

# **Innovate** Reconciliation Action Plan

October 2020 – October 2022



# Acknowledgement of Traditional Owners

Unitywater acknowledges the Traditional Owners of the lands on which we operate – the Jinibara, Kabi Kabi and Turrbal people. We recognise their significant contributions to the conservation of our environment and their deep connection to the land and waters.

We pay respect to their Elders, past, present and emerging, and acknowledge the important role all Aboriginal and Torres Strait Islander peoples continue to play within our communities.



# Message from our CEO

I am proud to present Unitywater's second Reconciliation Action Plan (RAP). The Innovate RAP demonstrates our ongoing commitment to leading positive change and building stronger relationships with Aboriginal and Torres Strait Islander peoples. This year we build on what we have achieved already and recognise it is an important milestone in our reconciliation journey.

In 2020 Unitywater celebrated our tenth birthday and it is timely to reflect on how our organisation has matured in its approach to meaningful partnerships. We have established an ongoing commitment to reconciliation – providing opportunities, celebrating Aboriginal and Torres Strait Islander cultures and collaborating on initiatives. Protecting and supporting the cultures of Traditional Owners is essential to address the inequalities experienced by the Aboriginal and Torres Strait Islander peoples of our region.

The Innovate RAP helps us to contribute to a healthy community built on respect. It signals our continued support and expands on the commitments and actions we formalised in our Reflect RAP. Unitywater's purpose is keeping our communities healthy and our strategic goal is to create better outcomes for our customers, community and people. The actions contained within our Innovate RAP contribute to achieving our purpose and our strategic goal.

I look forward to taking the next steps to build on our established partnerships, strengthening cultural awareness within Unitywater and continuing to provide opportunities for Aboriginal and Torres Strait Islander peoples.

**George Theo** CEO Unitywater



# Our vision for reconciliation

Unitywater's vision for reconciliation is for all Aboriginal and Torres Strait Islander Australians to be acknowledged, respected and celebrated for their contributions to the environment, water and the community.

We are committed to leading positive change in our region, making a meaningful difference for a diverse and inclusive future.

Our RAP is our formal commitment to reconciliation and to building stronger relationships with Aboriginal and Torres Strait Islander peoples.

Unitywater is committed to keeping our communities healthy.

#### Through this commitment we aim to:

• Build respect and trusting relationships by engaging with local Aboriginal and Torres Strait Islander peoples including team members, Traditional Owners, individuals, community groups and businesses

- Support education and employment prospects for Aboriginal and Torres Strait Islander peoples, both within Unitywater and the region we operate in
- Explore opportunities to help Aboriginal and Torres Strait Islander businesses grow and strengthen by increasing access to our service contracts
- Actively support initiatives and programs that will increase capability and capacity of Aboriginal and Torres Strait Islander businesses
- Engage with Traditional Owner groups and Aboriginal and Torres Islander peoples in projects and activities relating to total water cycle planning.



## **Our business**

Unitywater's purpose is keeping our communities healthy. We do this by providing safe, reliable, 24/7 water and sewerage services to Moreton Bay, Sunshine Coast and Noosa local government regions.

Our vision is to be a sustainable water and sewerage service provider that creates value for our customers and returns value to our stakeholders. Our strategic goal is to create better outcomes for our customers, community and people.

Our service area stretches from Cooroy in the north to Samford in the south and from Bribie Island in the east to Kenilworth in the west. This area is the traditional lands of the Kabi Kabi, Jinibara and Turrbal peoples. The region is also home to Aboriginal and Torres Strait Islander peoples from other parts of Australia.

#### Our values are core to every decision we make:

- **Reliability:** We mean and do what we say: consistently, professionally and in a timely manner
- Safety: We think, walk and talk safety every day, and have the systems and processes in place to protect us, our customers, the community and the environment

- Honesty and Integrity: The work we do is always and only in the best interests of our customers, stakeholders, community and the environment
- Efficiency: We don't waste time, money or effort because we have the right people in the right place getting it right the first time
- One Team: No one succeeds at the expense or exclusion of others and we are proud of our collective success
- Innovation: We seek new ways of doing things better.

As at June 2020 Unitywater employs 702 people who work across four main office locations in Maroochydore, Caboolture and Morayfield and 17 sewage treatment plants throughout our service area. The number of Aboriginal and/or Torres Strait Islander employees is not currently known.

Unitywater is committed to creating an inclusive workplace that embraces individuality and where team members feel that they truly belong. The implementation of this RAP strengthens our commitment to diversity and inclusion as we work towards improving representation of Aboriginal and Torres Strait Islander peoples in our teams.



# **Our Reconciliation Action Plan**

Unitywater aims to develop and influence cultural awareness and to make meaningful impacts to the lives of Aboriginal and Torres Strait Islander peoples in our community.

In early 2017, Unitywater's Chief Executive Officer endorsed the development of Unitywater's first RAP to increase the focus of our diversity and inclusion program to Aboriginal and Torres Strait Islander peoples. From here the RAP Working Group was formed by a group of volunteers from across the organisation committed to creating, actioning and championing Unitywater's reconciliation commitments. The group is sponsored and championed internally by our Executive Manager Customer Delivery, with support from our Chief Executive Officer and Board.

The implementation of actions and deliverables identified in the Innovate RAP will be led by the RAP Working Group, in collaboration with relevant business areas. All Unitywater team members had the opportunity to nominate and participate in our RAP Working Group which has representatives from across the organisation and includes five team members who identify as Aboriginal and Torres Strait Islander.

#### Working Group Members:

- Executive Manager Customer Service (RAP Sponsor)
- Environmental Advisor
- Strategic Procurement Advisor
- Treatment Plant Assistant Operator
- Community Engagement Lead
- Innovation and Research Specialist
- · Area Managers (multiple)
- Water Industry Workers (multiple)
- Talent Acquisition Lead (multiple)
- Electrical Apprentice
- Quality and Systems Advisor
- People Experience Lead
- People Programs Partner

## **Our journey**

#### 2015

Partnered with the Bunya Bunya Country Aboriginal Corporation to preserve our region's Aboriginal history and protect the vulnerable Water Mouse, living in our waterways, from extinction

#### 2016

Celebrated NAIDOC Week with dreaming stories and music by Aboriginal performers, a children's art competition and Acknowledgement of Country spoken on commencement of the Leadership Forum





- Celebrated NAIDOC Week with local Kabi Kabi man Kerry Neill performing at our sites and a children's art competition
- Nov 2017 Commenced Aboriginal and Torres Strait Islander Work Experience program and hosted two Year 12 students from Morayfield State High School



## 2018

- Attended a workshop with Gilimbaa, a Supply Nations approved business, who designed our Cultural Spring motif
- May 2018 Launched our Reflect RAP at Duck Holes Creek in Caloundra with Traditional Owners, local Aboriginal and Torres Strait Islander peoples, community and team members
- Developed and installed meeting room plaques explaining the Aboriginal and Torres Strait Islander cultural heritage of local waterways
- Delivered face to face cultural awareness training to our people with Aboriginal owned and operated business BlackCard
- Engagement of four Aboriginal and Torres Strait Islander Water Industry Worker trainees
- Support provided to the remote community of Mornington Island as trusted partner
- Sponsored the Bunya Bunya Country Aboriginal Corporation to support the conservation of the pandanus tree
- Celebrated NAIDOC Week with a bush food workshop facilitated by Aboriginal and Torres Strait Islander chef and teacher Dale Chapman

- Feb 2019 Shared a cultural story telling and bush food experience with partners from the Indonesian-Australian Water Utility Improvement Program at the TribalLink Education Centre on the Sunshine Coast
- Acknowledged National Reconciliation Week with a bush tucker morning tea and celebration of Aboriginal and Torres Strait culture with Kerry Jones, Kabi Kabi Traditional Owner and owner and director of the Bunya Bunya Country Aboriginal Corporation.
- Celebrated NAIDOC Week by raising awareness, participating in local community activities, and inviting expressions of interest for the RAP Innovate Working Group
- Bursaries offered to support local Aboriginal Torres Strait Islander high school students
- Continued commitment to providing employment opportunities to Aboriginal and Torres Strait Islander people through the Water Industry Worker career program, with an additional four young people employed in pathway positions
- Continuing the trusted partner support of the community of Mornington Island through the construction of a new ocean outfall and planning for expansion of the dam and water treatment facility
- Continued to engage with Traditional Owners for new infrastructure to understand Cultural Heritage
- Initiated a grounds maintenance contract with a local Aboriginal and Torres Strait Islander company Gondwana Landscaping who were engaged by our facilities contractor Sodexo
- Commenced planning for Total Water Cycle approach in Sunshine Coast and Noosa regions in consultation with Traditional Owners
- Commenced planning and development for the Blue Heart partnership with Sunshine Coast Regional Council, Department of Environment and Science and Traditional Owners to protect over 5,000 hectares of land within the Maroochy River Catchment

# **Celebrating culture**

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#### Caloundra pump station artwork and rehabilitation works

A new pump station at Duck Holes Creek in Caloundra was given a bright and contemporary facelift through a highly creative and collaborative community artwork process involving local Aboriginal emerging artists.

The cultural heritage of Duck Holes Creek is significant as it was one of the last functioning Aboriginal camps on the Sunshine Coast, operating in the early to mid-1900s. During World War II, most Aboriginal residents of Bribie Island and Pumicestone Passage were restricted to the Duck Holes Creek area to enable the US forces to fully occupy the island.

Local artist Bianca Beetson and Brightsiders were commissioned to work with members of the Kabi Kabi community to design and paint the public artwork.

The community artwork project was one of a number of initiatives outlined in our Reflect RAP, formalising our commitment to providing opportunities for Aboriginal and Torres Strait Islander peoples and celebrating their culture in the areas where we operate.

The artwork process was as much about working with the local Aboriginal and Torres Strait Islander community as it was about improving the appearance of an important visible asset. The design reflects the ancient and sacred connection of Aboriginal and Torres Strait Islander peoples to the Duck Holes Creek area and the wider Sunshine Coast region.

The mullet painted on the roadside wall of the pump station portrays mullet-running that took place in these coastal waterways thousands of years ago, with the darker tones reflecting the use of nets. Traditionally the Kabi Kabi people used x-ray depictions of animals in their art.

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# Capturing stories of our region

#### Meeting room plaque project

Unitywater worked with our local Traditional Owners, the Kabi Kabi and Jinibara People, to capture the history and stories of each name given to 35 meeting rooms across our offices.

Most of the rooms are named after rivers and creeks in Unitywater's service area, however others are named after people, places or birds. Each plaque tells the history or meaning of the name from the perspective of the Traditional Owners. They are important stories that are reminders and celebrations of the Traditional Owners' history and connection to our waterways and land.

## **Conserving our environment**

#### Pandanus sponsorship – Bunya Bunya Country Aboriginal Corporation

The Pandanus plant (Pandanus tectorius), a familiar sight on the surf beaches and rocky headlands of the Sunshine Coast, is culturally significant to the Kabi Kabi Traditional Owners. This valuable and useful plant of the coastal littoral rainforest provided fibre for weavings such as mats and baskets, and shelter for people when fishing or food gathering. As part of caring for their natural and cultural heritage, the Kabi Kabi Traditional Owners seek to look after the Pandanus and support its conservation.

The past two decades have seen many Pandanus trees suffer dieback after the introduction of the north Queensland leafhopper, to which local species have no resistance.

Sponsorship from Unitywater, together with in-kind assistance from Sunshine Coast Council, Coolum and North Shore Coast Care and Healthy Land and Water, has provided resources for monitoring of the Pandanus, which continues recent local community efforts. Activities such as leaf stripping of Pandanus infested with the introduced leaf-hopper, translocation of the predatory wasp to assist with biological control, and direct seeding, are helping to prevent the local Pandanus populations becoming further diminished.



## **Cultural Spring: Our RAP motif**

'Cultural Spring' is the motif for Unitywater's RAP. It represents a thriving spring of knowledge within Unitywater and how surrounding groups (Unitywater, community, stakeholders) learn and grow from this rippling effect.

The motif artwork reflects how a RAP can have a continuous flow-on effect to all those who engage with the action plan. The reconciliation journey for Unitywater is supported through a deep understanding of respect and knowledge, bringing people together to create a stronger and more unified culture each day. Cultural Spring reflects and evolves the idea of a waterhole and meeting place symbol. It captures the essence that the land around a waterhole has always been a gathering place to share and exchange knowledge.

Through depth of colour, Cultural Spring delves into the strong connection between water and land, representing fresh water and salt water meeting the land.

Cultural Spring reflects on Unitywater's sophisticated and contemporary vision as one of the leading businesses in the water industry.

We are proud to have worked with Gilimbaa creative agency who designed our motif and this Reconciliation Action Plan.

Unitywater's purpose is keeping our communities healthy. This is our core business, and it goes beyond providing safe, reliable, 24/7 water and sewerage services. We understand that a healthy community is one where lives are enriched socially. This is why Unitywater is committed to building trusting and respectful relationships with Aboriginal and Torres Strait Islander peoples in our service region. We believe that development of open and honest relationships will enable us to make positive and meaningful contributions to the community we serve and help us shape our business for the future.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>	December 2020	Manager Community & Stakeholder
	<ul> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	December 2020	Manager Organisational Development
	<ul> <li>Provide opportunities for Unitywater team members to volunteer with local Aboriginal and Torres Strait Islander community organisations through our uVolunteer program.</li> </ul>	October 2022	Community Engagement Lead
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our people.</li> </ul>	May 2021 May 2022	Corporate Communications Lead
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2021 27 May - 3 June 2022	Executive Manager Customer Delivery
	<ul> <li>Encourage and support our people to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May - 3 June 2021 27 May - 3 June 2022	Executive Manager Customer Delivery
	Organise at least one NRW event each year.	27 May - 3 June 2021 27 May - 3 June 2022	People Experience Lead
	<ul> <li>Register all our NRW events on Reconciliation Australia's NRW website.</li> </ul>	April 2021 April 2022	People Experience Lead



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	RAP Working Group to Implement strategies to engage our people in reconciliation.	July 2021	People Experience Lead
	Communicate our commitment to reconciliation publicly.	October 2022	Manager Community & Stakeholder
	<ul> <li>Explore opportunities to positively influence our suppliers and contractors to drive reconciliation outcomes.</li> </ul>	February 2022	Manager Procurement
	Explore opportunities to contribute to and influence reconciliation     outcomes within the Australian water industry.	November 2021	People Experience Lead
	<ul> <li>Explore opportunities to work with other RAP organisations in our region on a collaborative approach towards reconciliation, including the delivery of initiatives that provide positive outcomes for the communities we work in.</li> </ul>	July 2021	People Programs Partner
	Maintain membership on the Sunshine Coast RAP Accord group.	October 2022	Community & Engagement Lead
<ol> <li>Promote positive race relations through anti-discrimination strategies.</li> </ol>	<ul> <li>Conduct a review of human resource (HR) policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	September 2021	Manager Organisational Development
	<ul> <li>Review Unitywater's existing policies that address discrimination, and to ensure all our people are aware of our strategies.</li> </ul>	September 2021	Manager Organisational Development
	<ul> <li>Engage with Aboriginal and Torres Strait Islander team members and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> </ul>	September 2021	Manager Organisational Development
	<ul> <li>Continue to educate senior leaders and Unitywater employees on the effects of racism through existing learning and development.</li> </ul>	June 2022	Learning & Development Lead





Unitywater embraces cultural diversity and seeks to understand and respect Aboriginal and Torres Strait Islander peoples and cultures. We acknowledge the need to gain a greater understanding of Aboriginal and Torres Strait Islander culture so that we can develop relationships in our local community and provide meaningful opportunities for Aboriginal and Torres Strait Islander peoples. Through the implementation of our RAP, we aim to share information, generate awareness and celebrate Aboriginal and Torres Strait Islander events, cultures and history.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	June 2021	Learning & Development Lead
	<ul> <li>Develop, implement and communicate a cultural learning strategy in consultation with Traditional Owners and/or Aboriginal and Torres Strait Islander advisors.</li> </ul>	September 2021	Learning & Development Lead
	<ul> <li>Provide opportunities for RAP Working Group members, HR managers and leaders to participate in formal and structured cultural learning.</li> </ul>	July 2022	Learning & Development Lead
	<ul> <li>Investigate the procurement of an online cultural awareness training package for our people.</li> </ul>	June 2021	Learning & Development Lead
	<ul> <li>Investigate opportunities for our people to participate in cultural learning experiences delivered by local Aboriginal and Torres Strait Islander businesses within our operating region.</li> </ul>	September 2021	Learning & Development Lead
	<ul> <li>Identify geographical areas of cultural significance and collaborate on opportunities to recognise and share culture and history for our people and our community.</li> </ul>	December 2021	Executive Manager Sustainable Infrastructure Solutions
<ol> <li>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</li> </ol>	<ul> <li>Increase our team's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	July 2021	Manager Organisational Development

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait	<ul> <li>Review existing cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	July 2021	Manager Organisational Development
Islander peoples by observing cultural protocols.	Develop and maintain a contact list of Traditional Owners for Welcome to Country.	December 2020	Manager Organisational Development
	Invite a local Traditional Owner to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	October 2022	Manager Organisational Development
	<ul> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	October 2022	Manager Organisational Development
	<ul> <li>Develop understanding of areas of cultural significance to our Traditional Owners.</li> <li>Based on this understanding, develop and implement appropriate cultural protocols and processes to acknowledge, respect and protect these areas.</li> </ul>	June 2021	Executive Manager Sustainable Infrastructure Solutions
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	November 2020 July 2021, 2022	People Experience Lead
	<ul> <li>Review HR policies and procedures to remove barriers to team members participating in NAIDOC Week.</li> </ul>	May 2021	Manager Organisational Development
	Promote and encourage participation in external NAIDOC events to all team members.	November 2020 July 2021, 2022	Executive Manager Customer Delivery
	<ul> <li>Promote the significance of NAIDOC Week internally to team members through available communication channels.</li> </ul>	November 2020 July 2021, 2022	Executive Manager Customer Delivery

Opportunities

Unitywater understands that some barriers do exist for Aboriginal and Torres Strait Islander peoples, and we are committed to providing opportunities for employment and for business. We are proud to share our expertise in water and sewerage services to contribute to improving the health and wellbeing of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes within Unitywater by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul> <li>Build understanding of current Aboriginal and Torres Strait Islander participation to inform future employment and professional development opportunities.</li> </ul>	June 2021	Manager Organisational Development
	<ul> <li>Develop and implement an Aboriginal and Torres Strait Islander employment, retention and professional development strategy.</li> </ul>	June 2021	Manager Organisational Development
	<ul> <li>Engage with Aboriginal and Torres Strait Islander team members to consult on the strategy.</li> </ul>	June 2021	Manager Organisational Development
	<ul> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	June 2021	Talent Acquisition Lead
	<ul> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	June 2021	Talent Acquisition Lead
	Increase the percentage of Aboriginal and Torres Strait     Islander peoples employed in our workforce.	April 2022	Executive Manager People, Culture & Safety
10. Support education and employment prospects for Aboriginal and Torres Strait Islander students	<ul> <li>Build and maintain relationships with universities and participate in activities that promote employment opportunities within Unitywater in line with our engagement and employment strategy.</li> </ul>	July 2021	Manager Organisational Development
within our region.	<ul> <li>Contribute to the delivery of programs that positively impact education outcomes for Aboriginal and Torres Strait Islander students in our region.</li> </ul>	June 2022	Manager Organisational Development
	<ul> <li>Continue providing employment and work experience opportunities at Unitywater for Aboriginal and Torres Strait Islander students.</li> </ul>	July 2022	Manager Organisational Development

Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2021	Manager Procurement
Torres Strait Islander supplier diversity to support improved	Investigate Supply Nation membership.	June 2021	Manager Procurement
economic and social outcomes.	<ul> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	December 2021	Manager Procurement
	<ul> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	December 2021	Manager Procurement
	<ul> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	July 2022	Manager Procurement
	<ul> <li>Encourage and promote attendance of Unitywater team members at events which promote engagement and networking with local Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	June 2021	Manager Procurement
	<ul> <li>Explore opportunities through our procurement team for increasing the accessibility of our service contracts to Aboriginal and Torres Strait Islander businesses.</li> </ul>	June 2021	Manager Procurement
	<ul> <li>Investigate a streamlined procurement process to sole source Aboriginal and Torres Strait Islander businesses for work to be completed on land of cultural significance.</li> </ul>	December 2021	Manager Procurement
<ol> <li>Support the development of Aboriginal and Torres Strait Islander businesses.</li> </ol>	<ul> <li>Provide support and guidance to existing and emerging local Aboriginal and Torres Strait Islander business owners to help strengthen and grow their businesses.</li> </ul>	December 2021	Business Development Manager
Isianuel pusifiesses.	<ul> <li>Continue the provision of technical support and mentoring for improved water and sewerage services to the remote Aboriginal and Torres Strait Islander community of Mornington Island.</li> </ul>	October 2022	Executive Manager Customer Delivery
13. Engage with Aboriginal and Torres Islander peoples in total water cycle planning and infrastructure development.	<ul> <li>Review how Unitywater engages with Traditional Owners to encourage discussion, collaboration, and to share views on the management of water and wastewater.</li> </ul>	December 2020	Executive Manager - Sustainable Infrastructure Solutions
	<ul> <li>Explore the development of guiding principles that support the engagement of Traditional Owner groups on Unitywater projects.</li> </ul>	December 2020	Executive Manager - Sustainable Infrastructure Solutions

Action	Deliverable	Timeline	Responsibility
14. Establish and maintain an effective RAP Working group	<ul> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	October 2022	Executive Manager Customer Deliver
(RWG) to drive governance of the RAP.	Establish and apply a Terms of Reference for the RWG.	October 2020	People Programs Partner
	Meet at least four times per year to drive and monitor RAP implementation.	July, Oct 2020 Jan, Apr, Jul, Oct 2021 Jan, July 2022	People Programs Partner
	<ul> <li>Invite local Aboriginal and Torres Strait Islander peoples to attend and contribute to RAP Working Group meetings.</li> </ul>	July 2022	People Programs Partner
15. Provide appropriate support for effective implementation o	Define resource needs for RAP implementation.	December 2020	Executive Manager People, Culture & Safety
RAP commitments.	<ul> <li>Engage our senior leaders and other team members in the delivery of RAP commitments.</li> </ul>	October 2022	Executive Manager People, Culture & Safety
	<ul> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	December 2020	Manager Organisational Development
	<ul> <li>Maintain an internal RAP Champion from senior management.</li> </ul>	October 2022	Chief Executive Officer
<ol> <li>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</li> </ol>		September 2021 September 2022	People Experience Lead
	<ul> <li>Report RAP progress to all our people, including senior leaders, quarterly following Working Group meetings.</li> </ul>	Oct 2020 Jan, Apr, Jul, Oct 2021 Jan, Apr 2022	People Experience Lead
	<ul> <li>Report our RAP achievements, challenges and learnings, annually to our Board and external stakeholders.</li> </ul>	July 2021 July 2022	Executive Manager People, Culture & Safety
	<ul> <li>Investigate participating in Reconciliation Australia's biannual Workplace RAP Barometer.</li> </ul>	May 2022	Manager Organisational Development
<ol> <li>Continue our reconciliation journey by developing our next RAP.</li> </ol>	<ul> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	April 2022	Executive Manager People, Culture & Safety

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# Contact details for public enquiries about our RAP:

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