Jeffrey Samuels

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. Hierie participated in a number of Boomalli exhibitions including Boomalli: Breaking Boundaries (1989), Blackroots: Koori Indigenous Gay and Lesbian Art (1997), and the solo exhibition Style (2002). 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 in Boomali in “Rock Pebbly 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.

“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)
Uluru Statement from the Heart

On 26 May 2017, more than 225 of Australia’s First Nations leaders met at the National Convention on the lands of the Arrernte people in the central regions of Australia on all its lands and in its surrounding waters. This Convention marks the completion of a long journey, which began on 26 May 1967 when Australia’s Indigenous peoples were finally counted for the first time.

The Uluru Statement from the Heart calls for a new federal basis for Indigenouskapu, including truth, justice and self-determination. It is the culmination of a 40-year process of reconciliation between Indigenous and non-Indigenous Australians.

The Uluru Statement from the Heart is a call for constitutional reform and a new relationship between the Australian government and Aboriginal and Torres Strait Islander peoples. It is a statement of the rights and voice of First Nations peoples and a commitment to self-determination.

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.

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.

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 to capture our aspirations for a fair and truthful relationship with the Australian people and a better future for our children based on justice and self-determination.

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

In 1967 we were counted, in 2017 we seek a new constitution. We call for the establishment of a First Nations Voice enshrined in the Constitution.

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Reconciliation Australia Message

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

Since 2006, RAPs have provided a framework for organisations to leverage their structural and diverse spheres of influence to support the national reconciliation movement. With close to 3 million people now working or studying in an organisation with a RAP, the program’s potential for impactful RAP outcomes into the future is astounding.

The four RAP types – Reflect, Innovate, Learn and Elevate – allow RAP partners to access a range of resources that have been developed and transformed into action. The four RAP types enable organisations to think through the ways in which they will foster connections with Aboriginal and Torres Strait Islander people, both internally and externally.

An Innovate RAP is a social andrewarded 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, reflecting on, and catalysing the successes and challenges of previous RAP’s learnings gathered through effort and innovation are invaluable resources for the IPPs (Indigenous Partnerships) going forward. The IPPs of the ICC Sydney Innovate RAP will continue to ground decisions to make RAP commitments rooted in experience and maturity.

These learnings extend to International Convention Centre Sydney, using the lens of reflection to better understand the roles and diverse community of staff and stakeholders.

The RAP program’s emphasis on relationships, respect, and opportunities gives organisational frameworks from which to foster stronger connections with Aboriginal and Torres Strait Islander people 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 new connections that will become the building blocks of its future RAP commitments.

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

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

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

KAREN HURKINE
CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA

Metropolitan Local Aboriginal Land Council Message

The Metropolitan Local Aboriginal Land Council, a prominent location for local and international visitors, ICC Sydney has remained open and welcoming to learning and engaging with the Aboriginal community along its journey, ensuring its efforts are aligned and approved by local traditional owners and history.

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 opportunity and initiative that ICC Sydney has committed to across employment, economic development and cultural education are great examples of how the culture, heritage and history of our First Peoples can be sustained and continue to be widely promoted.

Maintaining a strong focus on Aboriginal cultural heritage and respect through the implementation of the RAP, ICC Sydney looks forward to an ongoing partnership.

The Metropolitan Local Aboriginal Land Council and ICC Sydney have a solid working relationship with a RAP, which is one of the ways ICC Sydney can work with the local community, promote reconciliation, respect and filtering the Country in the unexpected.

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 2019.

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 in all sections of the community will be essential to make Reconciliation a reality.
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 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, anticipate and act to achieve success. We understand what it takes to deliver a successful event. We are dedicated to following through on every event and 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, 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 earn, 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 a 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 Australia-wide Jaginji 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.

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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 continues acknowledging and celebrating the heritage of the Traditional Custodians of the land upon which it stands.

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. ICC Sydney is connected to the NSW Aborigines Reserve. 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 acknowledge, acknowledge and recognize 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 focused on First Nations engagement, has been integral in identifying and promoting opportunities to celebrate and isolate First Nations communities across the business.

The purpose of the committee, to promote inclusion at all levels and across all departments of the business, provided the initial focus to drive the development of ICC Sydney’s first RAP and has been integral in establishing internal First Nations and RAP working groups.

ICC Sydney’s Reconciliation journey to date has been primarily focused 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, has furthered opportunities for employment through a pre-employment program, providing First Nations hospitality students with on-site 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 celebrations, 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.

Metroplitan 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

Boomali Aboriginal Artists Cooperative
Creative partner for acknowledging First Nations heritage through art forms across Sydney

KARI Foundation
Preferred supplier for creative performances and engagement for pre-programme events

Dreamtime Southern X
Preferred supplier for cultural experiences for team members and events across Sydney.

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Celebrate
Connected locally, nationally and globally, we are 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, and are known for our professionalism, reliability and dependability.

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RAP Working Group

ICC Sydney’s RAP is championed by CEO, Cordia Loughran, and is supported as a shared responsibility of all ICC Sydney team members. The RAP Working Group (RWG) is charged with driving engagement with the RAP, and embedding its intention across the business. Composed of nine team members representing service departments and levels of management, the RWG also includes 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, and also includes ICC Sydney’s Corporate Social Responsibility Committee. Through support of the RAP, the RWG shares opportunities and successes across the business and external community, which has a focus on upskilling and retaining existing and supporting new team members.

Nathan Moran
Chief Executive Officer, Metropolitan Local Aboriginal Land Council

“We are a significant organisation for Sydney’s Aboriginal and Torres Strait Islander peoples, and ICC Sydney is in a unique position in Australia to welcome people from around the world to 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 people and culture more deeply and to promote positive stories that reflect their communities.”

Samantha Glass
Director of Corporate Affairs and Communication

“We have the great privilege of welcoming people from around the world to Australia across the city and for many, their experience 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 people and culture more deeply, and to build a welcoming and inclusive culture, we hope to extend career opportunities for First Nations peoples encouraged to join our teams.”

Matthew Whitaker
Purchasing Manager, Business Services

“Reconciliation is everyone’s business and we all have a role to play in building and embedding a culture that values Aboriginal and Torres Strait Islander peoples’ 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, Preservation Services

“I am committed to supporting our First Nations people and the importance of their culture and history today. We have the opportunity to embed Indigenous Peoples’ experience and knowledge into our operations so that we don’t miss out on the richness of First Nations culture, but also to heal the damage of the past.”

Regina Goodwin
Executive Assistant to the Director of Corporate Affairs and Communication

“Reconciliation provides everyone in our community with a chance to heal the issues of the past. I look forward to channeling my energy into making 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.”

Helen Mantellato
Senior Manager, Business Development

- International and Exhibitions Business Development

“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 Islanders’ 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.”

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 making 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.”
### Relationship

**Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.**

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Timeline</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>Develop and implement engagement plans with Aboriginal and Torres Strait Islander stakeholders</td>
<td>May, August and November 2022; February 2023</td>
<td>Director of Corporate Affairs</td>
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<tr>
<td>Enhance strategic and long-term partnerships with Aboriginal and Torres Strait Islander stakeholders</td>
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<td>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement</td>
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| Develop and implement a revised communications strategy to promote reconciliation with internal and external stakeholders, including:
  - Promotion of RAP with stakeholders through newsletters, annual report and meetings.
  - Promotion of reconciliation through social media channels, digital screens across the venue and precinct
  - Promotion of RAP, First Nations team member activities and days of significance through the Intranet | March 2022 to May 2023 | Senior Manager, Public Relations |
| Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs | July 2022 | Director of Human Resources |
| Develop and implement an engagement plan to participate in Supply Nation’s Jump Start program by providing volunteers to support First Nations businesses (once the program is reintroduced) | January 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 National Reconciliation Week (NRW). 27 May to 3 June 2022 and 2023 | Senior Manager, Human Resources Shared Services |
| Promote the growth of the First Nations workforce with the implementation of supply chain initiatives. | April 2022 | Senior Manager, Public Relations |
| Develop and implement an engagement plan to work with Indigenous communities and organisations to address anti-discrimination outcomes. Review quarterly – April 2022, June 2022 | Senior Manager, Human Resources Shared Services |
| 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 |
| Develop, implement and communicate an anti-discrimination policy for our organisation. | August 2022 | Director of Human Resources |
| Prepare a report on the effectiveness of the RAP, including KARI Foundation conference; MLALC conference; Jarjum College Fundraising dinner; Supply Nation Exhibition. Review at October 2022 and April 2024 | Director Corporate Affairs |
| Promote positive race relations through anti-discrimination strategies... | | |

**Build relationships through celebrating National Reconciliation Week (NRW).**

- Organise an annual, internal NRW event each year, promoting reconciliation and generating awareness across the business.
- Develop, implement and communicate an anti-discrimination policy for our organisation.
- Prepare a report on the effectiveness of the RAP, including KARI Foundation conference; MLALC conference; Jarjum College Fundraising dinner; Supply Nation Exhibition. Review at October 2022 and April 2024.

**Promote reconciliation through our sphere of influence.**

- Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.
- Develop and implement an engagement plan to participate in Supply Nation’s Jump Start program by providing volunteers to support First Nations businesses.
- Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.
- Promote the growth of the First Nations workforce with the implementation of supply chain initiatives.
- Develop, implement and communicate an anti-discrimination policy for our organisation.
- Prepare a report on the effectiveness of the RAP, including KARI Foundation conference; MLALC conference; Jarjum College Fundraising dinner; Supply Nation Exhibition. Review at October 2022 and April 2024.
- Promote positive race relations through anti-discrimination strategies.
- Organise an annual, internal NRW event each year, promoting reconciliation and generating awareness across the business.
- Develop, implement and communicate an anti-discrimination policy for our organisation.
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Waranara, wallanga
(Seek, follow)

Respect

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

RAP Deliverables

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures with knowledge and insights through cultural learning.

• Develop customer engagement strategies specific to ICC Sydney team, member values and business segments.
  • Continue to share protocols with clients through the client Legacy Program and Legacy Program Guide. Review promotional tools October 2022 and April 2024.
  • Continue to include an Acknowledgment of Country in all staff email signatures and within appropriate key publications. Review at October 2022 and April 2024.
  • RWG to attend a tour of Yerrabingin Indigenous rooftop farm. June 2022.
  • Support all team members to participate in NAIDOC Week events, promoting activities through internal communication and channels. 3 July to 10 July 2022 and 2023.
  • In partnership with First Nations educational partners, develop and implement a multi-faceted First Nations cultural awareness learning program.

Demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

• Demonstrate respect for Aboriginal and Torres Strait Islander cultures and histories by observing cultural protocols.
  • 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.
  • Continue to share protocols with clients through the client Legacy Program and Legacy Program Guide. Review promotional tools October 2022 and April 2024.
  • Provide connections with First Nations businesses to deliver Welcome to Country or Acknowledgment of Country through the event planning process.
  • Promote and recognise First Nations cultures by maintaining permanent artwork and storytelling, including a welcome in languages and cultures of the Gadigal peoples of the Eora Nation.

Build respect for Aboriginal and Torres Strait Islander cultures and histories by undertaking NAIDOC Week activities.

• RAP Working Group to participate in an external NAIDOC Week event. 3 July to 10 July 2022 and 2023.
• Continue to include an Acknowledgment of Country in all staff email signatures and within appropriate key publications. Review at October 2022 and April 2024.
• Demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Demonstrate respect for Aboriginal and Torres Strait Islander peoples by undertaking NAIDOC Week activities.

• Provide connections with First Nations businesses to deliver Welcome to Country or Acknowledgment of Country through the event planning process.
• Promote and recognise First Nations cultures by maintaining permanent artwork and storytelling, including a welcome in languages and cultures of the Gadigal peoples of the Eora Nation.

ICC Sydney Innovate Reconciliation Action Plan
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 to the community in which we operate. Located on the land of the original Custodians of the place, the Gadigal people of the Eora nation, of special significance is the inclusion of and respect for First Nations cultures - in our operations, 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.

### Improve employment outcomes by increasing Aboriginal and Torres Strait Islander team members employed in our workforce.

- **Increase the percentage of Aboriginal and Torres Strait Islander team members employed in our workforce.**
  - March 2024
  - Director of Human Resources
  - Development and implementation of an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy; including reinstating a mentoring program with a First Nations agency (until we build capacity in-house).

- **Develop engagement strategy encompassing activities with key First Nations Colleges and youth organisations.**
  - March 2022
  - Senior Manager, Public Relations
  - Development, implementation and monitoring of a plan to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.

- **Create and implement a plan to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.**
  - April 2022
  - Senior Manager, Human Resources
  - Recruitment, retention and professional development strategy. October 2022 and June 2023
  - Senior Manager, Human Resources
  - Recruitment, retention and professional development strategy; including reinstating a mentoring program with a First Nations agency (until we build capacity in-house).

- **Investigate partnership with Youth off the Streets, most notably through their connections with Redfern Schools, to promote First Nations businesses that partner with ICC Sydney through owned marketing channels.**
  - April 2022
  - Senior Manager, Public Relations
  - Recruitment, retention and professional development strategy. October 2022 and June 2023

- **Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.**
  - April 2022
  - Purchasing Manager
  - Development and implementation of an Aboriginal and Torres Strait Islander procurement strategy.

- **Create and support opportunities that increase exposure of event clients, and visitors to First Nations peoples, cultures and businesses.**
  - August 2022 and August 2023
  - Senior Manager, Public Relations
  - Investigating partnership with Youth off the Streets, most notably through their connections with Redfern Schools, to promote First Nations businesses that partner with ICC Sydney through owned marketing channels.

- **Promote First Nations businesses that partner with ICC Sydney through owned marketing channels.**
  - August 2022 and August 2023
  - Senior Manager, Public Relations
  - Highlighting First Nations businesses through ICC Sydney’s events and marketing programs.

- **Partnering with recruitment and internship agencies to promote First Nations business opportunities and to deliver a range of services through ICC Sydney’s event services.**
  - July 2022 and July 2023
  - Senior Manager, Public Relations
  - Recruitment, retention and professional development strategy.

- **Connect event clients with accredited First Nations businesses, to deliver a range of services through ICC Sydney’s event services.**
  - July 2022 and July 2023
  - Senior Manager, Public Relations
  - Recruitment, retention and professional development strategy.

- **Continue to identify First Nations suppliers for the business, developing and communicating a list of preferred First Nations businesses.**
  - July 2022
  - Purchasing Manager
  - Recruitment, retention and professional development strategy.

- **Increase Aboriginal and Torres Strait Islander team members employed in our workforce.**
  - March 2024
  - Director of Human Resources
  - Development and implementation of an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy; including reinstating a mentoring program with a First Nations agency (until we build capacity in-house).

- **Continue partnership with Jarjum College to demonstrate potential future career opportunities and the commitment of large venues towards reconciliation.**
  - April 2024
  - Senior Manager, Public Relations
  - Recruitment, retention and professional development strategy. October 2022 and June 2023

### Walunadarang (Increase) Opportunities

- **Create and implement a plan to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.**
  - April 2022
  - Senior Manager, Human Resources
  - Recruitment, retention and professional development strategy.

- **Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.**
  - April 2022
  - Purchasing Manager
  - Recruitment, retention and professional development strategy.

- **Maintain Supply Nation membership.**
  - 23 August 2022 and 23 August 2023
  - Director Corporate Affairs
  - Recruitment, retention and professional development strategy.

- **Investigate partnership with Youth off the Streets, most notably through their connections with Redfern Schools, to promote First Nations businesses that partner with ICC Sydney through owned marketing channels.**
  - April 2022
  - Senior Manager, Public Relations
  - Recruitment, retention and professional development strategy.

- **Develop engagement strategy encompassing activities with key First Nations Colleges and youth organisations.**
  - March 2022
  - Senior Manager, Public Relations
  - Recruitment, retention and professional development strategy.

- **Promote First Nations businesses that partner with ICC Sydney through owned marketing channels.**
  - August 2022 and August 2023
  - Senior Manager, Public Relations
  - Recruitment, retention and professional development strategy.

- **Partnering with recruitment and internship agencies to promote First Nations business opportunities and to deliver a range of services through ICC Sydney’s event services.**
  - July 2022 and July 2023
  - Senior Manager, Public Relations
  - Recruitment, retention and professional development strategy.

- **Connect event clients with accredited First Nations businesses, to deliver a range of services through ICC Sydney’s event services.**
  - July 2022 and July 2023
  - Senior Manager, Public Relations
  - Recruitment, retention and professional development strategy.

- **Continue to identify First Nations suppliers for the business, developing and communicating a list of preferred First Nations businesses.**
  - July 2022
  - Purchasing Manager
  - Recruitment, retention and professional development strategy.

- **Increase Aboriginal and Torres Strait Islander team members employed in our workforce.**
  - March 2024
  - Director of Human Resources
  - Development and implementation of an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy; including reinstating a mentoring program with a First Nations agency (until we build capacity in-house).

- **Continue partnership with Jarjum College to demonstrate potential future career opportunities and the commitment of large venues towards reconciliation.**
  - April 2024
  - Senior Manager, Public Relations
  - Recruitment, retention and professional development strategy. October 2022 and June 2023

**ICCS Sydney Innovate Reconciliation Action Plan**

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**ICCS Sydney Innovate Reconciliation Action Plan**

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

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 the RAP.
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.

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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