



AUSTRALIAN
INSTITUTE OF
BOTANICAL
SCIENCE



Royal Botanic Gardens
and Domain Trust

INNOVATE RECONCILIATION ACTION PLAN

November 2021 - October 2023

Acknowledgement of Country

We acknowledge that the Gardens are significant historical, ceremonial and traditional trade grounds for the local Gadigal, Dharawal and Darug peoples.

We pay respect to all Elders and Traditional custodians of these lands and waters that our Gardens sit on, including their continuous custodianship, protection and management of these sacred lands.

Aboriginal and Torres Strait Islander cultures are the oldest living continuous cultures in the world, which the Royal Botanic Gardens and Domain Trust will ensure that all visitors acknowledge that this land always was, always will be, Aboriginal land.

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Message from the Chief Executive Officer of Reconciliation Australia

Reconciliation Australia commends the Royal Botanic Gardens and Domain Trust on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP). Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. This Innovate RAP is both an opportunity and an invitation for the Royal Botanic Gardens and Domain Trust to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, the Royal Botanic Gardens and Domain Trust will create dynamic reconciliation outcomes, supported by and aligned with its business objectives. An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Royal Botanic Gardens and Domain Trust is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action. Implementing an Innovate RAP signals the Royal Botanic Gardens and Domain Trust's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey. Congratulations Royal Botanic Gardens and Domain Trust on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer | Reconciliation Australia



Message from the Chief Executive of Royal Botanic Gardens and Domain Trust

For over 200 years, the Royal Botanic Garden Sydney has been dedicated to discovering, researching and protecting plants. Integral to our plant knowledge and our stewardship of these green spaces for the community is the Garden's relationship with the land's Traditional Custodians and cultural heritage.

The Gardens' sites are significant historical, ceremonial and traditional trade grounds for the local Gadigal, Dharawal and Darug peoples. Aboriginal and Torres Strait Islander cultures are the oldest living cultures in the world.

In striving to embed Aboriginal and Torres Strait Islander cultural protocols, knowledge and perspectives in all aspects of our activities, we demonstrate acknowledgement of and respect for the enduring relationship with the land and waters of these peoples.

I am proud to reflect on how successfully, across the organisation, we have built on the learnings of earlier reconciliation activity, undertaken with authentic commitment, relationships and in collaboration with local Traditional Custodians.

Reflected in the Innovate RAP is our vision and strategy to continue to build on the capacity of our people and strengthen our cultural understandings, and to increase the Australian community's understanding and celebration of the rich cultural heritage that we share through our education programs and cultural installations.

Our focus on these and new programs and initiatives through the Innovate RAP will allow us to deepen the understandings of reconciliation amongst our staff and to widen the footprint of education and influence through our diverse sphere of influence.

Denise Ora

Chief Executive | Royal Botanic Gardens and Domain Trust



Our vision for reconciliation

Our vision is for all visitors to the Botanic Gardens to take away a profound sense of respect and understanding for the powerful connection to country that Aboriginal and Torres Strait Islander peoples bring to our perspectives and shared history.

We will achieve this through being a leading organisation that promotes and connects with Aboriginal and Torres Strait Islander peoples and cultures in a progressive environment.

We recognise reconciliation action and seek to be guided by Aboriginal and Torres Strait Islander Australians' voices through our sphere of influence, at our sites and to demonstrate integrity and cultural recognition for First Nations people.





Our business

The Royal Botanic Gardens and Domain Trust is responsible for the management and stewardship of the Royal Botanic Garden Sydney, the Domain, the Australian Botanic Garden, Mount Annan and the Blue Mountains Botanic Garden, Mount Tomah. The Trust incorporates the Australian Institute of Botanical Science and is one of the country's leading international tourism businesses.

Staff working for the Trust are employees of the Department of Planning, Industry & Environment, within the Botanic Gardens Greater Sydney agency – a group of world-leading staff from the fields of science, horticulture, public space activation, visitor experience, not-for-profit fundraising, digital engagement, tourism, planning, major project delivery, commercial investment, sustainable resource and asset management, education, events and recreation.

According to a 2018 report from Deloitte Access Economics, the Trust contributes around \$140 million to the NSW economy each year, supports more than 1,100 jobs and contributes more than \$180 million in social and cultural contributions annually.

Of the approximately 286 full-time employees, three identify as Aboriginal and or Torres Strait Islander people (1%).

Our stakeholders are diverse and numerous and include representation from the general public, from special interest groups, not for profit organisations, local Aboriginal representative organisations, local councils and environmental groups, the education sector and diverse industry sector groups in addition to both state and federal government agencies. Due to the size of our reach, we are in a unique position to influence many stakeholders including the public in their perceptions and understandings of Aboriginal and Torres Strait Islander peoples and cultures.



Our RAP

The nature of our business and the role of the organisation lends itself to developing a deep understanding and promotion of Aboriginal and Torres Strait Islander cultures, land management practices, traditional uses of plants and their varying cultural significance through our education, research and community engagement activities. We already achieve the dissemination of this knowledge through current programs and works, but there is many more aspects we need to share with our own people, and with the public including our stakeholders and Australians of all ages.

We want to be recognised nationally and internationally as an authentic space for Aboriginal and Torres Strait Islander people to feel connected to and valued for their culture, relationship to Country and to articulate and honour our shared history.

Our RAP Working Group includes enthusiastic and committed personnel representing all areas of our organisation, with Josh Brown, Manager Aboriginal Strategy & Development and RAP Champions Carla Armanet, Director Experiences, Partnerships & Engagement and Jo White, Director Science, Education & Conservation leading the team. We have included Aboriginal staff members into this working group including Josh, Renee Cawthorne and Brendan Moore. Our Aboriginal staff are critical to the functioning of the working group and provide subject matter expertise, guidance and support for both the working group members and Botanic Gardens executive with any decisions and actions included in our RAP.

Initial support for the RAP came from our Chief Executive, Royal Botanic Gardens and Domain Trust, and Australian Institute of Botanical Science, Denise Ora, who is a passionate advocate for Aboriginal and Torres Strait Islander cultural heritage and is engaging deeply with the RAP process.

Most importantly, our entire workforce is responsible and accountable for ensuring our goals and actions are achieved, which we strive to embed throughout our organisation as 'business as usual' now and into the foreseeable future.

Left: Northern Silver Wattle, *Acacia leucoxyla* subsp. *argentifolia*

Our RAP Working Group is made up of:

Joshua Brown	Manager Aboriginal Strategy & Development
Madeline Arnott-Bryce	Supervisor Horticulture
Renee Cawthorne	Project Manager – Aboriginal Strategy
Louise Farley	Strategy Projects Manager
Carla Horvath	News & Content Manager
Brendan Moore	Community Greening Officer
Shero Nair	Business & Executive Support Officer
Yvette Pratt	Head of Education & Engagement Centre
Maurizio Rossetto	Manager Evolutionary Ecology Research
Jordan Scott	Supervisor Natural Areas & Open Spaces

The Botanic Gardens would also like to acknowledge the following individuals who have been members of the Working Group in the development of this RAP. Their contribution to the development of the plan and the group is greatly appreciated;

- ▶ Sam Crosby
- ▶ Ben Gauci
- ▶ Amara Glynn
- ▶ Andrea Makris
- ▶ Victoria Ngu
- ▶ Mike Smith
- ▶ Katherine Spiller



Our reconciliation journey began long before we considered a RAP, so although we have not started our reconciliation journey with a Reflect RAP, we have implemented many 'reconciliation actions' through our research, horticultural activities, education programs and collaborative Aboriginal community engagement projects. These have included;

- ▶ Our 'Cadi Jam Ora' Garden built between 1997- 2001. A garden and interpretation space within the Royal Botanic Garden Sydney to pay respect to and educate all visitors about the history of Aboriginal people and culture within Sydney and throughout Australia.
- ▶ On 2 October 2007 we opened the Stolen Generations Memorial at the Australian Botanic Garden Mount Annan, a unique memorial that creates a place of peace, harmony and reflection dedicated to all "Children of the Stolen Generations".
- ▶ And our research from the Garden's Evolutionary Ecology team that combines cultural and scientific knowledge to reveal plant stories from the past, including the human dispersal and relocation of the native Black Bean.

Our results to date have encompassed many of the actions recommended for the Reflect RAP. However, we are eager to build on our experiences and learnings from the many projects and collaborative initiatives that we have developed with Aboriginal and Torres Strait Islander expertise and feedback. We are also aware that a number of our staff and Trustees have not had the opportunity for personal engagement and we believe that the RAP framework will achieve a focused and effective approach to ensuring that all of our staff, and the many diverse stakeholders that we can influence, will benefit from the actions that are integral to an Innovate RAP.

Our close relationship with local Aboriginal communities that we wish to build on, is demonstrated through our education and engagement programs, joint projects and events, with many recent and very successful initiatives across our various sites which are included in detail below.

Left: The Gardens have an array of cultural artefacts, tools and weapons to teach visitors about



Our First Nations tourism programs at the Royal Botanic Garden Sydney, offer a range of learning opportunities about cultural artefacts and history

RAP artwork and artist Darren Charwood

Darren Charwood is a Wiradjuri man from the Yibaay Wagaan kin group. He belongs to Wellington area in central New South Wales. He is a contemporary Aboriginal artist as well as an educator at the Royal Botanic Garden Sydney.

Darren's art is deeply rooted in his experiences as a Wiradjuri man, a father, a son and a member of the urban Aboriginal community of Sydney's inner West. His art is primarily made from repurposed materials which he salvages from the inner West. He prefers to produce pieces which reflect his environment, in this case, the discarded materials which humans see as waste, but which can be re-purposed to form an expression of protest against the waste, mismanagement and pollution of the environment. This practice, Darren sees as an expression of the Aboriginal tradition of only using and taking from the environment what is needed for survival.





Darren's art is a response to the way in which the urban environment has been manipulated and changed by society in a way which is not consistent with Aboriginal values. His art reflects the Aboriginal heartbreak at the waste produced as well as the hope for a more symbiotic relationship with our surroundings. Aboriginal environmental management methodology is interpreted through his art as a protest for the decimation of our natural resources in favour of a consumerist society.

This piece is titled 'Connections', and it was created with the work of the Botanic Gardens education programs in mind. It tells the story of the impact and influence that the Royal Botanic Garden Sydney has had in the community over the years. The sites where the various programs run by the Royal Botanic Garden Sydney have had an impact on have been marked on a map of Sydney, along with the various language groups who are the traditional owners of the different areas. These sites are all interconnected through the Aboriginal practice of shared knowledge and this knowledge is coming from the three sites which make up the Botanic Gardens.

The painting was created as part of the Reconciliation Action Plan and it aims to highlight the need for a restored equity, dignity and respect for Aboriginal environmental knowledge and management practices. These practices have been incorporated into the programs run by the Botanic Gardens and are regularly passed on to the public in the hopes of providing knowledge and inspiration. The use of the colours yellow and red signify colours of the landscape which has for thousands of years been the life force and home of the various language groups of the Sydney area. The waterways of the Sydney area are highlighted in the painting, particularly the coast as these are of particular significance to Aboriginal people. The sites marked along the coast are those known sites which contain carvings made by the ancestors and which hold Dreamings that run through the country. These sites stand, like guardians along the coast reminding us that we are on Aboriginal land, and it always was and it always will be Aboriginal land.



Community Greening

Our Community Greening Program supports Aboriginal people with connecting to country through creating greener spaces to grow food, flowers and opportunities to forming relationships with local business, schools, Universities, local council and housing.

Our program supports Aboriginal communities across NSW, including Redfern, La Perouse, Airds, Central Coast, Newcastle and Coffs Harbour, and extend out to rural communities such as Broken Hill, Wilcannia, Dubbo, Bourke, Moree and Enngonia.

With increase building structures rapidly taking up traditional land within our Urban areas, this is rapidly minimising green space. Community Greening supports ideas and the world's oldest living cultures with over 65,000 years of custodial connection to country. Community Greening encourages, supports and practices cultural teaching and learning within our Aboriginal communities with a holistic approach including all of our traditional custodial peoples and our lands of Australia.

Community Greening has successfully encouraged and supported Aboriginal communities to grow as a community, individually or as an organisation through growing food for each other. Providing local Aboriginal community with opportunities to learn more and have easy access to healthier food options, combined with our Horticultural, Cultural, Social Development experience and knowledge provides safety, social and practical skills to assist our Aboriginal communities to thrive.

Left: Broken Hill Community Housing

Right: Miyay Birray Community Centre







National Sorry Day event Australian Botanic Garden Mount Annan

Recognised annually on 26 May, National Sorry Day remembers and acknowledges the mistreatment of Aboriginal and Torres Strait Islander people who were forcibly removed from their families and communities, which we now know as 'The Stolen Generations'.

At the Australian Botanic Garden Mount Annan, which is situated in the heart of Dharawal country and home to the Stolen Generations Memorial walk and sculpture created by Uncle Badger Bates. Our National Sorry Day event at the Garden was first started back in 2018 through a collaboration of local Aboriginal community members, organisations, local and state government services and the Gardens as a way for all of the local community to the Gardens to come together to honour and pay respect to all victims of the Stolen Generations.

This event has brought together a variety of Aboriginal community groups, schools, businesses and local services to our site to signify this remembrance in Australian history each year and will continue to be a flagship event of our organisation and it's deep connection with the local communities of Mount Annan.

Each year, our National Sorry Day event provides many tangible and intangible benefits for both our community and organisation, including education, connection with country and culture, community engagement, networking and most importantly, providing a culturally safe space for our Elders and Stolen Generations survivors in attendance to share their past.

We thank all community members and organisations that have contributed to this significant and impactful event, including;

- ▶ Uncle Ivan Wellington
- ▶ Uncle Darryl Wright
- ▶ Campbelltown City Council
- ▶ Tharawal Aboriginal Corporation
- ▶ Uniting NSW.ACT
- ▶ Link-Up NSW
- ▶ NSW Department of Communities & Justice (formerly known as FACS)
- ▶ Liverpool City Council
- ▶ Wingecarribee Council
- ▶ Wollondilly Shire Council
- ▶ Kinchela Boys Home Aboriginal Corporation

Above

Our staff member Terry Crawford creating the Smoking Ceremony as part of our annual event



Uncle Darryl Wright, CEO of Tharawal Aboriginal Corporation, supports many of our local Aboriginal community members at the Gardens' National Sorry Day Event



The Yurong Precinct cultural immersion Royal Botanic Garden Sydney

Aboriginal tourism in Australia and Sydney is a rapidly growing sector within the Australian social and economic climates. The Royal Botanic Garden Sydney is home to one of Australia's best Aboriginal tourism offerings, our Aboriginal Heritage Tour, with the site alone attracting more than 5.5 million visitors each year locally and internationally.

To build upon this growth in the Aboriginal tourism sector, along with educating our millions of local and international visitors each year, our organisation is pursuing a major milestone project for the timeline of our Innovate Reconciliation Action Plan; The Yurong Precinct Cultural Immersion.

The Yurong Precinct, also known as the area that Mrs Macquarie's Point is situated on, carries an abundance of cultural significance, belief, customs and lore to the local Gadigal people of the Eora Nation. More importantly, this area is a major landmark and provides a unique opportunity to showcase the local history, the Sydney Aboriginal cultural stories, which signifies that all visitors can be immersed in local Aboriginal culture within the heart of one of the world's most iconic cities.

Initial plans for this project include; a permanent in-built sand dance performance space (as pictured) with a natural amphitheatre constructed around to provide natural seating and create a fully immersive experience on Gadigal country. Daily, a performance by a local Aboriginal dance troupe would perform to guests, with opportunities for additional paid experiences including photography, souvenirs, experiences and tourism packages combining with our current tourism experiences.

The Yurong Precinct cultural immersion aims to achieve several key Government priorities, particularly Aboriginal youth education and supporting connection with their cultural identity. The other focus being Aboriginal business procurement, by supporting our local Aboriginal communities through providing a unique revenue stream for economic and social support and to continue delivering exceptional Aboriginal tourism experiences across our site.

The development gains to seek both state government and external funding, along with the support of key internal and corporate stakeholders through a tender process, in the strategy, planning and execution of this project, ensuring the tangible and intangible benefits for the local Aboriginal community and visitors to the site align with the Gardens' and communities' values.



Koomurri perform during our NAIDOC 2020 celebrations at the Yurong Precinct, Royal Botanic Garden Sydney



Relationships

Developing and maintaining authentic and sustainable relationships with Aboriginal and Torres Strait Islander peoples is intrinsic to our values and the way we do business. We know that through nurturing genuine relationships and engaging with Traditional Owner representatives and their communities, we will increase our understanding of local culture, challenges and opportunities. This will make our organisation better equipped and informed to play its strategic role in informing and influencing the perceptions and understandings of Aboriginal and Torres Strait Islander peoples by our stakeholders and the general public.

Action	Deliverables	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	<ul style="list-style-type: none"> ▶ Meet with local Aboriginal and Torres Strait Islander stakeholders including Land Councils and community organisations to develop guiding principles for future engagement at our sites: the Royal Botanic Garden Sydney (RBG), the Australian Botanic Garden Mount Annan (ABG), the Blue Mountains Botanic Garden Mount Tomah (BMBG) and The Domain. 	February 2022	Manager Aboriginal Strategy & Development
	<ul style="list-style-type: none"> ▶ Develop and implement an engagement plan unique to each of the locations, that is informed by local Aboriginal and Torres Strait Islander stakeholders and organisations about the potential opportunities and constraints. 	August 2022	Manager Aboriginal Strategy & Development
	<ul style="list-style-type: none"> ▶ Hold an annual Aboriginal community/Elders day at each of our three Botanic Gardens sites to share conversations and develop relationships. 	September 2022	Manager First Nations Learning



Relationships cont.

Action	Deliverables	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW)	▶ Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff through Chief Executive's staff newsletter.	May 2022, 2023	Head of Marketing & Engagement
	▶ Create annual NRW email signatures on staff emails referencing respect and acknowledgment for Aboriginal and Torres Strait Islander cultures by our organisation.	May 2022, 2023	Head of Marketing & Engagement
	▶ RAP Working Group members to participate in an external NRW event and share their experiences with other staff through our internal communication network.	27 May - 3 June 2022, 2023	RAP Chair
	▶ Encourage and support staff, senior leaders and Trustees to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2022, 2023	Director Asset Management, Planning & Projects
	▶ Organise at least one public NRW event each year at one of our nominated sites, sharing this responsibility across our sites annually.	27 May - 3 June 2022, 2023	Manager First Nations Learning
	▶ Register all Botanic Gardens community NRW events on Reconciliation Australia's NRW website.	May 2022, 2023	Head of Marketing & Engagement



Relationships cont.

Action	Deliverables	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence	▶ Develop a plan and implement the strategies to engage our staff in reconciliation activities.	December 2021	Manager Aboriginal Strategy & Development
	▶ Communicate our commitment to reconciliation publicly through a media release at the launch of our RAP, through social media and other targeted communications to our clients and stakeholders.	November 2021	Head of Marketing & Engagement
	▶ Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes through inviting them to attend cultural events and activities as appropriate.	July 2022	Manager, Partnerships
	▶ Identify similar organisations amongst our community and industry connections with a RAP and collaborate with them to develop ways to advance reconciliation in partnered activities and projects.	August 2022	Manager, Partnerships
4. Promote positive race relations through anti-discrimination strategies	▶ Conduct a review and make recommendations on current anti discrimination provisions and policies.	April 2022	Manager Business Services
	▶ Provide a forum for the voices and feedback of Aboriginal and Torres Strait Islander employees in the organisation to be heard on the efficacy of current provisions from a personal perspective.	March 2022	Manager Business Services
	▶ Educate senior leaders on the effects and personal impact of racism through focused cultural awareness training.	June 2022	Manager Aboriginal Strategy & Development



Respect

Our core business is carried out on land that has been and is still under the cultural custodianship of local Aboriginal peoples. It is incumbent on our organisation to acknowledge, respect and honour this enduring connection to land and waters and that we are guests on the lands of the Traditional Owners. In addition, and because of our unique position to influence stakeholders from many sectors including the public, it is important for our organisation to demonstrate understanding, appreciation, and respect for the cultural knowledge that is shared by Elders through our educational and outreach programs, scientific research and cultural celebration events.

Action	Deliverables	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	▶ Conduct a review of cultural learning needs within our organisation.	December 2021	Manager Aboriginal Strategy & Development
	▶ Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	February 2022	Manager Aboriginal Strategy & Development
	▶ Develop, implement and communicate a cultural learning strategy for our staff.	July 2022	Manager Aboriginal Strategy & Development
	▶ Provide opportunities for all of our workforce to participate in formal and structured cultural learning.	July 2022	Manager Business Services
	▶ Royal Botanic Garden and Domain Trust Board and Senior Management participate in an annual cultural immersion experience.	August 2022, 2023	Chief Executive RBGDT



Respect cont.

Action	Deliverables	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	<ul style="list-style-type: none"> ▶ Increase the understanding of staff of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	February 2022	Head of Marketing & Engagement
	<ul style="list-style-type: none"> ▶ Create dedicated section in Chief Executive monthly newsletter, distributed by internal communications team. 	February 2022	Head of Marketing & Engagement
	<ul style="list-style-type: none"> ▶ Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	February 2022	Manager Aboriginal Strategy & Development
	<ul style="list-style-type: none"> ▶ Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	February 2022	Manager Aboriginal Strategy & Development
	<ul style="list-style-type: none"> ▶ Develop an internal process for inviting a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	February 2022	Manager Aboriginal Strategy & Development
	<ul style="list-style-type: none"> ▶ Disseminate details for staff members to ensure they are confident to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	February 2022	Manager Aboriginal Strategy & Development



Respect cont.

Action	Deliverables	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	▶ RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2022, 2023	Manager Aboriginal Strategy & Development
	▶ Review and create HR policies and procedures that remove barriers and encourage staff to participate in local Aboriginal community events including NAIDOC each year.	April 2022	Manager Business Services
	▶ Promote and encourage participation in external NAIDOC events to all staff, communicated via internal Chief Executive newsletter.	June 2022, 2023	Head of Marketing & Engagement
	▶ Create annual NAIDOC email signatures on staff emails referencing respect and acknowledgment for Aboriginal and Torres Strait Islander cultures by our organisation.	June 2022, 2023	Head of Marketing & Engagement
	▶ Create a NAIDOC week signature event delivery team/working group, involving key personnel from across the organisation.	March 2022, 2023	Director Experiences, Partnerships & Engagement
	▶ Organise a NAIDOC week public program each year at one of our nominated sites in collaboration with Aboriginal and Torres Strait Islander stakeholders.	July 2022, 2023	Head of Education & Engagement Centre



Respect cont.

Action	Deliverables	Timeline	Responsibility
8. Promote Aboriginal and Torres Strait Islander cultures at our sites	<ul style="list-style-type: none">▶ Consult with local Aboriginal representatives to discuss the process of developing culturally appropriate Aboriginal interpretive signage and artwork for the National Herbarium of NSW, Australian Institute of Botanical Science, Mount Annan.	February 2022	Manager Interpretations
	<ul style="list-style-type: none">▶ Consult with local Aboriginal representatives for appropriate dual naming of native plant signage across all three Botanic Gardens sites.	February 2022	Director Horticulture



Opportunities

Our goals are to increase employment numbers and to support career pathways into professional and management roles for Aboriginal and Torres Strait Islander employees. This will build the diversity of our workforce and also contribute to a greater understanding of Aboriginal and Torres Strait Islander cultures. Our organisation procures a variety of services, with varying levels of value, expertise and timeframes with which we believe Aboriginal and Torres Strait Islander businesses and organisations can support us Supporting Aboriginal and Torres Strait Islander businesses is a key action for creating social, financial and cultural outcomes for both the organisation and our wider community.

Action	Deliverables	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	▶ Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2021	Manager Business Services
	▶ Engage with Aboriginal and Torres Strait Islander staff to consult on how to improve our recruitment, retention and professional development.	December 2021	Manager Business Services
	▶ Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy for our organisation.	May 2022	Manager Business Services
	▶ Build upon previous work experience/TAFE pre-employment pilots to create an annual 'employment experience program' across departments in the organisation.	November 2022	Head of Education & Engagement Centre



Opportunities cont.

Action	Deliverables	Timeline	Responsibility
	<ul style="list-style-type: none">▶ Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders i.e. Koori Radio, Koori Mail, Aboriginal recruitment agencies, Aboriginal networks.	March 2022	Manager Business Services
	<ul style="list-style-type: none">▶ Conduct a review and make recommendations on current NSW Public Service Commission, NSW Department Planning, Industry & Environment and Botanic Gardens Greater Sydney HR and recruitment procedures and policies to remove barriers for Aboriginal and Torres Strait Islander participation in our workplace.	November 2022	Manager Business Services
	<ul style="list-style-type: none">▶ Increase the percentage of full-time/equivalent Aboriginal and Torres Strait Islander staff employed in our workforce across all departments.	February 2023	Manager Business Services
	<ul style="list-style-type: none">▶ Work to achieve a target of 5% Aboriginal and Torres Strait Islander workforce by December 2022.	February 2023	Manager Business Services



Opportunities cont.

Action	Deliverables	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	<ul style="list-style-type: none"> ▶ Establish the current value of procurement from Aboriginal and Torres Strait Islander businesses in our supply chain to inform budget planning for FY21/22. 	November 2021	Director Finance, Property & Corporate Services
	<ul style="list-style-type: none"> ▶ Develop and implement an Aboriginal and Torres Strait Islander procurement strategy, including reviewing and updating procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	June 2022	Director Finance, Property & Corporate Services
	<ul style="list-style-type: none"> ▶ Communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	July 2022	Director Finance, Property & Corporate Services
	<ul style="list-style-type: none"> ▶ Investigate Supply Nation membership for its potential benefit to our organisation. 	November 2021	Manager Aboriginal Strategy & Development
	<ul style="list-style-type: none"> ▶ Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	October 2022	Director Asset Management, Planning & Projects
	<ul style="list-style-type: none"> ▶ Hold Aboriginal and Torres Strait Islander business information and support seminar events run at RBG & ABG. 	October 2022, 2023	Director Asset Management, Planning & Projects



Governance

Action	Deliverables	Timeline	Responsibility
11. 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.	October 2022	RAP Chair
	▶ Establish and apply a Terms of Reference for the RWG.	November 2021	RAP Chair
	▶ Meet at least four times per year to drive and monitor RAP implementation.	November 2021 January, April, July, October 2022 January, April, July, October 2023	RAP Chair
12. Provide appropriate support for effective implementation of RAP commitments	▶ Define resource needs for RAP implementation.	December 2021	RAP Chair
	▶ Engage our Board of Trustees, Senior Management and other staff in the delivery of RAP commitments.	November 2021, 2022	Chief Executive RBGDT
	▶ Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2021	RAP Chair
	▶ Appoint and maintain an internal RAP Champions from senior management.	November 2021	Chief Executive RBGDT



Governance cont.

Action	Deliverables	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	▶ Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022, 2023	RAP Chair
	▶ Report RAP progress to all staff and senior leaders quarterly.	February, May, August, November 2022 February, May, September 2023	RAP Chair
	▶ Publicly report our RAP achievements, challenges and learnings, annually.	December 2021 December 2022	Chief Executive RBGDT
	▶ Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	RAP Chair
14. Continue our reconciliation journey by developing our next RAP	▶ Register via Reconciliation Australia's website to begin developing our next RAP.	February 2023	RAP Chair

Graphic Design

Our RAP was designed by Mumbulla Creative, a Sydney-based Aboriginal creative agency who are passionate about working on projects that support reconciliation and social justice.

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