

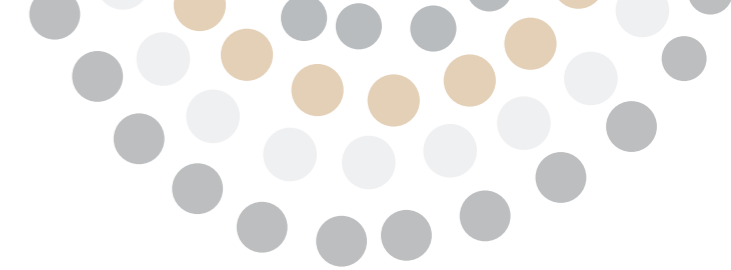
**Greater
Western**
Water



RECONCILIATION
ACTION PLAN
INNOVATE

Innovate Reconciliation Action Plan

June 2023 - June 2025



Acknowledgement of Country

The Greater Western Water region covers Bunurong, Wurundjeri/Woiwurrung, Wadawurrung, Djaara and Taungurung Country.

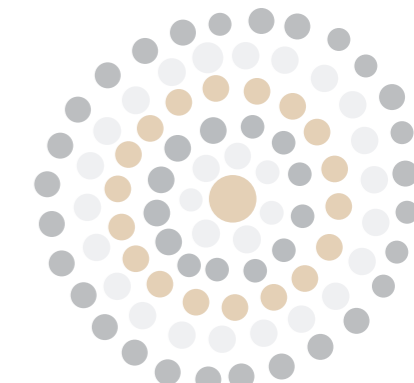


Rohan Charrett, General Manager Customer Experience, attends a smoking ceremony on Wurundjeri/Woiwurrung land in Gisborne.

We respectfully acknowledge the Kulin Nations as the Traditional Owners of the lands and waters upon which we work, operate and rely. We acknowledge the continued cultural, social and spiritual connections that First Nations people have with Country.

We recognise and value that First Nations people have cared for and protected Country for thousands of generations. Country describes land, water, air, sky, people, animals and spirits to which First Nations people are connected.¹

We are committed to working in partnership with local Traditional Owners and First Nations people, to harness collective wisdom to inform the future of the water management landscape while maintaining their cultural and spiritual connections to Country.



¹ Australian Institute of Aboriginal and Torres Strait Islander Studies website



Message from our Managing Director

I am proud to present Greater Western Water’s first Innovate Reconciliation Action Plan.

This Reconciliation Action Plan (RAP) commits Greater Western Water to continue to work towards our vision for reconciliation – a vision of a society that celebrates and protects the cultural and spiritual connections of First Nations peoples to the lands and water, and that meaningfully and respectfully engages with First Nations communities and Traditional Owners.

While this is our first RAP as Greater Western Water, it recognises where we have come from through the efforts of our previous organisations. This includes work to create opportunities across employment, education and training, culture, procurement and integrated water management. It also acknowledges that we have some way to go in developing our reconciliation capability and maturity.

In developing our RAP, we worked to understand where we are as an organisation and what is achievable during the lifetime of this RAP. We undertook critical self-reflection and constructive feedback from the First Nations community. As a result, we have set actions that will move us towards the capability and maturity we need to progress to a Stretch RAP.

This RAP demonstrates how much we value the knowledge and history held by First Nations people and Traditional Owners. It commits us

to respect, acknowledge and preserve cultural heritage through the provision of services and it recognises that First Nations knowledge and history can help us manage the social and environmental challenges facing community and Country.

It emphasises that everyone at Greater Western Water has a role to play in achieving these commitments and promoting reconciliation. Through authentic, achievable commitments, we will continue to develop the strategies, policies and culture that foster understanding, opportunities and practice that support reconciliation.

Importantly, this RAP includes goals and actions that we, as an organisation, want to do – not what we have to do. The goals and actions align with and reflect our culture. They put Greater Western Water on the path towards reconciliation and will help deliver our 2030 Vision of ‘Thriving people and Country’.

We look forward to taking the next steps on our reconciliation journey.

Maree Lang
Managing Director
Greater Western Water



Message from Reconciliation Australia

Reconciliation Australia commends Greater Western 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 Greater Western 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, Greater Western 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 close to 3 million people now either working or studying in an organisation with a RAP, the program’s potential for impact is greater than ever. Greater Western Water is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Greater Western 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 Greater Western Water on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

Our vision for reconciliation is a society that celebrates and protects the cultural and spiritual connections of First Nations peoples to the surrounding lands and waters.

We seek a society that meaningfully and respectfully engages with First Nations communities and Traditional Owners and values their knowledge and histories as Custodians of Country.

Everyone has a role to play in promoting reconciliation and we are deeply committed to principles of respect, engagement, and inclusion.

Through the provision of our services, Greater Western Water is committed to ensuring that First Nations cultural heritage is respected, acknowledged and preserved. First Nations communities and Traditional Owners hold a body of knowledge relevant to our daily practices and the social and environmental challenges facing society. It is our commitment to ensure our operations incorporate this knowledge.

Through a whole-of-organisation commitment to First Nations inclusion and engagement, we seek to:

- work in partnership with First Nations communities and Traditional Owners to build meaningful and productive relationships, to diversify and share knowledge
- promote understanding and respect for First Nations heritage, histories, cultures, and rights amongst the broader community
- provide an inclusive and culturally safe working environment that actively generates employment opportunities for First Nations peoples
- foster opportunities for First Nations businesses and communities, particularly given the significant growth of the population in recent years in the regions we serve.

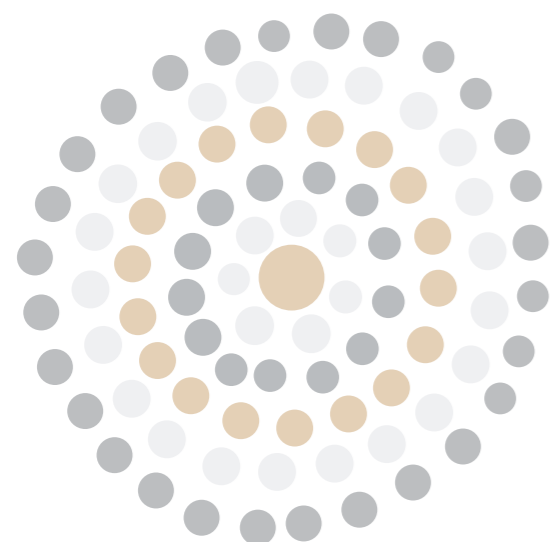


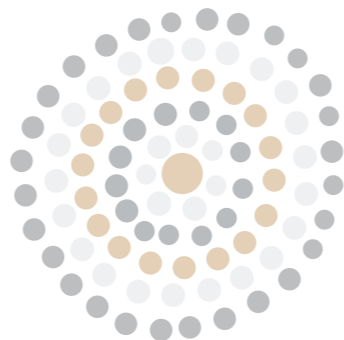
Aunty Kym Monohan and a team member looking at the diverse types of Eucalyptus leaves used at a Smoking Ceremony in Gisborne.

Our current context

The landscape for First Nations peoples is drastically changing in this country, with the Uluru Statement from the Heart to be adopted by the Federal Government, the steps taken by the Victorian State Government toward treaty and the landmark innovation of the Yoorrook Justice Commission.

This now gives us an important opportunity to support and partner with Traditional Owners and First Nations communities to achieve self-determination, to secure land and water security, financial independence, and elevate the importance of First Nations peoples in our community.





Our business

Greater Western Water provides trusted water and sewerage services to communities across Melbourne and its rapidly growing western region, stretching from the city centre to Werribee in the west and Lancefield in the north.

Greater Western Water is a Victorian Government owned water corporation established on 1 July 2021 by bringing together two water authorities in the west.

We employ 739 people across our head office in Sunbury and offices in Footscray and West Melbourne. At 30 June 2022, two per cent of Greater Western Water people (14 people) identify as a First Nations person. We have a target to reach three per cent of our workforce by 2024.

We are proud to serve one of the fastest growing regions in Australia. We provide drinking water, recycled water, sewerage and trade waste services to more than 550,000 residential customers and 46,000 business customers. Our service area covers 3,700 square kilometres and is home to approximately 1.3 million people.

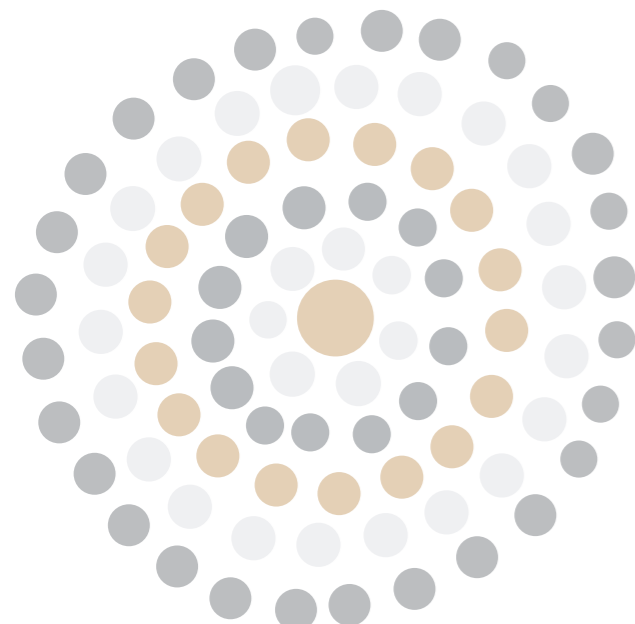
The local government areas of Brimbank, Hobsons Bay, Maribyrnong, Melton, Moonee Valley, Wyndham and Yarra are within our service area, as well as parts of the local government areas of Hume, Macedon Ranges, Melbourne, and Moorabool. We operate in Bunurong, Wurundjeri/Woiwurrung, Wadawurrung, Djaara and Taungurung Country of the Kulin Nation. The Maribyrnong and Werribee Rivers (and their catchments) are the major waterways in our region.

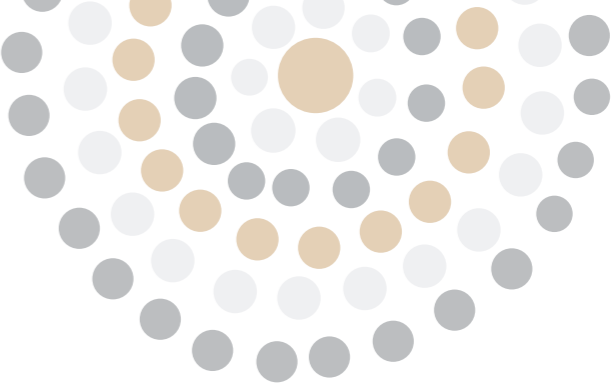
As a provider of essential services and a large employer, we are an anchor organisation for the region and have a role in supporting growth and prosperity. We have established partnerships with industry, local councils, developers, education providers, community groups and regional leaders. We also recognise our role as responsible custodians of water and the impact our actions have on everyone in our community.



Traditional owners

- Wadawurrung
- Wurundjeri/Woiwurrung
- Djaara
- Taungurung
- No Traditional Owner formally recognised
- Bunurong





Our reconciliation journey

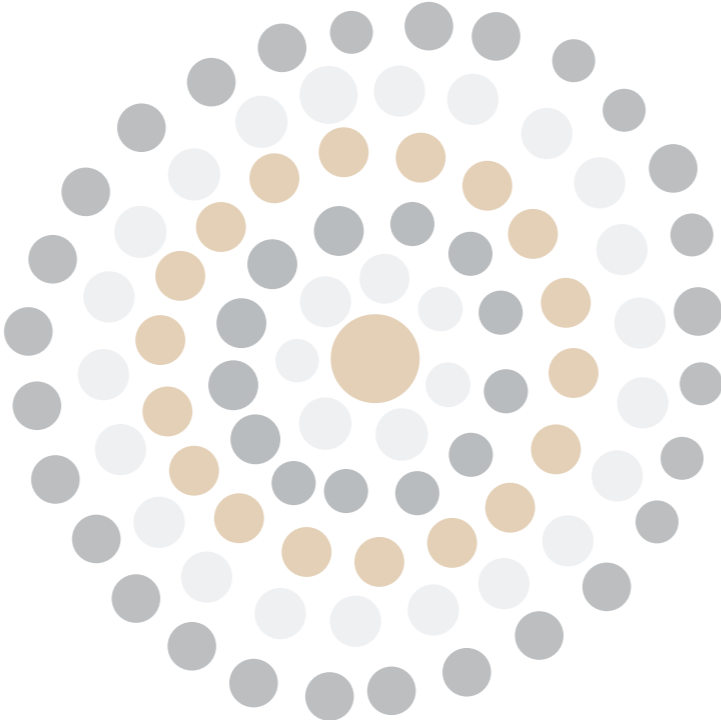
The development of our RAP is a strategic priority for Greater Western Water. It is one of many ways we will deliver on our 2030 Strategy vision of ‘Thriving People and Country’.

The process of developing our RAP has seen a maturity of our reconciliation journey as we worked to understand where we are as an organisation and what is authentically achievable during the lifetime of this RAP. During the process we undertook critical self-reflection and constructive feedback from our First Nations community.

A key learning for Greater Western Water was that our enthusiastic ambition did not match the current capability and maturity required to deliver a Stretch RAP. Through engagement with our First Nations advisors and our executive leadership team, we revised our ambition to align with our current capability to prepare our Innovate RAP. This process of thoughtful and respectful engagement between Greater Western Water and our First Nations advisors was a key step to building the foundations of Greater Western Water’s capability to mature our reconciliation journey.

Our RAP will be championed across the business by our board, executive leadership team, senior managers and the Chair of the RAP Steering Committee.

The Head of Partnerships, Engagement and Communications will chair the RAP Steering Committee. The Steering Committee is comprised of internal and external representatives from across the organisation. Of the 12 Steering Committee members, four are First Nations peoples, including one First Nations employee and three First Nations community members.



Our Senior First Nations Advisor

We acknowledge that the responsibility to reconcile with the First Nations community lies with the non-First Nations community. As a result, the responsibility of actions toward reconciliation outlined in this plan have not been allocated to our Senior First Nations Advisor, unless the action relates specifically to their role in the organisation. We have chosen this approach to support a more culturally safe workplace, where our Greater Western Water non-First Nations people are expected to stand up and drive reconciliation across the organisation and within our community.

However, it is acknowledged that our Senior First Nations Advisor plays a key consultative role for all our reconciliation actions. Our responsible Greater Western Water people will seek guidance from our Senior First Nations Advisor to ensure that we are carrying out actions and developing relationships in a way that is culturally respectful and meaningful.



Senior First Nations Advisor Aunty Kym Monohan delivers Welcome to Country for Greater Western Water staff on traditional Taungurung land.





The Reconciliation Action Plan Working Group

We'd like to acknowledge the following members of the RAP Working Group for contributing to the development of our first Reconciliation Action Plan.

Name	Role
Kirsty Henry (Chair)	Head of Partnerships, Engagement and Communications
Michael Capsalis	Environmental Specialist
Jody Chatfield (Community member)	Manager, Wellness Unit Corrections Victoria, DOJS
Jason Cotton	Manager, Innovation and Continuous Improvement
Elaine Dixon	Strategic Advisor, Diversity and Inclusion
Nigel Egan	Advisor, Website and Social Media
Kate Gibson	RAP Officer
Ahmet Hashim	Team Leader, Southern Wastewater Treatment
Uncle Rod Jackson (Community member)	Victorian Aboriginal Community Elder
Louise Meadows (Executive Sponsor)	Chief People Officer
Miralem Mehmedbegovic	Team Leader, Employee Communications
Aunty Kym Monohan	Senior First Nations Advisor
Mary Mulhearn	Head of Risk and Resilience
Michelle O'Donnell	Senior Specialist, Water Quality
Jasmine Thom	Manager, Strategic Partnerships
Jacqueline Watkins (Community member)	West Metro Dhelk Dja Regional Coordinator, DFFH

We would also like to acknowledge the contribution of the following organisations in the development and production of our RAP:

- NJAC First Nations Consultants
- The Torch Project
- Kirrip Aboriginal Corporation
- Sunbury Aboriginal Corporation
- Koling wada-ngal Aboriginal Corporation

Our recognition of important cultural sites

This impressive Moreton Bay Fig tree is in our service area in the Carlton Gardens. During the 1920s and through to the 1940s this tree was an important urban destination for many First Nations people from around Victoria.

Many legendary speakers addressed regular social gatherings at this site including Pastor Sir Doug Nicholls, Jack Patten, Bill Onus and Margaret Tucker. These leaders spoke of justice and rights for their people and inspired both state-wide and national movements to address the rights of First Nations people.



Moreton Bay Fig tree in Carlton Gardens, central Melbourne.





Relationships

We seek to build meaningful and trust-based relationships with First Nations peoples in our service area in order to ensure that the inherent knowledge and connections they hold – particularly in relation to land and waters – are recognised, promoted and incorporated across our business.

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 and partnerships.	Quarterly Jun Sep Dec Mar 2023/24/25	Lead: Executive Manager Support: Project Managers Senior First Nations Advisor
	Meet with Traditional Owners to further develop strategic partnerships and continually improve guiding principles for engagement.	Quarterly Jun Sep Dec Mar 2023/24/25	Lead: Executive Manager Support: Manager Strategic Partnerships Senior First Nations Advisor
	Develop, implement, and update partnership plan to work with First Nations stakeholders and organisations.	Annually Jul 2023/24	Lead: Head of Partnerships, Engagement and Communications Support: Manager Strategic Partnerships Senior First Nations Advisor
	Establish and maintain formal two-way partnerships with First Nations communities or organisations. Which may include: <ul style="list-style-type: none"> Boonwurrung Foundation Koling wada-ngal Aboriginal Corporation Sunbury Aboriginal Corporation Kirrip Aboriginal Corporation 	Jun 2024	Lead: Head of Partnerships, Engagement and Communications Support: Senior First Nations Advisor
	Investigate opportunities for Greater Western Water people to meet with local community Elders to understand traditional land and water management practices.	Jun 2024	Senior First Nations Advisor
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all Greater Western Water people.	27 May – 3 Jun 2024/2025	Lead: Strategic Advisor Diversity and Inclusion Support: Manager Employee Experience
	Greater Western Water will enable and support each RAP Steering Committee member to participate in external NRW events annually.	27 May – 3 Jun 2024/2025	Chair of the RAP Steering Committee
	Encourage Greater Western Water people to participate in external events to recognise and celebrate NRW, which may include The Long Walk Lunch and local community events across our service area.	27 May – 3 Jun 2024/2025	Lead: Senior Leadership Support: Chair of the RAP Steering Committee

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW). (Continued)	Organise two internal NRW events, including at least one organisation wide NRW event, each year. Events will change annually.	27 May – 3 Jun 2024/2025	Lead: Strategic Advisor Diversity and Inclusion Support: Manager Employee Experience Senior First Nations Advisor
	Register all our NRW events on Reconciliation Australia's website.	27 May – 3 Jun 2024/2025	Senior First Nations Advisor
3. Promote reconciliation through our sphere of influence.	Develop and implement an employee engagement plan to raise awareness of reconciliation across our workforce.	Aug 2023	Lead: Manager Strategic Partnerships Support: Manager Employee Experience Senior First Nations Advisor
	Develop and implement a rolling annual communication plan to promote reconciliation publicly including an events calendar of activity.	Annually Aug 2023/24	Lead: Manager Strategic Communications Support: Senior First Nations Advisor
	Explore opportunities to positively influence our partners and external stakeholders to drive reconciliation outcomes.	Mar and Sep 2023/2024	Lead: Executive Manager Support: Manager Strategic Partnerships
	Explore opportunities to positively influence our customers to drive reconciliation outcomes.	June and Dec 2023/2024	Head of Partnerships, Engagement and Communications
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Mar and Sep 2023/2024	Lead: Chair of the RAP Steering Committee Support: Senior First Nations Advisor
	Identify Greater Western Water champions to drive reconciliation outcomes.	June and Dec 2023/2024	Lead: Chair of the RAP Steering Committee Support: Senior First Nations Advisor
	Collaborate across the water industry to implement ways to advance reconciliation by meeting twice a year.	Biannually Jun and Nov 2023/24	Lead: Head of Partnerships, Engagement and Communications Support: Senior First Nations Advisor

Action	Deliverable		
3. Promote reconciliation through our sphere of influence (Continued)	Utilise existing social media channels to share First Nations events and activities and ensure we capture engagement to promote deeper conversations with our audience.		Manager Brand and Content
	Demonstrate our commitment to the national reconciliation movement through raising awareness of reconciliation to all Greater Western Water people through corporate intranet.	Jun and Dec 2023/2024	Lead: Chair of the RAP Steering Committee Support: Manager Employee Experience
	Keep Greater Western Water people updated on the progress of our RAP through regular communications.	Jun and Dec 2023/2024	Lead: Chair of the RAP Steering Committee Support: Manager Employee Experience
	Promote and publish our RAP on the Greater Western Water website and promote our Reconciliation Action Plan in local media.	Jun and Dec 2023/2024	Lead: Manager Strategic Communications Support: Manager Brand and Content
	Continuously improve people and safety policies and procedures concerned with anti-discrimination.	Annually Aug 2023/24	Manager HR Services and Systems
	Engage with Greater Western Water's First Nations people and/or First Nations advisors to continuously improve our anti-discrimination policy.	Annually Aug 2023/24	Manager HR Services and Systems
	Communicate Greater Western Water's anti-discrimination policy for our organisation.	Annually Aug 2023/24	Lead: Manager HR Services and Systems Support: Manager Employee Experience
	Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	Annually Sep 2023/24	Lead: Strategic Advisor Diversity and Inclusion Support: Manager Organisation Capability
	Greater Western Water to publicly support anti-discrimination campaigns, initiatives, or stances against racism.	Jun and Dec 2023/2024	Head of Partnerships, Engagement and Communications
5. Work with First Nations people and businesses to undertake projects that celebrate First Nations cultures.	Encourage and support all Greater Western Water people to take responsibility to call out racism and violence on all work sites.	Jun and Dec 2023/2024	Lead: Strategic Advisor Diversity and Inclusion Support: All Greater Western Water people
	Undertake a new project annually engaging First Nations artists to produce traditional and contemporary images on Greater Western Water assets.	Annually Sep 2023/24	General Manager Strategy and Partnerships
	Develop project plans and implement these for bush tucker and native vegetation and regeneration projects across appropriate Greater Western Water sites.	Oct 2023	Lead: General Manager Strategy and Partnerships Support: Environment Lead



Reflections from our RAP working group

Kirsty Henry, GWW Head of Partnerships, Engagement and Communications

When I first got involved with the RAP, I took over as chair from our Senior First Nations Advisor Aunty Kym Monohan because I believe that reconciliation should be the job of non-First Nations people, that she shouldn't be leading the process but instead be there as a really important voice. I was worried I was going to get it wrong at first, because I didn't really know a lot about working with First Nations people or any of this stuff, and Aunty Kym told me to be authentic, be straight up and speak from the heart, and it would work out. And straight away we had a great understanding.

I'm still on this journey – everyone is because there's no end to learning. You just keep finding out more. I've done some truth-telling sessions along the way that have been pretty confronting, but have helped me with my own journey of reconciliation. It's shaped what I think, and I've been able to share what I've learned with my children.

I believe it's time for us to stop learning about First Nations peoples and start learning from them, particularly when it comes to things like community, family, land management and the way we do business. In fact, working with First Nations peoples should be part of our DNA as a water corporation.



Respect

To foster greater appreciation for First Nations peoples and their histories by building a culturally competent workforce and actively promoting cross cultural understanding within the water industry and society more broadly.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Annually Sep 2023/24	Manager Organisational Capability
	Consult local Traditional Owners and/or First Nations external advisors to inform our cultural learning strategy.	Annually Jul 2023/24	Manager Strategic Partnerships
	Implement and communicate a cultural learning strategy document for our Greater Western Water people.	Annually Nov 2023	Lead: Senior First Nations Advisor Support: Manager Employee Experience Manager Organisational Capability
	Based on the outcomes of cultural learning review, provide opportunities for all Greater Western Water people to participate in formal and structured cultural learning.	Jun and Dec 2023/2024	Manager Organisational Capability
	Ensure cultural awareness training sessions are run annually with a minimum of 25% Greater Western Water people attending these sessions.	Annually Jul 2023/24	Manager Organisational Capability
	Deliver at least six cultural safety sessions to Greater Western Water people.	Bimonthly Aug Oct Dec Feb Apr Jun 2023/24	Manager Organisational Capability
	Deliver a minimum of four First Nations learning opportunities per year in addition to marking NAIDOC week and NRW (e.g., guest speakers, themed Q&A yarning sessions) with a minimum of 50% of Greater Western Water people taking part in at least one of these opportunities.	Annually Jun Sep Dec Mar 2023/24	Manager Organisational Capability
7. Demonstrate respect to First Nations peoples by observing cultural protocols.	Continue to expand on our First Nations artwork (physical) collection and development across all Greater Western Water sites.	Jun and Dec 2023/2024	Head of Procurement
	Increase Greater Western Water peoples' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jun and Dec 2023/2024	Senior First Nations Advisor

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to First Nations peoples by observing cultural protocols. (Continued)	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Annually Jul 2023	Senior First Nations Advisor
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at major events each year.	Jun and Dec 2023/2024	Individual event organisers
	Greater Western Water will ensure all meetings with an agenda begin with an Acknowledgment of Country or Welcome.	Jun and Dec 2023/2024	Meeting facilitator
	Add an Acknowledgement of Country to Greater Western Water standard email signature and on our documentation to customers, community members, service delivery and strategic partners.	Annually Oct 2023	Lead: Manager Brand and Content Support: Head of Partnerships, Engagement and Communications
	Install and maintain Acknowledgement of Country plaques and/or signage across all sites.	Dec 2023	Head of Procurement
	In consultation with Traditional Owners, research and recognise Traditional place names for all Greater Western Water sites.	Jun and Dec 2023/2024	Senior First Nations Advisor
8. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	RAP Steering Committee to participate in an external NAIDOC Week event.	Annually Jul 2023/24	Chair of the RAP Steering Committee
	Review HR policies and procedures to remove barriers to Greater Western Water employees participating in NAIDOC Week.	Jun 2023/2024	Manager HR Services and Systems
	Support and encourage all Greater Western Water people to attend NAIDOC events.	Annually Jul 2023/24	All Greater Western Water people leaders
	Promote and encourage participation in external NAIDOC events to all Greater Western Water people.	Jun 2024/2025	Manager Employee Experience

Action	Deliverable	Timeline	Responsibility
8. Build respect for First Nations cultures and histories by celebrating NAIDOC Week. (Continued)	In partnership with First Nations stakeholders, hold a minimum of one internal event and partner with a minimum of one First Nations group annually to support NAIDOC Week community celebrations.	Annually Jul 2023/24	Lead: Manager Employee Experience Support: Head of Partnerships, Engagement and Communications Strategic Advisor, Diversity and Inclusion
9. Celebrate and protect the ongoing cultural and spiritual connection of First Nations people and support the incorporation of these values into water planning and management.	Advocate for First Nations rights across our service area, within other statutory bodies, government agencies and our corporate partners by ensuring that First Nations engagement is embedded in the GWW Board and executive meetings as a standing agenda item.	Jun and Dec 2023/2024	Executive Manager
	By providing cultural immersion and cultural values session delivered by Traditional Owners across the business we will support Greater Western Water people to understand and respect cultural values of First Nations connection to Country.	Jun and Dec 2023/2024	Senior First Nations Advisor
10. Explore how to build a culturally safe and inclusive work environment for Greater Western Water First Nations people and stakeholders.	Engage an external consultant to complete a cultural safety assessment in each of our work environment.	Biennial Nov 2023/24	Lead: Strategic Advisor Diversity and Inclusion Support: Senior First Nations Advisor
	Review employee surveys to understand current levels of cultural safety within the workplace and to understand the needs and experiences of Greater Western Water's First Nations people to inform changes.	Annually Sep 2023/24	Strategic Advisor Diversity and Inclusion
	Research best-practice and principles that support cultural safety in the workplace.	Jun and Dec 2023/2024	Lead: Senior First Nations Advisor Support: Strategic Advisor Diversity and Inclusion
	Explore opportunities through our current EA for special leave provisions for Greater Western Water First Nations people and if required explore opportunities to include such provisions in the next EA.	Jun and Dec 2023/2024	Manager HR Services and Systems
	Investigate the viability of requiring contractors to undertake cultural safety assessments.	Jun and Dec 2023/2024	Chief Financial Officer



Reflections from our RAP working group

Louise Meadows, GWW Chief People Officer

A reconciliation journey for any organisation needs to start with a recognition that each individual within that organisation is on its own journey. I started mine the day I arrived in this amazing country 15 years ago.

I have made some mistakes, said the wrong words, but always learnt from them. I have sought out the wisdom of others and learnt to walk beside our First Nations community. I think this is also the case for Greater Western Water.

Our approach to this RAP is a world away from that which was taken eight years ago. We see this in the level of business commitment, going well beyond compliance, in the ownership of the actions by leaders at all levels of the organisation, no longer just relying on our Senior First Nations Advisor Aunty Kym to do the work for us. We see now that this is our work to do.

I know that I am a better leader today as a result of my personal journey and while the truth has been at times confronting it is necessary if we are going to truly take the next steps.

Opportunities

Build a diverse and knowledgeable workforce by providing employment opportunities for First Nations people and contribute to the thriving communities through creation of business opportunities.

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development including career and talent pathways.	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	Annually Sep 2023/24	Manager HR Services and Systems
	Engage with Greater Western Water First Nations people to consult on our recruitment, retention, and professional development strategy.	Jun and Dec 2023/2024	Manager Organisational Capability
	Implement Greater Western Water's First Nations recruitment, retention, and professional development strategy.	Jun and Dec 2023/2024	Chief People Officer
	Advertise job vacancies to effectively reach First Nations stakeholders.	Jun and Dec 2023/2024	Manager HR Services and Systems
	Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	Annually Sep 2023/24	Lead: Manager HR Services and Systems Support: Strategic Advisor Diversity and Inclusion
	Maintain a First Nations traineeship program with AFL Sports Ready or relevant service provider.	Annually Jul 2023/24	Chief People Officer
	Increase the number of First Nations people employed at all levels of the organisation and report on this via our annual business census.	Annually Jul 2023/24	Chief People Officer
12. Increase First Nations supplier diversity to support improved economic and social outcomes.	Explore opportunities to sponsor a First Nations employee or community member in relevant study or training courses.	Jun and Dec 2023/2024	Chief People Officer
	Develop and implement a First Nations procurement strategy.	Jun and Dec 2023/2024	Manager Property and Procurement
	Identify room for growth with existing First Nation suppliers through an ongoing partnership with Kinaway. (Victorian Aboriginal Chamber of Commerce)	Annually July 2023/24	Senior First Nations Advisor
	Maintain and promote Kinaway membership across Greater Western Water.	Jun and Dec 2023/2024	Manager Strategic Partnerships

Action	Deliverable	Timeline	Responsibility
12. Increase First Nations supplier diversity to support improved economic and social outcomes (Continued)	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to Greater Western Water people.	Biannually Sep Mar 2023/24	Manager Property and Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	Oct 2023	Manger Property and Procurement
	Develop and maintain commercial relationships with First Nations businesses.	Jun and Dec 2023/2024	Manager Property and Procurement
	Work with corporate services to develop an internal system to track procurement spend from First Nations businesses.	Jun and Dec 2023/2024	Lead: Manager Finance and Corporate Services Support: Manager Information Technology and Security Operations



Wirribi-yaluk (The Werribee River)

Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective Steering Committee to drive governance of the RAP.	Maintain First Nations representation on the RAP Steering Committee.	Mar Jun Sep Dec 2023/24	Chair of the RAP Steering Committee
	Establish and apply a Terms of Reference for the RAP Steering Committee.	Jun 2023	Chair of the RAP Steering Committee
	Meet at least four times per year to drive and monitor RAP implementation.	Aug Nov Feb May 2023/24/25	Chair of the RAP Steering Committee
	Develop and maintain a register of reconciliation ideas for potential incorporation into future RAPs.	Jun and Dec 2023/2024	Chair of the RAP Steering Committee
14. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Annually Jun 2023/24	Manager Strategic Partnerships
	Engage our senior leaders and other Greater Western Water people in the delivery of RAP commitments.	Jun and Dec 2023/2024	Chair of the RAP Steering Committee
	Develop and maintain appropriate systems to track, measure and report on RAP commitments.	Jun and Dec 2023/2024	Chair of the RAP Steering Committee RAP Secretariat
	Explore opportunities to embed RAP commitments into KPIs.	Jun 2023	Head of Partnerships, Engagement and Communications
	Maintain an internal Executive Sponsor from senior management.	Jun and Dec 2023/2024	Lead: Executive Manager Support: Chair of the RAP Steering Committee
15. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	Annually 1 Aug 2023/24	RAP Secretariat
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Annually 1 Jun 2023/24	RAP Secretariat

Action	Deliverable	Timeline	Responsibility
15. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally. (continued)	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Annually 30 Sep 2023/24	RAP Secretariat
	Report RAP progress to all Greater Western Water people and senior leaders quarterly.	Quarterly Aug Nov Feb May 2023/24	Chair of the RAP Steering Committee
	Publicly report our RAP achievements, challenges, and learnings, through Greater Western Water's annual report.	Annually Jul 2023/24	Senior Manager Partnerships, Engagement and Communications
	To participate in Reconciliation Australia's biennial Workplace RAP Barometer.	Mar 2024	Senior First Nations Advisor, RAP Secretariat
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Mar 2025	Chair of the RAP Steering Committee
	Six monthly presentation and reporting to the CWCC on implementation progress.	Biannually Jun Dec 2023/24	Lead: Chair of the RAP Steering Committee Support: Relevant Subject Matter Experts
16. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Nov 2024	RAP Secretariat
	Liaise with Reconciliation Australia to develop a new RAP utilising our past learning experiences, challenges and achievements as a framework.	Oct 2024	Manager Strategic Partnerships

Contact details

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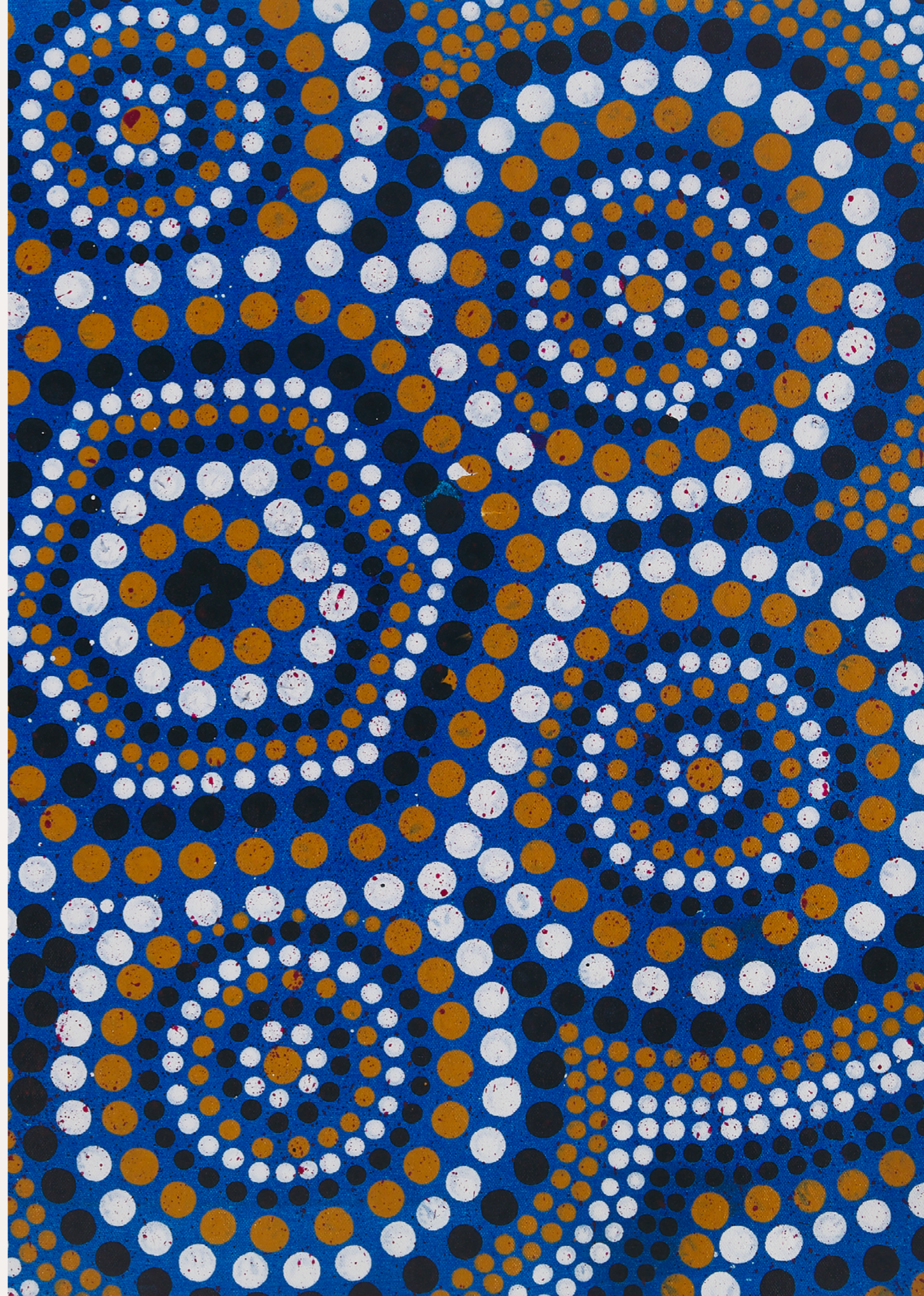
About the artwork and the artist

This artwork was created by B.J.C., a Wadawurrung artist.

B.J.C. began to develop his art practice in prison, where painting allowed him to connect to his culture and “make stories into art”.

B.J.C. uses colour and dotwork to express stories and messages meaningful to him, with themes of health, harmony, mindfulness and strength frequently engrained in his artworks.

B.J.C is represented by The Torch. The Torch provides art, cultural and arts industry support to First Nations offenders and ex-offenders in Victoria through its Indigenous Arts in Prisons and Community program. The program supports the development of self-esteem, confidence and resilience, through cultural strengthening and artistic expression.





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