Torres Strait Islander advisory panel to evolve the annual NAIDOC in the City event to increase its significance as a celebration of Aboriginal and Torres Strait Islander cultures and develop key indicators to measure the increase.	February 2021	Director City Life
<b>9.2</b> Provide opportunities for community participation in a significant event celebrating Aboriginal and Torres Strait Islander cultures.	September 2023	Executive Manager Creative City
<b>9.3</b> Ensure all City Major Events and Festivals include a diverse range of Indigenous procurement in the supply chain. Major Events and Festivals to ensure Indigenous business and media networks receive procurement opportunities including quotes and expressions of interest.	September 2023	Executive Manager Creative City
<b>9.4</b> Increase acknowledgement of Aboriginal and Torres Strait Islander cultures through the City's Major Events and Festivals program. Major Events and Festivals to work with an Indigenous consultant to introduce a performative element to Welcome to Country ceremonies including Christmas, Sydney Lunar Festival and other events where appropriate.	December 2021	Executive Manager Creative City
<b>9.5</b> Build capacity by engaging three Aboriginal and Torres Strait Islander interns through the Major Events and Festivals program.	July 2023	Executive Manager Creative City



## 10 Action: Acknowledge Aboriginal and Torres Strait Islander cultures and histories throughout the City.

Deliverables	Timeline	Responsibility
<b>10.1</b> Implement the City's Naming Policy to better acknowledge Aboriginal and Torres Strait Islander cultures and histories.	September 2021	Manager Culture and Creativity
<b>10.2</b> All physical park signage upgrades will include an acknowledgement 'You are on Gadigal Country' and bujari gamarruwa ('good day' in the Sydney Aboriginal language). Approximately 33% of parks have been upgraded including Hyde Park, Victoria Park, Redfern Park, Pirrama Park and Sydney Park.	November 2023	Manager City Greening and Leisure
<b>10.3</b> Include a minimum of two Aboriginal ecology workshops or tours at all urban ecology events and in the annual urban ecology workshop series that connect residents to a cultural learning experience.	June 2021 June 2022 June 2023	Manager City Greening and Leisure

## 11 Action: Increase knowledge within the broader community of the history, heritage, cultures and social values of the Aboriginal and Torres Strait Islander communities of Sydney.

Deliverables	Timeline	Responsibility
<b>11.1</b> Continue to undertake historic research and promote histories on the Sydney Barani website.	June 2021	Manager Culture and Creativity
<b>11.2</b> Review the Barani Barrabugu brochure (content and format) and consult with the City's Aboriginal and Torres Strait Islander Advisory Panel.	November 2021	Manager Culture and Creativity
<b>11.3</b> Promote walks from the Barani Barrabugu booklet available in the Sydney Culture Walks app.	June 2021	Manager Culture and Creativity
<b>11.4</b> Provide opportunities to share Aboriginal and Torres Strait Islander cultures through our community programs and services. This will be achieved through relevant programming including at community centres to be delivered with the community and by working with appropriate community members. This includes an annual program of community events for days of cultural significance and will also include offering free Aboriginal and Torres Strait Islander cultural awareness training for community and not-for-profit organisations.	June 2022	Manager Social Programs and Services
<b>11.5</b> In consultation with Aboriginal and Torres Strait Islander communities, develop the Koori Collection and library engagement with First Nations cultures and communities.	June 2022	Manager Libraries & Learning
<b>11.6</b> Develop communication standards within the City's strategic communications plan, to guide the meaningful representation of Aboriginal and Torres Strait Islander people across the City's internal and external marketing communications material.	September 2021	Chief Marketing Communications Officer
<b>11.7</b> Ensure cultural programming is developed and delivered with Aboriginal and Torres Strait Islander communities to share their history, heritage, cultures and social values within City operated cultural venues including Libraries.	September 2021 September 2022 September 2023	Manager Cultural Venues and Programs



## 12 Action: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverables	Timeline	Responsibility
<b>12.1</b> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2023	Chief Executive Officer
<b>12.2</b> Review, implement and improve access to the City's Aboriginal and Torres Strait Islander cultural protocols and share these with all staff, and on the City's website.	September 2022	Manager Indigenous Leadership and Engagement
<b>12.3</b> Develop and implement guidelines for engaging with Indigenous Cultural and Intellectual Property.	June 2021	Director City Projects and Property Manager Indigenous Leadership and Engagement
<b>12.4</b> Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including: – Sydney New Year's Eve – Sydney Lunar Festival – Sydney Christmas events	September 2021 September 2022 September 2023	Executive Manager Creative City
<b>12.5</b> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2021 September 2022 September 2023	Chief Executive Officer
<b>12.6</b> Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	September 2021 September 2022 September 2023	Councillor Delegate
<b>12.7</b> In accordance with the Community Facilities Signage Design Style Guide include Acknowledgement of Country when implementing any new signage, across 74 properties in the community property portfolio, prioritising community venues for hire.	November 2023	Director City Projects and Property
<b>12.8</b> Include an Acknowledgement of Country in City of Sydney email signatures and the City's website/s.	March 2021	Chief Operating Officer

## 13 Action: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverables	Timeline	Responsibility
<b>13.1</b> Conduct a review of cultural learning needs within our organisation.	June 2021	Manager Learning and Development
<b>13.2</b> Consult the City's Indigenous staff, Traditional Owners and/or the City of Sydney Aboriginal and Torres Strait Islander advisory panel on the implementation of a cultural learning strategy.	September 2021	Manager Organisational Capability Manager Learning and Development
<b>13.3</b> Implement and communicate a cultural learning strategy for our staff.	December 2021	Manager Learning and Development
<b>13.4</b> All staff undertake formal and structured cultural learning activities. <ul style="list-style-type: none"> <li>– 100% staff undertake e-learning module.</li> <li>– 50% staff undertake face-to-face cultural learning activities.</li> <li>– A select group of staff to undertake cultural learning activities on Country with Traditional Custodians as identified through a learning needs analysis.</li> </ul>	November 2023	Manager Learning and Development
<b>13.5</b> Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	November 2023	Manager Learning and Development
<b>13.6</b> Provide information about the Traditional Custodians of Sydney and the City's commitment to reconciliation to all new starters during their induction, through a presentation delivered by City staff and as part of an e-learning module.	November 2021 November 2022 November 2023	Manager Learning and Development



## 14 Action: Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverables	Timeline	Responsibility
<b>14.1</b> Support all staff to participate in a NAIDOC Week event in our local area, including community celebrations in Glebe, Woolloomooloo and Redfern.	July 2021 July 2022 July 2023	Chief Executive Officer
<b>14.2</b> RAP Working Group to participate in an external NAIDOC Week event.	July 2021 July 2022 July 2023	Chair, RAP Working Group
<b>14.3</b> Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	December 2021	Manager Corporate HR
<b>14.4</b> Encourage Aboriginal and Torres Strait Islander employees to use their NAIDOC Week day off to attend cultural and community activities and events.	July 2021 July 2022 July 2023	Director People, Performance and Technology
<b>14.5</b> In consultation with Aboriginal and Torres Strait Islander stakeholders, support annual local NAIDOC Week events in Redfern, Woolloomooloo and Glebe communities.	July 2021 July 2022 July 2023	Executive Manager Creative City
<b>14.6</b> Fly street banners designed by an Aboriginal and/or Torres Strait Islander artist to mark NAIDOC Week.	July 2021 July 2022 July 2023	Executive Manager Creative City

## 15 Action: Increase engagement with local Aboriginal and Torres Strait Islander artists.

Deliverables	Timeline	Responsibility
<b>15.1</b> Official City gifts to be from local Aboriginal and Torres Strait Islander artists.	November 2022	Manager Culture and Creativity Manager Protocol
<b>15.2</b> Ensure cultural programming across the organisation includes Aboriginal and Torres Strait Islander artists and creative practitioners by implementing Aboriginal and Torres Strait Islander programming frameworks.	November 2021 November 2022 November 2023	Public Art Program Manager City Design Director Executive Manager Creative City
<b>15.3</b> 25% of annual curatorial acquisitions budget for the City's Civic Collection will be for Aboriginal art for display in City properties.	November 2021 November 2022 November 2023	Manager Culture and Creativity
<b>15.4</b> Provide opportunities for Aboriginal and Torres Strait Islander artists to display artwork through the Creative Hoardings program including Site Works or other future programs.	July 2023	Manager Culture and Creativity
<b>15.5</b> Ensure Aboriginal and Torres Strait Islander representation on all external panels for all cultural projects.	November 2021	City Design Director Executive Manager Creative City
<b>15.6</b> Develop an internal register of relevant arts and culture programs across Events, City Design, History, Curatorial, Cultural Projects, Public Art and Library programs to allow for a more collaborative approach to programming, procurement, recruitment and promotion of programs.	June 2021	Executive Manager Creative City



The City is proud to support Gadigal Information Service's Yabun Festival, held annually on 26th of January. Photograph by Joseph Mayers

# Opportunities

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The City is committed to creating opportunities with Aboriginal and Torres Strait Islander people and organisations. This is an area of tangible outcomes that will result in increased employment of Aboriginal and Torres Strait Islander people, and increased procurement from Indigenous businesses.

It is crucial that we get this right and that these opportunities are supported by strategies and a cross-section of actions to ensure their success.

We also need to ensure that we are responsive to community need and that we work appropriately with community organisations. This includes accessing the City's spaces and support services. This means we need to be more accessible and culturally proficient in the way we work with Aboriginal and Torres Strait Islander communities.

This includes our professional development opportunities offered to the business and not-for-profit sectors and how we make these inclusive programs that attract First Nations participation.



**16 Action:** Work with Aboriginal and Torres Strait Islander communities, housing providers, the NSW government and others to provide culturally appropriate affordable and social housing for Aboriginal and Torres Strait Islander peoples in Redfern, Waterloo and other areas in the city to prevent their displacement from the area.

Deliverables	Timeline	Responsibility
<b>16.1</b> Undertake a project to prepare design guidance for culturally appropriate housing for Aboriginal and Torres Strait Islander households.	June 2023	Executive Manager Strategic Planning and Urban Design
<b>16.2</b> Investigate the inclusion of guidance in the Waterloo Estate development control plan for the inclusion of culturally appropriate social and affordable housing for Aboriginal and Torres Strait Islander households as part of the development of the Estate.	November 2023	Executive Manager Strategic Planning and Urban Design
<b>16.3</b> Advocate to NSW Land and Housing Corporation to include culturally appropriate social and affordable housing for Aboriginal and Torres Strait Islander households to be included as part of the development of the Waterloo Estate.	November 2023	Executive Manager Strategic Planning and Urban Design

## 17 Action: Promote economic prosperity of Aboriginal and Torres Strait Islander peoples in Sydney.

Deliverables	Timeline	Responsibility
<b>17.1</b> Provide financial support through the City's grant program to Aboriginal and Torres Strait Islander led businesses to deliver skills development programs.	September 2021	Manager Economic Programs
<b>17.2</b> Engage at least 10 Aboriginal and Torres Strait Islander businesses in City of Sydney business support programming.	September 2021	Manager Economic Programs
<b>17.3</b> Feature or profile at least 10 Aboriginal and Torres Strait Islander businesses through City of Sydney marketing campaigns.	September 2021	Manager Economic Programs
<b>17.4</b> Increase the number of Aboriginal and Torres Strait Islander businesses nominating for the NSW Business Chamber Awards by outreach and actively promoting the NSW Business Chamber awards through our Aboriginal and Torres Strait Islander business networks including Supply Nation and the NSW Indigenous business chamber.	September 2022	Manager Economic Programs

## 18 Action: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverables	Timeline	Responsibility
<b>18.1</b> Review and implement the City's Aboriginal and Torres Strait Islander workforce strategy in consultation with Aboriginal and Torres Strait Islander staff.	November 2023	Director People, Performance and Technology
<b>18.2</b> Increase Aboriginal and Torres Strait Islander employment from currently 2.4% to 3% of the total. (This is an increase from 46 to 57).  A further target increase is to 3.4% by end 2025.	November 2023	Director People, Performance and Technology
<b>18.3</b> Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	November 2021 November 2022 November 2023	Director People, Performance and Technology
<b>18.4</b> Support the City's Aboriginal and Torres Strait Islander staff network to meet twice per year.	November 2021 November 2022 November 2023	Director People, Performance and Technology
<b>18.5</b> Implement an Aboriginal and Torres Strait Islander professional mentoring network.	November 2021	Director People, Performance and Technology
<b>18.6</b> Implement Aboriginal and Torres Strait Islander employment pathways.	November 2021	Director People, Performance and Technology



## 19 Action: 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.

Deliverables	Timeline	Responsibility
<b>19.1</b> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2021	Manager Recruitment and HR Systems
<b>19.2</b> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2021	Manager Recruitment and HR Systems
<b>19.3</b> Include an Aboriginal and/or Torres Strait Islander person on interview panels when the role relates to Aboriginal and Torres Strait Islander communities and cultures, or if the applicant identifies as an Aboriginal and/or Torres Strait Islander person.	November 2021	Manager Recruitment and HR Systems

## 20 Action: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverables	Timeline	Responsibility
<b>20.1</b> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	November 2021	Chief Procurement Officer
<b>20.2</b> Continue to identify Aboriginal and Torres Strait Islander businesses through Supply Nation and the NSW Indigenous Business Chamber directories.	November 2021 November 2022 November 2023	Chief Procurement Officer
<b>20.3</b> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November 2021 November 2022 November 2023	Chief Procurement Officer
<b>20.4</b> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2021	Chief Procurement Officer
<b>20.5</b> Maintain commercial relationships with ten Aboriginal and/or Torres Strait Islander businesses.	November 2023	Chief Procurement Officer
<b>20.6</b> Spend a minimum of \$2,000,000 annually with Aboriginal and Torres Strait Islander businesses.	November 2023	Chief Procurement Officer
<b>20.7</b> Train relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	November 2021 November 2022 November 2023	Chief Procurement Officer Manager Learning and Development

## 21 Action: Provide opportunities for Aboriginal and Torres Strait Islander businesses to develop networks and increase knowledge.

Deliverables	Timeline	Responsibility
<b>21.1</b> Develop a proposal to host an Indigenous business fair at Sydney Town Hall.	November 2022	Chief Procurement Officer
<b>21.2</b> Hold two workshops specifically for Indigenous businesses about how to tender for work at the City.	November 2021	Chief Procurement Officer

## 22 Action: Respond to the needs of Aboriginal and Torres Strait Islander communities through local programs and services.

Deliverables	Timeline	Responsibility
<p><b>22.1</b> Continue to provide opportunities for Aboriginal and Torres Strait Islander community members and groups to use the City's community centres, facilities and spaces. This will include:</p> <ul style="list-style-type: none"> <li>– 50% of all community programming for Redfern Community Centre will be targeted towards Aboriginal and Torres Strait Islander communities.</li> <li>– 15% of all programming for all other community centres will include Aboriginal and Torres Strait Islander suppliers, such as facilitator, performer, consultant, artist or host.</li> </ul>	November 2022	Manager Social Programs and Services
<b>22.2</b> Work with Aboriginal and Torres Strait Islander homelessness organisations to implement training and other initiatives to ensure City delivered and funded homelessness outreach services are culturally aware and meet the needs of Aboriginal and Torres Strait Islander people and communities.	December 2021	Manager Social Programs and Services



## 23 Action: Support major community-driven festivals and events through sponsorship and in-kind support.

Deliverables	Timeline	Responsibility
<b>23.1</b> Assist the community through a program of activities including information sessions to assist in increasing the number of grant applications from Aboriginal and Torres Strait Islander organisations by 100% from 15 to 30 per year.	June 2022	Manager Social Programs and Services
<b>23.2</b> Leverage networks to raise the profile of community and cultural events through the City's marketing and media channels.	June 2021 June 2022 June 2023	Chief Marketing Communications Officer  Manager Corporate Communications

## 24 Action: Increase the applications and effectiveness of the City's grant and sponsorship program for Aboriginal and Torres Strait Islander groups, organisations and businesses.

Deliverables	Timeline	Responsibility
<b>24.1</b> Promote the City's grant opportunities by advertising in Indigenous media and promoting through community and stakeholder networks.	November 2021 November 2022 November 2023	Manager Grants  Chief Marketing Communications Officer
<b>24.2</b> Provide targeted grant writing workshops led by an Aboriginal and Torres Strait Islander facilitator or organisation for the community. This will be achieved through the City's Connect Sydney Program	June 2022	Manager Social Programs and Services  Manager Culture and Creativity



Performance at the gunya in Hyde Park for NAIDOC in the City.  
Photograph by Joseph Mayers

# Governance

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It is important to track progress against our objectives in this plan, be transparent in our reporting and celebrate successes.

The Reconciliation Action Plan working group executive sponsor is the Chief Operations Officer. The executive sponsor's role is to support and advocate for the implementation of the plan's actions across the organisation.

The executive sponsor is supported by the members of the working group including representation from Aboriginal and Torres Strait Islander staff and key parts of the organisation.

## Tracking progress and reporting

Progress on delivering the actions will be reported quarterly to all staff and senior leaders.

We report annually to our Aboriginal and Torres Strait Islander advisory panel and the City's Aboriginal and Torres Strait Islander staff network.

We also report annually to Council, the wider community and to Reconciliation Australia outlining our achievements, challenges and learnings.

## 25 Action: Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverables	Timeline	Responsibility
<b>25.1</b> Maintain Aboriginal and Torres Strait Islander representation on the RWG.	November 2020, 2021, 2022, 2023	Chair, RAP Working Group
<b>25.2</b> Apply a Terms of Reference for the RWG.	November 2020, 2021, 2022, 2023	Chair, RAP Working Group
<b>25.3</b> Meet at least four times per year to drive and monitor RAP implementation.	November 2021 November 2022 November 2023	Chair, RAP Working Group
<b>25.4</b> Establish RAP sub-group/s to support delivery of RAP actions and strategies.	November 2020	Chair, RAP Working Group



## 26 Action: Provide appropriate support for effective implementation of RAP commitments.

Deliverables	Timeline	Responsibility
<b>26.1</b> Embed resource needs for RAP implementation.	November 2021 November 2022 November 2023	Chair, RAP Working Group
<b>26.2</b> Embed key RAP actions in performance expectations of senior management and all staff.	November 2021 November 2022 November 2023	Chair, RAP Working Group
<b>26.3</b> Embed appropriate systems and capability to track, measure and report on RAP commitments.	November 2021	Chair, RAP Working Group
<b>26.4</b> Maintain an internal RAP Champion from senior management.	December 2020	Chief Operating Officer
<b>26.5</b> Include our RAP as a standing agenda item at senior management meetings.	November 2021 November 2022 November 2023	Chief Executive Officer
<b>26.6</b> Increase employee knowledge of reconciliation and the City's Reconciliation Action Plan through strategic internal communications.	September 2022	Manager Corporate Communications

## 27 Action: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverables	Timeline	Responsibility
<b>27.1</b> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021 September 2022 September 2023	Chair, RAP Working Group
<b>27.2</b> Report RAP progress to all staff and senior leaders quarterly.	Quarterly 2020, 2021, 2022, 2023	Manager Indigenous Leadership and Engagement
<b>27.3</b> Participate in Reconciliation Australia's biennial Workplace RAP Barometer survey.	May 2022	Organisational Capability Manager
<b>27.4</b> Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	December 2020 December 2021 December 2022	Manager Indigenous Leadership and Engagement
<b>27.5</b> Communicate progress to implement the RAP through six monthly reporting on an item in the City's Operational Plan.	June and December 2021, 2022, 2023	Manager Indigenous Leadership and Engagement
<b>27.6</b> Report annually to our Aboriginal and Torres Strait Islander advisory panel and the City's Aboriginal and Torres Strait Islander staff network.	November 2020 November 2021 November 2022	Manager Indigenous Leadership and Engagement

## 28 Action: Continue our reconciliation journey by developing our next RAP.

Deliverables	Timeline	Responsibility
<b>28.1</b> Register via Reconciliation Australia's website to begin developing our next RAP.	March 2023	Chief Operating Officer

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## Contact details

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