

**THE FUTURE IS
COMMUNITY-LED**

FIRST NATIONS STRATEGY DRAFT



| PARRAMATTA

2024 – 2029

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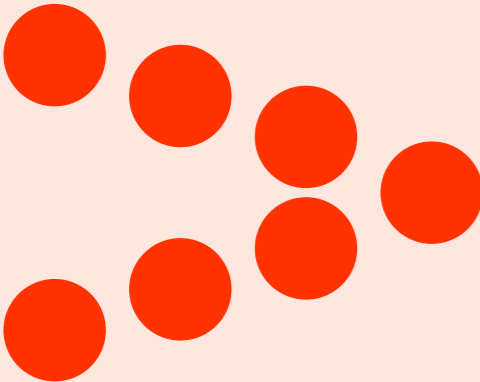
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RECOGNITION OF AND COMMITMENT TO THE DHARUG PEOPLE

Nunanglanungdyu baramada gulbanga
mawa naa Baramadagal darug
ngurrawa badura baramada darug

We respectfully acknowledge the
Traditional Owners of the land
and waters of Parramatta, the
Baramadagal Clan of the Dharug
Nation.



City of Parramatta recognises the Dharug
People as First Australians, peoples of
the oldest continuous living culture in the
world.

For more than 60,000 years, Parramatta has been
home to the Baramadagal and Dharug peoples,
the traditional custodians of the land we call the
City of Parramatta today. The Baramadagal and
Dharug peoples have cared for and nurtured
the habitat, land, and waters for thousands of
generations, and maintain an ongoing connection
to Parramatta and its surrounding areas.

As a community, we can learn from the resilience
and community spirit of First Nations people to
best ensure a sustainable City for all. Parramatta
has always been an important meeting place
for our First Nations people, particularly the
Parramatta River, which has provided life
and vitality since the beginning of time (The
Dreaming).

The name Parramatta is derived from the word
Baramada/Burramatta or 'place where the eels
lie down' (breeding location for eels within the
Parramatta River). City of Parramatta recognises
the significance of this area for all First Nations
people as a site of early contact between the
First Australians and European Colonists, and
Parramatta remains an important meeting place
for our First Nations community.

First Nations people continue to play a vital role
in the ecological, economic, social and cultural life
of Parramatta, while maintaining a distinct culture
built on the principles of Caring for Country, the
primacy of family, and the dignity and governance
of Elders.

At City of Parramatta, we aspire to a future
where the cultures, histories and rights of all First
Nations people are understood, recognised, and
respected by all Australians. City of Parramatta
is committed to playing an active role in making
this future a reality. City of Parramatta is proud to
acknowledge the ongoing stewardship of Country
by Dharug and other First Nations people and to
celebrate their enduring wisdom, strength, and
resilience.

Always Was, Always Will Be,
Aboriginal Land.

MESSAGE FROM THE LORD MAYOR

On behalf of the City of Parramatta, I am pleased to present the First Nations Strategy.

This Strategy demonstrates Council's commitment to continue centring First Nations aspirations and voices in the City of Parramatta.

Building on the success and legacy of Council's Stretch Reconciliation Action Plan (2017-2020), the First Nations Strategy provides a framework that is unique to the City of Parramatta and reflects our commitment to the key principles of the Uluru Statement from the Heart: Voice, Treaty and Truth.

We are committed to Dharug and other First Nations people and are taking action to support the improvement of the lives of all who are rooted in this place. This five-year plan centres Dharug and First Nations people and communities at the heart of what we do as the City of Parramatta. Our goals and actions must reflect the needs, aspirations and voices of Traditional Owners and First Nations people who have a connection to this Country. Council undertook extensive

consultation with Traditional Owners and other First Nations people, community, local service providers, peak organisations, Council's First Nations Advisory Committee, and staff, to better understand First Nations aspirations and lived experiences, what we are doing well and areas in which we can do better.

The First Nations Strategy contains practical measures and actions that Council can take to achieve meaningful and sustainable outcomes for First Nations people. It sets new goals and aligns them in five Pillars – Social Justice; Cultural Leadership; Social Cohesion; Celebration and Accountability.

I look forward to continuing to work together with Dharug and other First Nations people and communities to achieve healthy and prosperous lives in our City of Parramatta. No matter where we come from or who we may be, let us recognise all who call Parramatta home as mittigar (a Dharug word for 'friends'). May we move forward together as friends – with deep respect for one another, with clear, informed goals and actions, and with shared hope.

Councillor Sameer Pandey
Lord Mayor – City of Parramatta





MESSAGE FROM FIRST NATIONS ADVISORY COMMITTEE CHAIRPERSON

Warami Mittig̃ar Gurrumbarruk,

I am a Baramadagal / Burramattagal woman of the Dharug Nation through the Reid / Goldspink family line, and the current Chairperson of the City of Parramatta First Nations Advisory Committee.

I am pleased to be part of the City of Parramatta's positive working relationship with the local First Nations community, including traditional custodians; the Baramadagal and other Dharug peoples.

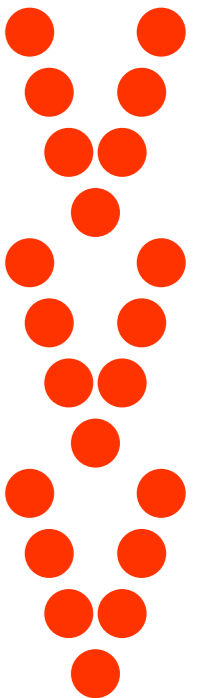
The First Nations Strategy is a proactive initiative by Council in response to the cultural values articulated by the First Nations community, aimed to progress a healthy and ongoing relationship with the First Nations community. Integral to the success of the

Strategy, are five focus points that set outcome measures in relation to social justice, cultural leadership, social cohesion, celebration, and accountability goals.

Culturally, it is our responsibility to think of future generations and ask ourselves what is needed in this moment to ensure our people (iyora) and country (ngurra) have what is needed to survive and thrive in seven generations time.

The First Nations Strategy is a demonstration of the City of Parramatta's partnership and allyship to support the aspirations of the First Nations community, as we continue a journey that promotes; equity, inclusivity, and community cohesion, for all whom call these sacred lands of Parramatta / Baramada home.

Jayne Christian
Chairperson of the Parramatta
First Nations Advisory Committee



INTRODUCTION

01



"... it is our responsibility to think of future generations"

INTRODUCTION

For 2024-2029, City of Parramatta Council (Council) has developed its inaugural First Nations Strategy to build upon the achievements and organisational learning from the City of Parramatta Stretch Reconciliation Action Plan (2017-2020).

Our Stretch Reconciliation Action Plan (RAP) emerged from decades of relationship building with First Nations communities within Parramatta and the region, particularly with Dharug Traditional Owners and advocates within Council's Aboriginal and Torres Strait Islander Advisory Committee (now First Nations Advisory Committee).

These relationships continue to grow and mature. Our Reconciliation journey has led Council to embark on taking a broader strategic position on how the cultural leadership of Dharug and other First Nations people can inform the work of Council and build a stronger, cohesive, and socially just community here in Parramatta for the benefit of future generations.

Some actions from the Stretch RAP have now been incorporated into the ordinary work of Council and are shared within this document as ongoing commitments in compliment with the new actions. In doing so, a wholistic picture of what Council is doing to improve First Nations' outcomes is provided.

- ❖ Social Justice
- ❖ Cultural Leadership
- ❖ Social Cohesion
- ❖ Celebration
- ❖ Accountability

These pillars and actions have been developed as a result of extensive community engagement with a range of stakeholders including Council's First Nations Advisory Committee and Dharug Traditional Owners.

The community engagement process has focused on co-design and deep conversations with the community and our internal and external stakeholders so there is real buy into the development and success of the Strategy.

Our approach to the development of the Strategy, in engaging a First Nations consultant to support our stakeholder engagement process and in undertaking deep conversations and co-design processes to centre the voice and aspirations of our First Nations communities is Council's affirmative response to the invitation of the Uluru Statement from the Heart.



CITY OF PARRAMATTA SNAPSHOT

02



Baramada/Burramatta
has always been an
important meeting place.

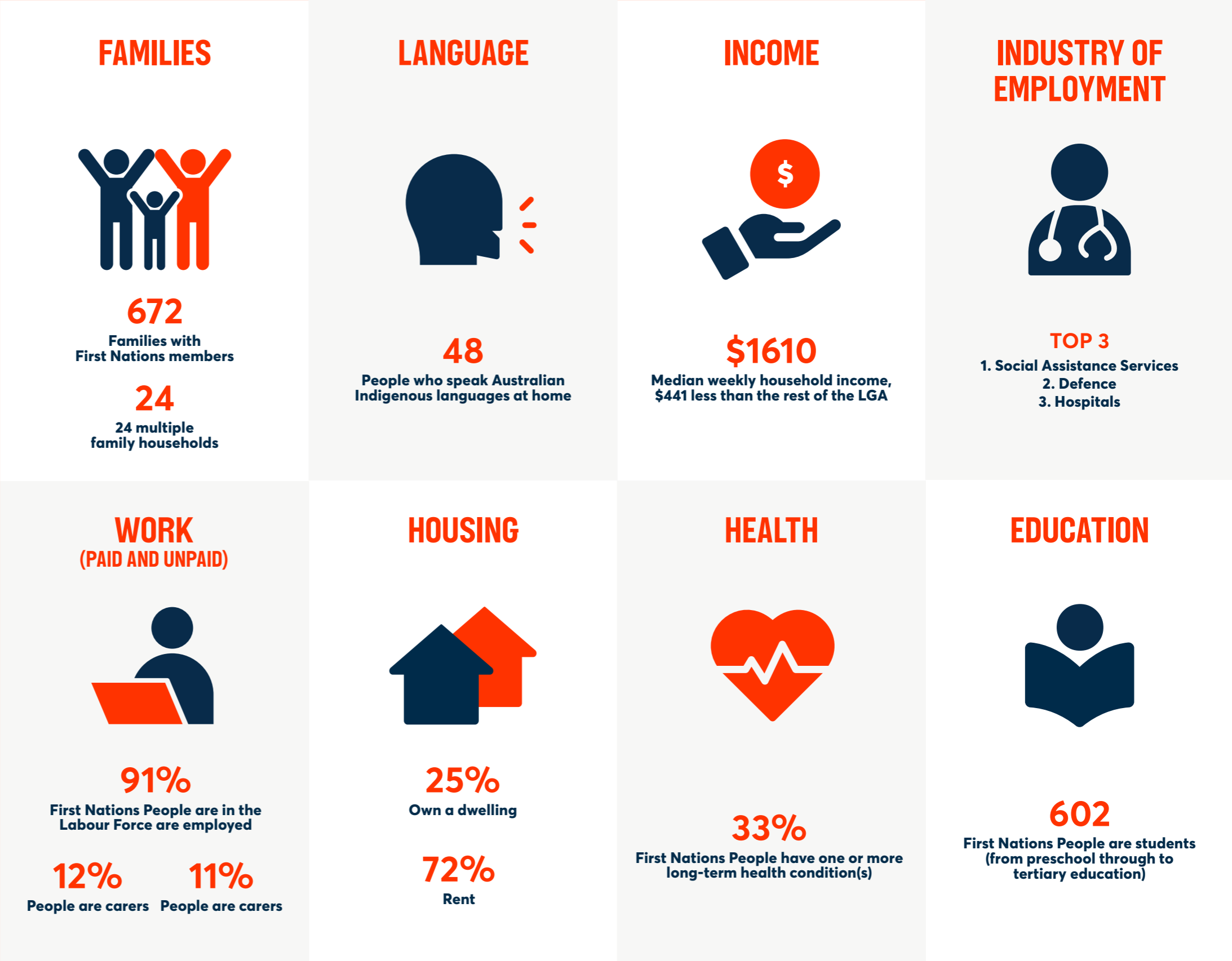


CITY OF PARRAMATTA SNAPSHOT



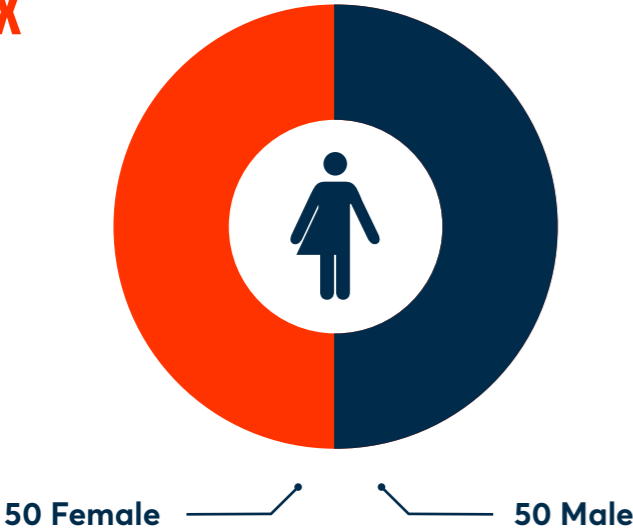
There is a rich culture of strength and resilience of the Baramadagal/Burramattagal and other Dharug and First Nations peoples in our City.

Today, we have 2,079 First Nations residents, some of whom come from other Country and call Parramatta / Baramada home. 672 families with First Nations members live in Parramatta, with 48 people who speak one or more Australian Indigenous languages at home. Additionally, 656 First Nations people travel from other local government areas to our City for work. It is important to acknowledge that our local government area is also the site of Silverwater Correctional Facility, where First Nations people are disproportionately represented in the incarcerated population. There is much work to be done on a local, state, and federal level to reach health equity, equality before the law, and income equality for First Nations people.

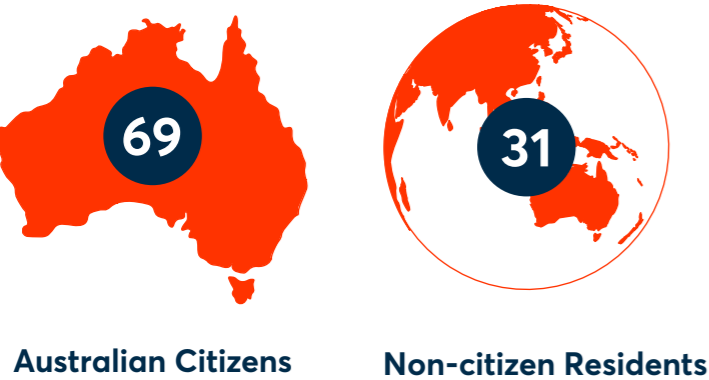


FOR EVERY 100 RESIDENTS OF PARRAMATTA, THERE ARE:

SEX



CITIZENSHIP



COUNTRY OF BIRTH



EDUCATION



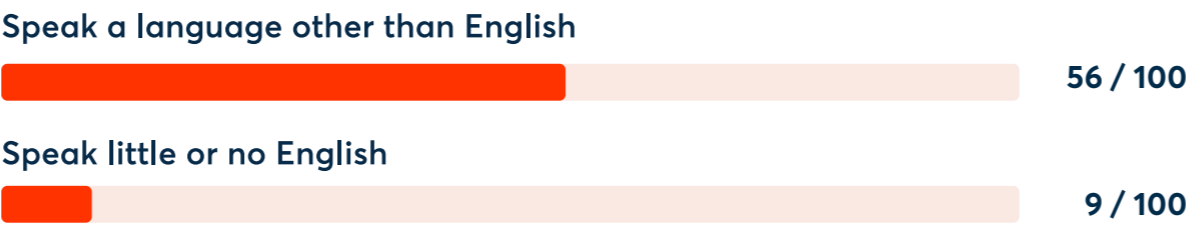
HEALTH



HOUSING



LANGUAGE



FIRST NATIONS



RELIGION



It is important to also note that First Nations people's connection to Parramatta goes much deeper than just a place of residence.

Baramada/Burramatta has always been an important meeting place for Aboriginal people. In early colonial times, many Aboriginal people were brought to Sydney and Parramatta as an underpaid workforce in domestic service and building infrastructure. This migration resulted in a large First Nations population in inner-city Sydney and Western Sydney. Of note, Western Sydney has the largest First Nations population of any region in Australia.

First Nations people have a very close and special connection to a number of institutions in Parramatta, including the Native Institution, Parramatta Gaol, Parramatta Park, and the Women's Factory. Many historical policies and initiatives were first implemented in Parramatta, which had major impacts on First Nations society. For example, the policies that led to the Stolen Generation began outside the Parramatta Town Hall in 1810 through the Assimilation Policy (1810-1825). The lasting effects of the Stolen Generation have been profound throughout Australia, and the consequences of which have rippled into the 1970s and present day generations.

Today, there are many First Nations people who work, live and play in Parramatta. Dharug and other First Nations people continue to play a vital role in the fabric of our City through their continual care of Country, generous sharing of their knowledge and culture and overall contribution to the social, economic, cultural and ecological vibrancy of our City.

STRATEGIC & POLICY CONTEXT

03



Deliver.
Partner.
Advocate.



STRATEGIC & POLICY CONTEXT

CITY OF PARRAMATTA'S COMMUNITY STRATEGIC PLAN 2018 – 2038 (CSP) IS THE LEADING PLAN IN THIS FRAMEWORK. THE CSP SETS OUT THE CITY'S LONG-TERM GOALS AND OUTLINES OUR VISION TO BECOME "SYDNEY'S CENTRAL CITY: SUSTAINABLE, LIVEABLE AND PRODUCTIVE – INSPIRED BY COMMUNITIES".

All planning at Council is conducted within the Integrated Planning and Reporting (IP&R) framework – a mandatory framework for all NSW councils.

The First Nations Strategy has been developed in response to the CSP and addresses the challenges currently facing the community. It supports our CSP vision by establishing further priorities and action areas that contribute a more fair, welcoming, and thriving City.

COUNCIL'S ROLE

Council plays a very broad role in delivering the strategy across the City. To support clarity around our levels of responsibility the CSP uses a 'deliver, partner, advocate' model.

01. DELIVER

Council delivers a wide range of programs and services including waste collection, libraries, childcare, maintenance of local roads and public spaces, recreation facilities and programs, community care, special events and regulatory functions.

02. PARTNER

Council builds strategic partnerships with federal and state government agencies, other Councils, First Nations bodies, the private sector, community organisations, and a range of other stakeholders that will contribute to delivering the strategy's objectives.

03. ADVOCATE

When we are not in partnership or do not have direct control over an issue, Council gives voice to the needs and aspirations of the community through advocacy. We advocate for changes in policy and action at relevant levels of government and industry to bring about the best outcomes for our community and environment.

In developing the First Nations Strategy, Council reviewed existing policies and initiatives, on a local and global scale, to inform the strategy. These policies and initiatives continue to influence, guide, and support this strategy.



STRATEGIC CONTEXT

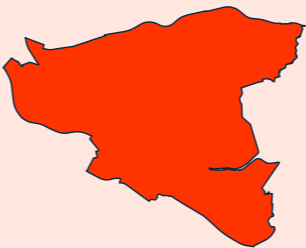


In line with our CSP requirements and the "Accountability" pillar within this Strategy, Council recognises the importance that governance and reporting will play in the success of the First Nation Strategy.

Central to this will be the important role that Council's First Nations Advisory Committee will play in ensuring we remain accountable in delivering our commitments and providing the guidance required to ensure we are continually

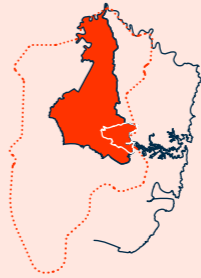
meeting the expectations set through the First Nations Strategy.

Governance is about creating long term sustainability which is built on a thriving culture. We here at the City of Parramatta believe that good governance is about having good representation across all the Directorates within Council. To that end, we will be working towards setting up an operational governance structure that reflects this objective.



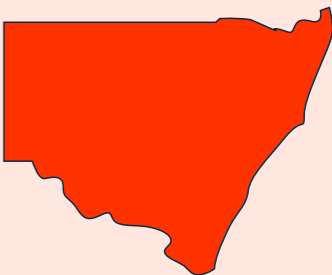
LOCAL Parramatta LGA

- Integrated Planning and Reporting Framework (featuring Community Strategic Plan, DPOP)
- Stretch Reconciliation Action Plan 2017-2020
- Council's other strategies, policies, and plans



REGIONAL Dharug Nation (dotted outline) Central District Plan (red)

- Central City District Plan
- Resilient Sydney Strategy
- Six Cities Region Discussion Paper: Embedded First Nations Voice Region Shaper



STATE

- Our Place on Country: Aboriginal Outcomes Strategy 2020-2023
- Designing with Country Discussion Paper
- NSW Aboriginal Health Plan 2013-2023
- Walking Together, Working Together: Partnership Agreement 2020-2023



NATIONAL

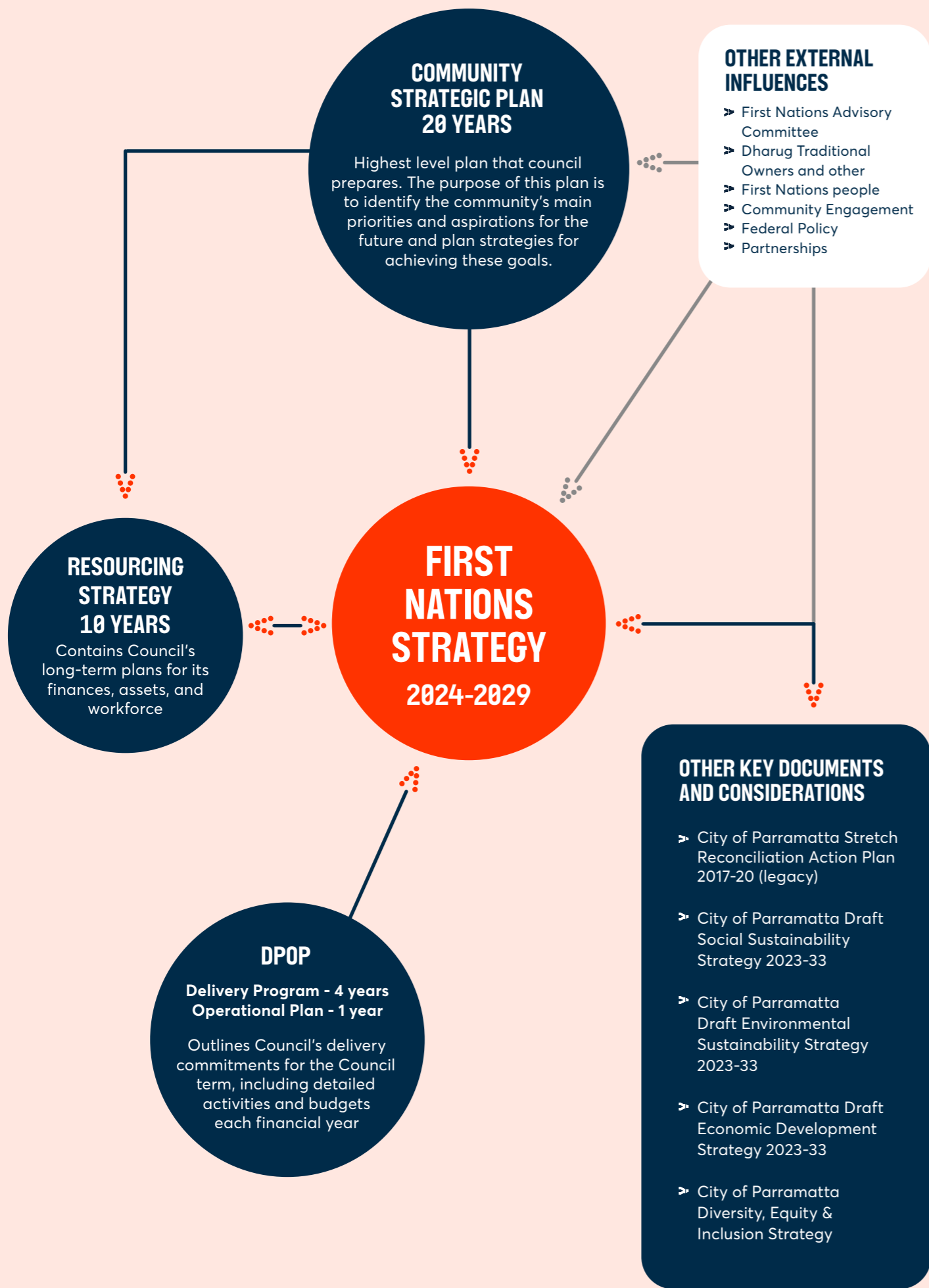
- Uluru Statement from the Heart
- National Agreement on Closing the Gap
- Voice to Parliament Referendum



GLOBAL

- United Nations (UN) Declaration of Human Rights
- UN Declaration on the Rights of Indigenous Peoples
- UN Sustainable Development Goals

Figure x: Local to global policies and initiatives that influence, guide, and support this strategy.



COMMUNITY ENGAGEMENT



COMMUNITY

Between August and December 2022, Ngurra Advisory (an experienced First Nations owned and operated consultant) delivered a series of community engagement activities in conjunction with the City of Parramatta to help inform the development of a First Nations Strategy for Council.

This section provides a summary of what we did, who we spoke with and what you said.

WHO WE SPOKE WITH	WHAT WE DID
First Nations community	To create a strategic plan that is directly aligned with the ambitions and aspirations of the Dharug and broader First Nations community, Council engaged with several First Nations groups, including local Traditional Owners, Elders and members of the First Nations Advisory Committee.
Service providers	Several service providers that work with First Nations clients within the Parramatta local government area were engaged with via stakeholder workshops and focus groups to gain a better understanding of key challenges and opportunities.
Council staff	Council staff were invited to provide feedback on the draft pillars and refine the scope and actions outlined within the new First Nations Strategy. Council staff members participated in a series of internal scoping sessions and workshops.
General community	Council invited the broader community to get involved with the project and provide input into the strategy pillars, directions, and overall vision across a series of events and workshops as well as via an online survey hosted on Participate Parramatta. The opportunity to provide feedback was presented to over 135,000 people which resulted in a total of 60 community members completing the online survey.

WHAT DID YOU TELL US?

SOCIAL JUSTICE

- **Recognition and voice of Traditional Owners** ensuring this becomes a key feature and embedded in practice.
- **Advocacy** - Council needs to advocate on behalf of the Traditional Owners – social justice in the form of allyship.
- **Partnerships** - with organisations to deliver services to local First Nations peoples and communities.
- **Support for First Nations projects** - and spreading understanding in the rest of the community.
- **Land Justice** - with Traditional Owners.

SOCIAL COHESION

- **Cultural Learning** - through public displays of cultural material.
- **Cross Cultural Awareness** - integration of First Nations and colonial history; campaigns to address Racism; Cultural Awareness and Cultural Immersion activities offered to First Nations people and Non-First Nations people.
- **Organisational Cultural Competency** - Council to adopt a cultural learning strategy. First Nations Resources - section on Council's website to be updated and improved with new material.

CULTURAL LEADERSHIP

- **Collaborating with Community Leaders** - to facilitate events, and research what support would be beneficial to the community.
- **Cultural Awareness** - for Council Staff that is led by community.
- **Applying Cultural Knowledge** - always having an Aboriginal input before setting up infrastructure and any programs/organisations starting up in Parramatta area.
- **Promoting Dharug** - profiling Local Dharug Leaders.
- **First Nations Employment** - more identified roles within Council.

CELEBRATION

- **Cultural Awareness** - promoting cultural awareness and community activities and engagement – First Nations Food festival for example.
- **Truth Telling** - ensuring truth-telling takes place, right the wrongs. Parramatta has a strong rich First Nation's history and a dark sad history in the Australian frontier wars.
- **Inclusion** - Council to support the LGBTQIA+ acceptance and celebrated.
- **Inclusion** - Council to support the LGBTQIA+ acceptance and celebrated.
- **Promoting/Celebrating Culture** - there needs to be a revival of Dharug culture which celebrates: the Mullet Run, Wattle Blooming, and Eel Festival. There needs to be a signature Dharug Event in Parramatta every year.

ACCOUNTABILITY

- **Reporting** - Council to report back to Advisory Committee on a regular basis; a reporting system that reflects what the community views as success; annual reporting.
- **Communications** - regular communication with First Nations Community on outcomes.

INTERNAL (COUNCIL)

- Increased opportunities to develop cultural awareness and competency for staff and Councillors
- Increase in First Nations staff and improved support structures
- Supporting increased employment opportunities generally and First Nations business growth by leveraging off our procurement policy. Need for more formalised and consistent embedding of cultural knowledge in major projects.
- Increasing promotion of culture and artist development through robust frameworks
- Reviewing Council processes and programs to support better participation and outcomes for First Nations peoples



For more information on what people said, please visit <https://participate.cityofparramatta.nsw.gov.au/first-nations-strategy/first-nations-strategy-community-consultation>



A shared journey.



OUR VISION

City of Parramatta's First Nations Strategy is Council's responsibility to deliver in partnership with our community.

City of Parramatta's Community Strategic Plan is the highest level of strategic document that a Council prepares. The First Nations Strategy will play an important role in contributing to achieving the Community Strategic Plan's vision of "Sydney's central city, sustainable, liveable and productive – inspired by our communities."

In this context, our vision for the First Nations Strategy and of First Nations aspirations and voices is:

A shared journey to continue working together with First Nations peoples and communities through relationships built on action, trust and integrity, that recognises First Nations people's self-determination and respects their own decision-making and knowledge systems.



❖ LIVEABILITY OF OUR COMMUNITY

Cities that are stable, socially connected, culturally rich and provide great access to quality services, essential infrastructure, creative expression, and the natural environment are great places where people want to live. In advancing First Nations voices and aspirations we seek to address the legacy of our past and ensure a great quality of life for our First Nations people now and into the future.

❖ PRODUCTIVITY OF OUR COMMUNITY

The whole Parramatta community is stronger when everyone achieves their full potential. The impacts of colonisation present an obstacle to the achievement of such a vision. Businesses thrive in prosperous and cohesive communities. Employers, including Council, will benefit from the skills and talents of a First Nations workforce. First Nations people and families can improve their circumstances when they have opportunities that enable them to live with dignity and security.

First Nations children will get a great start in life when their families can access quality early childhood education and care. Our local business community will benefit from the growth and prosperity of First Nations owned businesses, which are able to meet procurement needs and achieve a social outcome through their positive employment practices.



❖ SUSTAINABILITY AND RESILIENCE OF OUR COMMUNITY

Advancing First Nations voices and aspirations offer the City an opportunity to build a healthy, thriving, and empowered community.

The relationships built through our Stretch Reconciliation Action Plan and now this strategy are the relationships we can draw on to address chronic stresses like inequality, climate change, cost of housing and increasing demand for health services; and respond to acute shocks, such as extreme heatwaves, flash flooding and infrastructure failures. This First Nations Strategy builds Council's capacity to pursue common goals with our First Nations communities and to learn from the centring "A shared journey to continue working together with First Nations peoples and communities through relationships built on action, trust and integrity, that recognises First Nations people's

the resilience demonstrated by the Dharug people who have lived in this place for tens of thousands of years.

❖ LEADERSHIP IN OUR COMMUNITY

By making a commitment to First Nations voices and aspirations in Parramatta, we aim to foster respect and relationships with Dharug people and other First Nations communities in the region built on action, trust and integrity and with meaningful and sustainable outcomes.

OUR GOALS

To achieve our vision, the following long-term community goals have been developed to reflect the community's First Nations aspirations for the City of Parramatta. Each goal is supported by outcomes and strategic actions that provide a roadmap to achieving these goals.

❖ SOCIAL JUSTICE

Recognising and allowing First Nations people to have a voice that empowers and enables self-determination. A shared journey to continue working together with First Nations peoples and communities to live healthy and prosperous lives

❖ CULTURAL LEADERSHIP

Relationships and engagement built on trust and integrity with First Nations Communities with meaningful and sustainable outcomes.

❖ SOCIAL COHESION

Understanding, valuing, and recognising First Nations cultures, protocols, histories, knowledge, and rights, through cultural learning across organisations.

❖ CELEBRATION

By making a commitment to First Nations voices and aspirations in Parramatta, we aim to foster respect and relationships with Dharug people and other First Nations communities in the region built on trust and integrity and with meaningful and sustainable outcomes.

❖ ACCOUNTABILITY

Shared ownership between Community and Council in the delivery of and reporting back on of actions flowing from the First Nations Strategy.



ONGOING COMMITMENTS & NEW ACTIONS

05



Building upon the legacy
and organisational learning
of our Stretch Reconciliation
Action Plan.

OUR ONGOING COMMITMENTS

Legacy of the Stretch Reconciliation Action Plan

Council endorsed the City of Parramatta Stretch Reconciliation Action Plan 2017-2020, on 13 June 2017 following a six-month process of development and consultation.

The Reconciliation Action Plan (RAP) listed key actions to recognise and celebrate the deep connection of our Dharug traditional owners to Country, as well as the special connection the broader First Peoples community has to Parramatta.

The RAP actions were designed to ensure Council is culturally aware and responsive, and addressing key areas of disadvantage experienced by our First Peoples community.

At the end of June 2020, the Stretch Reconciliation Action Plan 2017-2020 implementation was complete. Council achieved 80% implementation of actions and targets.

Many actions that commenced through the Stretch RAP relate to commitments made by Council over the long term. As such, many of these can now be described as business as usual or ongoing commitments.

- These outcomes have been reported to Reconciliation Australia (RA) and highlights include:
- Surpassing targets for cultural awareness training;
 - Increased spend in procurement for First Nations businesses;
 - Incorporation of First Nations into programming, particularly at Early Learning Centres, Riverside Theatres and Parramatta Artists' Studios;
 - Influence in development of key strategic documents such as Community Strategic Plan, Culture and our City and Socially Sustainable Parramatta;
 - Development of cultural infrastructure including Keeping Place, First Nations Walk and National First Nations Science Centre;
 - Elevated acknowledgement of Dharug particularly in signage and public art and interpretation.

These are reflected below in compliment with our new actions to provide a wholistic picture of what Council is doing to improve First Nations' outcomes:

SOCIAL JUSTICE	The Keeping Place - with delivery complete, the development and implementation of a Governance and Operational Framework and the establishment of an operating body is ongoing.	Sustainable Procurement - supporting improved First Nations employment and economic outcomes through the delivery of major projects and contracting of First Nations owned businesses for other services such catering; cultural knowledge; and artwork.	Annual Community Grants Program - various funding categories to support First Nations objectives.
CULTURAL LEADERSHIP	Ongoing support of the Parramatta Koori Interagency - to support networking and build partnerships with First Nations workers in the Parramatta LGA.	Cultural Protocol Document - to guide our approach to working with traditional owners and elders; speaking for Country; the use of flags; the appropriate forms of a Welcome to Country, Acknowledgement of Country and smoking ceremonies; deceased persons protocol and significant dates. The document also includes advice on consulting with First Nations communities and media.	Relationships - maintain Council's relationships with Dharug and other First Nations led organisations and stakeholders, including the relevant Local Aboriginal Land Councils, cultural, economic and environmental organisations and those working within the LGBTQ+ and disability communities.
SOCIAL COHESION	Ongoing support for Reconciliation - through continued support and partnership with reconciliation groups such as Reconciliation for Western Sydney, particularly through their annual Building Bridges program.	Cultural Planning & Programming - ongoing planning for and delivery of programs that support the elevation of Dharug and First Nations culture, history and knowledge including supporting creative communities.	Dharug Language - elevation of Dharug Language through dual naming and signage projects.
CELEBRATION	Warami and Burrumatta NAIDOC - celebrating local Dharug and broader First Nations community through a curated program that showcases the compelling Indigenous stories of Parramatta, providing a platform for local and National First Nations creatives.	Flying of Aboriginal & Torres Strait Islander Flag - Council flies the Aboriginal & Torres Strait Islander Flag alongside the Australian National Flag at Council's flagpole on the Parramatta River foreshore on an ongoing basis, out of respect for our First Nations community.	
ACCOUNTABILITY	First Nations Advisory Committee - ongoing support and capacity building of this vital local mechanism, to further amplify the voices of First Nations communities.		

NEW ACTIONS

PILLAR 1 SOCIAL JUSTICE

TIMEFRAME	PROPOSED ACTIONS	RESPONSIBILITY
Year 1	Renew Council's statement of commitment that formally recognises the Dharug Traditional Owners	Executive Office
	Establish a process for facilitating greater Traditional Owner input into the management of culturally significant sites located within Council's natural areas	City Assets & Operations - Environment & Sustainability
	Research current and future service needs of local First Nations community to better understand service opportunities, gaps and barriers to access	Community Services – Community Capacity Building
	Identify and action opportunities to increase the number of First Nations specific applications to Council's Community Grants Program to enhance the delivery of local services and programs	Community Services – Community Capacity Building
	Develop a local response to the Uluru Statement from the Heart, including the outcome of the Referendum on The Indigenous Voice to Parliament, State or Commonwealth Treaty framework and any Truth Telling process, in consultation with First Nations peoples	City Assets & Operations - Environment & Sustainability City Strategy
	Develop a framework to facilitate increased participation by diverse communities in Council's aquatic and wellness programs and services	Community Services – Community Capacity Building
Year 2	Develop strategic partnerships with key organisations to deliver services responding to local needs in Parramatta	Community Services – Community Capacity Building
	Investigate land use and access opportunities for Traditional Owners	Community Services – Capacity Building City Strategy

PILLAR 2 CULTURAL LEADERSHIP



TIMEFRAME	PROPOSED ACTIONS	RESPONSIBILITY
Year 1	Incorporate First Nations into Council's Cultural Learning Plan and a Safety framework to increase internal cultural competency and safety for staff and Councillors	People, Culture & Workplace – Organisational Capability
	Commence next stage of implementation of Council's Diversity, Equity & Inclusion Strategy to increase access to employment and ensure inclusive work practices for First Nations people Employment target: equal to or greater than parity with population.	People, Culture & Workplace – Organisational Capability
	Establish an Employee Resource Group (ERG) for First Nations employees	People, Culture & Workplace – Organisational Capability
	Establish a permanent Dharug-led Design and Planning Panel to ensure the appropriate inclusion and/or application of cultural knowledge into a broad range of Council's projects, programs, and policies	City Design and Planning – City Design
	Develop and apply, a place-specific Designing with Country operating framework to support the Dharug-led Design and Planning Panel and ensure its effectiveness	City Design and Planning – City Design
Year 2	Conduct an audit of Council's civic participation mechanisms to identify barriers to participation and inform future improvements	Community Services – Community Capacity Building Information & Finance – Governance City Engagement & Experience – Research & Engagement
	Develop and deliver an education package that improves community understanding of Council business and assists to increase participation	Community Services – Community Capacity Building Information & Finance – Governance
	Develop and implement resources and processes that support the increase of procurement of First Nations businesses	Community Services – Community Capacity Building Finance & Information - Procurement

NEW ACTIONS

PILLAR 3 SOCIAL COHESION

TIMEFRAME	PROPOSED ACTIONS	RESPONSIBILITY
Year 2	Further develop and support the revitalisation and elevation of Dharug Language including Dual Naming, Signage Projects, Dharug Language Classes, and other projects in response to the needs and aspirations of the Dharug.	Community Services
		Property & Place
		City Engagement and Experience
Year 3	Identify partnership opportunities to deliver cultural education activities to improve the cultural competency of our local community services sector	Community Services – Community Capacity Building
	Identify opportunities to deliver collaborative cross-cultural initiatives to increase social cohesion between First Nations and non-Indigenous communities	Community Services – Community Capacity Building

PILLAR 4 CELEBRATION

TIMEFRAME	PROPOSED ACTIONS	RESPONSIBILITY
Year 1	Deliver the Parramatta Artist's Studios First Nations Engagement Framework to increase the development of First Nations artists	Community Services – Parramatta Artist Studios & Cultural Services
	Review and adjust the Community Hubs Programming strategy to embed First Nations First Frameworks: Recognising and respecting the crucial place of First Nations stories at the centre of Parramatta's arts and culture	Community Services – Community Hubs and PHIVE
Year 3	Develop a Riverside Theatres First Nations Audience and Creatives Development Framework to increase engagement and participation	Community Services – Riverside Theatre

PILLAR 2 CULTURAL LEADERSHIP



TIMEFRAME	PROPOSED ACTIONS	RESPONSIBILITY
Year 1	Co-design and implement a robust Outcomes Measurement Framework to determine, track and report success against desired outcomes	City Strategy
	Consolidate the new First Nations Advisory Committee model throughout its full term and facilitate continuous engagement with the First Nations Strategy	Community Services – Community Capacity Building Information & Finance – Governance
	Develop a Communications Plan to promote the First Nations Strategy and its achievements internally and externally	City Engagement & Experience – Marketing & Brand
Year 2	Review Complaints Policy & Procedure to ensure that a culturally safe process is provided for First Nations people	Community Services – Community Capacity Building Information & Finance – Governance
	Develop and implement a Community Engagement Framework to increase understanding of the role of the Internal Ombudsman and accessibility of its services for First Nations people	Internal Ombudsman General Management

MEASURING OUR IMPACT

Council is genuine about its commitment to identifying meaningful measures that will track progress made towards delivery of the First Nation Strategy goals, and the overall impact of this Plan for people with disability in our community.

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However, developing a meaningful set of measures and targets will require more work. Therefore, one of the actions of the First Nations Strategy is to develop a robust Outcomes Measurement Framework.

Council will work collaboratively with staff, subject matter experts, our community and community organisations to develop an Outcomes Measurement Framework that will demonstrate how Council will track progress made, set appropriate targets and document how we are contributing to improving First Nations outcomes. The Outcomes Measurement Framework will be a tool that Council, and others, can use to measure the impact we are trying to make.

Throughout the duration of the Action Plan (four years), it will:

- **Develop a baseline data set to evaluate the First Nations Strategy**
- **Monitor the progress of the First Nations Strategy's activities**
- **Enable Council to better communicate our work and impact**
- **Provide linkages to Council's Socially Sustainable Parramatta Indicator Framework**
- **Identify and improve implementation practices of the First Nations Strategy**
- **Increase internal and external collaboration; and provide accountability for the First Nations Strategy's implementation.**

This Framework will measure progress against identified long-term outcomes.

Council recognises the inherent challenges in capturing, measuring, and reporting on actions towards these goals. Whilst there is no perfect way to measure the complex set of factors that contribute to First Nations outcomes, Council must find ways to understand and measure how our community is progressing towards these Pillars.

To demonstrate how City of Parramatta will make progress against each of these five Pillars, Council will utilise a 'Theory of Change' methodology. For the purposes of this document, a Theory of Change is defined as

"... your hypothesis of how your activity will lead to the intended impact that you are seeking to achieve" (Kevin Robbie, Think Impact 2019).



THE FUTURE IS

COMMUNITY-LED

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 **For non-English speakers, phone interpretation services are available via TIS National on 131 450.**

KOREAN	CHINESE
본 소식지와 관련해 통역 지원이 필요하신 경우, TIS (131 450)에 전화하여 Parramatta Customer Service (9806 5050)를 연결해 달라고 요청하시면 됩니다. 업무시간은 월요일에서 금요일, 오전 8시 30분부터 오후 5시까지입니다.	如果你需要翻译协助阅读这份新闻简报, 请联系 TIS, 电话131 450, 要求他们代表你接通巴拉玛打市议会顾客服务处, 电话 9806 5050。顾客服务处的工作时间是每星期一至星期五, 上午8:30至下午5:00。
ARABIC	HINDI
إذا كنت بحاجة للمساعدة في ترجمة هذه النشرة, اتصل بـTIS على الرقم 131 450 واطلب منهم الاتصال نيابة عنك بخدمة زبائن باراماتا على الرقم 9806 5050 من الإثنين إلى الجمعة بين الساعة 8:30 صباحاً و 5:00 مساءً.	यदि आपको यह सूचना-पत्र समझने में सहायता चाहिए तो कृपया TIS को 131 450 पर फ़ोन करें और उनसे कहें कि आपकी तरफ़ से पैरामाटा कस्टमर सर्विस को 9806 5050 पर फ़ोन करें। यह सेवा सोमवार से शुक्रवार, सुबह 8.30 बजे से शाम 5.00 तक उपलब्ध है।

Artwork credit: Dennis Goulding

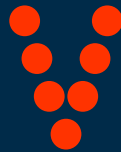
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FIRST NATIONS STRATEGY DRAFT



2024 – 2029



| PARRAMATTA

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