

CITY RECITAL HALL



Emma Donovan,
City Recital Hall
2023. Photo by
Jess Gleeson.

Reconciliation Action Plan

August 2023 to July 2024





Message from the CEO

I am proud to introduce City Recital Hall's first Reconciliation Action Plan. It outlines our commitment to exploring how we, as an organisation, can create and integrate initiatives in our business that will lead us to build effective relationships with and identify opportunities for Aboriginal and Torres Strait Islander people within the local, national, and international live performance industry. City Recital Hall's four core values of connection, imagination, excellence, and

sustainability align with the fundamental principles of reconciliation.

Our aim is to create a more open and inclusive live performance industry and viable opportunities within our industry for Aboriginal and Torres Strait Islander people, so that the industry reflects and represents, rightfully, the nations that make up this country.

Developing a Reconciliation Action Plan is important

because we are located on Aboriginal land and we want to learn about the Country we're on; song and story are at the core of what we do, and we want our organisation to be inclusive and welcoming for staff and audiences; and because this hasn't always been the case and we're aware of our role in addressing this.

Justin Boschetti,
CEO, City Recital Hall.

Acknowledgement of Country and Traditional Custodians

City Recital Hall acknowledges the Gadigal of the Eora Nation on whose land our performing arts centre rests. We pay our respect to their Elders past, present and we extend this respect to all Aboriginal and Torres Strait Islander and First Nations peoples throughout this land and the world.

We acknowledge the stories, traditions and living cultures of all Aboriginal and Torres Strait Islander peoples and commit to building a brighter future together.

City Recital Hall sits over what was a very important freshwater tributary of Warrane (Sydney Cove).

This waterway became known as the Tank Stream and has evolved into a series of stormwater tunnels that run into Sydney Harbour.

We acknowledge that the name of this waterway has been lost, and that the land and waters were never ceded.

Reconciliation Australia



INAUGURAL REFLECT RAP

Reconciliation Australia welcomes City Recital Hall to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

City Recital Hall joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to three million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to

continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables City Recital Hall to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey. Congratulations City Recital Hall, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine,
Chief Executive Officer,
Reconciliation Australia.

Our Reflect Goals

- Engage with First Nations culture through our presentations.
- Understand why City Recital Hall may not be a culturally safe organisation for First Nations peoples.
- Educate ourselves about First Nations peoples' cultural contribution to the arts.
- Learn how we welcome First Nations people to our organisation.

Our Business

City Recital Hall hosts hundreds of live performances each year with three branches of programming activity. We are home to five of Australia's leading live performance ensembles: Australian Brandenburg Orchestra, Australian Chamber Orchestra, Sydney Symphony Orchestra, Musica Viva Australia, and Pinchgut Opera.

City Recital Hall curates and presents contemporary music programming that

complements these classical presenters. This is where we feel we have the greatest opportunity to support the involvement of Indigenous artists and arts workers.

Our third area of activity is external hall hire by commercial presenters with a focus on music.

We have commenced gathering cultural identification information in our-post show surveys which

now provide the option for audience members to indicate if they identify as Aboriginal or Torres Strait Islander people.

In the first year of our Reconciliation Action Plan we will consult further on how we could best collect information about our staff, artists, and audience cultural identification and how to use this information to improve employment outcomes.

William Barton,
Music for our Country
at City Recital Hall
2021. Photo by
Anthony Browell.



Our Values

CONNECTION

Live music connects people

IMAGINATION

Creativity produces better performances

EXCELLENCE

Reputation is built through excellence

SUSTAINABILITY

Sustainability is the key to lasting impact

Our Vision

To make City Recital Hall a performing arts centre renowned for its inclusive contemporary and classical music programming, elevated audience experiences, and world-class acoustics.



Emma Donovan,
City Recital Hall
2023. Photo by
Jess Gleeson.

Our Strategic Goals

Become Sydney's music destination

- by presenting unmissable live performances across diverse musical genres.

Amplify the City Recital Hall brand

- by redefining who we are and reaching a broader audience.

Enhance City Recital Hall

- by investing in state-of-the-art facilities.

Strengthen our reputation

- by working meaningfully with our partners.

Develop our people

- by supporting them with care.

Art will enhance our RAP journey

In the first year of our Reconciliation journey City Recital Hall will commission an Aboriginal or Torres Strait Islander artist to create artwork that relates to our RAP journey, and to license for future RAP documents.



Casey Donovan,
City Recital Hall
2021. Photo by
Anthony Browell.

Our Community Partnerships

City Recital Hall is a not-for-profit organisation that partners with other not-for-profit cultural organisations and participates in education, development, and lobbying activity at an industry level. Through these partnerships we will grow our connection with members of the Aboriginal and Torres Strait Islander community across Greater Metropolitan Sydney.

Who We Are

We cultivate connection

The universal language of music fosters connections between artists and audiences, allowing us to engage in the conversations that propel new ideas forward.

We care about the experience

We believe a visit to City Recital Hall should be a unique and memorable experience for everyone who comes through our doors.

We look to the future

Creating a sustainable and inclusive culture is ingrained into everything we do, and gives us the courage to be forward-thinking.

We bring music home

In an increasingly inattentive world, we create a space to stop and listen. There is no better place to hear live music than City Recital Hall.

Our Reflect RAP

As Sydney's home of live music, we have an opportunity to engage in conversation with First Nations artists, and support career development and opportunities for Aboriginal and Torres Strait Islander artists and arts workers. As an employer, we are conscious that there is more that we can do to increase the representation of Aboriginal and Torres Strait Islander peoples in our own workforce, as well as to support Supply Nation businesses.

Developing and implementing our Reflect RAP will begin to increase our organisation and people's knowledge as well as awareness of Aboriginal and Torres Strait Islander histories, diversity and current difficulties that are inside and outside our spheres of influence.

The implementation of our Reflect RAP will benefit our local communities, our business, and the value that we can offer our own patrons, staff, artists, and stakeholders. We have begun our reconciliation journey by

adding an Acknowledgement of Country to our website, in all printed materials for internal and external circulation and with an event-specific Acknowledgement of Country presented over our PA system at the beginning of each performance. A deliverable of our Reflect RAP will be to work with our staff and presenters to deepen our understanding of our individual and the organisation's Acknowledgements of Country.

The development of a RAP will allow us to reflect on the process of reconciliation. It will hold us accountable, contribute to the social conversation, and demonstrate to businesses of a similar scale that it's possible to engage in this work.

Implementing the RAP framework will assist us in creating and embedding the internal cultural shift that we are working to achieve. It will assist us to develop a solid RAP governance model and build the business case for

future commitments to cultural learning, protocols, and the employment of Aboriginal and Torres Strait Islander peoples. Our RAP has been developed by an internal working group, which includes the RAP Champion Event Manager Sophie Janet, CEO Justin Boschetti, Relationship Manager Jayne Hughes, Marketing Manager Michael McCaskill, and CFO Helen Lindsay.

The team runs across multiple departments in the business and has been assembled to achieve the Reflect action items and objectives, and to drive awareness and participation within the business. Our working group will be the driver towards reconciliation for our business.

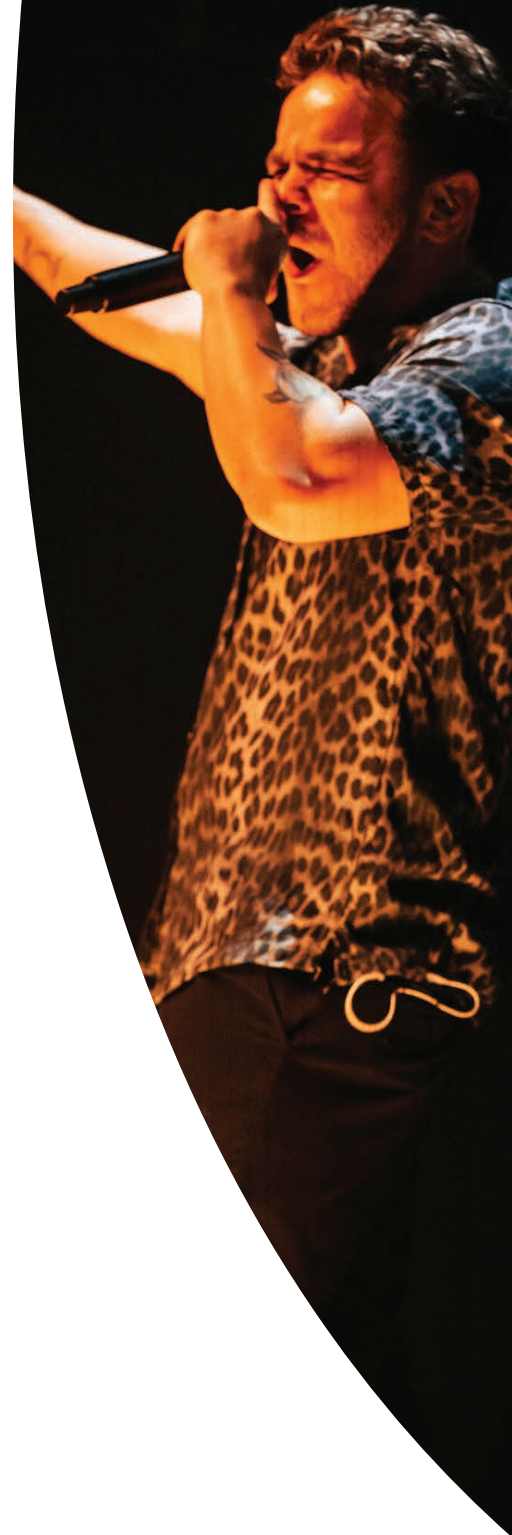
We consider ourselves in the "Reflect" phase as we start our reconciliation journey and build the foundations for relationships, respect, and opportunities. We understand that it gives us the time to raise awareness and support for our RAP within our organisation.

Our Current Activities

Performances at City Recital Hall commence with an Acknowledgement of Country led by City Recital Hall and personalised by the individual performers/artists/presenters. Where we have advance knowledge that we are hosting an Aboriginal or Torres Strait Islander performer we consult with them about how we deliver our Acknowledgement of Country and invite them to take over this activity with their own words, and how we deliver this activity in a considered and thoughtful way.

Over recent times we have had very moving words spoken from our stage by artists such as:

- **Eric Avery**; dancer, singer, songwriter, and classical violinist.
- **Kee'ahn**; singer songwriter.
- **Omega Ensemble**; traditional western classical music ensemble produced a stunning spoken word and atmospheric music style Acknowledgement of Country for their top-of-show announcements.
- **Paul Kelly & Paul Grabowsky** performed in the week following the passing of Uncle Archie Roach and both presented very moving tributes to both Uncle Archie and Auntie Ruby that evening.
- **Deborah Cheetham Fraillon AO** presented her very moving and multi-art form song cycle Woven Song on the eve of Invasion Day.



William Barton,
Music for our Country
at City Recital Hall
2021. Photo by
Anthony Browell.



Our Current Activities (cont)

Our stage is a place that can be used for reconciliation activity, and we have commenced our reflection as we begin RAP journey with the following activities:

- The outdated cultural placemaking display board was removed from the foyer.
- The Tank Stream is marked by an artwork on the ground floor foyer.
- We are considering our art collection and collecting framework.
- Our staff have participated in First Nations and reconciliation events hosted by our industry peers.
- Staff have watched videos and had discussions at staff meetings about reconciliation and personalisation of our email Acknowledgement of Country.
- Artistic Committee meetings open with the Chair offering an Acknowledgement of the Country(ies) we are located on during Zoom and face-to-face meetings.

We've opened conversations with our presenting companies on how together we present an Acknowledgement of Country, which we intend to improve during the course of our Reflect RAP.

It is an intentional process of every event to discuss and work with presenters and performers on how the Acknowledgement of Country will be delivered, whether PA announcement or live from the stage. This has been an

educative process for many of our more traditional presenters for whom the activity is new and it is an activity we hope to support them with over the coming year.

Relationships

ACTION	DELIVERABLE	COMPLETION DATE	RESPONSIBILITY
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	August 2023	Relationship Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2023	Relationship Manager
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	October 2023	Relationship Manager
	RAP Working Group members to participate in an external NRW event.	27 May-3 June 2024	Lead: RAP Champion Support: RAP WG
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June 2024	CEO
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	November 2023	CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	February 2024	CEO
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	February 2024	Relationship Manager
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	February 2024	RAP Champion
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2024	CEO

Tasman Keith,
City Recital Hall
2023. Photo by Jess
Gleeson.

Respect

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<p>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</p>	<p>October 2023</p>	<p>Lead: RAP Champion, Support: RAP WG</p>
	<p>Conduct a review of cultural learning needs within our organisation.</p>	<p>October 2023</p>	<p>Relationship Manager</p>
<p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<p>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</p>	<p>November 2023</p>	<p>Lead: RAP Champion Support: WG Team</p>
	<p>Work with our staff and presenters to deepen our understanding and the authenticity of our Acknowledgement of Country.</p>	<p>November 2023</p>	<p>Lead: RAP Champion</p>
<p>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<p>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</p>	<p>May 2024</p>	<p>RAP WG</p>
	<p>Introduce our staff to NAIDOC Week by promoting external events in our local area.</p>	<p>May 2024</p>	<p>Relationship Manager</p>
	<p>RAP Working Group to participate in an external NAIDOC Week event.</p>	<p>July 2024</p>	<p>Relationship Manager</p>

Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	November 2023	CEO
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2023	Lead: CEO Support: RAP WG
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a strategy for procurement from Aboriginal and Torres Strait Islander-owned businesses.	October 2023	Relationship Manager
	Investigate Supply Nation membership.	September 2023	Relationship Manager

Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern and review RAP implementation	August 2024	CEO
	Review and update Terms of Reference for the RWG.	December 2023	Lead: CEO
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	July 2024	Support: RAP WG



Emma Donovan,
City Recital Hall
2023. Photo by
Jess Gleeson.

Governance (cont)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2023	Relationship Manager
	Continue to engage senior leaders in the delivery of RAP commitments.	December 2023	CEO
	Appoint a senior leader to champion our RAP internally.	September 2023	Relationship Manager
	Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2023	Relationship Manager
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Relationship Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Relationship Manager
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2024	Relationship Manager

CITY RECITAL HALL

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