

HUNTER WATER
INNOVATE RECONCILIATION ACTION PLAN
July 2022 - June 2024



ABOUT THE ARTWORK

Mariin Kaling - All For Water

This highly textured artwork celebrates our shared natural resource of water and Hunter Water's vision to work together across communities, to enhance a love of water, and invite all to participate in custodianship of this precious and valuable resource.

The evolution of the colour palette from blue in the initial RAP artwork to green represents Hunter Water's progress on its RAP journey.

A large gathering circle sits at the very centre of the design, highlighting a love of water and the water cycle. Encircled by the traditional symbol for water, three water holes are each made up of three inner circles and embraced by people symbols. The imagery holds significant meaning of inclusiveness, joining together in respectful relationships, partnership and as one team, as we plan for the sustainable use of water, regeneration and caring for country both now and into the future.

The three waterholes within this central design hold a threefold meaning across key focus areas:

// It depicts the three key RAP areas being Relationships, Respect and Opportunities

// The care of water across time:

Past
Gaining insight and wisdom from traditional practices and our history

Present
Invitation to collaborate, have a voice and bring ideas forward

Future
Creating sustainability for future generations

// Community input through Youth Programs, Learning and Your Voice

The traditional people symbols embracing each of the waterholes highlight that it is about people and being inclusive of all in this journey, while four waterways flowing horizontally across the canvas highlight this journey from the history of water and into the future. This imagery also depicts the four service delivery areas of Hunter Water: drinking water; wastewater; recycled water; and storm water; and relates to all of our waterways including natural springs, dams, wetlands, rivers and oceans.

Five gathering circles interwoven within the artwork backdrop highlight Hunter Water's footprint on country through representation of tribal groups located across Hunter Water's operations, being Awabakal, Geawegal, Darkinjung, Wonaruah and Worimi peoples. In addition, these symbols also reflect Hunter Water's five values of Trust, Wellbeing, Leading, Learning, and Inclusion.

Waterhole imagery on either side of the central image shows working together around a shared vision across all areas of water management. This is also reflective of the history of Newcastle through depicting two of our water history icons in the temporary pumping station on the Hunter River at Oakhampton and Newcastle No. 1 Reservoir on Tyrrell Street. The artwork backdrop reflects our local country and water through colour palette and design. These invaluable resources invite a reconnection back to nature and undergird Hunter Water's commitment to building better relationships and closing the gap through reconciliation.



THE ARTIST

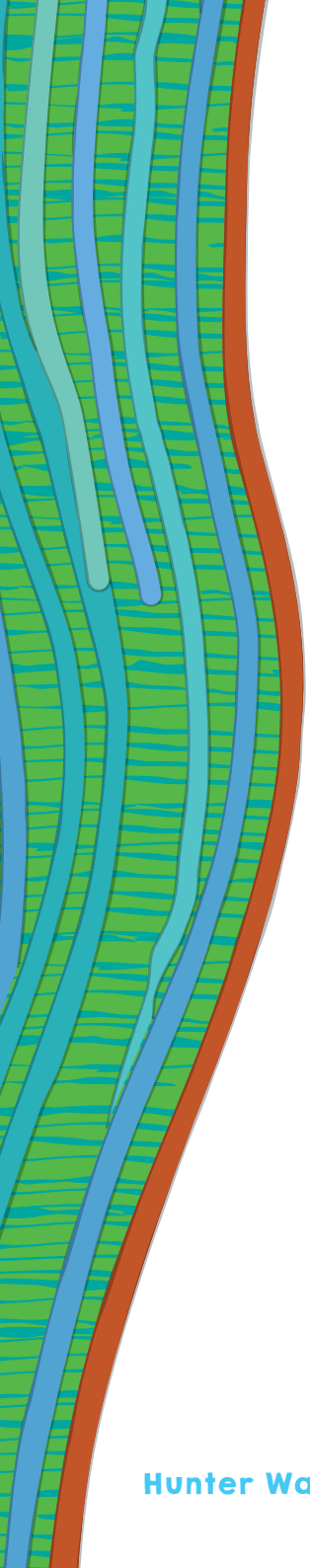
Saretta Fielding, is an award-winning Aboriginal artist of the Wonaruah and Awabakal Nations located in the Hunter Valley, New South Wales.



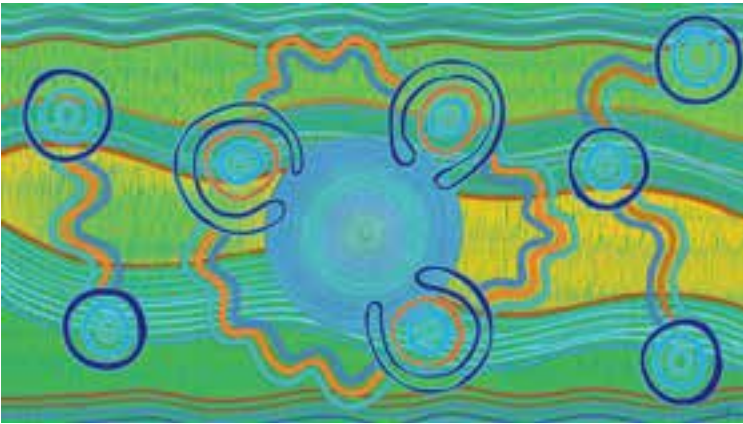
THE GRAPHIC DESIGNER

Jasmine Miikika Craciun is a proud Barkindji, Malyangapa woman who's grown up in Newcastle. For the last three years she has been a freelancing graphic designer and multi-media artist. With a focus on connection to place, Jasmine's work explores the relationship she and her family holds with the land, cities and towns they call home.

Jasmine has taken Saretta's beautiful artwork and the RAP content and designed a highly contemporary, engaging and alluring final document for presentation to our people and communities.



ACKNOWLEDGEMENT OF COUNTRY



Hunter Water operates across the Traditional Countries of the Awabakal, Darkinjung, Wonaruah, Worimi and Geawegal peoples. We recognise and respect their cultural heritage, beliefs and continuing relationship with the land and waters, and that they are the proud survivors of more than two hundred years of dispossession. We pay respects to their Elders, past, present and emerging.

ARTWORK
Marliin Kaling - All for Water
Saretta Fielding



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MESSAGE FROM OUR CHAIRMAN AND MANAGING DIRECTOR

We are proud to present Hunter Water’s 2022-2024 Innovate Reconciliation Action Plan (RAP). This is our second RAP and it reiterates our commitment to promoting and contributing to reconciliation by imbedding First Nations’ knowledge in caring for our land and water as well as creating improved economic, health and social outcomes for First Nations Australians.

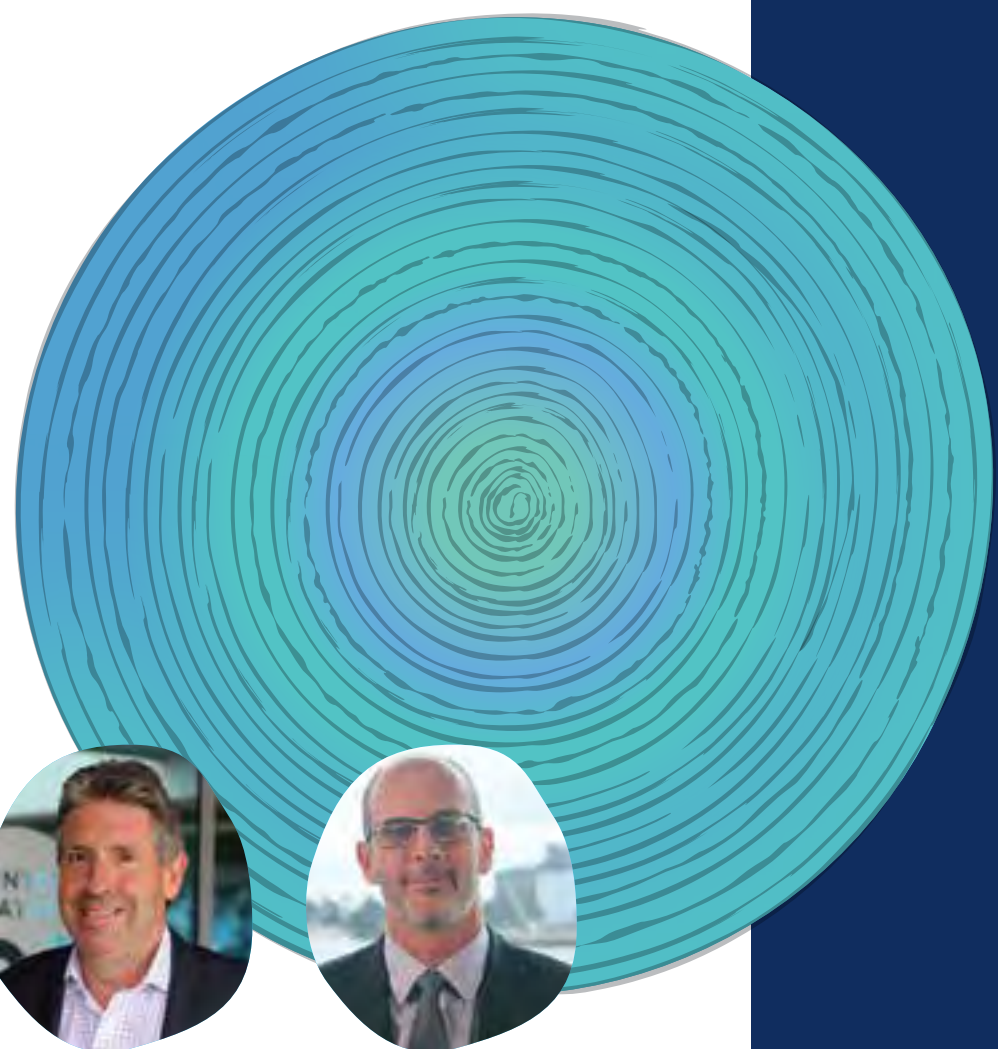
The actions in our Innovate RAP will help us to achieve our purpose of improving and enabling the quality of life for our communities. It will support us in collaborating and sharing knowledge, skills and expertise to build strong relationships with First Nations Australians and communities and assist us to create a culturally safe organisation.

Water is central to life and as the water utility for the Hunter region, our responsibility to protect and manage the waterways in our region is at the core of what we do. We acknowledge that we have much to learn from the Traditional Custodians of the region who cared for the waterways and lands for more than 60,000 years and placed cultural and spiritual values on this precious resource.

We will strive to continue this learning journey and share the knowledge we gain with the wider community through our schools and community education programs and support of local community events including National Reconciliation Week and NAIDOC Week.

We are immensely grateful for this custodianship and for the waterways and land that we share today with First Nations communities. Since implementing our first RAP we have learnt much about the cost of this sharing to First Nations Australians and about the importance in acknowledging past wrongs so we can move forward together. As we implement our Innovate RAP, we will continue to do this.

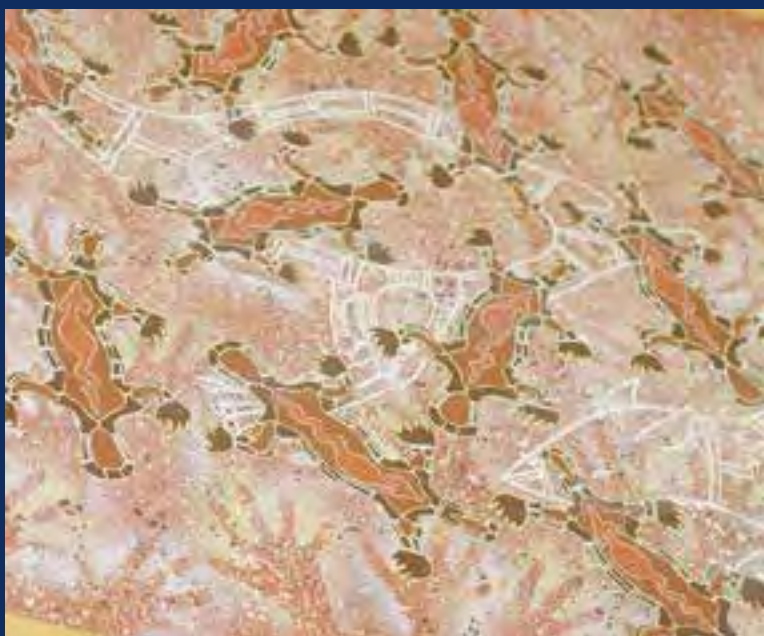
We would like to thank Reconciliation Australia and our local First Nations community members and groups for their support and guidance on this important journey. We would also like to thank our RAP Working Group for their time and dedication in developing the Innovate RAP and our staff who are committed to delivering it.



Greg Martin
Chairman



Darren Cleary
Managing Director



Credit: Artwork courtesy of the Wollotuka Institute of the University of Newcastle and the Awabakal LALC.

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is a truly inclusive and equitable future for First Nations peoples in the communities where we operate, a future where First Nations knowledge is embedded in caring for our country and water.

We will listen and learn from our First Nations peoples, and will incorporate their knowledge into the way we provide water and wastewater services to our region. Through partnership, we will create meaningful change by providing employment, procurement, and community engagement opportunities for First Nations peoples.

OUR RAP WORKING GROUP

Our RAP Working Group was first formed in 2018 to develop and implement our Reflect RAP. The membership was refreshed in early 2021 to assist in the creation and implementation of our Innovate RAP.

First Nations community members have regularly attended our RAP Working Group meetings in the past and will continue to be invited and involved as we implement our next RAP.

Our RAP Working Group is comprised of 1 First Nations staff member and 12 non-Indigenous staff members.

The members of our RAP Working Group are:

Louise McKenzie
Environmental Scientist and Chair of the RAP Working Group



Janita Downes
Team Leader, Customer and Community Engagement



Alexia Galt
Commercial Business Partner - Digital and Developer Services



Matthew Wickens
Group Manager Audit Assurance and Systems



Will Stewart
Systems Administrator



Nick Bates
Engineer



Kerry Brown
Sustainability Lead



Lisa Warren
Snr HR Business Partner, Inclusion & Diversity



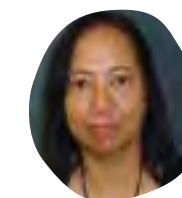
Alicia Fry
Partnerships and Marketing Lead



Justin Watts
Group Manager Asset Solutions



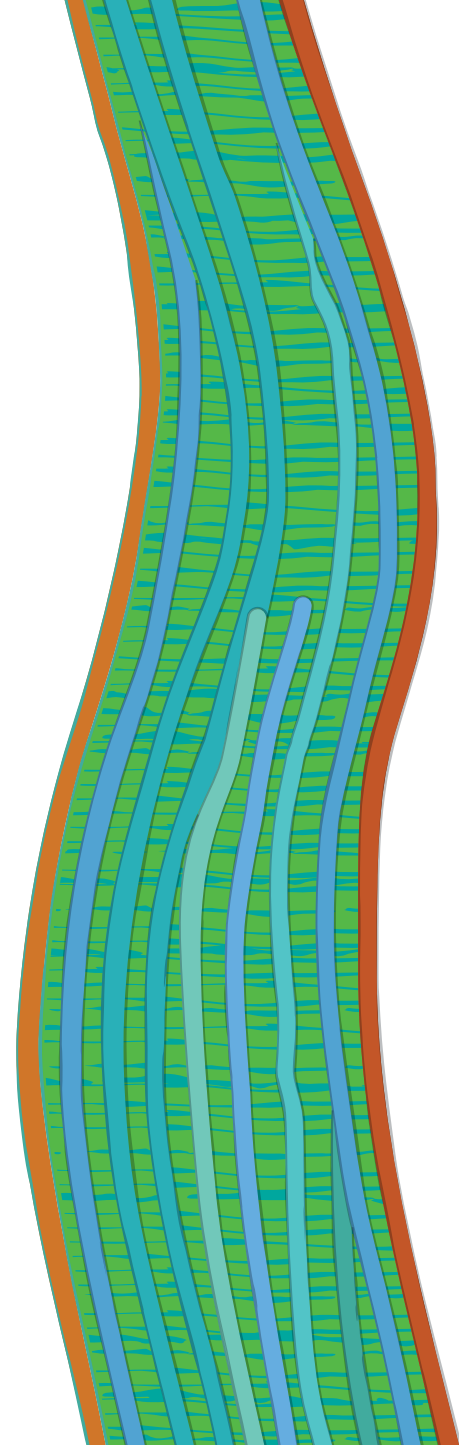
Megan Hickman
Senior HR Business Partner



Rin Erinawati
Senior Water Planning Engineer



Ian Pike
Executive Manager, People and Culture



MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends Hunter Water on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Hunter Water to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Hunter Water will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of *relationships*, *respect*, and *opportunities* emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Hunter Water is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

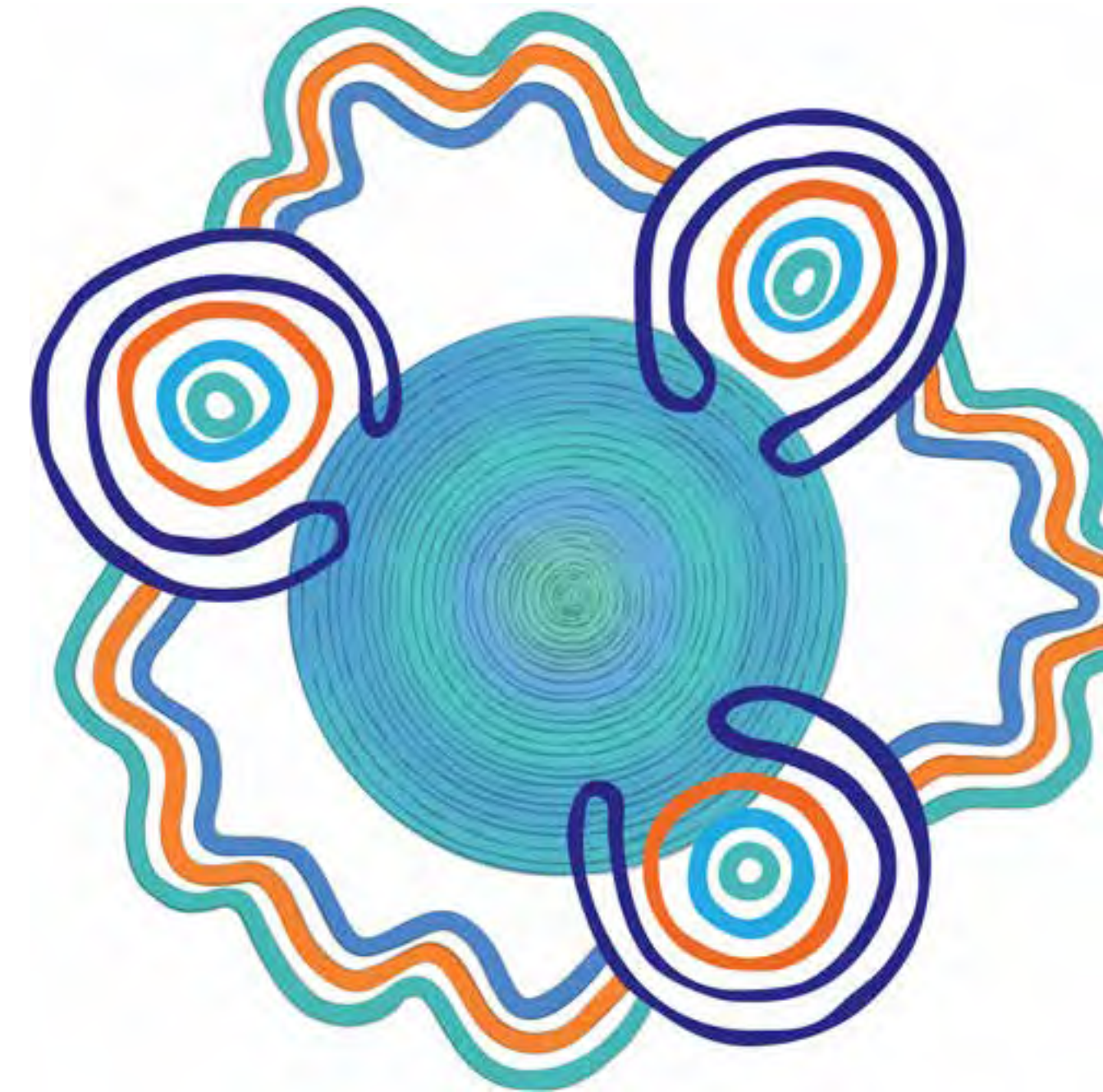
Implementing an Innovate RAP signals Hunter Water's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Hunter Water on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



ABOUT HUNTER WATER

Hunter Water provides safe, reliable, high-quality drinking water to more than 600,000 people in homes and businesses across the Lower Hunter. We also provide wastewater, stormwater, trade wastewater, recycled water and raw water services.

Our area of operations is 5,366 km² and includes the local government areas of Cessnock, Dungog, Lake Macquarie, Maitland, Newcastle, Port Stephens and a small part of Singleton. Our proud roots go back to the 1880s when water was first delivered to Newcastle from a temporary pumping station on the Hunter River at Oakhampton via the Newcastle No.1 Reservoir. For 130 years we have worked with, and for, our communities to help deliver their aspirations, innovating to meet the changing needs of our growing region while protecting its health for future generations. We are playing our part to sustain and improve the health of the landscape by recognising and nurturing the value of water in our environment and communities. Learning from the Traditional Custodians will help us meet the challenges presented by

drought, climate change and population growth into the future.

At Hunter Water we partner with approximately 1200 suppliers that help us to deliver critical services to our customers and our community. During the 2020-21 financial year, we spent \$269 million across a diverse portfolio including construction and operation of water and wastewater services.

We are committed to being a great employer, building a high performing and resilient organisation with safety our highest priority. We employ more than 500 people and engage approximately 150 consultants and labour hire-contractors from diverse backgrounds, across a number of sites, including 12 First Nations employees. We also engage a number of designers and construction contractors who must be accredited by Hunter Water to develop and delivers works. Together we are building our water resilience capabilities and ensuring a sustainable water future for the Lower Hunter.



Our values represent the behaviours we want to see from our people in everyday interactions. They describe the core ethics and principles that we abide by, no matter what.



TRUST



WELLBEING



INCLUSION



LEARNING



LEADING

We are honest, open and ethical

We care and act in the best interests of the communities and customers we serve. We act with integrity, holding ourselves accountable and admit our mistakes. We are skilled and capable and we can be relied upon.

We care for each other's wellbeing and that of our communities and our environment

The safety and health of our people and our communities is our first priority. We actively look after the wellbeing of our people and our environment.

We value and respect diversity

We commit to creating an inclusive environment in which differences are recognised, valued and celebrated. All of our people have the opportunity to contribute their different skills, experiences and perspectives. We work together to overcome the challenges we face. We strive for an environment in which everyone can achieve their potential.

We have a thirst for learning

We are continually seeking opportunities to better ourselves, by learning from those around us through collaboration and enquiry. This leads to innovation. We listen to and engage with our stakeholders, especially our people and our customers. We welcome feedback and the generosity of those that provide it. We are generous and share our learnings willingly.

We step up!

We step up, individually and collectively, to face and address challenges. We take action and we are agile and resilient in the face of constant change. We have confidence in our capabilities, and those of our team[s], to deliver on our commitments. We innovate and influence change.

At Hunter Water, supporting and promoting inclusion and diversity are essential and fundamental in ensuring we perform as best we can. We continue to build an inclusive culture that encourages, supports and celebrates the diverse perspectives of our people. The implementation of this RAP reinforces our commitment to this as we work towards improving representation of First Nations Australians in our organisation and our supply chains.



Credit: Photography Eluminate,
Grahamstown Dam.

MAP OF AREA OF OPERATIONS & TRADITIONAL BOUNDARIES





OUR JOURNEY SO FAR

Since the launch of our first Reflect RAP in 2019, we have been working hard to improve relationships with First Nations communities, increase the number of First Nations suppliers and improve employment outcomes and professional development opportunities for First Nations employees.

We have accomplished a lot in a short amount of time but the journey was not without its challenges and learnings along the way. Despite the overwhelming leadership support to implement our RAP, we underestimated at times how much support our people would need to shift mindsets and change their way of working to support reconciliation. We have learnt the importance of consistent messaging and training to help shift this mindset and create more awareness and desire for implementing our RAP. During the COVID-19 pandemic when much of our RAP was to be implemented, we also faced resource issues as we adapted to our ever-changing environment and the COVID-19 restrictions. Whilst we may not have implemented everything that we had set out to do at the start of our RAP, we are proud of the initiatives we were able to complete and the relationships we were able to build with our communities.

Through our experience in implementing our first RAP, we have learnt that building relationships is fundamental to success. We acknowledge that it takes time to build trust and will be focusing on stakeholder engagement as a key initiative to ensure success across all RAP actions.

OUR PEOPLE

- Since we launched our first RAP more than 80% of our employees have completed cultural capacity training with the support of **Speaking In Colour**.
- We launched our first Aboriginal traineeships in our Civil Maintenance team and hired two new employees under this program.
- We created two new Indigenous scholarships with the University of Newcastle and provided paid work experience to those students.

COMMUNITY ENGAGEMENT

- We undertook two mural projects with Aboriginal artist Jasmine Craciun. The first project involved Jasmine working with Aboriginal students from Mayfield West Demonstration School to create a design relating to water as a precious resource. This design was then painted by Jasmine and Up&Up onto one of our pump stations in Mayfield West.
- The second project was undertaken by Jasmine and Up&Up who painted a facilities block at Finnan Park in Raymond Terrace. Luke Russell of Wylaa Buuranliyn, a Worimi man, provided the wording for the mural which is in Kadang language and means 'Water Is Life.'
- In collaboration with Aboriginal students from Newcastle High School, our Awabakal and Worimi communities and the University of Newcastle (including the Wollotuka Institute) Hunter Water developed a book called 'Where's Our Water?'. This was written for primary school students in the Lower Hunter region to teach them about the value of water as a precious resource and that it is everyone's responsibility to care for it to ensure we have enough now and into the future. It draws on the wisdom of our Aboriginal communities and their practices of caring for our land and waterways.

SUSTAINABLE PROCUREMENT

- Hunter Water became a member of the NSW Indigenous Chamber of Commerce for a 24-month period. The Chamber assisted Hunter Water in connecting with Aboriginal and Torres Strait Islander businesses in our area of operations and supported Hunter Water in identifying opportunities for Aboriginal and Torres Strait Islander business.
- Hunter Water also contributes to reconciliation through our Sustainable Procurement Working Group. Through this we have developed our Supplier Partnership Principles, in alignment with the United Nations Sustainable Development Goals, which outline our expectations of supply partners in supporting our service delivery commitments to our customers. In our tendering and procurement activities, we assess suppliers against levels of sustainability maturity, including diversity of the suppliers' employees, contribution to improved social and economic outcomes, and active commitment to advancing reconciliation.

DEVELOPING OUR RECONCILIATION ACTION PLAN

As a socially responsible corporation, Hunter Water believes strongly that it has a duty to contribute to reconciliation. Today in Australia there still exists a prevalent gap in the social, health and economic outcomes between Indigenous and non-Indigenous Australians which is a direct result of past discriminatory practices.

Reconciliation is about raising awareness and acknowledging how past injustices have impacted First Nations peoples and working together to provide a more inclusive and equitable environment for everyone. Learning from our Aboriginal communities and incorporating their knowledge into our decision-making processes is also a key objective of our RAP in terms of building relationships and providing a voice to our First Nations community members on the way that we carry out our work.

Credit: Artwork courtesy of the Wollotuka Institute of the University of Newcastle.

Our RAP is a key component of our organisational Inclusion and Diversity Strategy. We created this strategy as supporting and promoting inclusion and diversity are essential and fundamental in ensuring we perform as best we can. The strategy focuses on redressing barriers and injustices suffered by different equity groups in our community and our RAP fulfils the objectives relating to those faced by our First Nations staff, contractors, customers, and communities.

This RAP has been developed by our RAP Working Group in consultation with staff, our senior leadership team and our Executive Management Team (EMT). The leaders at Hunter Water have been essential and effective sponsors in driving and communicating RAP initiatives and shifting the culture at Hunter Water to be more inclusive. All eight members of our EMT champion the RAP, in particular our Managing Director, Executive Manager People and Culture, Executive Manager Strategy and Engagement and Executive Manager Finance and Business Performance, who are each responsible for specific deliverables under this RAP.



Credit: (Top row) Jasmine Craciun working with Up&Up on the mural at Mayfield West pump station. (Bottom row) Mural painted at Finnan Park by Jasmine Craciun and Up&Up.

OUR RECONCILIATION ACTION PLAN



Relationships

We will engage in deep listening with First Nations stakeholders and organisations for knowledge sharing and best practice advice on caring for waterways and Country. We commit to exploring opportunities to positively influence our staff, our customers and our communities to advance reconciliation.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	• Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	March 2023	Executive Manager Strategy & Engagement
	• Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	June 2023	Executive Manager Strategy & Engagement
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023 May 2024	Executive Manager People & Culture
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2023 27 May - 3 June 2024	Executive Manager People & Culture
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023 May - June 2024	Executive Manager People & Culture
	• Organise at least one NRW event each year.	27 May - 3 June 2022 27 May - 3 June 2023	Executive Manager Corporate Strategy & Engagement
	• Register all our NRW events on Reconciliation Australia's NRW website .	May 2023 May 2024	Executive Manager Corporate Strategy & Engagement

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	• Implement strategies to engage our staff in reconciliation.	July 2022	Executive Manager People & Culture
	• Communicate our commitment to reconciliation publicly.	July 2022 July 2023	Executive Manager People & Culture Executive Manager Strategy & Engagement
4. Promote positive race relations through anti-discrimination strategies.	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2023	Executive Manager Strategy & Engagement
	• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	March 2023	Executive Manager Strategy & Engagement
	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2023	Executive Manager People & Culture
	• Conduct a review of HR policies, procedures and industrial instruments to identify existing anti-discrimination provisions, and future needs.	March 2023	Executive Manager People & Culture
	• Develop, implement and communicate an anti-discrimination policy for our organisation.	March 2023	Executive Manager People & Culture
	• Engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy.	March 2023	Executive Manager People & Culture
	• Educate senior leaders on the effects of racism.	March 2023	Executive Manager People & Culture



Respect

We are committed to improving the management of our waterways by learning from the knowledge and traditional practices used by First Nations peoples. Genuine inclusion requires creating a culture that understands and respects the cultures, histories, knowledge and rights of First Nations peoples. Supporting this also ensures that our work environment is a safe, welcoming and culturally competent place for First Nations peoples to work.

Credit: (Left to right)
Artwork courtesy of the Wollotuka
Institute of the University of Newcastle
and the Awabakal LALC; Community
members at 2019 NAIDOC Week
Foreshore Festival.



Action

Deliverable

Timeline

Responsibility

5. Increase understanding, value and recognition of local Aboriginal cultures, languages and traditional, sustainable uses of water, in schools and the wider Hunter community.

- Investigate the creation of extra educational resources to support using the 'Where's Our Water?' book in the classroom to teach students about water sustainability in line with NSW curriculum.

June 2023

Executive Manager
Strategy & Engagement

6. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning within our organisation.

- Conduct a review of cultural learning needs within our organisation.
- Include an online cultural capacity training module in the staff induction process.
- Consult local Traditional Owners and/or First Nations advisors on the development and implementation of a cultural learning strategy.

June 2023

Executive Manager
People & Culture

June 2023

Executive Manager
People & Culture

June 2023

Executive Manager
People & Culture
Executive Manager
Strategy & Engagement

- Develop, implement and communicate a cultural learning strategy for our staff which includes a plan for biennial training for all staff.
- Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.

June 2023

Executive Manager
People & Culture

December 2022
December 2023

Executive Manager
People & Culture

Action

Deliverable

Timeline

Responsibility

7. Demonstrate respect to First Nations peoples by observing cultural protocols.

- Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.
- Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country and provide training on how to use.

July 2022

Executive Manager
People & Culture

July 2022
July 2023

Executive Manager
People & Culture
Executive Manager
Strategy & Engagement

- Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year such as annual Town Hall meetings with all staff.

October 2022

Executive Manager
Strategy & Engagement

- Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings such as Town Hall meetings, board meetings, EMT meetings, senior leadership meetings and meetings with customers and community members.

December 2022

Executive Manager
Strategy & Engagement

8. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.

- RAP Working Group to participate in an external NAIDOC Week event.
- Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.
- Promote and encourage participation in external NAIDOC events to all staff.

July 2022
July 2023

Executive Manager
People & Culture

June 2023

Executive Manager
People & Culture

July 2022
July 2023

Executive Manager
People & Culture
Managing Director



Opportunities

We acknowledge the value of incorporating First Nations perspectives and knowledge into the work we do as the water provider for the Hunter Region. We are committed to improving the economic and social outcomes of our First Nations stakeholders by providing educational, employment and economic opportunities.

Action	Deliverable	Timeline	Responsibility
9. Increase the number of First Nations artists engaged by Hunter Water to create artwork for our assets.	• Identify opportunities to engage local First Nations artists to create public artworks on our assets that reflect our reconciliation journey and represent local stories of our region.	December 2023	Executive Manager Strategy & Engagement
	• Investigate opportunities to develop a panel of First Nations artists to create artwork for our assets as per our Aboriginal Procurement Strategy.	December 2023	Executive Manager Strategy & Engagement
10. Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	• Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	December 2022	Executive Manager People & Culture
	• Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	December 2022	Executive Manager People & Culture
	• Develop and implement a First Nations recruitment, retention and professional development strategy.	December 2022	Executive Manager People & Culture
	• Advertise job vacancies to effectively reach First Nations stakeholders.	July 2022 July 2023	Executive Manager People & Culture
	• Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	June 2023	Executive Manager People & Culture
	• Support career pathways for students by continuing sponsorship of two First Nations scholarships with paid work experience through the University of Newcastle and investigate a partnership with Clontarf Foundation.	June 2022 June 2023	Executive Manager People & Culture
	• Increase the percentage of First Nations staff employed in our workforce.	December 2023	Executive Manager People & Culture

Action	Deliverable	Timeline	Responsibility
11. Increase First Nations supplier diversity to support improved economic and social outcomes	• Develop and implement a First Nations procurement strategy.	June 2023	Executive Manager Finance & Business Performance
	• Investigate Supply Nation and NSW Indigenous Chamber of Commerce memberships.	December 2022	Executive Manager Finance & Business Performance
	• Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	December 2022	Executive Manager Finance & Business Performance
	• Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	June 2023	Executive Manager Finance & Business Performance
	• Develop commercial relationships with First Nations businesses.	June 2023	Executive Manager Finance & Business Performance



Governance

Action

Deliverable

Timeline

Responsibility

12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

- Maintain First Nations representation on the RWG.
- Establish and apply a Terms of Reference for the RWG.
- Meet at least four times per year to drive and monitor RAP implementation.

June 2022
June 2023

Executive Manager
People & Culture

June 2022
June 2023

Managing Director

July 2022, October 2022
January 2022, April 2022
July 2023, October 2023
January 2023, April 2023

Managing Director

13. Provide appropriate support for effective implementation of RAP commitments.

- Define resource needs for RAP implementation.
- Engage our senior leaders and other staff in the delivery of RAP commitments.
- Define and maintain appropriate systems to track, measure and report on RAP commitments.
- Maintain an internal RAP Champion from senior management.

July 2022

Managing Director

July 2022

Managing Director

July 2022

Executive Manager
People & Culture

July 2022

Managing Director

Action

Deliverable

Timeline

Responsibility

14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

- Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.
- Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.
- Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.
- Report RAP progress to all staff and senior leaders quarterly through Executive papers, Corporate Governance papers and internal communications.
- Publicly report our RAP achievements, challenges and learnings, annually.
- Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.
- Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP.
- Register via Reconciliation Australia's [website](#) to begin developing our next RAP.

June 2023
June 2024

Executive Manager
People & Culture

August 2022
August 2023

Executive Manager
People & Culture

September 2022
September 2023

Executive Manager
People & Culture

January 2023
January 2024

Executive Manager
People & Culture

November 2022
November 2023

Executive Manager
Strategy & Engagement

March 2024

Executive Manager
People & Culture

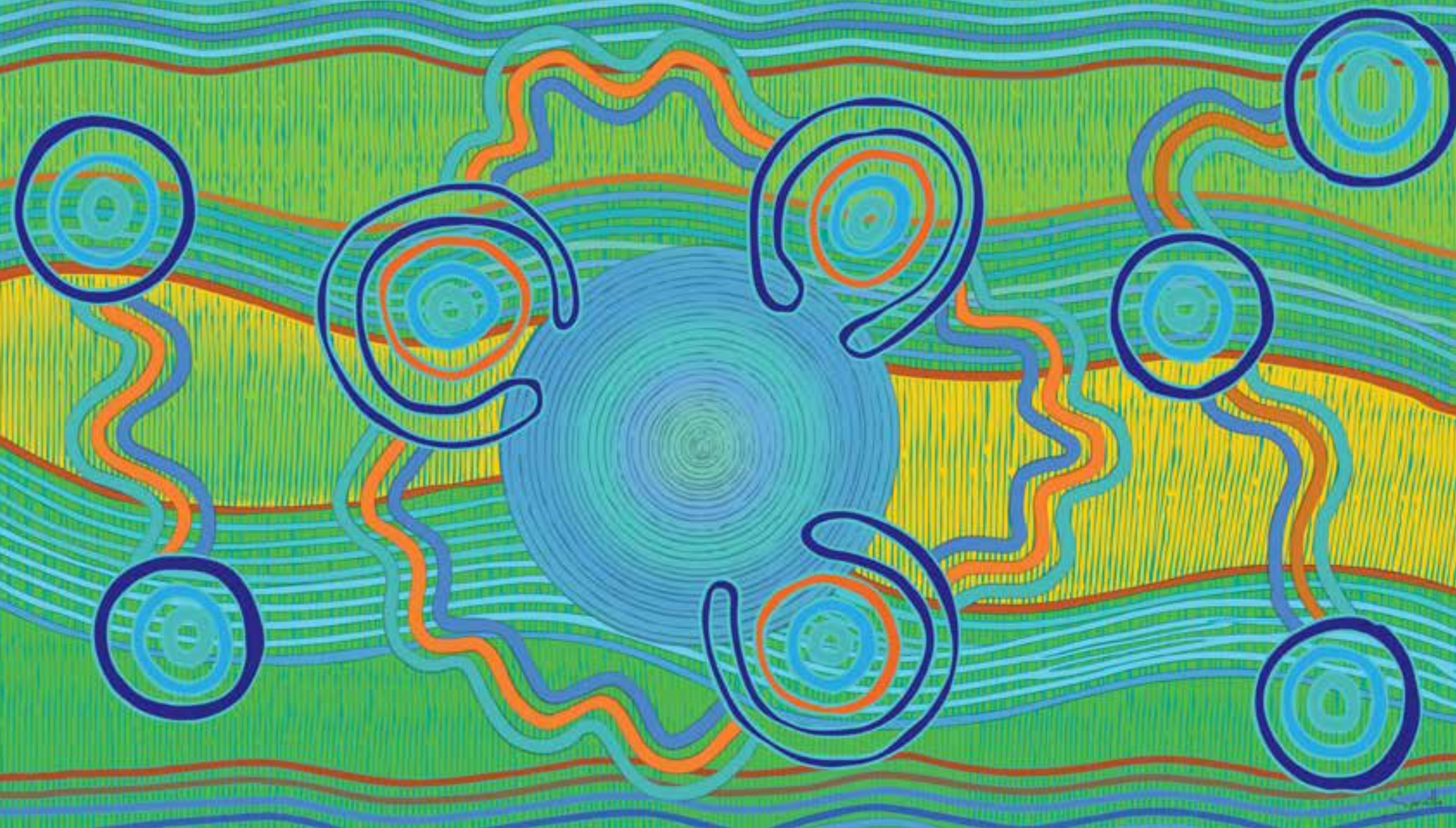
January 2024

Executive Manager
People & Culture

January 2024

Executive Manager
People & Culture

15. Continue our reconciliation journey by developing our next RAP.



FOR RAP ENQUIRIES CONTACT

Lisa Warren | Snr HR Business Partner, Inclusion and Diversity
lisa.warren@hunterwater.com.au | 0407 483 092

