



**WAVERLEY COUNCIL**  
Innovate Reconciliation Action Plan  
2015 – 2016



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# ACKNOWLEDGMENT

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*Waverley Council acknowledges the Bidjigal and Gadigal people, who traditionally occupied the Sydney Coast and we acknowledge all Aboriginal and Torres Strait Islander Elders both past and present.*

# INTRODUCTION

*Waverley Council's Reconciliation Action Plan (RAP)* is our commitment to national reconciliation efforts. The RAP's proposed actions and strategies include those currently being undertaken by Council as internal organisational initiatives. Also featured are actions carried out in partnership with local and regional services and communities aimed at improving outcomes for Aboriginal and Torres Strait Islander Peoples in our broader community.

Commitment to reconciliation is underpinned by a deep respect for the rich and diverse nature of Aboriginal and Torres Strait Islander cultures.

'Reconciliation involves symbolic recognition of the honoured place of the first Australians, as well as practical measures to address the disadvantage experienced by Aboriginal and Torres Strait peoples in health, employment, education and general opportunity' - Reconciliation Australia.

Implementation of the RAP is part of Council's existing commitment to regional efforts towards reconciliation through its membership of the Eastern Region Local Government Aboriginal and Torres Strait Islander (ERLGATSI) partnership. The RAP will consolidate and strengthen Council strategies we are already pursuing across program areas and in line with the vision and direction of our Community Strategic Plan, Waverley Together 3. Importantly, the RAP will replace Council's

outdated *Aboriginal and Torres Strait Islander Access and Equity Policy (1999)*.

Waverley has a strong local economy and Waverley Council is a significant local employer. This creates potential to investigate opportunities for Aboriginal and Torres Strait Islander Peoples in relation to small business development, traineeships and environmental sustainability.

# BACKGROUND

The RAP program was launched in 2006 by professor Mick Dodson and former Prime Minister John Howard during the 40th anniversary of the 1967 referendum. Through the creation of 'business plans', this initiative invited a wide range of organisations to commit to actions within their sphere of influence to contribute to reconciliation in Australia. Now, eight years into the program, the RAP community comprises over 500 participant organisations who aim to build a progressive and modern nation where everyone works together to achieve individual and shared aspirations that work towards a reconciled Australia.

Waverley Council has supported reconciliation strategies for a number of years through the implementation of our *Statement of Commitment to Reconciliation with First Australians* (2000) and its *Aboriginal and Torres Strait Islander Access and Equity Policy* (1999). Previous reports on access and equity initiatives have provided regular updates and reflect our progress in this area. Council is committed to developing a *Reconciliation Action Plan* in response to Reconciliation Australia's call for all Australians to join a National Program of Action.

Council's work has focused on building relationships, improving practices and programs, and creating opportunities for Aboriginal and Torres Strait Islander Peoples. We have developed and promoted cultural protocols, procedures and policies, resourced staff with an understanding of local Aboriginal cultural heritage, raised awareness of the challenges faced by Aboriginal and Torres

Strait Islander Peoples within the community, supported local Aboriginal and Torres Strait Islander services and projects, identified and protected culturally significant sites within the Local Government Area, employed and mentored ERLGATSI Forum workers and contributed to regional planning and action for Reconciliation through the ERLGATSI Forum.

The RAP will act as Council's framework of Aboriginal and Torres Strait Islander strategies that align with Council's strategic directions expressed in *Waverley Together 3* and through other Council policies and satellite plans (eg. *Workforce Plan*, *Economic Development Strategy*, etc). Similar to our *Cultural Diversity Policy*, the RAP combines policy and action planning and includes measures and timeframes.

Consultation activities which have contributed to the development of the RAP include:

- Consultation with member councils of the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum
- Ongoing discussions and information sharing with the La Perouse Local Aboriginal Land Council, La Perouse Koori Interagency and Inner and Eastern Sydney Migrant Interagency
- Promotion of the RAP at the La Perouse Family Day 2013

- Draft reviewed by Reconciliation Australia and assessed as an Innovate RAP - recognising Council's extensive foundation for reconciliation work
- Internal cross council staff consultation
- Draft RAP placed on public exhibition for a six week period (June–July 2014).



## DEFINITIONS

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We use the term Aboriginal and/or Torres Strait Islander to differentiate between two distinctly different cultural groups. Waverley Council recognises that Aboriginal and Torres Strait Islander Peoples have strong connections to place and country. This Plan encompasses people, land and culture as being intrinsically connected in Aboriginal and Torres Strait Islander Peoples' identity.

Waverley Council acknowledges that the La Perouse Local Aboriginal Land Council is the elected body under the *NSW Aboriginal Land Rights Act 1983* for Aboriginal land culture, heritage and housing in the Waverley Local Government Area. The La Perouse Local Aboriginal Land Council extends from Dover Heights to the Sutherland Shire.

## OUR VISION

The Waverley community vision, as expressed in the *Community Strategic Plan, Waverley Together 3*, includes clear statements about reconciliation with the area's Aboriginal and Torres Strait Islander past and shared future:

"We are united by a common passion for our beautiful home between the city and the sea.

Inspired by the magnificent landscape of Waverley and by the gifts we have inherited from those who have been here before us, we dream of a fulfilling life where:

- we are safe
- we are reconciled with and value our indigenous past
- connections within families and between generations can remain unbroken
- we are inspired and able to renew our physical and spiritual wellbeing
- everyone is welcome to participate positively in community life
- we can express our essential selves through our traditions, our arts, our cultures and our lifestyles
- we act together as a compassionate society."

# OUR COMMITMENT TO RECONCILIATION

In 2000, Waverley Council adopted the following Statement of Commitment to Reconciliation:

- Waverley Council acknowledges that Aboriginal and Torres Strait Islander Peoples are the first people of this land and were dispossessed by the European occupation more than two centuries ago. The arrival of Europeans brought massive change to the land and to First Australians
- Waverley Council acknowledges and grieves for the loss by Aboriginal and Torres Strait Islander Peoples of their lands, their children, their health and their lives. However we also celebrate their survival and the survival of their cultures
- We support the right of Aboriginal and Torres Strait Islander Peoples to determine their own future and recognise their right to live according to their own values and customs
- We commit ourselves to respecting Aboriginal and Torres Strait Islander People's sacred sites and special places
- Council recognises the valuable contribution of Aboriginal and Torres Strait Islander Peoples and looks forward to a future of mutual respect and harmony
- Council supports the entire community in working together for reconciliation.



*Rock carving found in the Waverley local government area.*

## GUIDING PRINCIPLES OF THE RAP

### Relationships

We aim to maintain and strengthen respectful and mutually beneficial working relationships between Council and Aboriginal and Torres Strait Islander community members, peak bodies and organisations.

### Respect

We work hard to recognise, protect, conserve and celebrate Aboriginal cultural heritage in Waverley and to promote cultural understanding by equipping the organisation and community with the knowledge and skills to do this.

### Opportunities

We believe access, equity and equal opportunity are important principles in creating an inclusive and supportive environment for Aboriginal and Torres Strait Islander Peoples and organisations.

### Tracking and Monitoring

We will internally review and improve our RAP on an annual basis.

### Waverley Council's RAP

Implementation of the RAP will be guided by a working group consisting of cross Council

representatives and with input from Council staff from Aboriginal and Torres Strait Islander background. This is to ensure the working group can effectively promote and inform Council about the purpose and development of the RAP.

The following people will make up the working group:

- Aboriginal staff member
- Torres Strait Island staff member
- Executive Manager, Caring Waverley
- Community Project Officer - Multicultural
- Manager, People Culture and Learning
- Manager, Cultural Programs
- Manager, Children's Services
- Manager, External Events
- Manager, Open Space Planning
- Communications Officer
- Strategic Planner – Heritage
- Recreation Planner
- Economic Development Strategist.

## RELEVANT LEGISLATION, POLICIES AND PLANS

The RAP is based on the social justice principles of rights, participation, access and equity for all Aboriginal and Torres Strait Islander Peoples. These principles underpin our integrated planning framework in local government.

The RAP was developed through a process which included reference to the following Council plans, policies and guidelines:

- Waverley Council Community Strategic Plan Waverley Together 3 2013 - 2025
- Waverley Council Delivery Program 2013 - 2017
- Waverley Council Aboriginal and Torres Strait Islander Access and Equity Policy (1999)

Reference to the following international and national plans, policies and guidelines:

- United Nations Declaration on the Rights of Indigenous Peoples (March 2009)
- Racial Discrimination Act 1975
- National Anti-Racism Strategy July 2012
- Local Government Charter
- Reconciliation Australia – Guidelines to Producing a RAP (March 2013)



# ABOUT WAVERLEY COUNCIL

Waverley Council is a mid-sized urban local government area in eastern Sydney bounded by Woollahra Local Government Area in the north and west, the Tasman Sea in the east, and the City of Randwick in the south. With a population of 70,706, Waverley is the most densely populated Local Government Area in Australia after City of Sydney, and includes the suburbs of Bondi Junction, Queens Park, Bronte, Waverley, Bondi, North Bondi, Tamarama, Dover Heights and parts of Rose Bay.

Waverley Council provides and supports a variety of services, programs and initiatives to sustain and improve the quality of life for the Waverley community. This includes the delivery of services covering a wide range of activities, such as:

- Providing lifeguards on our beaches
- Operating childcare centres
- Maintaining our parks, beaches and open spaces
- Operating Waverley Library
- Cleaning our streets
- Collecting rubbish and recycling
- Removing graffiti
- Managing Waverley and South Head Cemeteries
- Maintaining our roads, footpaths and storm water systems
- Operating a seniors centre for older members of our community

- Providing community and cultural events
- Managing on-street parking and car parks
- Providing support services and community planning for community groups such as young people, older people, people with a disability, the homeless, people from culturally diverse backgrounds and Aboriginal and Torres Strait Islander peoples
- Planning for, assessing and determining building and development
- Supporting our business community.

Waverley is one of Sydney's most popular residential areas. Visitors and residents are drawn to our local beaches and the rugged coastline, world famous Bondi Beach, busy retail and commercial centres and a relaxed and vibrant lifestyle. Bondi Junction is a regional shopping and commercial centre which is well serviced by efficient train and bus links. These links bring Bondi Junction in close proximity to Sydney's Central Business District. Waverley has no heavy industry. Its major employing industries are property and business services, retail, health and community services.

In 2014 about 2 per cent of Council's workforce of 673 identified as being from Aboriginal or Torres Strait Islander backgrounds. Waverley Council has had one Aboriginal councillor since 1999. Aboriginal and/or Torres Strait Islander staff members are entitled to one day leave during NAIDOC Week to enable them to participate

in National Aboriginal and Islander Day (NAIDOC) celebrations and some staff members continue to use their NAIDOC entitlement as a public holiday.

# WAVERLEY'S ABORIGINAL AND TORRES STRAIT ISLANDER HERITAGE

The Traditional Custodians of the Waverley Local government Area are the Gadigal (Cadi-gal) people and the Bidjigal (Biddigal) people. Aboriginal people made use of the abundant fresh water which was once available at Bondi, Tamarama and Bronte. When the British arrived at Botany Bay in 1788, around 1500 Aboriginal people were estimated to have lived between Broken Bay and Botany Bay. Within a few years of the European arrivals the Aboriginal population along the coast had been devastated. By the mid-1800s, most of the coastal Aboriginal groups had either been dispossessed from their traditional lands or had died from European diseases. European settlement of the La Perouse area dates from the 1830s, with land used mainly for farming and market gardening.

Today, La Perouse and Phillip Bay are part of an established residential and recreational area, with a strong Aboriginal population. Many members of the La Perouse Aboriginal Community can trace their family ancestry to Aboriginal persons who occupied the coastal area of Sydney and Botany Bay prior to European occupation. There are eleven recorded archaeological sites in the form of rock engravings, shelters with middens, open campsite and burial, and a shelter with rock art which still exist in Waverley. There are also a number of other possible sites which require further study.



*Rock Carving in the Waverley Local Government Area.*

# WAVERLEY'S ABORIGINAL AND TORRES STRAIT ISLANDER POPULATION – WHAT DOES THE CENSUS SAY?

Waverley has a small population of Aboriginal and Torres Strait Islander residents. According to the 2011 ABS Census, there were 245 Aboriginal and Torres Strait Islander residents living in Waverley, or 0.39 per cent of the total population. This is a small percentage compared to Greater Sydney's 1.25 per cent. Our neighbouring councils, Randwick and the City of Sydney, have much larger Aboriginal and Torres Strait Islander populations and are home to the well known Redfern and La Perouse communities. In our reconciliation efforts, these communities form an important part of our regional network.

There are some significant differences when comparing Waverley's community profile with Greater Sydney's. Not surprisingly, the characteristics of Waverley's Aboriginal and Torres Strait Islander community are also markedly different. The Waverley profile highlights the fact that many of our Aboriginal and Torres Strait Islander residents enjoy a high standard of living and are doing very well in areas such as education, employment and housing.

Compared to the overall Aboriginal and Torres Strait Islander population in Greater Sydney:

- The median age of Aboriginal and Torres Strait Islander people in Waverley was 27. This was much younger than the broader population of 35, but older than the median age of Greater Sydney's Aboriginal and Torres Strait Islander population of 22
- The median weekly household income of our Aboriginal and Torres Strait Islander residents was \$1542. This was lower than the household income of the broader population \$1914, but higher than the household income of Greater Sydney's Aboriginal and Torres Strait Islander population \$1148
- The median mortgage payment per month was \$3678 for our Aboriginal and Torres Strait Islander population, which was higher than the median payment for our broader population \$3000
- The percentage of our Aboriginal and Torres Strait Islander residents in the labour force was 77.4 per cent, which was higher than our broader population 73.8 per cent, and much higher than Greater Sydney's Aboriginal and Torres Strait Islander population 56.1 per cent
- 8.3% of our Aboriginal and Torres Strait Islander population were unemployed; this was higher than our broader population 4% but much lower than Greater Sydney's Aboriginal and Torres Strait Islander population 13.2 per cent
- Of the Aboriginal and Torres Strait Islander population in Waverley, 68 per cent have completed year 12 or equivalent. This was lower than our broader population at 79.7 per cent, but much higher than Greater Sydney's Aboriginal and Torres Strait Islander residents at 30.6 per cent
- Of the total Aboriginal and Torres Strait Islander population over the age of 15 in Waverley, 47.1 per cent had completed a qualification after school. This was lower than our broader population at 72.1 per cent but higher than Greater Sydney's Aboriginal and Torres Strait Islander population at 29.5 per cent.

# KEY PARTNERSHIPS

Waverley Council aims to build on and strengthen respectful and mutually beneficial working relationships between Council and Aboriginal and Torres Strait Islander community members, peak bodies, interagencies and organisations. The following partners of Waverley Council have played a role in the development of this RAP:

## La Perouse Local Aboriginal Land Council

The La Perouse Local Aboriginal Land Council (La Perouse LALC) is a key contact and point of reference for Waverley Council when addressing issues impacting Aboriginal and Torres Strait Islander communities, developing protocols and procedures, and coordinating community engagement and strategic planning activities. The objectives of the La Perouse LALC are to improve, protect and foster the best interests of all Aboriginal and Torres Strait Islander persons within the La Perouse LALC's area and other persons who are members of the La Perouse LALC.

## The La Perouse Community Alliance

An alliance of key representatives from Aboriginal and Torres Strait Islander organisations was formed to provide information, advice and advocacy support to the La Perouse community and develop regional initiatives to address community need.

## La Perouse Koori Interagency

Waverley Council's involvement in and support of the La Perouse Koori Interagency during the development of the RAP has helped build many long standing relationships between Council and services working in Aboriginal affairs. It has been an effective agency to consult with and keep up to date with current local Aboriginal affairs.

## Local Government Aboriginal Network (LGAN)

This State wide peer based network builds relationships across regions, shares information, ideas and advice on Aboriginal affairs in Local Government. LGAN holds an annual conference alternating between city and regional Local Government Areas each year which is attended by councillors and Council officers from both Aboriginal and Torres Strait Islander and other backgrounds.

## Eastern Region Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF)

In 1999, the Eastern Sydney councils resolved to form a committee that would develop and drive regional strategies aimed at addressing the needs of Aboriginal and Torres Strait Islander Peoples in the community. Member councils include City of Botany Bay, City of Sydney, Leichhardt, Randwick, Waverley and Woollahra. The committee is made up of councillors, council staff and representatives from Aboriginal and Torres Strait Islander Advisory Committees. Each council contributes money and in-kind resources to employ an Aboriginal person to coordinate committee projects. Every two years, a different council takes on the responsibility to host and mentor the part-time worker.

Waverley Council's core commitment to reconciliation is through the ERLGATSIF partnership. The objectives of the committee are to develop cooperative projects and strategies which will:

- Continue to raise awareness of reconciliation across the Local Government Areas of all councils that are members of ERLGATSIF

- Successfully implement the annual Pauline McLeod Awards
- Successfully convene the annual Reconciliation Art Competition
- Provide employment for and build the capacity of an Aboriginal Forum Coordinator
- Build and maintain relationships through information sharing, networking and supporting member council initiatives.

## Relationships

We aim to build on and strengthen respectful and mutually beneficial working relationships between Council and Aboriginal and Torres Strait Islander community members, peak bodies and organisations.

Action	Responsibility	Timeline	Measurable Target
1.1 Establish a RAP Working Group to support the implementation of Waverley Council's RAP.	Manager, Community Development Community Worker – Multicultural	December 2014	A RAP Working Group is formed to oversee the development and implementation of Waverley Council's RAP.
		June December 2015, 2016	RAP implementation is monitored and reported by the Working Group twice per year.
1.2 Continue to seek feedback on Waverley Council's RAP and publicise and promote RAP objectives and achievements internally and externally.	Communications and Engagement Manager Community Worker – Multicultural RAP Working Group	July 2015 and July 2016	Key stakeholders are consulted at least once per year on RAP implementation.
		July 2015 and July 2016	Achievements of the RAP are promoted internally and externally once per year via the website, social media and Council publications.
1.3 Continue to support and financially contribute to the work of the Eastern Region Local Government Aboriginal and Torres Strait Islander (ERLGATSI) Forum.	Community Worker – Multicultural	December 2015 and 2016	Regular attendance and input provided at Forum meetings held every second month.
		June 2015 and 2016	Financial contributions are provided to the cost of employing the ERLGATSI Forum Coordinator to coordinate events and activities during National Reconciliation Week.
		January 2015 and 2016	Council's contribution to regional strategies is documented in ERLGATSI Forum five year Action Plan.



## Relationships continued...

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Action	Responsibility	Timeline	Measurable Target
1.4 Support and promote ERLGATSI Forum and Waverley Councils National Reconciliation Week activities to build relationships amongst Waverley Council staff and the broader Waverley community.	Community Worker – Multicultural	27 May–3 June 2015 and 2016	Annual delivery of Reconciliation Week Primary School Art Competition and the Pauline McLeod Awards for Reconciliation in partnership with ERLGATSI involving six member councils, local schools, community members and groups.
	Communications and Engagement Manager		National Reconciliation Week activities are promoted through Council’s website, facebook page, and community networks.
			Organise at least one internal National Reconciliation Week event for Waverley Council employees to build relationships.  Download and circulate Reconciliation Australia’s NRW Fact sheet to Waverley employees and networks to raise awareness of this significant event.  Register Waverley Council’s NRW events on Reconciliation Australia’s website to capture support and participation.
1.5 Strengthen relationships with Aboriginal and Torres Strait Islander peak bodies and interagencies to assist with RAP implementation.	Community Worker – Multicultural	February 2015	Develop a list of Aboriginal and Torres Strait Islander peak bodies and interagencies that Council will engage with to develop and strengthen partnerships.
		June, December 2015 and 2016	Suggest to Land Council to meet twice per year to establish level of involvement of La Perouse LALC/other bodies in regional initiatives eg. protocols, staff education and training, community engagement and protection of culturally significant sites.
		June, December 2015 and 2016	Attendance at the Local Government La Perouse Aboriginal and Torres Strait Islander Interagency twice per year.

## Respect

We work hard to recognise, protect, conserve and celebrate Aboriginal and Torres Strait Islander cultural heritages in Waverley and to promote cultural understanding by equipping the organisation and community with the knowledge and skills to do this.

Action	Responsibility	Timeline	Measurable Target
2.1 Explore cultural protocol options and planning guidelines to recognise and respect local Aboriginal sites of significance with input from La Perouse Local Aboriginal Land Council.	Director, Waverley Futures Manager, Open Space Planning Community Worker – Multicultural Manager, Workforce, Culture and Learning	December 2015	Document and investigate protocols for the management of sites of significance across the Local Government Area.
		December 2015	Document and explore cultural heritage guidelines for development assessment and urban design and planning purposes.
		December 2015	Develop a workshop on Aboriginal heritage issues with Waverley Futures staff, in partnership with ERLGATSI, the Office of Environment and Heritage and the La Perouse Local Aboriginal Land Council.
2.2 Continue to promote activities for national days of significance which relate to Aboriginal and Torres Strait Islander cultures and history.	Community Worker – Multicultural Communications and Engagement Manager Executive Manager, Enriching Waverley Manager, Cultural Programs Manager, Outdoor and Flagship Events	July 2015 and 2016	Council's children's services are continued to be assisted with program planning support and curriculum framework ideas, including preparation for NAIDOC Week.
		May, July 2015 and 2016	Waverley Council's events, programs and promotional activities for days of significance are integrated into the events calendar annually.
		July 2015, 2016	Promotional material on Aboriginal and Torres Strait Islander significant days developed and distributed through Council's website and other communication channels.  Continue to promote and encourage Aboriginal and Torres Strait Islander staff to utilise existing leave entitlements to participate in local NAIDOC week events.  Organise at least one internal event to celebrate NAIDOC Week eg. Morning tea.

## Respect continued...

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Action	Responsibility	Timeline	Measurable Target
2.3 Formalise and promote approved cultural protocol document for Welcome to Country and Acknowledgement of Country to ensure appropriate and consistent use of these significant ceremonies.	Manager, Workforce Culture and Learning Manager, Governance and Civic Operations Community Worker – Multicultural Precincts Coordinator	December 2014	Approved cultural protocols document is promoted internally via Program Managers and the staff intranet. Welcome to Country from a Traditional Owner will be included in ERLGATSI National Reconciliation Week Pauline McLeod Awards presentation night event.
		July 2015	Investigate the opportunity to display an Acknowledgement of Country plaque in the foyer of the Customer Service Centre or Council Chambers.
		December 2015	A resource and information pack for Precinct Committees is developed including Acknowledgement of Country, information on local cultural heritages and significant sites, information on Waverley's Aboriginal and Torres Strait Islander community and contact details for peak bodies.
2.4 Continue to engage employees in cultural learning to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Executive Manager, Waverley Performance Manager, Workforce, Culture and Learning	November 2015 November 2016	Waverley Council's cultural awareness training for employees is implemented. In particular, opportunities are provided for RAP working group members, RAP champions, Waverley Performance staff and other key stakeholders.
		December 2016	A cultural awareness training strategy is developed and integrated into Council's strategic planning documents
		January 2016	All new employees to complete Reconciliation Australia's culture learning e-module ( <a href="http://shareourpride.org.au">shareourpride.org.au</a> ) during induction process.
2.5 Review and update information on local Aboriginal and Torres Strait Islander communities, cultural heritages and Council initiatives on council website and relevant documents.	Community Worker – Multicultural Communications and Engagement Manager Manager, Library Collections Manager, Workforce, Culture and Learning	December 2015 and 2016	Review information on Council's website at least twice per year.  Continue to maintain the Cultural heritage collection in Waverley Library.
		December 2015	Invite Aboriginal and Torres Strait Islander Peoples that Council has established a relationship with to provide their perspective on Council's local history collection.
2.6 Fly the Aboriginal and Torres Strait Islander flags at selected council facilities in accordance with protocol.	Manager, Internal Ombudsman, Governance and Civic	June 2015	An information sheet is developed on Waverley Council's flag protocol and information on the meaning of the Aboriginal and Torres Strait Islander flags.
		December 2015	Promote Waverley Council's Flag protocol document internally and publish on intranet for staff to access.

## Opportunities

We believe access, equity and equal opportunity are important principles in creating an inclusive and supportive environment for Aboriginal and Torres Strait Islander Peoples and organisations.

Action	Responsibility	Timeline	Measurable Target
3.1 Support Waverley Performance in the implementation of strategies in the Workforce Plan targeting Aboriginal and Torres Strait Islander Peoples.	Executive Manager, Waverley Performance	December 2015 and 2016	Continue to implement the Equal Employment Opportunity strategies within Waverley Council's Workforce Plan that aim to support Aboriginal and Torres Strait Islander Peoples.
			Advertisement strategies developed to improve access to Aboriginal and Torres Strait Islander candidates such as advertising in Koori Mail and National Indigenous Times.
			Aboriginal and Torres Strait Islander employees are continued to be supported through targeted learning, development and mentoring opportunities.
		December 2016	Investigate the opportunity to offer targeted Aboriginal and Torres Strait Islander traineeships
			Review HR Policies and Procedures to ensure barriers to Aboriginal and Torres Strait Islander applicants are able to be addressed.
3.2 Improve staff access to Aboriginal and Torres Strait Islander businesses in the fields of entertainment, catering, tourism and education.	Community Worker – Multicultural Economic Development Strategist Procurement Consultant	June 2015	Explore opportunities to procure services and goods from Aboriginal and Torres Strait Islander businesses situated within the Eastern Sydney Region.
		June 2016	Compile a list of Aboriginal and Torres Strait Islander businesses to procure products and services from and promote publicly.

## Opportunities continued...

Action	Responsibility	Timeline	Measurable Target
3.3 Promote awareness of affordable and community housing programs in Waverley's Aboriginal and Torres Strait Islander community.	Communications and Engagement Manager Manager, Housing, Programs and Community Support	June 2015 and 2016	One advertisement placed in Koori Mail per year to promote Council's community housing programs.
		December 2015 and 2016	Capture and report on the number of Aboriginal and Torres Strait Islander peoples in Waverley Council's affordable and community housing programs.
3.4 Integrate support for Aboriginal and Torres Strait Islander business development into Council's draft Economic Development Strategy.	Economic Development Strategist Community Worker – Multicultural	June 2015	Include Aboriginal and Torres Strait Islander business development in Council's Economic Development Strategy. Consideration given to supporting the growth of cultural heritage tourism operated by Aboriginal and Torres Strait Islander businesses in the Local Government Area.
3.5 Investigate and promote volunteering opportunities for interested residents and staff to support local Aboriginal and Torres Strait Islander community groups/ organisations.	Local Connections Coordinator Community Worker- Multicultural	December 2016	Volunteer opportunities scoped and promoted via Council's website, Facebook page, local media, Council publications and community networks.

## Tracking progress and reporting

We will review and improve our RAP on an annual basis.

Action	Responsibility	Timeline	Measurable Target
4.1 Waverley Council reports on RAP achievements and challenges.	Community Worker- Multicultural	December 2015 and 2016	RAP Impact Measurement Questionnaire submitted to Reconciliation Australia annually.
		July 2015 and 2016	Include highlights of RAP achievements in Waverley Council's Annual Report and internal publication, Pipeline, once per year.
4.2 Review, update and refresh Waverley Council RAP	RAP Working Group	December 2016	Review, refresh and update Waverley Council's RAP to Reconciliation Australia for review and formal endorsement.





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