

The background of the slide is a vibrant Indigenous Australian artwork. It features a variety of elements: a large red kangaroo in the top left, several white wavy lines representing water or smoke, and several vertical white lines with red tips. In the top right, there are three orange and white kangaroos. The bottom left shows a large brown eel-like creature and several small orange and white frogs. The bottom center has a green palm tree with a red trunk. The bottom right features a large blue and white fish and several white wavy lines. The entire artwork is set against a background of blue and green brushstrokes.

ICC Sydney Innovate Reconciliation Action Plan



Jeffrey Samuels

b. 1956 Bourke NSW



Jeffrey Samuels is an Australian Aboriginal contemporary artist. Samuels was a founding co-member of Boomalli Aboriginal Artist's Cooperative in 1987.

In 1984, Samuels participated in Koori Art '84 at Artspace, Sydney, one of the seminal exhibitions that marked the emergence of the urban Aboriginal artists' movement in Australia. He has participated in a number of Boomalli exhibitions over the years including Boomalli Breaking Boundaries (1989), Blackroots: Koori Indigenous Gay and Lesbian Art (1997), and the solo exhibition Stylin-Up (2000). In 2000 he was commissioned to recreate a painting for the Nature Segment of the Opening Ceremony of the Sydney 2000 Olympic Games. In 2000, Jeffrey designed the State of NSW's official logo the "Waratah".

In 2018, Jeffrey exhibited at Boomalli in "Black Fellas Dreaming" and "LUSCIOUS ALL SORTS": LOVE WON, a Mardi Gras Exhibition.

His work is held in the collection of the National Gallery of Australia, the Art Gallery of New South Wales, Flinders University, the Australian Museum and the National Museum of Australia.

Text credit: Poll, Matt. <http://www.daao.org.au/bio/jeffrey-samuels/biography/>

“I created this painting design “Gadigal, Acknowledgement Respect” to acknowledge and honour the Gadigal people of the Eora Nation and to pay my respects to their Elders past and present.

The central image is the Cadigal tree that was utilised by the Gadigal people for making spears shafts and obtaining resin to attach spear points to their spear shafts.

In the painting are just a few animals and plants and shells that would have been in abundance in the Darling Harbour location, in the harbour waters, in the sea in Gadigal Country which was recorded in journals by the English.”

Jeffrey Samuels:
Dip Fine Art; BA Visual Art
(conversion)

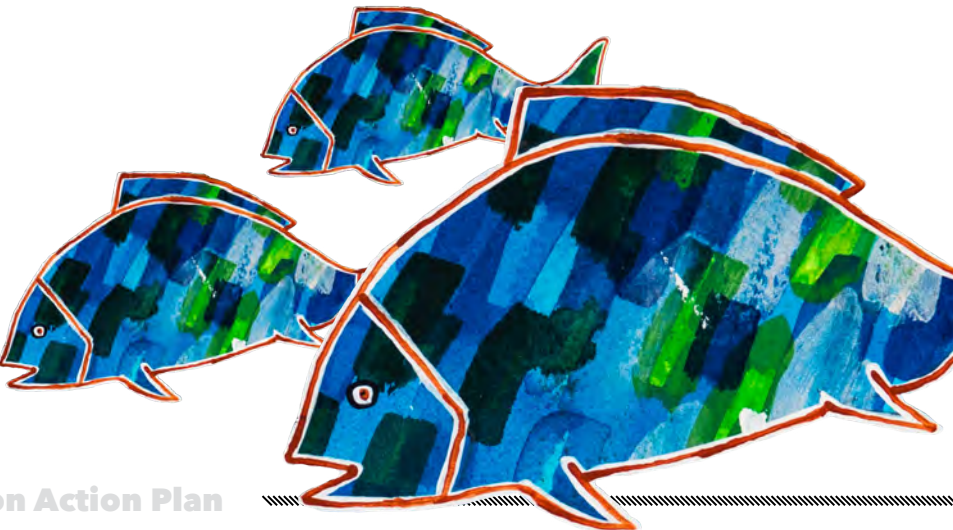
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Disclaimer

Aboriginal and Torres Strait Islander people should be aware that this document may contain images of deceased persons in photographs and/or printed material.

The documented local Aboriginal language, 'The Sydney Language' (Troy. 1993) has been incorporated throughout this document with the support and endorsement of Metropolitan Local Aboriginal Land Council (MLALC).





Uluru Statement from the Heart

On 26 May 2017, more than 250 of Australia's First Nations leaders met at the foot of Uluru in Central Australia on the lands of the Anangu people. The majority resolved, in the Uluru Statement from the Heart, that:

"We, gathered at the 2017 National Constitutional Convention, coming from all points of the southern sky, make this statement from the heart:

Our Aboriginal and Torres Strait Islander tribes were the first sovereign Nations of the Australian continent and its adjacent islands, and possessed it under our own laws and customs. This our ancestors did, according to the reckoning of our culture, from the Creation, according to the common law from 'time immemorial', and according to science more than 60,000 years ago.

This sovereignty is a spiritual notion: the ancestral tie between the land, or 'mother nature', and the Aboriginal and Torres Strait Islander peoples who were born therefrom, remain attached thereto, and must one day return thither to be united with our ancestors. This link is the basis of the ownership of the soil, or better, of sovereignty. It has never been ceded or extinguished, and co-exists with the sovereignty of the Crown.

How could it be otherwise? That peoples possessed a land for sixty millennia and this sacred link disappears from world history in merely the last two hundred years?

With substantive constitutional change and structural reform, we believe this ancient sovereignty can shine through as a fuller expression of Australia's nationhood.

Proportionally, we are the most incarcerated people on the planet. We are not an innately criminal people. Our children are aliened from their families at unprecedented rates. This cannot be because we have no love for them. And our youth languish in detention in obscene numbers. They should be our hope for the future.

These dimensions of our crisis tell plainly the structural nature of our problem. This is the torment of our powerlessness.

We seek constitutional reforms to empower our people and take a rightful place in our own country. When we have power over our destiny our children will flourish. They will walk in two worlds and their culture will be a gift to their country.

We call for the establishment of a First Nations Voice enshrined in the Constitution.

Makarrata is the culmination of our agenda: the coming together after a struggle. It captures our aspirations for a fair and truthful relationship with the people of Australia and a better future for our children based on justice and self-determination.

We seek a Makarrata Commission to supervise a process of agreement-making between governments and First Nations and truth-telling about our history.

In 1967 we were counted, in 2017 we seek to be heard. We leave base camp and start our trek across this vast country. We invite you to walk with us in a movement of the Australian people for a better future. "

CEO Message



“International Convention Centre Sydney (ICC Sydney) is proud to present its second Reconciliation Action Plan, celebrating and acknowledging the cultures and heritage of Australia's First Peoples.”

International Convention Centre Sydney (ICC Sydney) is proud to present its second Reconciliation Action Plan, celebrating and acknowledging the cultures and heritage of the First Australians.

As an iconic destination, which stands and operates on the traditional lands of the Gadigal clan of the Eora Nation, ICC Sydney has a unique opportunity to foster and promote Reconciliation. We are committed to meaningful engagement with First Nations communities and presenting First Nations culture and stories to the many thousands of visitors walking through our doors each year.

Beyond the venue's immediate audience, ICC Sydney also reaches beyond its local surrounds into regional New South Wales (NSW) communities through its food and beverage supplier relationships, as well as the Darling Harbour precinct - which traditionally attracts over 20 million visitors annually.

Since opening its doors in December 2016, ICC Sydney has progressed a number of initiatives and partnerships with First Nations communities and organisations including:

- Celebrating First Nations culture through Gadigal language welcome messages on entry to the venue and artwork through its digital screens by Boomali Cooperative artist Jeffrey Samuels.
- Partnering with Eora College and TAFE NSW to deliver a pre-employment program for First Nations hospitality students.
- Engaging with Metropolitan Local Aboriginal Land Council (MLALC) to connect events with Welcome to Country services, including a digital presentation which can be included into virtual events reaching a broader remote audience.
- Developing a network of key stakeholders to advise and engage with including Boomali Aboriginal Artists Cooperative, Dreamtime SouthernX, KARI Foundation, The Metropolitan Local Aboriginal Land Council, NSW Indigenous Chamber of Commerce, Reconciliation Australia and Supply Nation.
- Extending its collaboration with First Nations businesses along its long supply chain that reach out into regional NSW communities and beyond.

- Identifying First Australians as a key focus of ICC Sydney's event Legacy Program, connecting clients and events with authentic experiences and First Nations businesses, community groups and entrepreneurs.
- Marking days of significance such as National Reconciliation Week and NAIDOC Week on its owned channels and hosting a cultural precinct tour and Welcome to Country ceremony and performances.

At ICC Sydney, we continue to be committed to achieving the extraordinary for our clients and our communities and will continue to apply the same approach to our commitment to Reconciliation, expanding on already established initiatives and creatively respecting and acknowledging Australia's First Peoples.

GEOFF DONAGHY
CHIEF EXECUTIVE OFFICER
ICC SYDNEY



Reconciliation Australia Message



“Reconciliation is hard work – it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make Reconciliation a reality.”

Reconciliation Australia commends International Convention Centre Sydney on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program’s potential for impact is greater than ever. International Convention Centre Sydney continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation’s reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that International Convention Centre Sydney will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to International Convention Centre Sydney using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program’s emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for International Convention Centre Sydney to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments.

By enabling and empowering staff to contribute to this process, International Convention Centre Sydney will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of International Convention Centre Sydney’s future RAPs and reconciliation initiatives, providing meaningful impact toward Australia’s reconciliation journey.

Congratulations International Convention Centre Sydney on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

KAREN MUNDINE
CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA



Metropolitan Local Aboriginal Land Council Message



The Metropolitan Local Aboriginal Land Council covers 25 Local Government Area’s across Greater Sydney and has strong working partnerships with an array of key agencies and stakeholders. Metropolitan Local Aboriginal Land Council and ICC Sydney have a solid commitment to ensuring that Gadigal heritage is embedded into a collaborative partnership.

Metropolitan Local Aboriginal Land Council is proud to support and congratulate ICC Sydney on its second Reconciliation Action Plan.

ICC Sydney is located on Darling Harbour known as Gomora to the Gadigal people.

ICC Sydney has remained open to learning and engaging with the Aboriginal community along its journey, ensuring its efforts are aligned and appropriate to local needs.

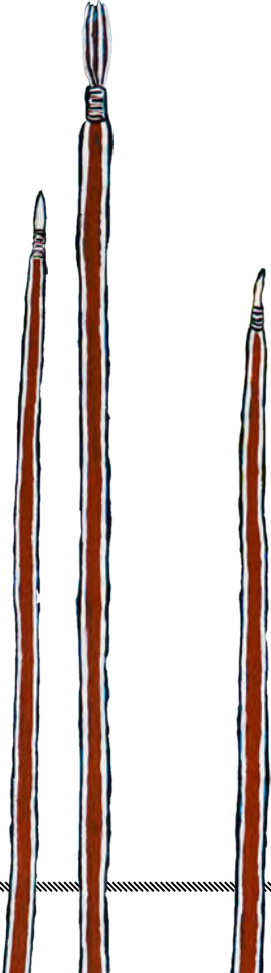
As a prominent location for local and international visitors, ICC Sydney has a unique opportunity to educate and inspire its audiences to connect

with Australia’s First Nations. The opportunities and initiatives that ICC Sydney have committed to across employment, economic development and cultural education are great examples of how the cultures, heritage and history of our First Peoples can be celebrated and continue to be widely promoted.

Maintaining a strong focus on Aboriginal cultural beliefs and respect through culturally safe engagement will enable the implementation of this RAP to achieve all of the planned activities not just for ICC Sydney but for everyone walking through the doors and surrounds. On behalf of Metropolitan Local Aboriginal Land Council, I commend ICC Sydney on the grassroots approach it has taken to launch its second RAP under the Innovate framework and look forward to ongoing collaboration along our shared journey of Reconciliation, Respect and Reciprocity.

COUNCILLOR YVONNE WELDON
DEPUTY CHAIR
METROPOLITAN LOCAL ABORIGINAL
LAND COUNCIL

Councillor Yvonne Weldon is a proud Wiradjuri woman and recently made history as the first Aboriginal Australian to be elected to the City of Sydney Council in December 2021.



Welcome

International Convention Centre Sydney (ICC Sydney) stands and operates on the land of the Gadigal clan of the Eora Nation.

In the spirit of Reconciliation and as a demonstration of respect for the traditional laws, customs, cultures and country of the First Peoples of this land, ICC Sydney warmly acknowledges the Traditional Custodians of Gadigal Country and demonstrates respect to Elders past, present and emerging.

Our Vision

At ICC Sydney, we believe that together we can achieve the extraordinary. Our vision for reconciliation is one where collaboration and partnership fosters greater inclusion and recognition for Australia’s First Peoples, across all segments of Australia’s vibrant community. Our goal is to be an employer of choice for the First Nations community of Sydney, where culture is better understood and team members feel included and supported.

Our Values

When we work with these values at the heart of our operations, then we deliver success. Our success is that of our clients; we listen, plan, observe, anticipate and act to achieve success. We understand what it takes to deliver a successful event. We are dedicated to making every event instil pride in our clients and our city so that everybody wins.

Integrity Managed by ASM Global; a trusted organisation with an excellent reputation and respected industry experience, clients have confidence in us because we understand their needs. We are transparent, we do what we say we will do and are known for our professionalism, skill, reliability and dependability.

Connected Connected locally, nationally and globally; we are characterised by our large and strong network and providing a platform that connects our guests to the world. We embrace diversity and we thrive on bringing together thinking from across the globe.

Creative We are problem solvers and innovators. We strive for creative solutions; we have the leadership, insight and skill to attend to each detail with world class proficiency, providing flexible options and endless opportunities for events and event organisers.

Our Business

As the venue management team at ICC Sydney, our core business is to win, run and support conferences, exhibitions, entertainment events, gala dinners and a variety of one day events. In doing so, we believe we have a unique opportunity and an obligation to acknowledge and provide opportunities for the community in which we operate – spanning First Nations, students, charities, emerging artists and entrepreneurs. Located on the land of Tumbalong to the south and the water of Gomora to the north side - on the land of the original custodians of this place, the Gadigal people of the Eora nation, of special significance is the inclusion of and respect for First Nations culture - in our operations, amongst our clients and stakeholders and through the events hosted with us.

Located in Darling Harbour, Sydney we are part of ASM Global, which manages eight further venues in Australia. While the venue management team at ICC Sydney is employed by ASM Global, the NSW State Government is the venue-owner through the Department of Planning, Industry and Environment (DPIE). In fact, Place Management NSW, which is part of DPIE, used our RAP for inspiration in their first RAP for The Rocks and Darling Harbour. We are also in constant communication with Destination NSW, Business Sydney (formerly The Sydney Business Chamber) and the Committee for Sydney, and to a lesser extent, CEDA.

It has been heartening to see the majority of these agencies increase their reconciliation efforts over the past 2 years and we have played an active role in sharing what we do. We also share knowledge through the events and venue management associations of which we are members.

Currently employing approximately 280 full time team members and 500 casuals, including one full time Aboriginal and Torres Strait Islander team member from the first intake of our employee engagement program with EORA College and TAFE in 2018 and the other joined this year (2021) through an Asuria program. When business returns, the casual employee pool will build to around 1,000 people.



Danie Mellor, Entelekheia, 2016

Danie Mellor, an Australian artist of First Nations heritage, was selected to provide the Entelekheia commission for Darling Harbour based on his drawings and sculpture but, in collaboration with the urban domain's designers, he took an entirely different direction, applying his observation skills to record photographically, in Sydney's national parks, the plants and trees that once covered the Darling Harbour hinterland.

These images were then photo-etched onto the concrete panels of the extensive façade of ICC Sydney. As the sun rakes across the walls of Entelekheia these fugitive images of the original canopy, once familiar to First Nations people, seem to appear and disappear.

Our RAP Journey

Nestled in the heart of the Darling Harbour Precinct, ICC Sydney is interconnected with the physical, cultural and social landscape that surrounds it and is committed to acknowledging and celebrating the heritage of the Traditional Custodians of the land upon which it stands.

Working with First Nations businesses and communities across Australia through its supply chains, community networks and client stakeholder engagement, ICC Sydney endeavours to promote Reconciliation, deepening community understanding and engagement.

As Australia’s premier integrated convention, exhibition and entertainment precinct, ICC Sydney acts as a gateway to Australia for guests and visitors from around the world, presenting an opportunity for ICC Sydney to promote culturally appropriate practices. Our engagement with clients is informed through connections with key First Nations stakeholders and representative bodies, facilitating global engagement and interactions with First Nations businesses and communities.

The development of ICC Sydney’s second RAP demonstrates its commitment and dedication to proudly celebrate, acknowledge and recognise the cultures, protocols and traditions of Australia’s First Peoples.

Since opening its doors in December 2016, ICC Sydney has taken positive steps towards Reconciliation through a number of initiatives. The establishment of an internal Diversity and Inclusion Committee shortly after opening, with a dedicated stream focussed on First Nations engagement, has been integral in identifying and promoting opportunities to celebrate and involve First Nations communities across the business.

ICC Sydney is committed to connecting our clients with the most enriching experiences, on every level. An Australian first, our Legacy Program was designed to help deliver an impact, and contribute to the intellectual, social and cultural capital of Sydney, long after the conclusion of an event. Through the First Nations stream, ICC Sydney encourages clients to engage First Nations businesses and celebrate cultural experiences at events.

The purpose of the committee, to promote inclusion at all levels and across all departments of the business, provided the initial caveat for pursuing the development of a RAP and has been integral in establishing internal First Nations and RAP working groups.

ICC Sydney’s Reconciliation journey to date has been primarily focussed on building knowledge and creating pathways to employment for First Nations communities. A partnership with Eora College, a TAFE NSW college with a focus on education and training for First Nations students, established in early 2017, has provided 65 ICC Sydney team members with cultural awareness and education training, 19 of whom have volunteered their time and knowledge to be ambassadors for First Nations engagement across the business. The partnership has also furthered opportunities for employment through a pre-employment program, providing First Nations hospitality students with onsite learning and employment opportunities across the business.

Another pillar of ICC Sydney’s engagement with First Nations communities has been the development of meaningful relationships with key First Nations stakeholders, representative bodies and community organisations. To date, a number of partnerships have been established to work alongside ICC Sydney, providing guidance, expertise and genuine connections to First Nations communities and businesses.

Developing and implementing its second RAP under the Innovate category provides ICC Sydney with a framework to progress the development of relationships, demonstrate respect and foster opportunities to move closer to Reconciliation and drive engagement with, and opportunities for, Australia’s First Peoples.

Celebrate

Connected locally, nationally and globally; we are characterised by our large and strong network and providing a platform that connects our guests to the world. We embrace diversity and we thrive on bringing together thinking from across the globe.

Recognise

We are problem solvers and innovators. We strive for creative solutions; we have the leadership, insight and skill to attend to each detail with world class proficiency, providing flexible options and endless opportunities for events and event organisers.

Acknowledge

Managed by ASM Global; a trusted organisation with an excellent reputation and respected industry experience, clients have confidence in us because we understand their needs. We are transparent, we do what we say we will do and are known for our professionalism, skill, reliability and dependability.

Metropolitan Local Aboriginal Land Council

Connecting events with Welcome to Country services

NSW Indigenous Chamber of Commerce

Engaging local First Nations businesses through internal supply chains

Supply Nation

Supporting engagement with First Nations businesses and suppliers through supply chains and annual Knowledge Forum

NSW Aboriginal Tourism Operators Council

Consultative body for cultural experiences and providers across NSW

Boomalli Aboriginal Artists Cooperative

Creative partner for acknowledging First Nations heritage through art forms across the venue

KARI Foundation

Preferred supplier for creative performances and engagement for pre-employment programs

Dreamtime Southern X

Preferred supplier for cultural experiences for team members and events across Sydney

RAP Working Group

ICC Sydney's RAP is championed by CEO, Geoff Donaghy, and is adopted as a shared responsibility of all ICC Sydney team members.

ICC Sydney's RAP Working Group (RWG) is charged with driving engagement with the RAP and embedding initiatives across the business. Comprised of nine team members representing various departments and levels of management, ICC Sydney's RWG also includes two external community representatives who have generously volunteered their time to work alongside ICC Sydney team members and guide the implementation of associated activities and initiatives.

The RWG meets quarterly and is led by the Director of Corporate Affairs and Communication, Samantha Glass. Sam also leads ICC Sydney's Corporate Social Responsibility Committee, through which the RAP initiatives are reported, and is a member of ICC Sydney's Diversity and Inclusion Committee, which has a focus on attracting, retaining and supporting First Nations team members.

Nathan Moran

Chief Executive Officer, Metropolitan Local Aboriginal Land Council

"As a significant organisation for Sydney's Aboriginal and Torres Strait Islander peoples, Metropolitan Local Aboriginal Land Council is committed to furthering respect and acknowledgement of our communities. We welcome the opportunity to work alongside ICC Sydney to achieve this."

Cain Slater

Chief Operating Officer, KARI Foundation

"With more than a million people welcomed through its doors every year, ICC Sydney is in a unique position to facilitate connections between international and interstate visitors and local First Nations businesses via employment and economic development, which is helping to strengthen and celebrate our diverse cultures in an innovative and purposeful way."

Samantha Glass

Director of Corporate Affairs and Communication, Communications

"We have the great privilege of welcoming people from around Australia and across the world and for many, their experiences at ICC Sydney may be their first in Australia - whether in person or online. We believe we have not just an opportunity but an obligation to celebrate and acknowledge Australia's First Nations. By continuing to build a welcoming and inclusive culture, we hope to extend career opportunities for more First Nations peoples encouraged to join our team."

Matthew Whitaker

Purchasing Manager, Business Services

"Reconciliation is everyone's business and we all have a role to play in building relationships and communities that value Aboriginal and Torres Strait Islander people's history and culture. I am committed to supporting our business' RAP and its implementation through establishing partnerships and connections with First Nations businesses."

Margaret Bolt

Cleaner, Presentation Services

"ICC Sydney helped me achieve steady employment as an Aboriginal woman. I am grateful for the ongoing opportunity and to be a part of this working group which aims to grow a deeper understanding between people."

Holly Hayes

Senior Manager, Human Resources Shared Services, Human Resources

"Central to effective learning and development is embracing diversity of thoughts and experiences so that as a team we can grow and create change in the world. Through Reconciliation, I hope to use my position to connect and embed Indigenous Peoples' experience into our team's understanding and operations so that we don't miss out on the richness of First Nations culture, but also to heal the damage of the past."

Sharon Foster

Senior Event Manager, Event Planning

"I have a personal passion to be inclusive of all members of our community, in particular, those who are underrepresented. I continue to volunteer with the RWG to understand First Nations people and culture more deeply and to promote positive stories that reflect their community."

Jessica Oliveux

Senior Manager, Customer Service, Event Services

"I am committed to better understanding our First Nations people and the importance of their culture and history to Australia. I want to be able to support and educate the next generation so they pass this knowledge on too. Inclusiveness is so important in my eyes and I want our First Nations people to experience this in the community and at work."

Helen Mantellato

Senior Manager, Business Development - International and Exhibitions, Business Development

"As we welcome international events to ICC Sydney, we are honoured to introduce visitors from all over the world to Australia's community of Aboriginal and Torres Strait Islander people. Through establishing these connections we hope to promote respect, understanding and positive relationships between the wider global community and our First Nations people."

Sandra Rae

Senior Manager, Public Relations, Communications

"Reconciliation provides everyone in our community with a chance to heal the issues of the past. I look forward to channeling my energy into activating our Reconciliation Action Plan and communicating our commitments through the right channels to reach as many people as possible - to educate and inspire all about Australia's First Nations people, culture and traditions."

Libby O'Leary

Executive Assistant to the Director of Corporate Affairs and Communication, Communications

"As part of the RAP Working Group I feel very fortunate to be given the opportunity to develop a deeper understanding about Aboriginal and Torres Strait Islander history, culture and achievements. I believe having a greater understanding between people and acknowledging past wrongs will make for a better future for everyone, especially our children."

RAP Deliverables

Gumal
(Friend)
Relationships

ICC Sydney is a meeting point for Sydney-siders, reflecting the traditional and ongoing practices of the land where First Nations peoples gathered to share food, knowledge and stories. It is also the gateway to Sydney for hundreds of events each year, acting as a conduit between local communities and the visitors from across Australia and the world which it welcomes.

With its core values in mind, ICC Sydney works in collaboration with internal and external stakeholders to develop trusted connections that deliver success for clients and communities alike.

In developing its second RAP, ICC Sydney has established a number of relationships with First Nations stakeholders including businesses, community organisations and representative bodies, which it will continue to build on to celebrate, acknowledge and engage with First Nations cultures and peoples.

The outcomes we seek together can only be achieved through engaging and creating meaningful and sustainable relationships with Aboriginal and Torres Strait Islander people.

Focus area: Growing opportunities for First Nations businesses to connect with clients through ICC Sydney Legacy Program.



Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Grow and deepen genuine partnerships with First Nations organisations and stakeholders who are working to address community needs. In particular, look to develop partnerships with First Nations businesses and educational institutions to support client facing activities.	Review progress September 2022 and January 2023	Director Corporate Affairs; Senior Manager, Public Relations
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2022	Senior Manager, Public Relations
	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	May, August and November 2022; February 2023	Director Corporate Affairs
	• Establish, manage and maintain partnerships with Aboriginal and Torres Strait Islander organisations including: » Metro Local Aboriginal Land Council » KARI Foundation » The National Aboriginal and Torres Strait Islander Culinary Institute » ICC Sydney is investigating opportunities to participate in Supply Nation’s Jump Start program by providing volunteers to support First Nations businesses (once the program is reintroduced).	Review at October 2022 and April 2024	Director Corporate Affairs
Build relationships through celebrating National Reconciliation Week (NRW).	• Organise an annual, internal NRW event each year, promoting reconciliation and generating awareness across the business.	27 May to 3 June 2022 and 2023	Senior Manager, Public Relations
	• Register all our NRW events on Reconciliation Australia’s NRW website.	27 May to 3 June 2022 and 2023	Communications Executive Assistant
	• Promote external NRW events and Reconciliation Australia’s NRW resources to ICC Sydney employees through the Intranet.	27 May to 3 June 2022 and 2023	Senior Manager, Human Resources Shared Services
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June 2022 and 2023	Senior Manager, Human Resources Shared Services
	• RAP Working Group members to participate in an external NRW event.	27 May to 3 June 2022 and 2023	Senior Manager, Customer Service / Senior Event Manager
Promote reconciliation through our sphere of influence.	• Develop and implement a revised communications strategy to promote reconciliation with internal and external stakeholders, including: » Promotion of RAP, First Nations team member activities and days of significance through the Intranet » Promotion of reconciliation through social media channels, digital screens across the venue and precinct » Promotion of RAP with stakeholders through newsletters, annual report and meetings.	March 2022	Senior Manager, Public Relations
	• Implement strategies to engage our team members in reconciliation.	July 2022	Senior Manager, Human Resources Shared Services
	• Communicate our commitment to reconciliation publicly.	27 May to 3 June 2022 and 2023; 3 July to 10 July 2022 and 2023	Director of Corporate Affairs / Senior Manager, Public Relations
	• Continue to grow the First Nations stream of our client Legacy Program to positively influence our clients to drive reconciliation outcomes.	Review quarterly - April 2022, June 2022	Senior Manager, Human Resources Shared Services
	• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation; including attendance at the RAP Conference.	April 2022; April 2024	Director Corporate Affairs
Promote positive race relations through anti-discrimination strategies.	• Support First Nations organisations to host events aimed at building reconciliation or supporting communities in need, including KARI Foundation conference; MLALC conference; Jarjum College Fundraising dinner; Supply Nation Exhibition.	Review at October 2022 and April 2024	Chief Executive Officer
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2022	Director of Human Resources
	• Develop, implement and communicate an anti-discrimination policy for our organisation.	August 2022	Director of Human Resources
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2022	Director of Human Resources
	• Educate senior leaders on the effects of racism.	July 2022	Senior Manager, Human Resources Shared Services

RAP Deliverables

Waranara,
wallanga
(Seek, follow)

Respect

ICC Sydney is proud to operate its business on Tumbalong (land) and Gomora (water), the lands of the Gadigal peoples of the Eora Nation.

As a prominent landmark within a precinct that welcomes millions of visitors each year, ICC Sydney has an opportunity to further understanding and appreciation of First Nations cultures on a large scale.

In acknowledging the heritage of Tumbalong and Gomora, known today as Darling Harbour, ICC Sydney is committed to respectfully celebrating First Nations lands and cultures with internal team members, clients, stakeholders, visitors and the broader population.

Focus area: Cultural competency to support inclusion of First Nations team members.



Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none">Review cultural learning requirements specific to ICC Sydney team member needs and business segments.	July 2022	Senior Manager, Human Resources Shared Services
	<ul style="list-style-type: none">In partnership with First Nations educational partners, develop and implement a multi-faceted First Nations cultural awareness and learning/training strategy for team members in all departments across the business, considering various ways cultural learning can be provided.	Commence implementation by April 2022	Senior Manager, Human Resources Shared Services
	<ul style="list-style-type: none">Ensure key internal stakeholders participate in cultural training (including Executive Leadership Team, RWG, HR Managers, Team Leaders and Supervisors) through face-to-face and online platforms outlined in the strategy.	April 2022	Senior Manager, Human Resources Shared Services
	<ul style="list-style-type: none">RWG members to attend a Redfern Walking Tour Auntie Donna Ingram.	June 2022	Director Corporate Affairs
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	<ul style="list-style-type: none">RWG to attend a tour of Yerrabingin Indigenous rooftop farm.	June 2022	Director Corporate Affairs
	<ul style="list-style-type: none">Develop a cultural protocol document and continue to implement and communicate protocols for Welcome to Country and Acknowledgement of Country in all important meetings.	April 2022	Senior Manager, Public Relations
	<ul style="list-style-type: none">Increase team member understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Review at October 2022 and April 2024	Director Corporate Affairs
	<ul style="list-style-type: none">Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, such as the Extraordinaires Awards night and Team meetings timed to NRW or NAIDOC Week.	May and July 2022; May and July 2023	Senior Manager, Human Resources Shared Services
	<ul style="list-style-type: none">Continue to include an Acknowledgement of Country at the commencement of important meetings, such as All Team Meetings and Event Openings by the CEO.	May and July 2022; May and July 2023	Director Corporate Affairs
	<ul style="list-style-type: none">Continue to include an Acknowledgement of Country in all staff email signatures and within appropriate key publications.	Review at October 2022 and April 2024	Director Corporate Affairs
	<ul style="list-style-type: none">Add Gadigal Country to our correspondence material.	Digital correspondence by April 2022 and printed correspondence by December 2022	Director Corporate Affairs
	<ul style="list-style-type: none">Create a calendar of significant events to communicate internally through the Intranet.	April 2022 and January 2023	Senior Manager, Public Relations
	<ul style="list-style-type: none">Continue to share protocols with clients through the client Legacy Program and Legacy Program Guide.	Review promotional tools October 2022 and April 2024	Senior Business Development Manager
	<ul style="list-style-type: none">RAP Working Group to participate in an external NAIDOC Week event.	3 July to 10 July 2022 and 2023	Senior Manager, Customer Service / Senior Event Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none">Review policies and procedures to remove barriers to team members participating in NAIDOC Week.	April 2022	Director of Human Resources
	<ul style="list-style-type: none">Support all team members to participate in NAIDOC Week events, promoting activities through internal communication channels.	3 July to 10 July 2022 and 2023	Senior Manager, Human Resources Shared Services
	<ul style="list-style-type: none">Promote and recognise First Nations cultures by maintaining permanent artwork and storytelling, including a welcome in Gadigal language on the venue and across digital screens internally and along the external boardwalk.	Review promotional tools October 2022 and April 2024	Director Corporate Affairs
	<ul style="list-style-type: none">In partnership with Metro Local Aboriginal Land Council, charge clients a fee to access to pre-recorded audio and video Welcome to Country with Uncle Allen Madden. Set up invoicing and operational processes and implement.	April 2022	Senior Event Manager
	<ul style="list-style-type: none">Provide connections with First Nations businesses to deliver Welcome to Country or Acknowledgement of Country through events through the business development process.	Review process October 2022 and April 2024. Report in Annual Performance Review July 2022 and July 2023.	Senior Business Development Manager
	<ul style="list-style-type: none">Provide connections with First Nations businesses to deliver Welcome to Country or Acknowledgement of Country through events through the event planning process.	Review process October 2022 and April 2024. Report in Annual Performance Review July 2022 and July 2023.	Senior Event Manager

RAP Deliverables

Walunadarang

(Increase)

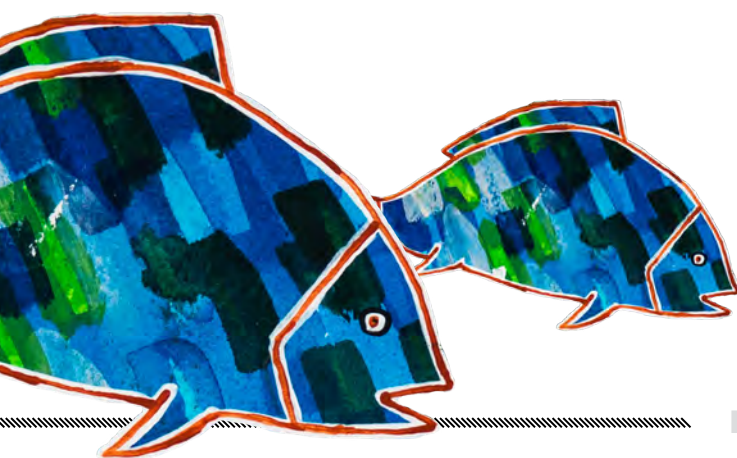
Opportunities

Fostering diversity and inclusion across all aspects of its business is a core value for ICC Sydney which extends to our engagement with First Nations peoples and cultures.

We also believe we are in a unique position and have a responsibility to acknowledge and provide opportunities for the community in which we operate. Located on the land of the original Custodians of this place, the Gadigal people of the Eora nation, of special significance is the inclusion of and respect for First Nations cultures - in our operations, amongst our clients and stakeholders and through the events hosted with us.

Working with community partners and stakeholders such as KARI and Supply Nation, ICC Sydney will continue to explore pathways to employment and supplier inclusion throughout the delivery of this RAP.

Focus area: Improve employment outcomes.

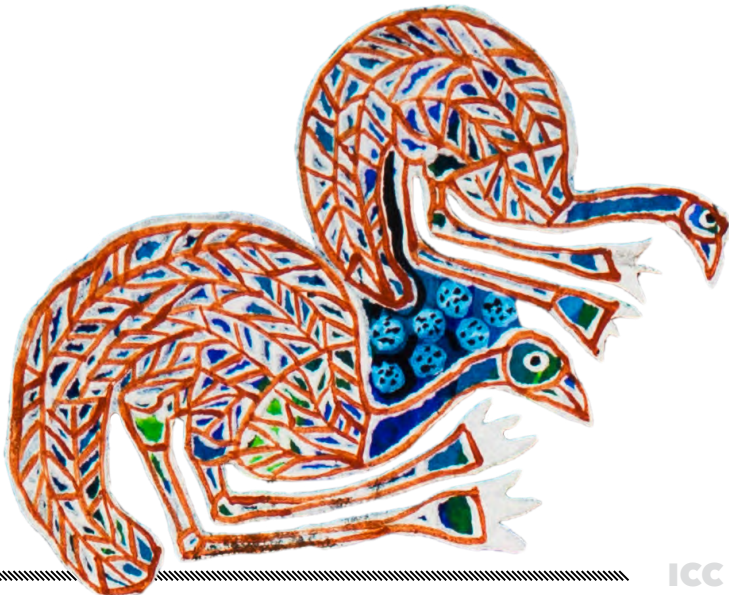


Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Review ICC Sydney's policies and procedures to consider and remove any barriers to employment for current and future First Nations team members.	July 2022	Director of Human Resources
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2022	Senior Manager, Human Resources Shared Services
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy; including <ul style="list-style-type: none">» Partnering with recruitment and internship agencies» Running pre-employment programs» Reinstating a mentoring program with a First Nations agency (until we build capacity in-house).	June 2022	Senior Manager, Human Resources Shared Services
	• Once representation has increased, engage with Aboriginal and Torres Strait Islander team members to consult on our recruitment, retention and professional development strategy.	October 2022 and June 2023	Senior Manager, Human Resources Shared Services
	• Create and implement a plan to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	April 2022	Senior Manager, Human Resources Shared Services
	• Increase the percentage of Aboriginal and Torres Strait Islander team members employed in our workforce.	March 2024	Director of Human Resources
	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	April 2022	Purchasing Manager
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	April 2022	Purchasing Manager
	• Maintain Supply Nation membership.	23 August 2022 and 23 August 2023	Director Corporate Affairs
	• Continue to identify First Nations suppliers for the business, developing and communicating a list of preferred First Nations suppliers across categories including: <ul style="list-style-type: none">» Cultural acknowledgements» Food and produce» Performance and art» Cultural tours» Workplace and administration» Training, LandD.	July 2022	Purchasing Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to team members through Intranet and Dept meetings and celebrate new suppliers through these channels.	July 2022 and July 2023	Purchasing Manager
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses with clients through external communication channels, including through the Legacy Program and celebrate new suppliers through these channels.	August 2022 and August 2023	Senior Manager, Public Relations
	• Communicate new suppliers to stakeholders via external communications.	May and July 2022; May and July 2023	Senior Manager, Public Relations
	• Enable at least two First Nations owned business to become a preferred supplier each year.	July 2022 and July 2023	Purchasing Manager
	• Connect event clients with accredited First Nations businesses, to deliver a range of services through ICC Sydney's event Legacy Program.	Review process October 2022 and April 2024. Report in Annual Performance Review July 2022 and July 2023.	Senior Manager, Public Relations
Create and support opportunities that increase exposure of event clients and visitors to First Nations peoples, cultures and businesses.	• Promote First Nations businesses that partner with ICC Sydney through owned marketing channels.	Review process October 2022 and April 2024. Report in Annual Performance Review July 2022 and July 2023.	Senior Manager, Public Relations
	• Highlight native Australian ingredients and suppliers through ICC Sydney's Feeding Your Performance initiative.	December 2022; December 2023	Senior Manager, Public Relations
	• Develop engagement strategy encompassing activities with key First Nations Colleges and youth organisations. Engagement activities to include face to face events and communications.	March 2022	Senior Manager, Public Relations
	• Continue partnership with Jarjum College to demonstrate potential future career opportunities and the commitment of large venues towards reconciliation.	May 2022	Senior Manager, Public Relations and Communications Executive Assistant
	• Investigate partnership with Youth off the Streets, most notably through their connections with Redfern Schools, to demonstrate potential future career opportunities and the commitment of large venues towards reconciliation.	April 2024	Senior Manager, Public Relations and Communications Executive Assistant
Create opportunities for First Nations children through partnerships with ICC Sydney			

RAP Deliverables

Yewing, yanga
(Truth, do)
Governance

Committed to ensuring the success of its initiatives, ICC Sydney adopts a proactive approach to tracking progress and reporting. Measuring the success of initiatives provides a benchmark from which to improve and will enable ICC Sydney to monitor its progress towards achieving the goals outlined within this RAP.



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review March 2024	Director Corporate Affairs
	• Apply Terms of Reference for the RWG.	Review current Terms of Reference by March 2024	Director Corporate Affairs
	• Meet at least four times per year to drive and monitor RAP implementation.	May, August and November 2022; February, May, August and November 2023	Director Corporate Affairs
Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	April 2022 and review April 2024	Director Corporate Affairs
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	April 2022 and review April 2024	Director Corporate Affairs
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	April 2022 and review April 2024	Director Corporate Affairs
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Maintain an internal RAP Champion from senior management.	April 2022 and review April 2024	Director Corporate Affairs
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022 and 2023	Director Corporate Affairs
	• Report RAP progress to all staff and senior leaders quarterly.	April, July and November 2022; January, April, July and November 2023; January 2024	Director Corporate Affairs
	• Publicly report our RAP achievements, challenges and learnings, annually via the Annual Performance Review.	August 2022 and 2023	Director Corporate Affairs
Continure our reconciliation journey by developing our next RAP.	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	July 2022	Director of Human Resources
	• Register via Reconciliation Australia's website to begin developing our next RAP.	November 2023	Director Corporate Affairs

Thank You

The development of ICC Sydney's second RAP has been made possible through the support and guidance of a number of key stakeholders.

ICC Sydney would like to thank and acknowledge Metropolitan Local Aboriginal Land Council, Reconciliation Australia, KARI and Supply Nation for their support, guidance and collaboration.

We are grateful to Jeffrey Samuels, and the Boomalli Aboriginal Artists Co-operative, for his captivating "Gadigal, Acknowledgement Respect" artwork which graces the entrances of ICC Sydney, as well as our Reconciliation Action Plans, and continues to draw admiration from visitors to the venue.

We especially wish to acknowledge and thank Aunty Margret Campbell for her leadership, enthusiasm and engagement with our RAP journey over the years.

Contact

Samantha Glass
Director of Corporate Affairs and Communication
ICC Sydney

Samantha Glass is a passionate community advocate, dedicated to creating meaningful change with local communities.

Samantha serves as Chair of ICC Sydney's Reconciliation Action Plan Committee, Chair of ICC Sydney's Corporate Social Responsibility Steering Committee and founded ICC Sydney's Legacy Program.

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