

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 also acknowledge Aboriginal Elders both past and present.

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





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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.

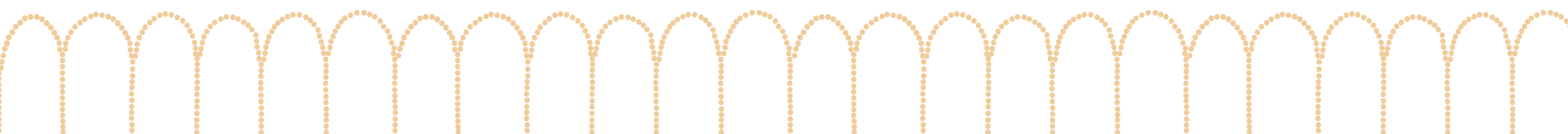
Thank you to everyone who has been involved in the development of the RAP. I am proud of the work Waverley Council is doing and I look forward to reporting on our progress over the next 2 years.



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.

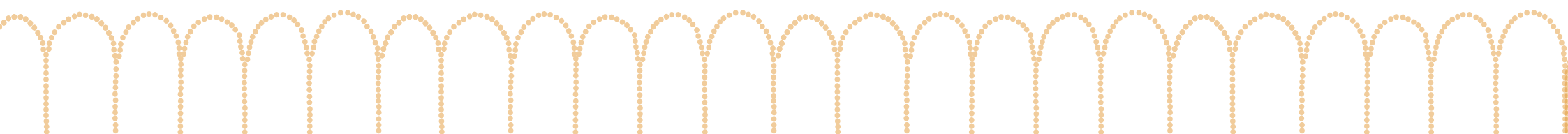
I would like to thank the work of the RAP Working Group for their contribution to the development of this document, and for their commitment to reconciliation. I encourage all Waverley staff to embrace this plan, learn more about Aboriginal and Torres Strait Islander cultures and get involved.

I look forward to working with our local Aboriginal and Torres Strait Islander community members, Elders and organisations to create positive change in Waverley.



A handwritten signature in blue ink, appearing to read 'R. McLeod'.

Ross McLeod
General Manager, Waverley Council



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.

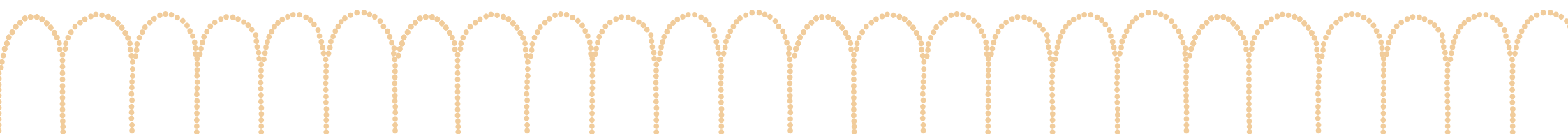
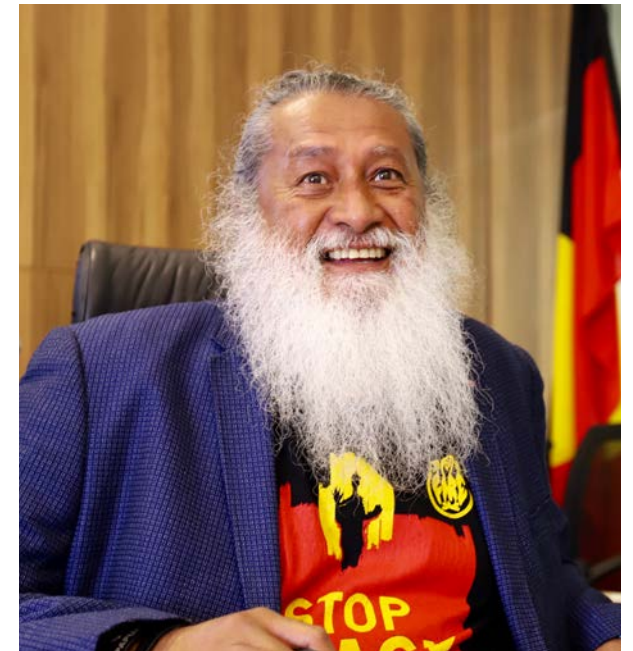
I am proud that Waverley Council are prioritizing our First Nations people and recognize that we need to work harder.

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 pathways¹.

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.



¹ http://www.waverley.nsw.gov.au/data/assets/pdf_file/0009/105894/Aboriginal_Cultural_Heritage_Study-Waverley.pdf

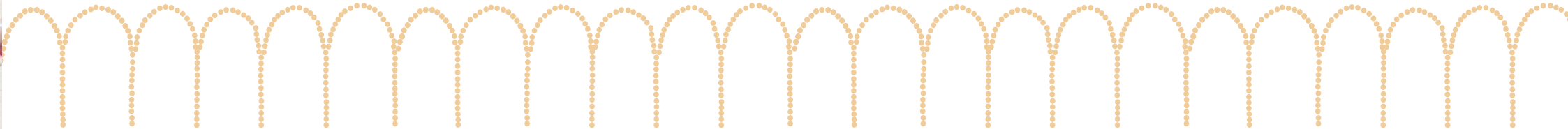
Our Business

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

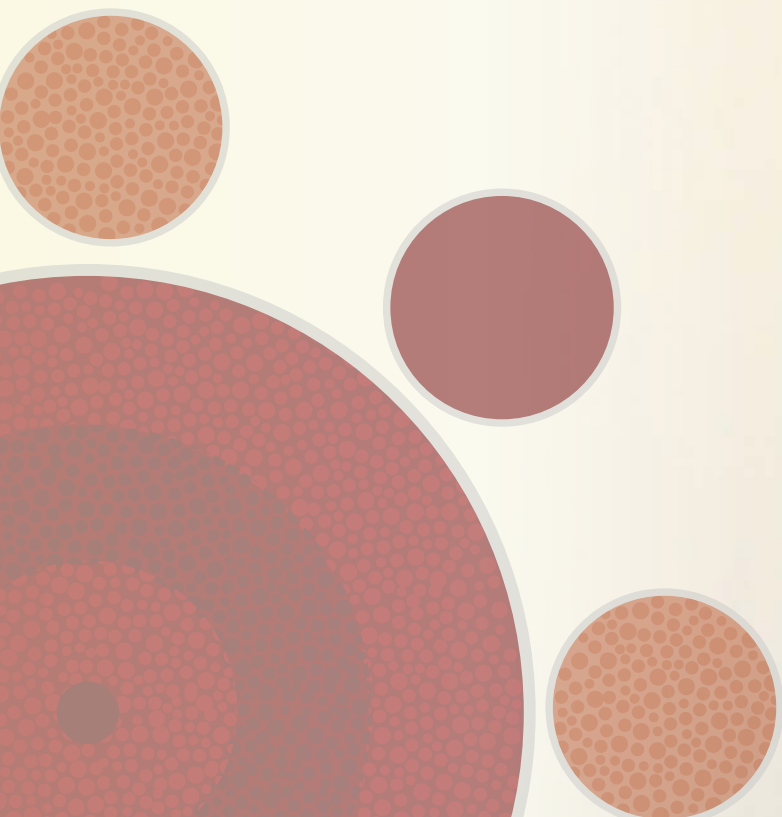


Our Workforce

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

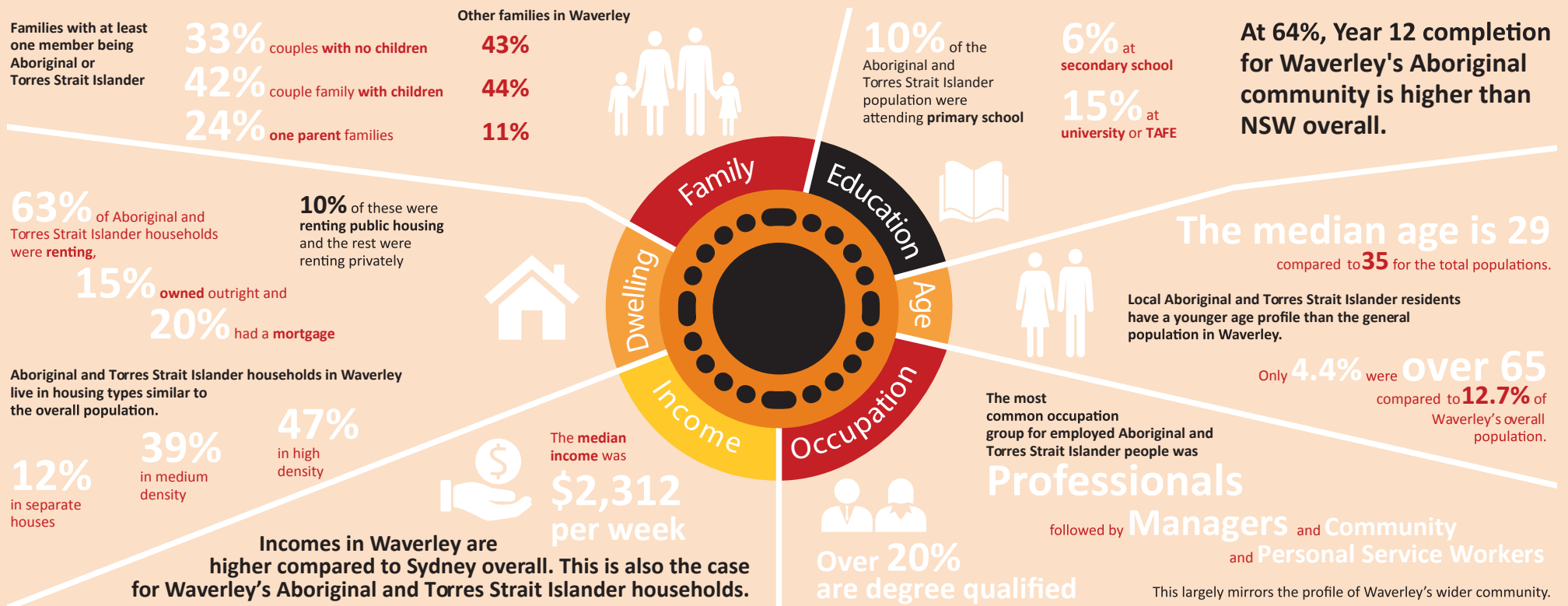
Waverley Councillor Dominic WY Kanak is of South Sea Islander/Torres Strait heritage and has served the Waverley community as a Councillor since 1999.

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.



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

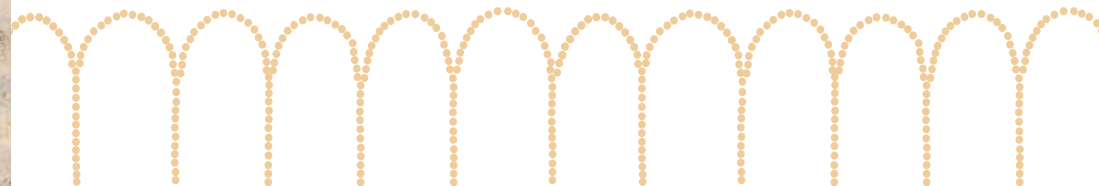


RAP Stakeholders

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
- Equal Employment Opportunity (EEO) Management Plan 2016 - 18
- 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

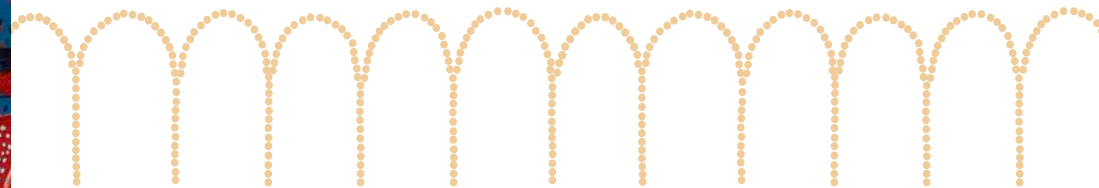
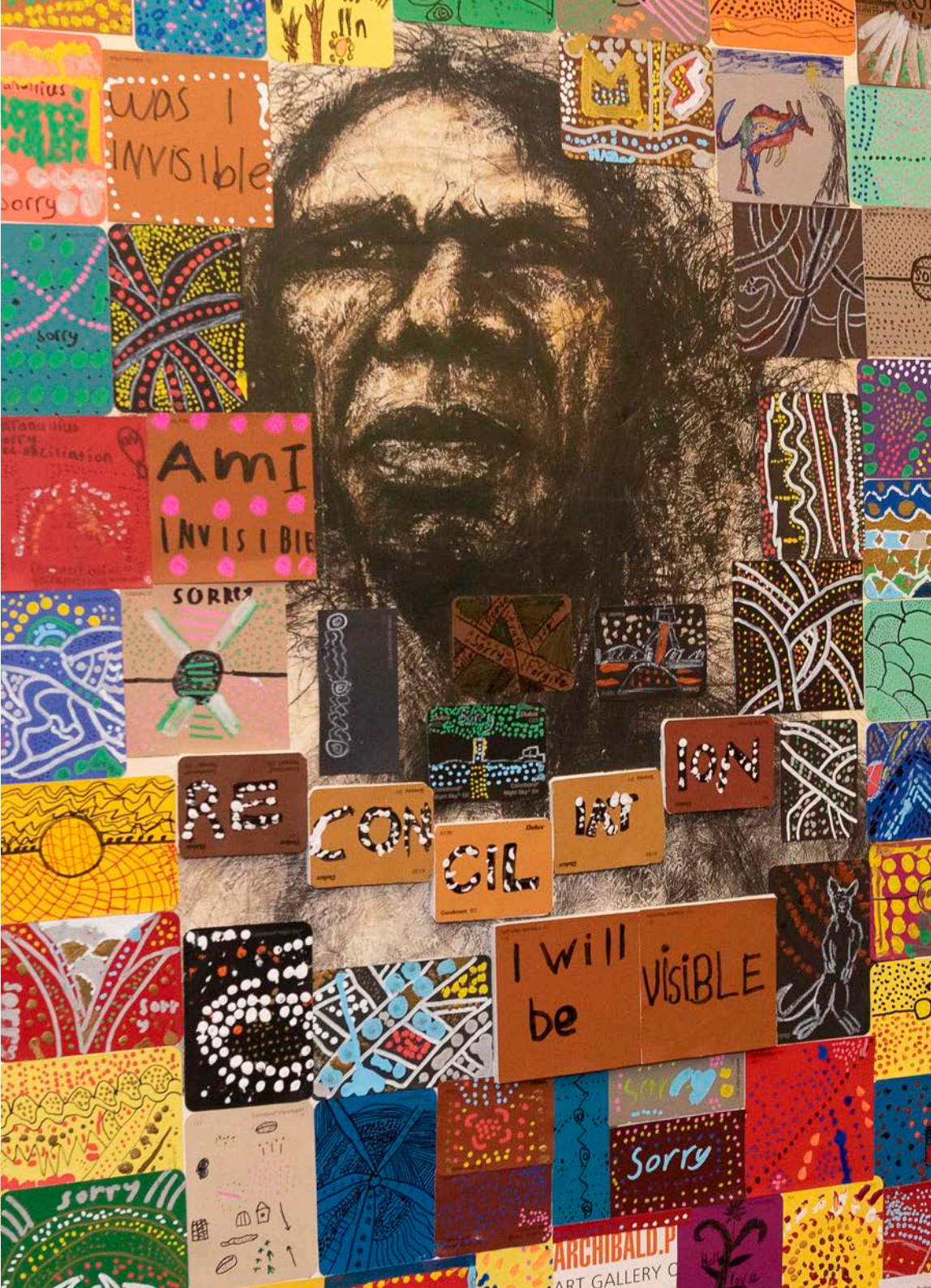
Highlights During the RAP Development Process

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.



Our RAP Highlights

Elsa Dixon Program

In 2018 Council was successful in gaining funding through the Elsa Dixon Program (an initiative of the NSW Department of Industry) to employ five school based Aboriginal Trainees to undertake their certificate level qualifications in school whilst gaining work experience in a Local Government setting.

The five trainees worked across Council in Early Education Centres, Customer Service, Community Programs and Open Spaces.

This is a direct outcome of our previous RAP, which included an action to investigate the opportunity to offer targeted Aboriginal and Torres Strait Islander traineeships.

In 2019 an additional trainee joined Council through this program.

Eastern Region Local Government Aboriginal and Torres Strait Islander Forum

The Eastern Region Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF) has worked together for over 20 years.

This six Council partnership between Waverley, Woollahra, Randwick, Bayside, Inner West and City of Sydney Councils include both Aboriginal and non- Aboriginal Council officers, and Councillors who work together to enhance Reconciliation strategies across the Inner and Eastern Sydney region.

The forum provides employment opportunities for an Aboriginal and/or Torres Strait Islander person to work as the coordinator of this forum.

Every year the forum runs the Pauline McLeod Primary School Art Competition, High School Film Competition, and Awards for local acts of reconciliation in our communities.

In 2017, Waverley Council hosted 'Boondi Boondi – Culture by the Sea' at Bondi Beach in partnership with ERLGATSIF, to recognise the milestone anniversaries of the 1967 Referendum, and the 1992 Mabo decision.

This event was a celebration of Aboriginal and Torres Strait Islander cultures, ceremony and food.

“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.

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.

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.

NRW 2019

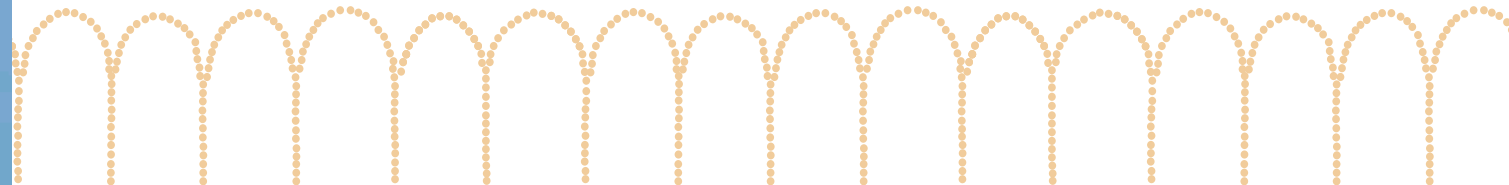
During this year's NRW, Council organised a community screening of Warwick Thornton's insightful documentary *We Don't Need a Map* followed by a Q & A with the film's producer Brendan Fletcher. The night was hosted by Yuwibara woman and producer/host of Blackchat on Koori radio, Lola Forester. Around 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.

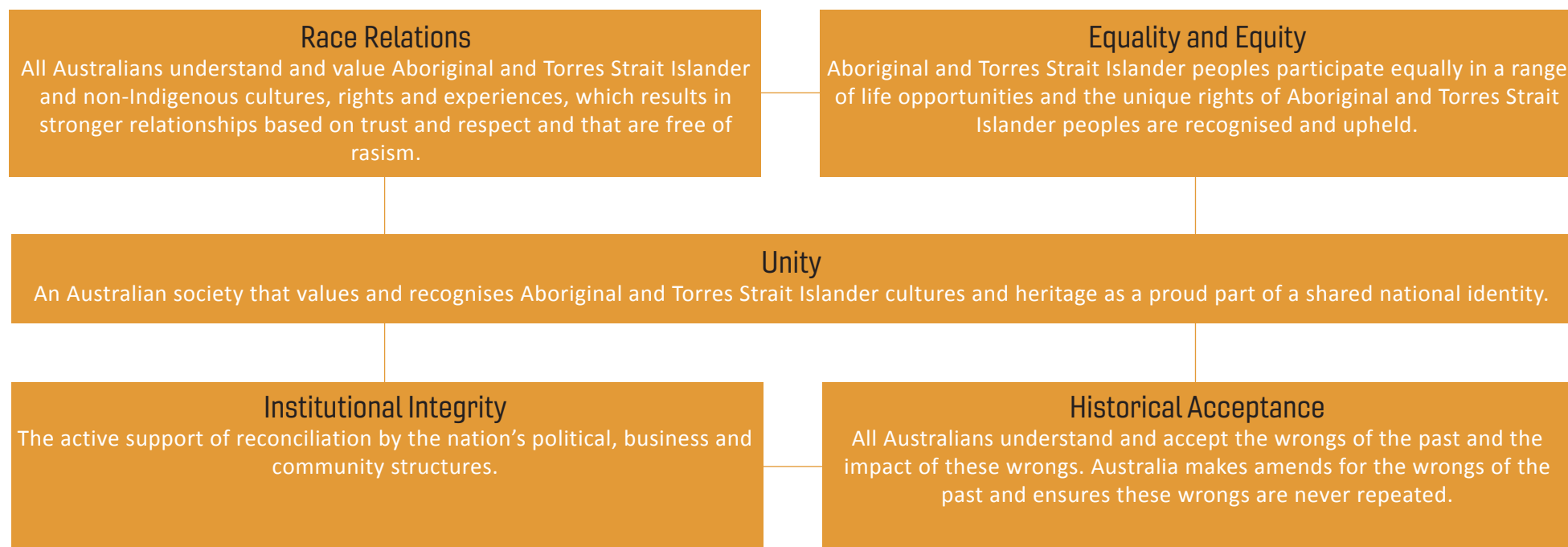


Lessons We're Learning

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)



Relationships

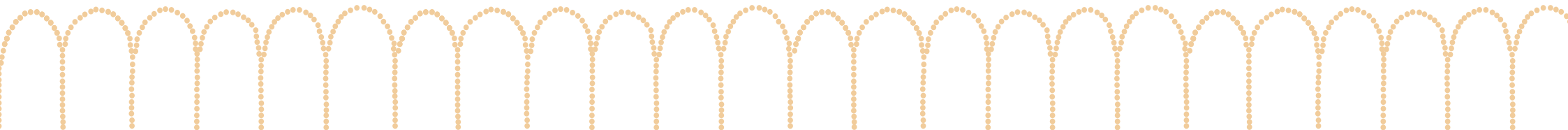
We aim to build and strengthen our relationships with our Aboriginal and Torres Strait Islander residents, colleagues, key stakeholders, community members, peak bodies and community organisations through practicing respect, reciprocity, consistency, trust and good will to ensure Council listens to the diverse voices within Aboriginal and Torres Strait Islander communities and provides the best services we can to the Waverley community.

Action	Deliverable	Timeline	Responsibility	Supported By
1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	RWG oversees the development, endorsement and launch of the RAP.	November 2019	RAP Chair	RWG
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.	November 2019, 2020	RAP Chair	RWG Community Development Officer, Diversity (CDOD)
	Meet at least twice per year to monitor and report on RAP implementation.	November 2019, 2020, February 2020, 2021, June 2021	RAP Chair	RWG
	Establish Terms of Reference for the RWG.	November 2019	RAP Chair	RWG Manager Internal Ombudsman's Office CDOD
	Establish an external Aboriginal and Torres Strait Islander Advisory Group to provide cultural advice and guidance.	November 2019	EM Community Programs	CDOD RWG

Action	Deliverable	Timeline	Responsibility	Supported By
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	Organise at least one internal Council event for NRW each year.	27 May - 3 June 2020, 2021	EM Community Programs RAP Chair	EM Communications, Culture & Events CDOD
	Register all NRW events via Reconciliation Australia's NRW website.	27 May - 3 June 2020, 2021	CDOD	Manager, Communications & Engagement
	Support an external NRW event.	27 May - 3 June 2020, 2021	EM Community Programs	RWG
	Facilitate participation of our RAP Working Group in an external event to recognise and celebrate NRW.	27 May - 3 June 2020, 2021	RAP Chair	RWG
3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Review engagement experiences and meet with local Aboriginal and Torres Strait Islander organisations to develop and implement; <ul style="list-style-type: none"> Guiding principles for future engagement An Engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders A Consultation plan for inclusion of Aboriginal and Torres Strait Islander stakeholders in Council plans and policies 	January 2020	EM Communications, Culture & Events	CDOD Manager, Communications & Engagement



Action	Deliverable	Timeline	Responsibility	Supported By
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Work with our Communications team to develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	November 2019	EM Communications, Culture & Events	CDOD
	Promote reconciliation through ongoing active engagement with all stakeholders through internal promotions on Yammer and intranet.	November 2019 November 2020	EM Community Programs	CDOD
	Include an overview of the RAP as part of all employee and councillor induction processes.	November 2019 November 2020	EM Human Resources, Risk & Safety	CDOD
	Ensure copies of the RAP are displayed on Councils website and hard copies available to the public on request.	November 2019 November 2020	Manager, Communications & Engagement	CDOD
5. Promote reconciliation in schools and early learning services	Support early education and care services to successfully implement their Narragunnawali RAP goals.	November 2019 November 2020	Manager, Children's Services	Early Child Education and Care CDOD
	Encourage local schools and early learning centres to develop a RAP through the Narragunnawali program.	NRW May 2020 May 2021	CDOD	



Action	Deliverable	Timeline	Responsibility	Supported By
6. Continue as an active partner and financial contributor of the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF)	Plan and deliver the annual Pauline McLeod awards for reconciliation and any other National Reconciliation Week activities.	NRW May 2020 May 2021	EM Community Programs	CDOD
	Provide support for the ERLGATSIF coordinator as required to build the capacity of the forum activities.	January 2020	EM Community Programs	CDOD ERLGATSIF
7. Promote positive race relations through anti-discrimination strategies	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2021	EM Human Resources, Risk & Safety	CDOD
	Develop, implement and communicate an anti-discrimination policy for our organisation.	February 2021	EM Human Resources, Risk & Safety	CDOD
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2020	EM Community Programs	CDOD
	Educate senior leaders on the effects of racism.	February 2021	EM Human Resources, Risk & Safety	CDOD

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.

Action	Deliverable	Timeline	Responsibility	Supported By
1. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Review, update & 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).	June 2020	EM Human Resources, Risk & Safety	CDOD RWG
	Provide appropriate opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training.	February 2020 February 2021	EM Human Resources, Risk & Safety	CDOD RWG

Action	Deliverable	Timeline	Responsibility	Supported By
1. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	June 2020	EM Human Resources, Risk & Safety	CDOD
	Source and provide information to staff about cultural immersion and intercultural exchange opportunities.	July 2020	EM Human Resources, Risk & Safety	CDOD RWG
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	Refine, and communicate Council's cultural protocols for Welcome to Country and Acknowledgement of Country.	May 2020	EM Community Programs	CDOD Senior Leadership Team (SLT) Manager, Communications & Engagement
	Invite a Traditional Owner to provide a Welcome to Country at all Council significant events, including National Reconciliation Week, NAIDOC Week and Citizenship ceremonies.	November 2019 November 2021	Director Customer Service and Organisation Improvement	La Perouse Local Area Land Council (LPLALC) CDOD SLT
	Include an Acknowledgement of Country at the commencement of all important internal meetings.	November 2019 November 2021	General Manager	Manager, Communications & Engagement



Action	Deliverable	Timeline	Responsibility	Supported By
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	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	November 2019	EM Community Programs	CDOD LPLALC
	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.	February 2021	EM Communications, Culture & Events EM Property & Facilities EM Infrastructure Services	Manager, Communications & Engagement EM Community Programs LPLALC
	Review, implement and promote flag protocols.	December 2019	EM Property & Facilities	EM Community Programs
3. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week	Review HR policies and procedures to; Promote staff participation in NAIDOC Week.	June 2020, 2021	EM Human Resources, Risk & Safety	Manager, Communications & Engagement
	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.	July 2020, 2021	EM Human Resources, Risk & Safety	EM Community Programs RWG

Action	Deliverable	Timeline	Responsibility	Supported By
4. Support Aboriginal and Torres Strait Islander advocacy campaigns and resource responses to Council motions on those which relate to Aboriginal and Torres Strait Islander peoples and communities	Explore Council support of Indigenous Constitutional Recognition and Council endorsement of the Uluru Statement from The Heart 2017.	July 2020	EM Community Programs	CDOD SLT
	Seek resources to respond, research and report to Council Motions which relate to Aboriginal and Torres Strait Islander peoples.	November 2019, November 2021	EM Community Programs	ERLGATSIF CDOD RWG
	Review the Waverley Aboriginal Cultural Heritage Study report (2009) including recommendations.	July 2020	Manager, Urban Planning, Policy & Strategy	EM Community Programs LPLALC





Opportunities

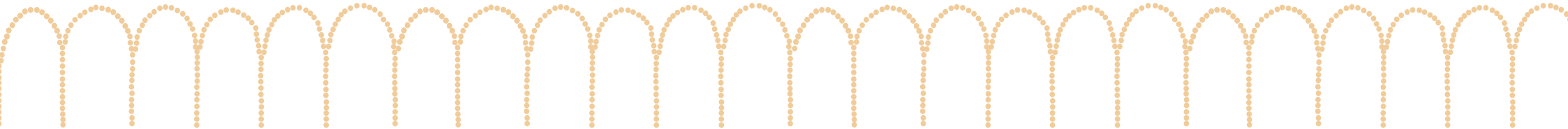
Social Justice principles of access, equity, participation and rights underpin all Local Government services and operations. We endeavour to create and explore economic, employment, social and recreational opportunities for Aboriginal and Torres Strait Islander peoples to improve individual prospects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

Action	Deliverable	Timeline	Responsibility	Supported By
1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	June 2020 June 2021	EM Human Resources, Risk & Safety	EM Community Programs
	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy.	June 2021	EM Human Resources, Risk & Safety	EM Community Programs Manager, Communications & Engagement
	Engage with current Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	November 2019	EM Human Resources, Risk & Safety	EM Community Programs Manager, Communications & Engagement

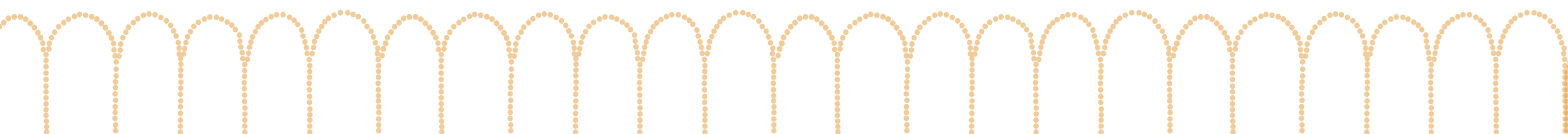
Action	Deliverable	Timeline	Responsibility	Supported By
1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	Advertise all vacancies in Aboriginal and Torres Strait Islander media.	December 2019	EM Human Resources, Risk & Safety	Manager, Communications & Engagement
	Review the use of Koori media and publications for Council staff to use for engagement and promotion purposes.	December 2019	Manager, Communications & Engagement	EM Human Resources, Risk & Safety
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	June 2020	EM Human Resources, Risk & Safety	Manager, Communications & Engagement
	Manage and support the Elsa Dixon Trainees to the completion of their studies and provide peer support, training and development opportunities.	November 2019, December 2020	Manager Community Planning and Partnerships	EM Human Resources, Risk & Safety
	Develop a business case to create an identified Indigenous position within Council.	June 2020	RAP Chair	CDOD RWG



Action	Deliverable	Timeline	Responsibility	Supported By
2. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	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.	November 2019	Chief Financial Officer	EM Human Resources, Risk & Safety
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	June 2020	Chief Financial Officer	CDOD
	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	November 2019, 2020	Chief Financial Officer	EM Community Programs
	Investigate Supply Nation membership.	July 2020	CDOD	EM Community Programs Chief Financial Officer



Action	Deliverable	Timeline	Responsibility	Supported By
3. Explore opportunities to promote and learn more about Aboriginal and Torres Strait Islander cultures and build the capacity of our local area.	Explore a 'Sister City Program' with an LGA with high numbers of Aboriginal and Torres Strait Islander peoples.	July 2020	EM Community Programs	RWG General Managers Unit
	Scope options and potential for a Totem Pole project.	July 2020	EM Community Programs	CDOD EM Communications, Culture & Events Service Manager, Open Space & Recreation Cultural Advisors
	Scope potential for an Aboriginal meeting place or keeping place in Waverley.	July 2020	EM Community Programs	CDOD EM Communications, Culture & Events Service Manager, Open Space & Recreation Cultural Advisors
	Scope options and potential for culturally significant community projects through engaging the local community.	July 2020	EM Community Programs	CDOD Manager, Cultural Programs
	Explore Council support for 'healing programs'.	July 2020	EM Community Programs	Manager, Cultural Programs CDOD EM Communications, Culture & Events Service Manager, Open Space & Recreation Cultural Advisors





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.

Action	Deliverable	Timeline	Responsibility	Supported By
1. Report RAP achievements, challenges and learnings to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 September 2020, 2021	EM Community Programs	CDOD
	Investigate participating in the RAP Barometer.	May 2020	EM Community Programs	CDOD RWG
2. Report RAP achievements, challenges and learnings internally and externally	Publicly report our RAP achievements, challenges and learnings.	July 2020, 2021	EM Community Programs	RWG
	Report to Council annually on RAP progress.	November 2019,2020	EM Community Programs	RWG CDOD
	Include RAP reporting in end of elected term report.	August 2020	CDCO	Coordinator, Corporate Planning and Reporting
3. Review, refresh and update RAP	Liase with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	January 2021	EM Community Programs	CDOD
	Send draft RAP to Reconciliation Australia for review and feedback.	February 2021	EM Community Programs	CDOD
	Submit draft RAP to Reconciliation Australia for formal endorsement.	July 2021	EM Community Programs	CDOD

“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

www.reconciliation.org.au

Contact details for RAP enquiries

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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.



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