



**CITY OF  
PARRAMATTA  
STRETCH  
RECONCILIATION  
ACTION PLAN  
JULY 2017-JULY 2020**



**RECONCILIATION  
ACTION PLAN**

**STRETCH**



## A WELCOME FROM MEMBERS OF THE DARUG COMMUNITY

**Waramidyu. Ngyilagwai birung. Waramibangun Darug nurawa. Burawangiwi ganunigangdyi birung ngubadi wugura nurawa. Gulbangadyiwi nunanglanung ngangamay, Dharugdalang, magalyinyara, mudjin djarra djarra bannang ngurawa. Bimul bannangdyiwi guwanra wurraira marri ngalyadyu. Gulbangamawa gurugal ngiwi. Guwugunyiwi ngana ngalawama burbuga nagbaywa Mudungngun dyalgala Darug ngalawan guwagu birung ngubadi ngurang yalabi dayalung Ngayariba budyari gumada Darug nurawa, yanaba mardingyila, badjidju Wiyanga Bimul, gulbanga Ngurang Darug yura Yilabara nagbaywa.**

Hello/greetings. Wherever you have come from, we welcome you to Darug country. We honour our old ones and their custodianship of this country, for they hold the Dreaming, the Language, Lore and the Kinship of this country. We pay respects to our Ancestors and Elders, both past and present, as they are our knowledge holders. We also acknowledge those who will arrive in the future. May we all keep Darug culture alive, to continue our custodianship of our land and traditions. To bring good spirit to Darug country, we ask that you tread lightly respecting Mother earth, honouring the land of the Darug people now and into the future.

# STATEMENT OF COMMITMENT AND ACKNOWLEDGEMENT

To Aboriginal and Torres Strait Islander Peoples of Parramatta

City of Parramatta Council is building Australia's next great City. Any great city acknowledges the good and the bad of its past, celebrates the contribution of its citizens and its cultural diversity. We know that Aboriginal people are the first people of our country and that for thousands of generations they managed and nurtured the land and waters, and that, even with the disastrous impacts of colonisation including the dispossession of land, forced removals, massacres and other draconian practices and policies, they contribute to the building of this great nation.

It is to this end that City of Parramatta Council respectfully recognises the Traditional Owners of the land and waters of Parramatta, the Darug Peoples. Parramatta has always been an important meeting place for Aboriginal peoples, particularly our iconic Parramatta River. We are committed to working with Traditional Owners on matters of land, water, culture, language and cultural heritage.

City of Parramatta also recognises the significance of this area for all Aboriginal and Torres Strait Islander peoples as a site of early contact with European colonialists. This contact included draconian policies towards our Aboriginal and Torres Strait Islander peoples, which means that there are many places Aboriginal and Torres Strait Islander people perceive as places of sorrow, such as the Parramatta Native Institution, Parramatta Gaol and the Female Factory Precinct. We also acknowledge that many of the activities at these places provided the template for unjust policies such as the forced removal of Aboriginal and Torres Strait Islander children.

We understand and acknowledge that Aboriginal and Torres Strait Islander people continue to play a vital role in the ecological, economic, social and cultural life of Parramatta, while maintaining a distinct culture built on the principles of Caring for Country, the primacy of family, and the dignity and governance of Elders.

Today, we are proud to acknowledge the survival of Aboriginal and Torres Strait Islander peoples and Parramatta remains an important meeting place for Aboriginal and Torres Strait Islander peoples from throughout Australia. City of Parramatta Council is committed to the healing process of Reconciliation and to ensuring Parramatta remains a place of choice to live, work and play for Aboriginal and Torres Strait Islander peoples.





## A JOINT STATEMENT FROM THE ADMINISTRATOR AND CHIEF EXECUTIVE OFFICER OF CITY OF PARRAMATTA COUNCIL

This document demonstrates how City of Parramatta Council will lead by example to advance the important cause of Reconciliation. Council and its staff are proud to introduce our Stretch Reconciliation Action Plan 2017-2020. The Plan lists key actions to recognise and celebrate our Aboriginal and Torres Strait Islander community, to ensure Council is culturally aware and responsive, and addressing key areas of disadvantage experienced by Aboriginal and Torres Strait Islander peoples.

Our aim is to go beyond “acknowledging” our Aboriginal and Torres Strait Islander communities and to embed Indigenous issues and interests right across Council through corporate documents, policies and projects. We also want to ensure that the voices of Darug peoples are paramount in this process and that our relationships with our Aboriginal and Torres Strait Islander communities are not just transactional, but meaningful and lasting.

Our staff are committed to implementing the Reconciliation Action Plan and to addressing a history of discrimination of Aboriginal and Torres Strait Islander peoples. Our Aboriginal and Torres Strait Islander Employment Strategy provides support to seek increases in the current low levels of indigenous employment, as well as the retention of Aboriginal and Torres Strait Islander staff within Council’s workforce. The Plan also includes structural and process reforms to ensure Council is culturally responsive in its policy and projects.

Further, we will monitor and review our Reconciliation Action Plan and ensure that it is a living and breathing document and that access and equity are central principles in delivering this initiative. To this end and as part of the Reconciliation Action Plan, we will utilise the United Nations Declaration on the Rights of Indigenous Peoples to ensure all activities are consistent with that important international mechanism.

We look forward to the implementation of the Reconciliation Action Plan, to opening doors of opportunity to the leaders of the future, and to strengthening the partnership between City of Parramatta Council and our Aboriginal and Torres Strait Islander communities.

Amanda Chadwick  
Administrator

Greg Dyer  
Chief Executive Officer



## CITY OF PARRAMATTA STRETCH RAP: CEO STATEMENT

Reconciliation Australia congratulates the City of Parramatta on its deep commitment to reconciliation as it implements its second Reconciliation Action Plan (RAP).

The implementation of a Stretch RAP signifies that the City of Parramatta is a leading advocate for reconciliation, and is demonstrating a deep dedication to making progress across the key pillars of the RAP program - respect, relationships, and opportunities.

The City of Parramatta understands the importance of building and maintaining respectful relationships with Aboriginal and Torres Strait Islander peoples in order to produce mutually beneficial outcomes. It champions these relationships by encouraging local Aboriginal organisations to move to or establish a presence in Parramatta, or to engage with the City Council.

Respect for Aboriginal and Torres Strait Islander peoples, histories and cultures is key to the City of Parramatta's core values and vision for reconciliation.

The City of Parramatta is dedicated to driving reconciliation through employment and training opportunities for Aboriginal and Torres Strait Islander peoples, as demonstrated by its actionable goal to develop a strong and identifiable "Darug Country Project" that is repeatable and builds understanding and connection for staff, locals and visitors.

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

Justin Mohamed  
Chief Executive Officer  
Reconciliation Australia





## OUR BUSINESS

City of Parramatta Council is the local government authority that has responsibility for the local government area of Parramatta, Australia's sixth largest CBD and the heart of its most significant economic region. City of Parramatta Council provides more than 40 services to improve the quality of life for its residents and to make Parramatta a great place to work live and play. Our services include:

- Roads, Footpaths and Drainage;
- Transport Planning, Parking and Traffic Facilities;
- Community, Family and Library Services;
- Community Development;
- Parks and Recreation;
- Waste Services;
- Heritage, Tourism and Events;
- Development Services; and
- Arts and Culture.

The City of Parramatta Council employs 872 staff and as of July 2017 there were 7 Aboriginal and Torres Strait Islander staff within Council in a number of services, including Horticulture and Landscape, Visitor Services, Community Engagement, Community Capacity Building and the Library.





Parramasala 2017 image credit by Ali Mousawi.

## COUNCIL VISION AND PRIORITIES

### OUR VISION: SYDNEY'S CENTRAL CITY, SUSTAINABLE, LIVEABLE AND PRODUCTIVE – INSPIRED BY OUR COMMUNITIES.

This Reconciliation Action Plan is central to Council's Vision and Priorities as it matters for the:

#### LIVEABILITY OF OUR COMMUNITY

Cities that are stable, socially connected, culturally rich and provide great access to quality services, essential infrastructure, creative expression and the natural environment are great places where people want to live. Reconciliation seeks to address the legacy of our past and ensures a great quality of life for our people now and into the future.

#### PRODUCTIVITY OF OUR COMMUNITY

The whole Parramatta community is stronger when everyone achieves their full potential. The impacts of colonisation present an obstacle to the achievement of such a vision. Businesses thrive in prosperous and cohesive communities. Employers, including Council, will benefit from the skills and talents of an Aboriginal and Torres Strait Islander workforce. Aboriginal and Torres Strait Islander people and families can improve their circumstances when they have access to training and jobs that enable them to live with dignity and security. Aboriginal and Torres Strait Islander children will get a great start in life when their families can access quality early childhood education and care. Our local business community will benefit from the growth and prosperity of Aboriginal and Torres Strait Islander owned businesses, which are able to meet procurement needs and achieve a social outcome through their positive employment practices.

#### SUSTAINABILITY AND RESILIENCE OF OUR COMMUNITY

Reconciliation offers the City an opportunity to build a healthy, thriving and empowered community. The relationships built through this plan are the relationships we can draw on to address chronic stresses like inequality, climate change, cost of housing and increasing demand for health services; and respond to acute shocks, such as extreme heatwaves, flash flooding and infrastructure failures. This Reconciliation Action Plan builds Council's capacity to pursue common goals with our Aboriginal and Torres Strait Islander communities and to learn from the resilience demonstrated by the Darug people who have lived in this place for tens of thousands of years.

#### LEADERSHIP IN OUR COMMUNITY

By making a commitment to Reconciliation in Parramatta, we aim to foster respect and relationships with Darug people and other Aboriginal and Torres Strait Islander peoples in the region. Together we can create opportunities that will take advantage of 21st century trends and practices, ensuring that the benefits of growth in Sydney's Central City are shared with all.

## OUR ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITY

As of July 2017 the City of Parramatta has an Aboriginal and Torres Strait Islander population of 1,577 or 0.8% of the total population.

Additionally, there are approximately 700 Aboriginal and Torres Strait Islander people who travel to the City to work from other Local Government Areas as well as some 20,000 Aboriginal and Torres Strait Islander people in Western Sydney who utilise services and facilities in the City of Parramatta. It is also important to note that Silverwater Correctional Facility is within the Parramatta Local Government Area and currently there are some 354 Aboriginal and Torres Strait Islander inmates or 19.6% of the prison population.

## OUR RECONCILIATION ACTION PLAN

City of Parramatta Council is proud of our Aboriginal heritage and of our contemporary Aboriginal and Torres Strait Islander communities.

Our Vision is to actively demonstrate our commitment to our Aboriginal and Torres Strait Islander community through cultural recognition, support such as employment, procurement and social enterprise, and initiatives to build on our strong Indigenous history and resilient Aboriginal and Torres Strait Islander communities.

City of Parramatta Council will strive to build strong, appropriate and meaningful partnerships with Aboriginal and Torres Strait Islander organisations and to build the capacity of the Aboriginal and Torres Strait Islander community to enjoy the full benefits of life within Parramatta.

- City of Parramatta Council Reconciliation Action Plan was developed by the City with the support and feedback from our Aboriginal and Torres Strait Islander Advisory Committee, Darug peoples, the Darug Reference Panel, the Western Sydney Reconciliation Group, Parramatta Koori Interagency, units within Council and with support from Reconciliation Australia.
- Our RAP Champion is Grey Dyer, CEO. Our Internal RAP working group includes Service Manager - Community Capacity Building, Manager - Community Care, Service Manager - Parks, Senior Strategic Project Leader - City Strategy and Marketing, Assistant Development Manager - Property Development, Human Resources - Advisor, Manager - Social Outcomes, Manager - City Activation, Manager - Cultural Heritage and Tourism, Stakeholder Engagement Officer - Marketing and City Identity, Communications Officer - Marketing and City and Identity, and the Aboriginal and Torres Strait Islander Community Capacity Building Officer. The Working Group currently has three members who are Aboriginal and Torres Strait Islander.
- Our external partnerships are through the Aboriginal and Torres Strait Islander Advisory Committee, Darug Reference Panel, Parramatta Koori Interagency which includes some 20 agencies, Western Sydney University, and Reconciliation for Western Sydney.

## OUR STRETCH RECONCILIATION ACTION PLAN JOURNEY

Response from the Telopea RAP community consultation by Keith Reynolds, Dundas Area Neighbourhood Centre

"I became very excited. Reconciliation for me, instead of being just a word that you hear a lot in the media, suddenly became real! I can be part of this!

I felt excited about working with other organisations in a collaborative way to try and make our input powerful and constructive.

It also made me feel proud to be a part of it. I'm looking forward to see what we can achieve."

## LYN LEERSON, MEMBER OF RECONCILIATION FOR WESTERN SYDNEY

“I have been involved the planning of three RAPs and this one has the potential to be the best I have seen. I particularly like the inclusive aspects. There is space for everyone to be involved from the General Manager to Directors, to senior leaders and general staff - to contribute and own the responsibility of bringing Parramatta’s history, social and cultural life to the fore using the marvel of the world’s oldest living culture. Parramatta can lead the way.

I believe this RAP can bring focus to Parramatta’s capacity to develop joint ventures with communities, business, NGO’s, sporting groups and local churches through cultural awareness and a blossoming tourist industry.”

The Parramatta and Western Sydney community has had long history of reconciliation. Reconciliation for Western Sydney is one of the oldest reconciliation groups in Australia and the former Parramatta City Council was the first local council to formally apologise to the Stolen Generation. The Council had previously attempted drafting a Reconciliation Action Plan so the community and many staff were familiar with the process.

The change in structure of RAPs and the creation of a new City of Parramatta Council has provided a new opportunity and on 10 October 2016 the Administrator endorsed the development of a draft Stretch Reconciliation Action Plan. In undertaking the drafting process Council conducted a number of community consultations including all of our Aboriginal and Torres Strait Islander, Heritage, Access and our Cycleways Advisory Committees as well as extensive staff engagement.

Our key learnings are:

- There is intense passion for Reconciliation in Parramatta;
- There is a lot of interest in Aboriginal and Torres Strait Islander culture, arts, knowledge and history of and in the local area and across all sectors;
- There is already a great deal of work being done for and with the Aboriginal and Torres Strait Islander community; and
- There are many opportunities for the Aboriginal and Torres Strait Islander community in Parramatta and Western Sydney.

The challenges we experienced on our Reconciliation journey are:

- Recognising both the potential and limitations that a local council can provide;
- Managing the balance between creating an aspirational but achievable Plan;
- Harnessing the diverse experience of all Aboriginal and Torres Strait Islander peoples within Parramatta; and
- How we create meaningful cultural change within Council so the RAP is achievable and sustainable.

Council believes we have built the foundations for a strong RAP that will have lasting impacts and benefits beyond its three-year timeframe that will allow us to move to the Elevate level of planning and be a leader in Reconciliation.



## STAFF EXPERIENCE

### TROY HOLBROOK – SERVICE MANAGER, OPEN SPACE AND NATURAL RESOURCES

Early in my career I worked in a sport and recreation role based in the far west of NSW that involved working closely with rural and remote communities. These small and often relatively isolated communities generally had significant Aboriginal populations and I found that sport offered important positive experiences and opportunities to participate and develop social and cultural connections. My regular interaction with Aboriginal people and experiences in this previous role provided me with an ideal opportunity to gain an understanding of the issues affecting regional and remote Aboriginal communities in NSW. I also developed an understanding of the strong sense of connection between Aboriginal people and their culture and country.

Prior to working with the City of Parramatta, I did not think that urban Aboriginal communities would likely have the same strength of connection with culture and place due to their country being significantly modified or completely changed. However, my recent experience working in our remaining bushland and natural waterways has shown me how important these places are to local Aboriginal peoples and how important it is for these connections and culture to be recognised and celebrated through place-naming and interpretation. In recognition of this important connection with country, I also consider that it is important for those who are managing these places to be aware of and respect these Aboriginal cultural connections.

### MERRYN SPENCER – RESEARCH AND CONSULTATION COORDINATOR

Growing up in a remote community in NSW with 25-30% Aboriginal population, and subsequently working in roles across local government, arts and community in regional NSW, I thought I was fairly familiar with the issues impacting Aboriginal Australia. There seemed to be so many sector activities and resources available already, and I felt incapable to make any changes in a strategic way.

When I joined the City of Parramatta, what brought my perspective sharply to a halt was the Aboriginal and Torres Strait Islander Cultural Awareness training. It's a whole day out of the office, but so detailed, starting as a story and building from there, taking us on the journey of policy and legislation, the adverse effects of disadvantage on individuals and communities and what we can do personally. From this, I believe that Aboriginal and Torres Strait Islander Awareness Training should be as basic, and as compulsory as WHS, TRIM, or any other induction training for an organisation.



Shortly after, we had the opportunity to expand our team. It was on the suggestion of the Aboriginal and Torres Strait Islander Capacity Building Officer that we decided to make one of these roles Aboriginal and Torres Strait Islander Identified. After receiving great advice from Attorney Generals and our HR Department, and some encouragement from colleagues at other best-practice Councils like City of Sydney and City of Melbourne, we had the role gazetted and paperwork secured. When we went out to market, my excitement turned to dismay....as I wasn't quite prepared for the range of comments that flooded our social media channel when we advertised the role! We had 56 comments and 17 shares for the role, plus Aboriginal and Torres Strait Islander network shares, postings on groups and specific job advertising channels such as Koori Mail.

The posts attracted many positive comments like 'I'm glad there's an initiative like this for Indigenous people', 'this is an effort in closing the gap in employment...non-Indigenous don't have to fight against systematic and institutionalised disadvantage'. I was less prepared for negative comments like "I wish there were more roles for white males out there", 'discrimination against all Australian Citizens', 'why should certain groups have preference? I don't understand!' But at least we encouraged the discussion!

So word got around about the role, which was really fortunate for us because we landed ourselves a truly awesome member of the team. My suggestion would be to reach out, take that step, get educated and be brave. Your efforts will be really generously rewarded.

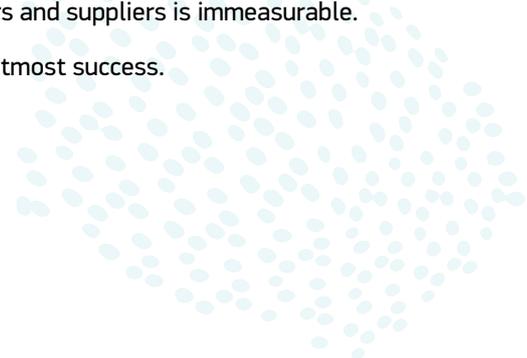
I really felt like, this time, I've really made a difference.

## ABORIGINAL AND TORRES STRAIT ISLANDER ADVISORY COMMITTEE – JOHN ROBERTSON, CHAIRPERSON

The area covered by the City of Parramatta, or "Burrumadda", as we prefer to call it, was the second settlement of the colony of New South Wales in 1788. The area was of course already occupied by the Darug peoples, and recent archaeological evidence has shown that there has been continuous occupation for at least 40,000 years. Some claim much longer. The confluence of fresh and salt water means that the inland eel population rested here to acclimatise to the salt water before migrating to the south-west pacific to spawn. This gave the opportunity for the surrounding clans and nations from further afield to gather for the feast and use the opportunity to trade and perform appropriate ceremonies. So Parramatta has been a gathering place since the end of the last ice age and establishment of the current sea levels. The European importance is further emphasised as it was originally intended to be the centre of government and commerce. The announcement of Parramatta as Sydney's second Central Business District emphasises that this vision continues.

The City of Parramatta has a long standing relationship with the local Aboriginal community, the man fishing with spear and wife in a bark canoe is the emblem of Council. The Council was the first to apologise to the stolen generations and Aboriginal art proliferates throughout the city. This Reconciliation Action Plan provides a unique opportunity to build on and strengthen those existing relationships. It creates the opportunity to create new levels of respect and cooperation. The chance for greater Aboriginal employment within council, contractors and suppliers is immeasurable.

I wish everybody involved in the RAP's implementation the utmost success.





## RELATIONSHIPS

City of Parramatta Council is committed to supporting all our community to live well and succeed. For our Aboriginal and Torres Strait Islander Peoples we recognise their contribution to Parramatta's history, social and cultural life, and commit to engaging with Aboriginal and Torres Strait Islander people in the civic life of our city. Our community relies on social cohesion and an understanding of our first peoples is vital in that process.

### FOCUS AREA:

- To engage with and support the Aboriginal and Torres Strait Islander community and local Reconciliation groups
- To celebrate our local Aboriginal and Torres Strait Islander culture.
- To build the capacity of City of Parramatta Council's cultural competency.

| ACTION   | TASK OR TARGET   | TIMELINE 2017-2020                               |  |   | RESPONSIBILITY                               |
|--|--|--|--|---|--|
|  |  | YEAR 1   | YEAR 2                                 | YEAR 3                                      |  |
| RAP Working Group (RWG) actively monitors RAP development and implementation | • Oversee the development, endorsement and launch of the RAP                                   | July 2017  | N/A                                    | N/A   | Aboriginal and Torres Strait Islander CCBO   |
|  | • Ensure there are Aboriginal and Torres Strait Islander peoples on the RWG                    | July 2017  | Review June 2018                       | Review June 2019                            |  |
|  | • Meet at least four times per year to monitor and report on RAP implementation                | Quarterly July, October, February and April 2017 | July, October, February and April 2018 | July, October, February and April 2019-2020 | Service Manager, Community Capacity Building |
|  | • Appoint an internal RAP Champion/s from senior management                                    | July 2017  | Review June 2018                       | Review June 2019                            |  |
|  | • Establish Terms of Reference for the RWG   | Start July 2017                                  | Review June 2018                       | Review June 2019                            |  |
|  | • Re-establish the Darug Reference Panel to provide cultural advice and guidance               | Bi-monthly 2017-2018                             | Bi-monthly 2018-2019                   | Bi-monthly 2019-2020                        |  |
|  | • Seek advice where relevant from the Aboriginal and Torres Strait Islander Advisory Committee | Review June 2018                                 | Review June 2019                       | Review June 2020                            | Aboriginal and Torres Strait Islander CCBO   |

| ACTION  | TASK OR TARGET   | TIMELINE 2017-2020   |                    |                    | RESPONSIBILITY                               |
|---|--|----------------------|--------------------|--------------------|--|
|   |  | YEAR 1               | YEAR 2             | YEAR 3             |  |
| Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff | • Organise 2 internal NRW events each year at main administration office and Rydalmere Operations Centre   | 27 May – 3 June 2018 | May 2019           | May 2020           | Aboriginal and Torres Strait Islander CCBO   |
|   | • Register our NRW events via Reconciliation Australia's NRW website   | April 2018           | April 2019         | April 2020         |  |
|   | • Encourage staff and senior leaders to participate in external events to recognise and celebrate NRW  | April 2018           | April 2019         | April 2020         | Chief Executive Officer                      |
|   | • Ensure our RAP Working Group participates in 2 external NRW events each year   | April 2018           | April 2019         | April 2020         | Aboriginal and Torres Strait Islander CCBO   |
|   | • Promote regional Reconciliation activities through internal and external channels such as Discover Parramatta, e-newsletters and Council's social media                  | April 2018           | April 2019         | April 2020         | Communications Officer                       |
|   | • Organise a National Reconciliation Week public event as well as Council's Sorry Day Event  | May 2018             | May 2019           | May 2020           | Manager, City Activation                     |
| Raise internal and external awareness of our RAP to promote Reconciliation across our business and the community  | • Implement and review a strategy to communicate our RAP to all internal and external stakeholders   | Start July 2017      | Review July 2018   | Review July 2019   | Aboriginal and Torres Strait Islander CCBO   |
|   | • Promote reconciliation through ongoing active engagement with all stakeholders   | July 2017            | July 2018          | July 2019          |  |
|   | • Engage our senior leaders in the delivery of RAP outcomes via the Executive Team meetings and Cascade  | Start July 2017      | Review June 2018   | Review March 2020  | Chief Executive Officer                      |
| Promote Reconciliation in Parramatta and Western Sydney   | • Continue to support Reconciliation for Western Sydney and their events such as Building Bridges  | July 2017            | Review July 2018   | Review July 2019   | Aboriginal and Torres Strait Islander CCBO   |
|   | • Explore opportunities to facilitate Aboriginal and Torres Strait Islander engagement in the Recognise and Treaty campaigns   | September 2017       | Review July 2018   | Review July 2019   |  |
|   | • Support Reconciliation Australia and/or the NSW Reconciliation Council by encouraging other surrounding Councils and local businesses and organisations to develop a RAP | August 2017          | Review August 2018 | Review August 2019 |  |
| Develop relationships to address specific disadvantages experienced by Aboriginal and Torres Strait Islander communities                                  | • Strengthen working partnerships developed such as:   | Review March 2018    | Review March 2019  | Review March 2020  | Service Manager, Community Capacity Building |
|   | • Silverwater Corrections Complex  |                      |                    |                    |  |
|   | • Wattle Place (Relationships Australia)   |                      |                    |                    |  |
|   | • Those organisations funded through the Targeted Early Intervention Program of Dept. Family and Community Services  |                      |                    |                    |  |

| ACTION  | TASK OR TARGET   | TIMELINE 2017-2020                                  |                     |                     | RESPONSIBILITY                               |
|---|--|---|---------------------|---------------------|--|
|   |  | YEAR 1  | YEAR 2              | YEAR 3              |  |
| Maintain and leverage mutually beneficial relationships and partnerships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes | • Implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders including the relevant Local Aboriginal Land Councils, cultural organisations and LGBTIQ Aboriginal and Torres Strait Islanders   | August 2017   | Review July 2018    | Review July 2019    | Service Manager, Community Capacity Building |
|   | • Meet with at least six local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement   | October 2017  | N/A                 | Review June 2019    |  |
|   | • As there are currently very few Aboriginal incorporated bodies within Parramatta, Council will encourage Aboriginal organisations, particularly in Western Sydney to either move to or establish a presence in Parramatta or to engage with the Council                            | Annual in lead up to Community Grants February 2018 | February 2019       | Review October 2019 |  |
|   | • Commit to westablishing at least three formal two-way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and/ or communities relevant to our sphere of influence  | October 2017  | Review October 2018 | Review October 2019 |  |
|   | • Develop joint ventures, partnerships, pro bono support or secondment and community capacity opportunities with relevant NSW Government agencies and local organisations such as Western Sydney University, Western Sydney Community Forum and the NSW Health and Dept.of Education | Review March 2018                                   | Review March 2019   | Review March 2020   |  |





## RESPECT

City of Parramatta Council recognises the unique place of Aboriginal and Torres Strait Islander peoples in Australian society as the first people and we support that ongoing connection to Country as stewards of our natural environment. Council also recognises the importance of that knowledge and experience in the social fabric and cultural life of Parramatta. Respecting our First Nations' people illuminates the full history and connections of our community and enhances the way in which the Council responds to its community.

### FOCUS AREA:

- To recognise and support Parramatta's Traditional Owners – the Darug Peoples
- To celebrate the culture and unique place of Aboriginal and Torres Strait Islander peoples in the history and life of Parramatta and Australian society
- To ensure that the strengths and needs of Aboriginal and Torres Strait Islander communities are reflected in Council strategies.

| ACTION   | TASK OR TARGET  | TIMELINE 2017-2020    |                            |                    | RESPONSIBILITY                             |
|--|---|-----------------------|----------------------------|--------------------|--|
|  |   | YEAR 1                | YEAR 2                     | YEAR 3             |  |
| Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements | • Implement and review a cultural awareness training strategy for our staff, which defines continuous cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion) | May 2018              | Review July 2019           | Report June 2020   | Head of Human Resources                    |
|  | • Work towards a target of 50% staff undertaking face to face cultural workshop learning activities. Based on the July 2017 figures this will approximately be 436 across the 3 years of Plan   | Review July 2018      | Review July 2019           | Report July 2020   | Chief Executive Officer                    |
|  | • All RAP Working Group members undertake cultural learning activities  | Start July 2017       | Complete July 2018         | N/A                | Aboriginal and Torres Strait Islander CCBO |
|  | • All senior executive undertake cultural learning activities   | Complete by June 2018 | N/A                        | N/A                | Chief Executive Officer                    |
|  | • Develop a cultural awareness Key Performance Indicator that could be utilised in all staff performance plans  | July 2017             | Review July 2018           | N/A                |  |
|  | • Develop an online cultural learning module  | Develop August 2017   | Module delivered July 2018 | Review June 2019   | Head of Human Resources                    |
|  | • 30% staff to undertake online cultural learning activities. Based on July 2017 figures this will approximately be 260 across the 3 years of the Plan  | N/A                   | N/A                        | Complete July 2019 |  |

| ACTION   | TASK OR TARGET   | TIMELINE 2017-2020 |                     |                     | RESPONSIBILITY                             |
|--|--|--------------------|---------------------|---------------------|--|
|  |  | YEAR 1             | YEAR 2              | YEAR 3              |  |
| Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions | • Implement and communicate a cultural protocol document including protocols for Welcome to Country and Acknowledgement of Country for internal and external use   | July 2017          | Review October 2018 | Review October 2019 | Aboriginal and Torres Strait Islander CCBO |
|  | • Continue and expand the practice of inviting a local Traditional Owner to provide a Welcome to Country, at all significant Council events (between 10 and 15 per year) including Civic Events          | Start July 2017    | Review October 2018 | Review October 2019 | Chief Executive Officer                    |
|  | • All staff and Senior Leadership to provide an Acknowledgement of Country at all public events and presentations  | Start July 2017    | Review October 2018 | Review October 2019 |  |
|  | • Maintain and review a list of key contacts for organising a Welcome to Country   | July 2017          | Review October 2018 | Review October 2019 | Aboriginal and Torres Strait Islander CCBO |
|  | • Include Acknowledgement of Country at the commencement of important internal meetings if a Welcome to Country is not available   | Start July 2017    | Review October 2018 | Review October 2019 | Aboriginal and Torres Strait Islander CCBO |
|  | • Identify and implement ways to acknowledge Country across Council  | March 2018         | Review March 2019   | Complete June 2020  | Manager, Cultural Heritage and Tourism     |
|  | • Create and display an Acknowledgement of Country plaque in at least 10 Council buildings as part of the dual language signage action (Action 11)   | December 2017      | N/A                 | N/A                 | Aboriginal and Torres Strait Islander CCBO |
| Fly the Aboriginal and Torres Strait Islander Flags, together with the National Flag, whenever possible  | • In line with Council's Flag Policy, ensure when new flag poles are being installed or renewed a minimum of 3 poles are installed to enable the Aboriginal and Torres Strait Islander flags to be flown | July 2017          | Review June 2018    | Review June 2019    | Manager, City Assets and Environment       |





| ACTION  | TASK OR TARGET   | TIMELINE 2017-2020      |                       |                         | RESPONSIBILITY                                    |
|---|--|-------------------------|-----------------------|-------------------------|---|
|   |  | YEAR 1                  | YEAR 2                | YEAR 3                  |   |
| Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week | • Regularly review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week  | July 2017               | July 2018             | July 2019               |   |
|   | • Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in local NAIDOC Week events   | July 2017               | July 2018             | July 2019               | Head of Human Resources                           |
|   | • Support all staff to participate in NAIDOC Week events in the local community through a broadcast email a week prior to NAIDOC Week                                  | June 2018               | June 2019             | June 2020               |   |
|   | • In consultation with Aboriginal and Torres Strait Islander stakeholders, host a Council funded community event as part of NAIDOC                                     | July 2017               | July 2018             | July 2019               | Manager, City Activation                          |
|   | • Senior staff to acknowledge NAIDOC Week and its importance through broadcast email at beginning of NAIDOC Week   | July 2017               | July 2018             | July 2019               | Service Manager, Media and Communications         |
|   | • Continue to support the City of Parramatta NAIDOC Schools Partnership Project  | April 2018              | April 2019            | April 2020              | Service Manager, Community Capacity Building Team |
|   | • In consultation with Aboriginal and Torres Strait Islander peoples, hold an internal NAIDOC Week event   | Scope by March 2018     | July 2019             | July 2020               | Service Manager, Community Capacity Building Team |
| Embed Aboriginal and Torres Strait Islander Arts and Culture in the City's Cultural Plan (2017-2022)  | • Develop an Aboriginal and Torres Strait Islander Cultural Framework  | Start June 2017         | Delivered August 2017 | Review August 2018      | Director, City Marketing and Identity             |
|   | • Design and build a Keeping Place within 5 Parramatta Square to house items of cultural and archaeological significance.  | Start June 2017         | Review July 2018      | Delivered December 2019 | Chief Executive Officer                           |
|   | • Progress other related actions in the Cultural Plan:   | Scoped by February 2018 | Review February 2019  | Review February 2020    |   |
|   | • Feasibility and subsequent business case for Aboriginal Cultural Infrastructure  |                         |                       |                         |   |
|   | • Implementation of a Cityscape Cultural Walk  |                         |                       |                         | Aboriginal and Torres Strait Islander CCBO        |
|   | • Development of digital content, oral histories and virtual mapping   |                         |                       |                         |   |
|   | • Revival and maintenance of Darug Language through a Darug Country Project that includes developing dual City signage, dual naming of reserves and bush-track signage |                         |                       |                         |   |

| ACTION   | TASK OR TARGET   | TIMELINE 2017-2020               |                   |                   | RESPONSIBILITY                                    |
|--|--|----------------------------------|-------------------|-------------------|---|
|  |  | YEAR 1                           | YEAR 2            | YEAR 3            |   |
| To ensure that the strengths and needs of Aboriginal and Torres Strait Islander communities are reflected in the development of Council strategies | • Develop a broad Cultural Heritage and Tourism Strategy and related policies and procedures   | Review March 2018                | Review March 2019 | Review March 2020 | Manager, Cultural Heritage and Tourism            |
|  | • Ensure the perspectives of Aboriginal and Torres Strait Islander community members are considered in the   | Review June 2018                 | Review June 2019  | Review June 2020  |   |
|  | • Community Strategic Plan   |                                  |                   |                   |   |
|  | • Other strategic documents (eg. Environmental Sustainability Strategy)  |                                  |                   |                   | Manager, City Strategy                            |
|  | • Social Infrastructure Audit  |                                  |                   |                   |   |
|  | • Socially Sustainable Parramatta Framework  |                                  |                   |                   |   |
|  | • Ensure Aboriginal and Torres Strait Islander expertise is considered in open space planning and bushland management plans  | Review June 2018                 | Review June 2019  | Review June 2020  | Service Manager, Open Space and Natural Resources |
| Deliver a Memorial to Indigenous Service Personnel since 1901  | • Continue working with the Steering Committee Memorial to Indigenous Service Personnel to install/ dedicate a memorial in Parramatta which acknowledges the service of all Aboriginal and Torres Strait Islander service personnel of the Australian Forces who have served in the past, currently and those who will serve in the future | Design June 2017 – February 2018 | November 2018     | N/A               | Chief Executive Officer                           |
| Ensure the RAP is consistent with the articles within the United Nations Declaration on the Rights of Indigenous Peoples (UN DRIP)                 | • Develop a tracking and reporting framework to illustrate that the RAP is consistent with the UN DRIP   | December 2017                    | December 2018     | December 2019     | Aboriginal and Torres Strait Islander CCBO        |



## OPPORTUNITIES

City of Parramatta Council is committed to creating local jobs and creating a strong economy. As part of this vision and priority Council is providing opportunities to Aboriginal and Torres Strait Islander peoples and businesses and to be a leader in employment and innovative programs. The City believes in providing employment and economic opportunities to Aboriginal and Torres Strait Islander peoples for the social benefits it provides to the community and to play our part in alleviating the challenges faced by our First Nation peoples. The actions within this section also provide an opportunity for Council to enhance its service provision to the Aboriginal and Torres Strait Islander community.

### FOCUS AREA:

- Increase employment and retention of Aboriginal and Torres Strait Islander people within City of Parramatta Council and through partnerships, expand the opportunities for Aboriginal and Torres Strait Islander employment across the City's Local Government Area.
- To increase the civic participation of the Aboriginal and Torres Strait Islander community in Local Government.
- Ensure that Council services are inclusive and culturally appropriate.
- To support wealth creation for Aboriginal and Torres Strait Islander people through increased employment and enterprise development.

| ACTION  | TASK OR TARGET   | TIMELINE 2017-2020 |                       |                       | RESPONSIBILITY          |
|---|--|--------------------|-----------------------|-----------------------|-------------------------|
|   |  | YEAR 1             | YEAR 2                | YEAR 3                |                         |
| Implement Aboriginal and Torres Strait Islander Employment Strategy 2017-2020 | <ul style="list-style-type: none"> <li>• Review and Implement the 2017-2020 Aboriginal and Torres Strait Islander Employment Strategy to include:</li> <li>• Increasing the Aboriginal and Torres Strait Islander employment to a minimum of 2% (Based on the July 2017 figures this will approximately be 17 staff across the 3 years of the Plan);</li> <li>• A target for employing Aboriginal and Torres Strait Islander people with a disability;</li> <li>• Development of a professional development strategy for Aboriginal and Torres Strait Islander employees; and</li> <li>• Ongoing consultation with existing Aboriginal and Torres Strait Islander employees</li> </ul> | August 2017        | Review June 2018      | Review June 2019      | Head of Human Resources |
|   | <ul style="list-style-type: none"> <li>• Employ an identified Aboriginal or Torres Strait Islander position in Human resources to deliver the Aboriginal and Torres Strait Islander Employment Strategy and implement the Disability Inclusion Action Plan</li> </ul>  | September 2017     | Review September 2018 | Review September 2019 |                         |

| ACTION   | TASK OR TARGET  | TIMELINE 2017-2020    |                      |                   | RESPONSIBILITY  |
|--|---|-----------------------|----------------------|-------------------|---|
|  |   | YEAR 1                | YEAR 2               | YEAR 3            |   |
| Increase Aboriginal and Torres Strait Islander supplier diversity in Council's procurement practice  | • Include an Aboriginal and Torres Strait Islander procurement section within Council's updated Sustainable Procurement Strategy  | September 2017        | Review June 2018     | Review June 2019  | Sustainable Procurement Working Group                             |
|  | • Become a member of Supply Nation to source suppliers for employment and tenders   | July 2017             | Review June 2018     | Review June 2019  |   |
|  | • Develop procurement target for goods and services from Aboriginal and Torres Strait Islander owned businesses   | August 2017           | Target set July 2018 | Review June 2020  |   |
|  | • Develop at least three commercial relationships with Aboriginal and Torres Strait Islander owned businesses   | June 2018             | June 2019            | June 2020         |   |
|  | • Promote procurement opportunities to Aboriginal and Torres Strait Islander businesses   | July 2017             | June 2018            | Review June 2019  |   |
| Establish relationships with corporates, employment agencies and registered and group training organisations   | • Host a yearly business forum to discuss and implement actions for employment and training of Aboriginal and Torres Strait Islander people in Parramatta   | October 2017          | October 2018         | October 2019      | Chief Executive Officer   |
| Develop other relevant objectives with key partners as opportunities arise   | • Explore opportunities with key industry, community and government partners to deliver joint employment outcomes   | July 2017             | Review June 2018     | Review June 2019  | Strategic Partnerships  |
| Ensure that Council Services are culturally appropriate, inclusive and assist Aboriginal and Torres Strait Islander people to achieve their full potential | Review and implement recommendations of services related to: <ul style="list-style-type: none"> <li>• Lifelong learning</li> <li>• Early childhood development</li> <li>• Health and active lifestyles</li> <li>• Ageing well</li> <li>• Building community capability</li> </ul> | June 2018             | June 2019            | June 2020         | Manager, Social and Community Services                            |
| Progress planning for cultural and social infrastructure that meets the priorities of Aboriginal and Torres Strait Islander communities                    | • Scope business cases for the infrastructure items contained with CBD Infrastructure Plans that seek to address the needs and aspirations of the Aboriginal and Torres Strait Islander community   | June 2018             | Review June 2019     | Review June 2020  | Manager City Activation and Manager Social and Community Services |
| Encourage and development Aboriginal Social Enterprises  | • Scope an Aboriginal and Torres Strait Islander entrepreneur, technology or social enterprise incubator program  | Scope July - Dec 2017 | Review July 2018     | Deliver July 2019 | Community Capacity Building Officer (Social Investment)           |
| Resource the implementation of the Reconciliation Action Plan  | • Employ 1 temporary position to drive the implementation of the RAP, reviewed annually   | Started February 2017 | Review February 2018 | Review July 2019  | Service Manager, Community Capacity Building Team                 |
|  | • Implement a RAP Implementation Plan   | July 2017             | Review July 2018     | Review July 2019  | Aboriginal and Torres Strait Islander CCBO                        |



## TRACKING PROGRESS AND REPORTING

| ACTION   | TASK OR TARGET  | TIMELINE 2017-2020 |                   |                   | RESPONSIBILITY                             |
|--|---|--------------------|-------------------|-------------------|--|
|  |   | YEAR 1             | YEAR 2            | YEAR 3            |  |
| Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report | • Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia                  | 30 September 2018  | 30 September 2019 | 30 September 2020 | Aboriginal and Torres Strait Islander CCBO |
|  | • Investigate participation in the RAP Barometer  | May 2018           | N/A               | May 2020          |  |
|  | • Develop and implement systems and capability needs to track, measure and report on RAP activities         | Review June 2018   | Review June 2019  | Review June 2020  |  |
|  | • Investigate opportunities to measure the impact of RAP activities   | Review June 2018   | Review June 2019  | Review June 2020  |  |
| Report RAP achievements, challenges and learnings internally and externally  | • Publically report our RAP achievements, challenges and learnings  | 30 May 2018        | 30 May 2019       | 30 May 2020       | Administrator/ Lord Mayor                  |
| Review, refresh and update RAP   | • Liaise with Reconciliation Australia to develop a new RAP based on achievements, challenges and learnings | N/A                | N/A               | November 2019     | Aboriginal and Torres Strait Islander CCBO |
|  | • Send RAP to Reconciliation Australia for formal feedback and endorsement                                  | N/A                | N/A               | June 2020         |  |



For all inquiries regarding the Reconciliation Action Plan please use the contacts below:  
 P: 02 9806 5138  
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## NOTES

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