Waverley Council

INNOVATE Reconciliation Action Plan
November 2019 - November 2021
Acknowledgement

Waverley Council acknowledges the Bidjigal and Gadigal people who traditionally occupied the Sydney Coast and we pay our respects to Elders past, present and future.

Council would like to acknowledge all the Aboriginal and Torres Strait Islander Elders, community members, and service providers who support our work in Reconciliation.
About the artwork and artist

The cover artwork represents the many aspects of the Waverley Local Government Area, a vibrant and caring community that acknowledges and respects First Nation people.

The large red circle with its subtle inner patterns represents the Waverley community that proudly celebrates all cultures and heritage and honours Aboriginal and Torres Strait Islander people for their survival, resilience and ability to overcome adversity.

The smaller circles surrounding the large circle represent the different cultures of the Waverley community living side by side and supporting each other.

The whale (Buri-buri) has a strong and significant meaning to the Aboriginal community of La Perouse and features in many Dreamtime stories.

The dotted arches represent the iconic Bondi Pavilion and is an acknowledgement to the area’s vibrant and rich art scene.

This artwork was created specifically for Waverley Council by Indigenous artist Natalie Bateman.

Nat belongs to one of the largest Aboriginal families from Yuin country on the NSW South Coast. They are sea dwellers and their lives revolve around the ocean.

Nat grew up in the South Eastern suburbs of Sydney at Maroubra Beach and La Perouse, then moved to Nambucca Heads on the NSW North Coast, the home of her extended Gumbaynggirr family.

Nat’s family upbringing and cultural connection has influenced the style and subjects of her artworks. She says all of her art has the essence of her family in them, they are her life and they all bring colour to her world.
Statement of Commitment to Reconciliation

In 2000, Waverley Council adopted the following commitment:

- 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.
Contents

Message from the CEO of Reconciliation Australia - Karen Mundine 8  RAP Working Group (RWG) 18
Message from the Mayor of Waverley - Cr Paula Masselos 9  RAP Stakeholders 19
Message from the General Manager of Waverley - Ross McLeod 10  Relevant Legislation, Policies and Plans 20
Message from the RAP Champion - Cr Dominic WY Kanak 11  Our RAP Highlights 21
Our Vision 12  Challenges 25
Our Area 13  Lessons We’re Learning 26
Our Community 14  Relationships 27
Our Business 15  Respect 31
Our Workforce 16  Opportunities 35
Waverley’s Aboriginal and Torres Strait Islander Profile 17  Governance, Tracking Progress and Reporting 39
Message from the CEO of Reconciliation Australia
Karen Mundine

On behalf of Reconciliation Australia, I am delighted to see Waverley Council continue its reconciliation journey and to formally endorse its second Innovate RAP.

Through the development of an Innovate RAP, Waverley Council continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Waverley Council with the key steps to establish its own unique approach to reconciliation.

Through implementing an Innovate RAP, Waverley Council will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Waverley Council well as it embeds and expands its own unique approach to reconciliation. We encourage Waverley Council to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

On behalf of Reconciliation Australia, I commend Waverley Council on its second RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer, Reconciliation Australia

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”
Message from the Mayor, 
Cr Paula Masselos

Today, Waverley is home to almost 300 Aboriginal and Torres Strait Islander people from all parts of Australia. It is also home to people from all parts of the world who speak more than 30 different languages.

We launched our Statement of Commitment to Reconciliation in 2000 and have been working to honour this commitment since then.

Following this came the endorsement of our first RAP in 2014, which was another significant milestone for Council. It provided a framework to guide our work, and further build on Council’s existing efforts toward reconciliation.

We have a responsibility to protect and preserve our environment, with thousands of years of Aboriginal cultures and history evident throughout Waverley.

We work with our partners at the La Perouse Local Aboriginal Land Council to ensure protocols are followed and cultural heritage is protected.

We also have a responsibility to respect and acknowledge community members who are First Nations People and those from other areas, who contribute to the social, economic and cultural growth of Waverley.

This RAP will keep us accountable and ensure we are working towards a vibrant, resilient, caring and inclusive community. There is still a lot to do as we continue our shared journey of reconciliation.

Thank you to everyone who has been involved in the development of the RAP. I am proud of the work Waverley Council is doing and I look forward to reporting on our progress over the next 2 years.

Paula Masselos
Mayor, Waverley Council

“We have a responsibility to protect and preserve our environment, with thousands of years of Aboriginal cultures and history evident throughout Waverley.”
Message from the General Manager, Ross McLeod

As the General Manager of Waverley Council and Chair of the Reconciliation Action Plan Working Group, I am proud to launch our second Innovate Reconciliation Action Plan.

Waverley is rich in Aboriginal cultures and history, and this should be celebrated and shared with the people who live, work in and visit our beautiful area.

During our consultation around Waverley’s Community Strategic Plan in 2018, residents highlighted the importance of promoting diversity and inclusion, and encouraging Aboriginal and Torres Strait Islander arts and cultures.

Waverley achieved some great outcomes through the implementation of our first RAP, including increased employment opportunities for Aboriginal and Torres Strait Islander young people through the Elsa Dixon Aboriginal Employment Program, hosting the Pauline McLeod Awards and ‘Boondi Boondi – Culture by the Sea’ through our partnership with the Eastern Region Aboriginal and Torres Strait Islander Forum, increasing the use of Aboriginal and Torres Strait Islander owned business and sharing Aboriginal and Torres Strait Islander cultures through activities and events.

Through our second Innovate RAP, we will build on these achievements and aim to develop stronger relationships with our Aboriginal and Torres Strait Islander stakeholders, promote an inclusive workplace which has a strong commitment to reconciliation, provide more opportunities for Aboriginal and Torres Strait Islander peoples, and contribute to a diverse, harmonious and resilient community.

Of particular importance is the inclusion of continuous cultural learning opportunities for staff. Our staff are in direct contact with the community and therefore need to understand and appreciate Aboriginal and Torres Strait Islander cultures, histories and achievements, in order to promote and share this understanding with the community.

I would like to thank the work of the RAP Working Group for their contribution to the development of this document, and for their commitment to reconciliation. I encourage all Waverley staff to embrace this plan, learn more about Aboriginal and Torres Strait Islander cultures and get involved.

I look forward to working with our local Aboriginal and Torres Strait Islander community members, Elders and organisations to create positive change in Waverley.
Message from the RAP Champion, Cr Dominic WY Kanak

It is my great pleasure to introduce our second Innovate Reconciliation Action Plan 2019-2021.

I have been serving the Waverley community since 1999 as an elected Councillor, and I approach my role on Indigenous, First Nations Heritage Principles of looking after Country and People. I believe these are well aligned with our RAP.

I am also the Chairperson of the Eastern Region Local Government Aboriginal and Torres Strait Islander forum, which promotes reconciliation strategies across the Inner and Eastern Sydney regions.

Since becoming a Councillor, we have taken action to include and recognise Aboriginal and Torres Strait Islander people and cultures in Waverley.

We have done this by providing more employment opportunities, recognizing and celebrating significant events and making sure Aboriginal and Torres Strait Islander peoples voices and opinions are heard.

I am proud that Waverley Council are prioritizing our First Nations people and recognize that we need to work harder.

I am personally very committed to seeing the implementation and progression of our Innovate RAP and will advocate to my fellow Councillors about the importance of supporting this work.

I look forward to Waverley achieving our RAP targets which are focused on building strong relationships, respect and opportunities.

Dominic WY Kanak
Waverley Council Councillor
Our Vision

Our vision for reconciliation is for Waverley to be a vibrant, resilient, caring, and inclusive community where Aboriginal and Torres Strait Islander peoples:

- Practice and celebrate their culture and heritage proudly
- Are honoured for their survival and resilience, and supported to continue to overcome adversity
- Are respected and acknowledged as First Nations peoples with the right to determine their own futures

Waverley Council will continue to value and protect our environment with respect to Aboriginal and Torres Strait Islander peoples’ intrinsic relationship with the land and waters.
Our Area

Waverley has an estimated resident population of 74,114 (2018), making it one of the most densely populated Local Government Areas (LGAs) in Australia.

Waverley is one of Sydney’s most popular residential and tourist precincts. Visitors and residents are drawn to our stunning local beaches and rugged coastline, world famous Bondi Beach, 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.

Waverley’s major employing industries are retail, construction, accommodation and food services, healthcare and social assistance.

Bondi plays host to major events such as Sculpture by the Sea, The City to Surf and a range of large festivals, events and programs which attract large diverse, national and international crowds.
Our Community

Waverley is located near two large Aboriginal communities in Redfern and La Perouse, and the LGA within the statutory boundary of the La Perouse Local Aboriginal Land Council.

Aboriginal cultural heritage is evident throughout Waverley with physical evidence of Aboriginal rock engravings, sandstone rock shelters or overhangs, open middens, open campsites, axe grinding grooves, burial sites, quarries and Aboriginal pathways 1.

Waverley also has other features which are significant to Aboriginal people, including fishing spots and the availability of bush tucker.

Waverley plays host to a range of different activities and programs which celebrate Aboriginal and Torres Strait Islander cultures and heritage including art, culture and music programs throughout the area.

Our Business

Waverley provides a range of direct and indirect services to the community which sustain and improve the quality of life for the Waverley Community.

They align with the following 11 key themes: Arts and Culture, Community Services and Well-being, Recreation and Open Spaces, Local Economy, Planning, Development and Heritage, Transport, Pedestrians and Parking, Building and Infrastructure, Sustainable Environment, Sustainable Waste, Corporate Leadership and Engagement and Knowledge and Innovation.

The types of services Council provides include:

- Operating Early Education and Care Services
- Providing lifeguards on the beaches
- 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 Community and Seniors Centre
- Educating the community about sustainability
- Providing community and cultural events
- Managing on-street parking and car parks
- Providing support services, education and capacity building for community groups including older people, people with a disability, youth, people from diverse backgrounds, Aboriginal and Torres Strait Islander people and homeless people
- Supporting our business community
- Planning for, assessing and determining building and developments
- Providing affordable and social housing
Our Workforce

In March 2019, 2.4% of Council employees (18 out of 732) identified as being from an Aboriginal and/or Torres Strait Islander background.

Waverley Councillor Dominic WY Kanak is of South Sea Islander/Torres Strait heritage and has served the Waverley community as a Councillor since 1999.

Of the current Aboriginal and Torres Strait Islander staff, five are trainees, two are in supervisory/team leader roles, 11 are in permanent full-time roles and one is casual.
Waverley’s Aboriginal and Torres Strait Islander Profile

In 2016, 274 Waverley residents (0.4%) identified as being Aboriginal or Torres Strait Islander.

- **63%** of Aboriginal and Torres Strait Islander households were renting.
- **15%** owned outright and **20%** had a mortgage.
- **10%** of these were renting public housing and the rest were renting privately.
- **39%** in medium density, **47%** in high density, **12%** in separate houses.
- **33%** couples with no children, **42%** couple family with children, **24%** one parent families.

**Other families in Waverley**
- **6%** at secondary school
- **15%** at university or TAFE
- **43%** of the Aboriginal and Torres Strait Islander population were attending primary school

**Incomes in Waverley**
- **$2,312 per week**
- **At 64%, Year 12 completion for Waverley’s Aboriginal community is higher than NSW overall.**
- **The median age is 29** compared to **35** for the total populations.
- **Local Aboriginal and Torres Strait Islander residents have a younger age profile than the general population in Waverley.**
- **Over 65**
- **Only 4.4% were compared to 12.7% of Waverley’s overall population.**
- **The most common occupation group for employed Aboriginal and Torres Strait Islander people was Professionals followed by Managers and Community and Personal Service Workers.**
- **Over 20% are degree qualified**
- **This largely mirrors the profile of Waverley’s wider community.**
RAP Working Group (RWG)

The RWG consists of staff from across a range of directorates and levels of the organisation and includes the following staff:

**RAP Chair:** Ross McLeod, General Manager

**Co-chair:** Emily Scott, Director Community, Assets & Operations

**RAP Champions:** Dominic WY Kanak, Councillor and Jo Harney, Community Development Officer - Diversity

- Executive Manager, Community Programs
- Manager, Community Planning and Partnerships
- Manager, Human Resources
- Community Engagement Coordinator
- Community Development Officer, Diversity
- Strategic Planner (Heritage)
- Curator & Visual Arts Coordinator
- Urban Ecology Coordinator
- Sustainability Engagement Officer
- Library Team Leader
- Parking Patrol Support Officer
- Early Childhood Educator (2)

In our RWG we have one staff member who identifies as being from Torres Strait Islander background and one staff member who is Aboriginal.

Our RAP Champion identifies as being of South Sea/Torres Strait Islander background.

We have been fortunate that some of our Aboriginal residents and Elders have provided us with advice and input into the RAP development.

These included the following people:

- Chris Bonney
- Micheal Mahoney
- Aunty Rhonda Dixon-Grovenor
- Dr Sarah-Jane Moore
- Walangari Karntawarra
RAP Stakeholders

We have used the International Association for Public Participation (IAP2) definition of a stakeholder, which is “those with an interest in, or who may potentially be impacted by, the outcomes”.

Therefore, the stakeholders in our RAP include:

- Waverley Councillors
- Waverley staff
- Waverley Aboriginal and Torres Strait Islander staff
- RWG members
- Waverley residents and community members
- Waverley Aboriginal and Torres Strait Islander residents
- The La Perouse Local Aboriginal Land Council and the Empowered Communities stakeholders
- Eastern Region Local Government Aboriginal and Torres Strait Islander Forum members
- Aboriginal and Torres Strait Islander services in the Inner and Eastern Suburbs of Sydney
- Reconciliation Australia
Relevant Legislation, Policies and Plans

The foundations for the RAP are the social justice principles of Rights, Participation, Access and Equity, which underpin the integrated planning framework in local government.

Incorporated in the RAP development, was reference to the following Council plans, policies, guidelines and documents:

- Waverley Community Strategic Plan 2018 - 2029
- Waverley Council Delivery Program 2018 - 2021
- Statement of Commitment to Reconciliation 2000
- Innovate Reconciliation Action Plan 2015 - 2016
- Disability Inclusion Action Plan 2017 - 2021
- Waverley Aboriginal Cultural Heritage Study 2009 - Dominic Steele Consulting Archaeology

We also considered the following Council plans, policies, guidelines and documents in the development of the RAP:

- NSW Local Government Act 1993
- Racial Discrimination Act 1975
- United Nations Declaration on the Rights of Indigenous Peoples March 2009
- Department of Prime Minister and Cabinet Closing the Gap Strategy
- Australian Government Indigenous Advancement Strategy
- NSW Government Aboriginal Affairs Strategic Plan and Ochre Initiatives
- Reconciliation Australia - What is a RAP?

Feedback from Waverley’s Community Strategic Plan consultation indicated that the community wants us to:

- Encourage Indigenous arts and culture and incorporate it into the landscape
- Promote diversity and inclusion

Our goals relating to Aboriginal and Torres Strait Islander peoples include:

- Facilitate opportunities that recognise Waverley’s unique place in the Australian contemporary cultural landscape
- Preserve and interpret the unique cultural heritage of Waverley
- Create a resilient, caring and cohesive community
- Nurture a safe, healthy and well-connected community that embraces challenges and has the resilience to adapt to change
- Strengthen people’s inclusion in community life, promote diversity and celebrate Aboriginal and Torres Strait Islander cultures past, present and future
Highlights During the RAP Development Process

In March 2018, Susan Moylan-Coombs founding director of the consultancy firm Gaimaragal Group, facilitated a planning session with around 30 RWG members, Council officers, Councillor Dominic WY Kanak and two Aboriginal and Torres Strait Islander community members. This session created a strong foundation for the development of this RAP.

In August 2018, we held a breakfast meeting for Aboriginal and Torres Strait Islander residents and community members, to encourage them to share their views and aspirations for the new Innovate RAP.

The Community Development Officer, Diversity, also obtained feedback from several local services and community members through face to face meetings and email discussions to feed into the RAP.
“While I have been working at Council over the past year, I have noticed the high levels of positive relationships, strong sense of community and diversity in Waverley”

- Paige, Year 12 Elsa Dixon Business Administration Trainee in the Community Programs Waverley team

“Reconciliation is about Acknowledgement, Commitment, Support for Indigenous people”

- Michael, Bondi resident
Ngala Nanga Mai pARenT Pieces of Us exhibition (Produced in partnership with the National Art School)

The artworks in the “Pieces of Us” exhibition were created by the artists of the Ngala Nanga Mai pARenT Group – a participatory ‘arts in health’ program established in 2009 and delivered by the Department of Community Child Health at the Sydney Children’s Hospitals Network in Randwick.

Every week, parents of Aboriginal children from La Perouse and surrounds, come together at the La Perouse Aboriginal Community Health Centre to connect through art making.

This connecting support health and social, cultural and emotional wellbeing and that of the groups children.

One of the artists, Leena Uepa, took photographs of at the weekly art sessions and these were displayed in the exhibition.

‘Pieces of us’ was a joint project between Waverley Council, Ngala Nanga Mai and the National Art School.

During the workshop participants were asked to reflect on a collection of drawings, paintings and animations which use the body to map the makers values, experiences and philosophy and ultimately to unearth the maker.

The group then spent six weeks creating their own life-size body-map artworks often with collaborative components from their children.

These works became a vehicle for accessing and facilitating narratives.

“Our program has been involved in many projects with Waverley Council over the years and hopefully for many more to come. The staff are very friendly and take great interest in what we are achieving for our Aboriginal families in the Community.

Some of our clients reside in the Waverley Council area as the Child and Family Health Service that I work for is offered to all Aboriginal families from La Perouse to Woolloomooloo and surrounding suburbs.”

- Lola Callaghan, Aboriginal Health Worker - Child and Family Team and La Perouse Elder.
Our RAP Highlights

National Reconciliation Week (NRW) 2018
During NRW, Council held a community screening of Servant or Slave, with around 80 people attending. We were also fortunate to have a Q & A session after the film, with producer Mitchell Stanley, and host Susan Moylan Coombs. Council engaged 5 local schools into this year’s Pauline McLeod primary school art competition and had a number of award winners.

International Women’s Day 2019: Cocktails and Conversations
On Friday the 8th of March, cultural leaders Rhoda Roberts - Artist Director and Founder, Sydney Dreaming Festival and Clothilde Bullen - Curator of Aboriginal and Torres Strait Islander Exhibitions and Collections, Museum of Contemporary Art Sydney, explored the theme for 2019’s International Women’s Day, Better for Balance, at Bondi Pavilion.

NAIDOC 2018
In line with the theme Because of Her We Can, Council hosted a night with talented Indigenous female performers, Mi-Kaisha and the Stiff Gins. Council also ran a program of events including exhibiting the Ngala Nanga Mai pARent group and the Pauline McLeod primary school artworks, showcasing the ‘Black Screen Short Films for Kids’, organising a virtual reality experience with the Pamagirri Aboriginal Group in the library and offering Traditional Indigenous Games at our Margaret Whitlam Sports and Recreation Centre.

NRW 2019
During this year’s NRW, Council organised a community screening of Warwick Thornton’s insightful documentary We Don’t Need a Map followed by a Q & A with the film’s producer Brendan Fletcher. The night was hosted by Yuwibara woman and producer/host of Blackchat on Koori radio, Lola Forester. Around 75 people attended the screening. Waverley had five participating schools in the Pauline McLeod primary school art competition and three local people won awards for acts of reconciliation in their communities.
Challenges

Although there have been some significant achievements during and since the implementation of Council’s inaugural RAP, there have also been some challenges which have impacted on the ability to achieve all of the desired outcomes. Some of these challenges have included:

• The proposal for Council amalgamations in 2016 and 2017 resulted in resourcing preparation work with Randwick and Woollahra Councils whilst delivering Council services. Ultimately the amalgamation did not proceed and the start of our second RAP was delayed because we wanted to explore the option of a shared RAP with these Councils. There was also significant staff movement during this time which impacted on the capacity of RAP working group members to be fully engaged in the process.

• Engaging staff in the RAP process has been challenging across such a diverse organisation. Staff are working across multiple sites and roles, and therefore we need to put greater emphasis on communication and engagement, and utilise our RAP working group members as better advocates.

• The previous RAP did not have an allocated budget to support implementation. This creates significant challenges as although there was a shared commitment to the RAP, a small number of teams including community programs and human resources were responsible for implementation of most actions. Without additional resources and expertise, it was not possible to achieve everything in the RAP.

• Incorporating RAP goals into wider Council planning cycles can be challenging as the timing of the policies and plans development is not always in sync and therefore RAP goals may not reach staff work plans. This can impact on the level of buy-in from directorates as well.
Lessons We’re Learning

For Waverley’s second RAP, we understand the importance of engaging more closely with staff across the organisation, and the community, to create a shared responsibility and to ensure we are able to achieve the important RAP outcomes. We are also fortunate to have a General Manager who is committed to supporting Reconciliation, and who will drive implementation through the leadership team. There is a higher success rate of achieving RAP goals when they are driven by the leaders and supported by a collaborative group of people.

Cooperation, collaboration, leadership and teamwork are all necessary for the successful implementation of Council’s RAP.

Allocation of appropriate resources – including staff time and financial contributions will also be vital in ensuring the successful implementation of this RAP. This has become a stronger focus in the planning and development stages of our second RAP.

The five interrelated dimensions of reconciliation – The state of reconciliation in Australia (Summary)

- **Race Relations**: All Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences, which results in stronger relationships based on trust and respect and that are free of racism.
- **Equality and Equity**: Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.
- **Unity**: An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.
- **Institutional Integrity**: The active support of reconciliation by the nation’s political, business and community structures.
- **Historical Acceptance**: All Australians understand and accept the wrongs of the past and the impact of these wrongs. Australia makes amends for the wrongs of the past and ensures these wrongs are never repeated.
We aim to build and strengthen our relationships with our Aboriginal and Torres Strait Islander residents, colleagues, key stakeholders, community members, peak bodies and community organisations through practicing respect, reciprocity, consistency, trust and good will to ensure Council listens to the diverse voices within Aboriginal and Torres Strait Islander communities and provides the best services we can to the Waverley community.

<table>
<thead>
<tr>
<th>Action</th>
<th>Deliverable</th>
<th>Timeline</th>
<th>Responsibility</th>
<th>Supported By</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting</td>
<td>RWG oversees the development, endorsement and launch of the RAP.</td>
<td>November 2019</td>
<td>RAP Chair</td>
<td>RWG</td>
</tr>
<tr>
<td></td>
<td>Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.</td>
<td>November 2019, 2020</td>
<td>RAP Chair</td>
<td>RWG Community Development Officer, Diversity (CDOD)</td>
</tr>
<tr>
<td></td>
<td>Meet at least twice per year to monitor and report on RAP implementation.</td>
<td>November 2019, 2020, February 2020, 2021, June 2021</td>
<td>RAP Chair</td>
<td>RWG</td>
</tr>
<tr>
<td></td>
<td>Establish Terms of Reference for the RWG.</td>
<td>November 2019</td>
<td>RAP Chair</td>
<td>RWG Manager Internal Ombudsman’s Office CDOD</td>
</tr>
<tr>
<td></td>
<td>Establish an external Aboriginal and Torres Strait Islander Advisory Group to provide cultural advice and guidance.</td>
<td>November 2019</td>
<td>EM Community Programs</td>
<td>CDOD RWG</td>
</tr>
<tr>
<td>Action</td>
<td>Deliverable</td>
<td>Timeline</td>
<td>Responsibility</td>
<td>Supported By</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>---------------------------------</td>
<td>------------------------</td>
<td>---------------------------------------------------</td>
</tr>
<tr>
<td>2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians</td>
<td>Organise at least one internal Council event for NRW each year.</td>
<td>27 May - 3 June 2020, 2021</td>
<td>EM Community Programs RAP Chair</td>
<td>EM Communications, Culture &amp; Events CDOD</td>
</tr>
<tr>
<td></td>
<td>Register all NRW events via Reconciliation Australia’s NRW website.</td>
<td>27 May - 3 June 2020, 2021</td>
<td>CDOD</td>
<td>Manager, Communications &amp; Engagement</td>
</tr>
<tr>
<td></td>
<td>Support an external NRW event.</td>
<td>27 May - 3 June 2020, 2021</td>
<td>EM Community Programs</td>
<td>RWG</td>
</tr>
<tr>
<td></td>
<td>Facilitate participation of our RAP Working Group in an external event to recognise and celebrate NRW.</td>
<td>27 May - 3 June 2020, 2021</td>
<td>RAP Chair</td>
<td>RWG</td>
</tr>
<tr>
<td></td>
<td>Review engagement experiences and meet with local Aboriginal and Torres Strait Islander organisations to develop and implement;</td>
<td>January 2020</td>
<td>EM Communications, Culture &amp; Events</td>
<td>CDOD Manager, Communications &amp; Engagement</td>
</tr>
<tr>
<td>Action</td>
<td>Deliverable</td>
<td>Timeline</td>
<td>Responsibility</td>
<td>Supported By</td>
</tr>
<tr>
<td>--------</td>
<td>-------------</td>
<td>----------</td>
<td>----------------</td>
<td>--------------</td>
</tr>
<tr>
<td>4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector</td>
<td>Work with our Communications team to develop and implement a strategy to communicate our RAP to all internal and external stakeholders.</td>
<td>November 2019</td>
<td>EM Communications, Culture &amp; Events</td>
<td>CDOD</td>
</tr>
<tr>
<td></td>
<td>Promote reconciliation through ongoing active engagement with all stakeholders through internal promotions on Yammer and intranet.</td>
<td>November 2019 November 2020</td>
<td>EM Community Programs</td>
<td>CDOD</td>
</tr>
<tr>
<td></td>
<td>Include an overview of the RAP as part of all employee and councillor induction processes.</td>
<td>November 2019 November 2020</td>
<td>EM Human Resources, Risk &amp; Safety</td>
<td>CDOD</td>
</tr>
<tr>
<td></td>
<td>Ensure copies of the RAP are displayed on Councils website and hard copies available to the public on request.</td>
<td>November 2019 November 2020</td>
<td>Manager, Communications &amp; Engagement</td>
<td>CDOD</td>
</tr>
<tr>
<td>5. Promote reconciliation in schools and early learning services</td>
<td>Support early education and care services to successfully implement their Narragunnawali RAP goals.</td>
<td>November 2019 November 2020</td>
<td>Manager, Children’s Services</td>
<td>Early Child Education and Care CDOD</td>
</tr>
<tr>
<td></td>
<td>Encourage local schools and early learning centres to develop a RAP through the Narragunnawali program.</td>
<td>NRW May 2020 May 2021</td>
<td></td>
<td>CDOD</td>
</tr>
</tbody>
</table>
### Action 6.

Continue as an active partner and financial contributor of the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF)

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Timeline</th>
<th>Responsibility</th>
<th>Supported By</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan and deliver the annual Pauline McLeod awards for reconciliation and any other National Reconciliation Week activities.</td>
<td>NRW May 2020 May 2021</td>
<td>EM Community Programs</td>
<td>CDOD</td>
</tr>
<tr>
<td>Provide support for the ERLGATSIF coordinator as required to build the capacity of the forum activities.</td>
<td>January 2020</td>
<td>EM Community Programs</td>
<td>CDOD ERLGATSIF</td>
</tr>
</tbody>
</table>

### Action 7.

Promote positive race relations through anti-discrimination strategies

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Timeline</th>
<th>Responsibility</th>
<th>Supported By</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</td>
<td>February 2021</td>
<td>EM Human Resources, Risk &amp; Safety</td>
<td>CDOD</td>
</tr>
<tr>
<td>Develop, implement and communicate an anti-discrimination policy for our organisation.</td>
<td>February 2021</td>
<td>EM Human Resources, Risk &amp; Safety</td>
<td>CDOD</td>
</tr>
<tr>
<td>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</td>
<td>October 2020</td>
<td>EM Community Programs</td>
<td>CDOD</td>
</tr>
<tr>
<td>Educate senior leaders on the effects of racism.</td>
<td>February 2021</td>
<td>EM Human Resources, Risk &amp; Safety</td>
<td>CDOD</td>
</tr>
</tbody>
</table>

At the heart of reconciliation is the relationship between the broader Australian community and Aboriginal and Torres Strait Islander people. To achieve reconciliation, we need to develop strong relationships built on trust and respect, and that are free of racism.

- Reconciliation Australia, the State of Reconciliation in Australia
Respect

We recognise that for Reconciliation to progress we need our political, business and community institutions to actively support all dimensions of reconciliation. We endeavour to play our part as a Local Government organisation to, recognise, protect, conserve and celebrate Aboriginal and Torres Strait Islander cultural heritage and living culture in Waverley. We aim to encourage cultural respect and understanding by equipping the organisation and community with the knowledge and skills to do this.

<table>
<thead>
<tr>
<th>Action</th>
<th>Deliverable</th>
<th>Timeline</th>
<th>Responsibility</th>
<th>Supported By</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements</td>
<td>Review, update &amp; implement an Aboriginal and Torres Strait Islander cultural awareness staff training strategy which identifies cultural learning needs of employees and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).</td>
<td>June 2020</td>
<td>EM Human Resources, Risk &amp; Safety</td>
<td>CDOD RWG</td>
</tr>
<tr>
<td></td>
<td>Provide appropriate opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training.</td>
<td>February 2020</td>
<td>EM Human Resources, Risk &amp; Safety</td>
<td>CDOD RWG</td>
</tr>
<tr>
<td>Action</td>
<td>Deliverable</td>
<td>Timeline</td>
<td>Responsibility</td>
<td>Supported By</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>-------------------</td>
<td>-----------------------------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>1. Engage employees in continuous cultural learning opportunities to</td>
<td>Investigate opportunities to work with local Traditional Owners and/or</td>
<td>June 2020</td>
<td>EM Human Resources, Risk &amp; Safety</td>
<td>CDOD</td>
</tr>
<tr>
<td>increase understanding and appreciation of Aboriginal and Torres</td>
<td>Aboriginal and Torres Strait Islander consultants to develop cultural</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strait Islander cultures, histories and achievements</td>
<td>awareness training.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Source and provide information to staff about cultural immersion and</td>
<td>July 2020</td>
<td>EM Human Resources, Risk &amp; Safety</td>
<td>CDOD RWG</td>
</tr>
<tr>
<td></td>
<td>intercultural exchange opportunities.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Engage employees in understanding the significance of Aboriginal</td>
<td>Refine, and communicate Council’s cultural protocols for Welcome to Country</td>
<td>May 2020</td>
<td>EM Community Programs</td>
<td>CDOD</td>
</tr>
<tr>
<td>and Torres Strait Islander cultural protocols, such as Welcome to</td>
<td>and Acknowledgement of Country.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Country and Acknowledgement of Country, to ensure there is a shared</td>
<td>Invite a Traditional Owner to provide a Welcome to Country at all Council</td>
<td>November 2019</td>
<td>Director Customer Service and Organisation</td>
<td>La Perouse Local Area Land</td>
</tr>
<tr>
<td>meaning</td>
<td>significant events, including National Reconciliation Week, NAIDOC Week and</td>
<td>November 2021</td>
<td>Improvement</td>
<td>Council (LPLALC) CDOD</td>
</tr>
<tr>
<td></td>
<td>Citizenship ceremonies.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Include an Acknowledgement of Country at the commencement of all important</td>
<td>November 2019</td>
<td>General Manager</td>
<td>Manager, Communications</td>
</tr>
<tr>
<td></td>
<td>internal meetings.</td>
<td>November 2021</td>
<td></td>
<td>&amp; Engagement</td>
</tr>
<tr>
<td>Action</td>
<td>Deliverable</td>
<td>Timeline</td>
<td>Responsibility</td>
<td>Supported By</td>
</tr>
<tr>
<td>--------</td>
<td>-------------</td>
<td>----------</td>
<td>----------------</td>
<td>--------------</td>
</tr>
<tr>
<td>2. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning</td>
<td>Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</td>
<td>November 2019</td>
<td>EM Community Programs</td>
<td>CDOD LPLALC</td>
</tr>
<tr>
<td></td>
<td>Investigate and identify key entry points across Council to include an Acknowledgment of Country or Aboriginal cultural heritage/language including signage, website, email signatures, buildings and park entrances, plans of management, designs of parks, reserves and public spaces.</td>
<td>February 2021</td>
<td>EM Communications, Culture &amp; Events EM Property &amp; Facilities EM Infrastructure Services</td>
<td>Manager, Communications &amp; Engagement EM Community Programs LPLALC</td>
</tr>
<tr>
<td></td>
<td>Review, implement and promote flag protocols.</td>
<td>December 2019</td>
<td>EM Property &amp; Facilities</td>
<td>EM Community Programs</td>
</tr>
<tr>
<td>3. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week</td>
<td>Review HR policies and procedures to; Promote staff participation in NAIDOC Week.</td>
<td>June 2020, 2021</td>
<td>EM Human Resources, Risk &amp; Safety</td>
<td>Manager, Communications &amp; Engagement</td>
</tr>
<tr>
<td></td>
<td>Promote Councils NAIDOC leave entitlement policy and provide opportunities for all Aboriginal and Torres Strait Islander Staff to participate with their cultures and communities during NAIDOC week.</td>
<td>July 2020, 2021</td>
<td>EM Human Resources, Risk &amp; Safety</td>
<td>EM Community Programs RWG</td>
</tr>
<tr>
<td>Action</td>
<td>Deliverable</td>
<td>Timeline</td>
<td>Responsibility</td>
<td>Supported By</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>---------------------------</td>
<td>---------------------------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>4. Support Aboriginal and Torres Strait Islander advocacy campaigns</td>
<td>Explore Council support of Indigenous Constitutional Recognition and Council endorsement of the Uluru Statement from The Heart 2017.</td>
<td>July 2020</td>
<td>EM Community Programs</td>
<td>CDOD SLT</td>
</tr>
<tr>
<td>and resource responses to Council motions on those which relate to</td>
<td>Seek resources to respond, research and report to Council Motions which relate to Aboriginal and Torres Strait Islander peoples.</td>
<td>November 2019, November 2021</td>
<td>EM Community Programs</td>
<td>ERLGATSIF CDOD RWG</td>
</tr>
<tr>
<td>Aboriginal and Torres Strait Islander peoples and communities</td>
<td>Review the Waverley Aboriginal Cultural Heritage Study report (2009) including recommendations.</td>
<td>July 2020</td>
<td>Manager, Urban Planning, Policy &amp; Strategy</td>
<td>EM Community Programs LPLALC</td>
</tr>
</tbody>
</table>
## Opportunities

Social Justice principles of access, equity, participation and rights underpin all Local Government services and operations. We endeavour to create and explore economic, employment, social and recreational opportunities for Aboriginal and Torres Strait Islander peoples to improve individual prospects and overall community benefit.

<table>
<thead>
<tr>
<th>Action</th>
<th>Deliverable</th>
<th>Timeline</th>
<th>Responsibility</th>
<th>Supported By</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace</td>
<td>Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.</td>
<td>June 2020</td>
<td>EM Human Resources, Risk &amp; Safety</td>
<td>EM Community Programs</td>
</tr>
<tr>
<td></td>
<td>Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy.</td>
<td>June 2021</td>
<td>EM Human Resources, Risk &amp; Safety</td>
<td>EM Community Programs Manager, Communications &amp; Engagement</td>
</tr>
<tr>
<td></td>
<td>Engage with current Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.</td>
<td>November 2019</td>
<td>EM Human Resources, Risk &amp; Safety</td>
<td>EM Community Programs Manager, Communications &amp; Engagement</td>
</tr>
<tr>
<td>Action</td>
<td>Deliverable</td>
<td>Timeline</td>
<td>Responsibility</td>
<td>Supported By</td>
</tr>
<tr>
<td>--------</td>
<td>----------------------------------------------------------------------------</td>
<td>-------------------------</td>
<td>----------------------------------------------------</td>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>1.</td>
<td>Investigate opportunities to improve and increase Aboriginal and Torres</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strait Islander employment outcomes within our workplace</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Advertise all vacancies in Aboriginal and Torres Strait Islander media.</td>
<td>December 2019</td>
<td>EM Human Resources, Risk &amp; Safety</td>
<td>Manager, Communications &amp; Engagement</td>
</tr>
<tr>
<td>1.</td>
<td>Review the use of Koori media and publications for Council staff to use for</td>
<td>December 2019</td>
<td>Manager, Communications &amp; Engagement</td>
<td>EM Human Resources, Risk &amp; Safety</td>
</tr>
<tr>
<td></td>
<td>engagement and promotion purposes.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Review HR and recruitment procedures and policies to ensure there are no</td>
<td>June 2020</td>
<td>EM Human Resources, Risk &amp; Safety</td>
<td>Manager, Communications &amp; Engagement</td>
</tr>
<tr>
<td></td>
<td>barriers to Aboriginal and Torres Strait Islander employees and future</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>applicants participating in our workplace.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Manage and support the Elsa Dixon Trainees to the completion of their</td>
<td>November 2019,</td>
<td>Manager Community Planning and Partnerships</td>
<td>EM Human Resources, Risk &amp; Safety</td>
</tr>
<tr>
<td></td>
<td>studies and provide peer support, training and development opportunities.</td>
<td>December 2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.</td>
<td>Develop a business case to create an identified Indigenous position within</td>
<td>June 2020</td>
<td>RAP Chair</td>
<td>CDOD RWG</td>
</tr>
<tr>
<td></td>
<td>Council.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action</td>
<td>Deliverable</td>
<td>Timeline</td>
<td>Responsibility</td>
<td>Supported By</td>
</tr>
<tr>
<td>--------</td>
<td>-------------</td>
<td>----------</td>
<td>----------------</td>
<td>--------------</td>
</tr>
<tr>
<td>2. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation</td>
<td>Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.</td>
<td>November 2019</td>
<td>Chief Financial Officer</td>
<td>EM Human Resources, Risk &amp; Safety</td>
</tr>
<tr>
<td></td>
<td>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</td>
<td>June 2020</td>
<td>Chief Financial Officer</td>
<td>CDOD</td>
</tr>
<tr>
<td></td>
<td>Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.</td>
<td>November 2019, 2020</td>
<td>Chief Financial Officer</td>
<td>EM Community Programs</td>
</tr>
<tr>
<td></td>
<td>Investigate Supply Nation membership.</td>
<td>July 2020</td>
<td>CDOD</td>
<td>EM Community Programs Chief Financial Officer</td>
</tr>
<tr>
<td>Action</td>
<td>Deliverable</td>
<td>Timeline</td>
<td>Responsibility</td>
<td>Supported By</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>------------</td>
<td>---------------------------</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>3. Explore opportunities to promote and learn more about Aboriginal and Torres Strait Islander cultures and build the capacity of our local area.</td>
<td>Explore a ‘Sister City Program’ with an LGA with high numbers of Aboriginal and Torres Strait Islander peoples.</td>
<td>July 2020</td>
<td>EM Community Programs</td>
<td>RWG General Managers Unit</td>
</tr>
<tr>
<td></td>
<td>Scope options and potential for a Totem Pole project.</td>
<td>July 2020</td>
<td>EM Community Programs</td>
<td>CDOD EM Communications, Culture &amp; Events Service Manager, Open Space &amp; Recreation Cultural Advisors</td>
</tr>
<tr>
<td></td>
<td>Scope potential for an Aboriginal meeting place or keeping place in Waverley.</td>
<td>July 2020</td>
<td>EM Community Programs</td>
<td>CDOD EM Communications, Culture &amp; Events Service Manager, Open Space &amp; Recreation Cultural Advisors</td>
</tr>
<tr>
<td></td>
<td>Scope options and potential for culturally significant community projects through engaging the local community.</td>
<td>July 2020</td>
<td>EM Community Programs</td>
<td>CDOD Manager, Cultural Programs</td>
</tr>
<tr>
<td></td>
<td>Explore Council support for ‘healing programs’.</td>
<td>July 2020</td>
<td>EM Community Programs</td>
<td>Manager, Cultural Programs CDOD EM Communications, Culture &amp; Events Service Manager, Open Space &amp; Recreation Cultural Advisors</td>
</tr>
</tbody>
</table>
## Governance, tracking progress and reporting

We understand the importance of transparency and accountability and will review the RAP annually and report to Council on our performance.

<table>
<thead>
<tr>
<th>Action</th>
<th>Deliverable</th>
<th>Timeline</th>
<th>Responsibility</th>
<th>Supported By</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Report RAP achievements, challenges and learnings to Reconciliation Australia</td>
<td>Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.</td>
<td>30 September 2020, 2021</td>
<td>EM Community Programs</td>
<td>CDOD</td>
</tr>
<tr>
<td></td>
<td>Investigate participating in the RAP Barometer.</td>
<td>May 2020</td>
<td>EM Community Programs</td>
<td>CDOD RWG</td>
</tr>
<tr>
<td>2. Report RAP achievements, challenges and learnings internally and externally</td>
<td>Publically report our RAP achievements, challenges and learnings.</td>
<td>July 2020, 2021</td>
<td>EM Community Programs</td>
<td>RWG</td>
</tr>
<tr>
<td></td>
<td>Report to Council annually on RAP progress.</td>
<td>November 2019, 2020</td>
<td>EM Community Programs</td>
<td>RWG CDOD</td>
</tr>
<tr>
<td></td>
<td>Include RAP reporting in end of elected term report.</td>
<td>August 2020</td>
<td>CDCO</td>
<td>Coordinator, Corporate Planning and Reporting</td>
</tr>
<tr>
<td>3. Review, refresh and update RAP</td>
<td>Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.</td>
<td>January 2021</td>
<td>EM Community Programs</td>
<td>CDOD</td>
</tr>
<tr>
<td></td>
<td>Send draft RAP to Reconciliation Australia for review and feedback.</td>
<td>February 2021</td>
<td>EM Community Programs</td>
<td>CDOD</td>
</tr>
<tr>
<td></td>
<td>Submit draft RAP to Reconciliation Australia for formal endorsement.</td>
<td>July 2021</td>
<td>EM Community Programs</td>
<td>CDOD</td>
</tr>
</tbody>
</table>
Waverley Council is currently undergoing an Organisational Development Program which has started with high level staff and directorate changes. This means that names of positions, directorates or program areas and reporting lines may change during the developing and 2-year implementation period of this RAP.

Council remains committed to our RAP journey and we will communicate any changes to the RAP reporting lines or responsibilities through our RWG.

“Truth-telling is essential to build a shared understanding of our history and of the relationship between non-Indigenous Australians and Aboriginal and Torres Strait Islander Australians as it stands today.”

- Reconciliation Australia CEO Karen Mundine

Contact details for RAP enquiries

Joanne Harney
Community Development Officer - Diversity
Ph: 02 9083 8927
joanne.harney@waverley.nsw.gov.au

Designed and printed by Spirit Creative Agency, a majority-owned Indigenous business registered with Supply Nation.