



Cover artwork by
James Egan

Reconciliation Action Plan

Stretch January 2019 - December 2021





Contents

Message from our Minister, Hon Dave Kelly BA MLA	2
Message from the CEO, Water Corporation	3
Message from the CEO, Reconciliation Australia	4
Our business and vision	5
Our RAP journey so far	6
Key achievements of our 2015-2018 RAP	8
Supporting our RAP	11
Key Elements	14
Our RAP Story	27

Warning: Readers should be aware that this report may contain images of Aboriginal and Torres Strait Islander people who may be deceased, or culturally sensitive areas of significance. Seeing images of deceased persons in photographs, film and books may cause sadness or distress and, in some cases, offend against strongly held cultural prohibitions.



Message from the Minister

*Hon Dave Kelly MLA, Minister for Water,
Fisheries, Forestry, Innovation and ICT, Science*



Working towards true Reconciliation between Aboriginal and non-Aboriginal West Australians is an important goal for the McGowan Government.

It has been eleven years today since our Prime Minister, Kevin Rudd said sorry to the Stolen Generations for the pain and trauma inflicted upon Aboriginal & Torres Strait Islander Australians by the policies of successive governments. The National Apology was a special day in our nation's history.

While we have made progress since the National Apology in 2008, much more needs to be done. We still have a long way to go to achieve a society where Aboriginal and Torres Strait Islanders are treated with the respect they deserve and where they have the same opportunities and life outcomes enjoyed by non-Aboriginal & Torres Strait Islander Australians.

We are all so privileged to live amongst the oldest surviving living culture on the planet. Western Australia is Aboriginal land. We have so much we can learn from each other.

WA's public sector has a unique opportunity to influence the community in achieving reconciliation and creating positive outcomes for all West Australians. I therefore want to congratulate the Water Corporation for this and previous Reconciliation Action Plans. A robust Reconciliation Action Plan is a powerful tool to deliver practical actions which drive an organisation's contribution to reconciliation both internally and in the communities in which it operates.

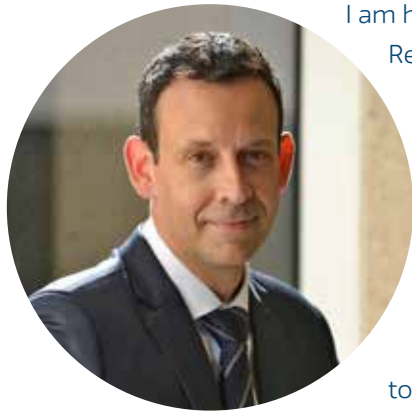
The Water Corporation is leading the way with its 2019-21 Reconciliation Action Plan and I look forward to working with Water Corporation to deliver this plan.

I particularly want to achieve greater Aboriginal & Torres Strait Islander participation in the Water Corporation workforce, improved customer relations with Aboriginal and Torres Strait Islander peoples and importantly improve water infrastructure in WA's remote communities.

Dave Kelly MLA
Minister for Water

Message from the CEO

Water Corporation



I am honoured to be the Chair of Water Corporation's Reconciliation Action Plan Working Group and to be part of the team leading our actions to address the inequality in economic opportunities, life expectancy and education between Aboriginal and non-Aboriginal Australians.

Our 2019-21 Reconciliation Action Plan is about taking action in our sphere of influence to make a tangible difference to the community and address this inequity.

As one of the largest and most geographically dispersed employers in the state, charged with stewardship of our precious water resources, we have a unique employment proposition for Aboriginal people. By employing Aboriginal and Torres Strait Islander people in regional areas we both secure local service delivery to our customers and enable people to remain on their Country and connected to important community networks.

I am proud that we have made positive progress in attracting, developing and retaining Aboriginal and Torres Strait Islander people at Water Corporation. I believe we must challenge ourselves to do more to support the economic prosperity of the Traditional Owners of the land on which we live.

Over the last 12 months in particular we've made some good progress in working with Aboriginal and Torres Strait Islander owned or controlled businesses. In the next year we will further our commitment by giving stronger consideration to contract bids from Aboriginal and Torres Strait Islander owned companies and businesses that share our commitment to Aboriginal and Torres Strait Islander employment.

Our hope is that this investment will build confidence and economic strength in Aboriginal and Torres Strait Islander communities, bolster our relationships with our customers, and enhance our understanding of their needs.

As ever, we still have a long way to go on our reconciliation journey. I believe that we cannot call ourselves a truly successful society until Aboriginal and Torres Strait Islander peoples participate equally in the full range of life's opportunities.

I look forward to Water Corporation's partnership with our customers and stakeholders to move closer to our vision of a reconciled Australia.

Pat Donovan
Chief Executive Officer
Water Corporation

Message from the CEO

Reconciliation Australia



Reconciliation Australia congratulates the Water Corporation on its past successes and continued commitment to reconciliation as it implements its fifth Reconciliation Action Plan (RAP).

Water Corporation is one of over 1,100 organisations in Australia who have developed a RAP and committed to implementing plans of action based on the key pillars of relationships, respect, and opportunities.

Since starting its reconciliation journey in 2008, Water Corporation has demonstrated what RAPs can achieve. Starting with a successful cultural awareness program as one of many actions included in the inception of its first RAP, the organisation has since gone on to make great strides in recruitment and retention, collaborative business partnerships, and respectful practices within the workplace.

Looking to the future, Water Corporation's Stretch RAP includes noteworthy targets such as working with local Aboriginal artists in its Splash of Colour program, and maintaining or exceeding an employment target of six per cent First Nations employees.

On behalf of Reconciliation Australia, I commend Water Corporation on its continued dedication to driving reconciliation, and look forward to following its future achievements.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our business and vision

Our operations

Water Corporation is the principal supplier of water, wastewater, drainage and bulk irrigation services in Western Australia to hundreds of thousands of homes, businesses and farms.

We directly employ more than 2,746 employees in offices in Perth, Bunbury, Albany, Karratha, Geraldton, Northam, Kalgoorlie and a number of depots, providing a high level of expertise and strong commitment to local communities across the state.

We manage \$37 billion (replacement value) of assets to deliver water services across the 2.6 million square kilometre expanse of the state, directly and through alliances with the private sector. Our purpose is to sustainably manage our water services to make WA a great place to live and invest .

Our reconciliation vision

Water Corporation's vision for reconciliation is to work in partnership with Aboriginal and Torres Strait Islander peoples, businesses and communities, enhancing opportunities for employment and training, leading to skill development and sustainable employment.

Our wide-spread operations offer a variety of employment opportunities across the state which means we can provide training and job opportunities for people who wish to live and work in their own community. For Aboriginal employees whose connection to Country is significant this is a particularly attractive incentive to come and work with us.

We also seek to forge strong and mutually beneficial relationships with our Aboriginal and Torres Strait Islander stakeholders, promoting cultural recognition, mutual respect and ultimately acknowledging the past and moving forward together.

We believe enduring relationships with local Aboriginal communities are necessary for our business success and our operations must consider Aboriginal heritage, cultural and social concerns, as well as native title rights.

The 2019-21 RAP aims to build on our earlier RAPs and challenge our previous targets. Refreshing our RAP also allows us to respond to changes in our environment and incorporate lessons learned from the development and implementation of the RAP so far.



Our RAP journey so far

In 2006 we began our journey by engaging broadly to establish our reconciliation vision. Our first RAP came into effect two years later. We formed our first RAP Working Group and appointed a project manager to drive and monitor our commitments towards our vision.

Our focus during the 2008-09 RAP period was to ensure all negotiations with Aboriginal Australians were conducted in good faith, giving recognition to Aboriginal and Torres Strait Islander rights and considering the specific needs of Aboriginal peoples in our operations.

Changing policy and procedure is comparatively easy. The difficult part is changing the way we think. As part of our first RAP, members of our Aboriginal Affairs team put together an Aboriginal cultural awareness program which helped staff at all levels to understand and appreciate the cultural, traditional and historical perspectives of Aboriginal and Torres Strait Islander peoples. This program continues today and has received consistently positive feedback from staff since its inception.

In 2008 we also established our enduring partnership with Clontarf Foundation. Our partnership supports Clontarf operations, but also provides opportunity for Clontarf Academy students to participate in employment forums and workplace visits to our sites as part of their preparation for transition to work. This partnership has also enabled us to encourage 23 young men from Clontarf Academy to work at Water Corporation.

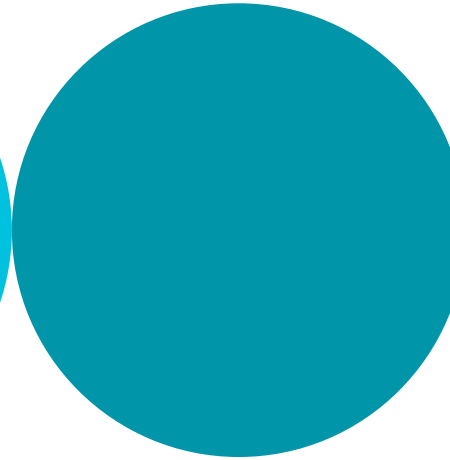
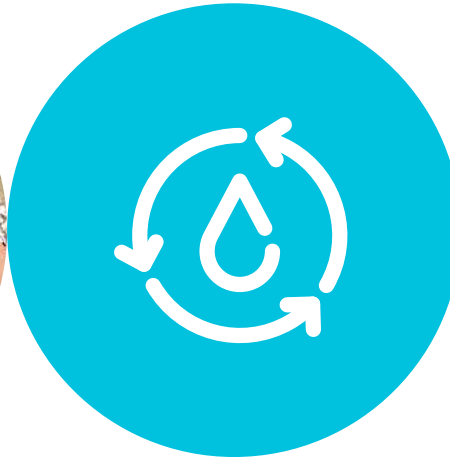
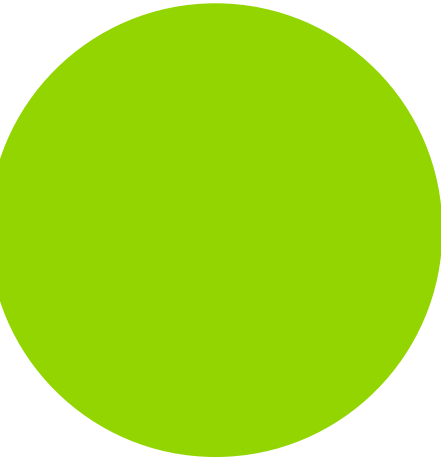
The focus of our 2010-12 RAP was Aboriginal employment and in 2010 we signed the Australian Employment Covenant, committing to 50 positions for Aboriginal and Torres Strait Islander job seekers.

Since then we have worked hard to increase the number of employment opportunities available to Aboriginal and Torres Strait Islander Australians. We are proud to have exceeded our targets in recruiting Aboriginal and Torres Strait Islander people. By January 2019, 100 Aboriginal and Torres Strait Islander people were working at Water Corporation.

Seconding Aboriginal staff into our human resources team has been critical to this achievement. By providing resume and interview preparation for all Aboriginal and Torres Strait Islander candidates we have created equity in the recruitment process and empowered candidates to present themselves confidently at interview.

*Photo: National Aboriginal & Islanders Day Observance Committee (NAIDOC) 2018
Left to right: Vanessa Kickett, Crystal Nasner, Lindsay Haji-Ali, Ginger Cox, Aaliya Kickett*





Our 2010-12 RAP continued our commitment to Aboriginal cultural awareness training across the state.

In November 2012, Reconciliation Australia surveyed more than 4,000 people working in 19 organisations with a RAP in place to better understand attitudes and perceptions towards reconciliation, and progress towards the five dimensions of reconciliation (race relations, equality and equity, unity, institutional integrity and historical acceptance). The results for Water Corporation indicated a high level of awareness of reconciliation across the organisation.

Over 80 per cent of respondents at Water Corporation had been part of at least one reconciliation activity, and most believed the RAP had made a positive change to our business.

These results were a testimony to the impact of the policy changes and commitment to Aboriginal cultural awareness training since the inception of our first RAP but were also a strong indication of an opportunity for further progress.

The focus of our 2013-15 RAP was to strengthen our career entry programs to target Aboriginal and Torres Strait Islander job seekers and make the work experience program more robust and wide-reaching for young people across the business.

In addition to our career entry employment focus, we continued to promote the diversity of our customers and employees through a variety of communications and artistic collaborations.

In January 2014, we introduced our Aboriginal Recruitment Standard as an important step towards making our processes more inclusive and accessible. Our recruitment team work in close partnership with hiring managers to ensure they effectively support Aboriginal and Torres Strait Islander applicants to transition into a Water Corporation career.

In the 2013-15 RAP period, we also continued our partnerships with both Clontarf Foundation and Wirrpanda Foundation. We partnered in a number of Clontarf job seeker expos across the state to discuss job opportunities with young Aboriginal and Torres Strait Islander graduates and highlight the benefits of working with us.

A core element of our reconciliation journey has been to improve our relationship with Aboriginal and Torres Strait Islander communities. This is crucial for us because our operational activities can potentially have an impact on Aboriginal heritage, native title and the local community. By consulting with relevant Aboriginal and Torres Strait Islander communities to understand each other's concerns and aspirations, we have developed mutually beneficial ways to deliver our services.

Key achievements of our 2015-2018 RAP

Our Reconciliation Action Plan 2015-18 details actions designed to embed cultural change in our organisation and contribute to the five dimensions of reconciliation (race relations, equality & equity, unity, institutional integrity & historical acceptance). To date, some of our achievements include:

In 2015 we launched 'Water in Aboriginal culture' for school students, which aims to help non-Aboriginal people understand the importance of water in Aboriginal culture. This program supports the Australian Curriculum priority area - 'Aboriginal and Torres Strait Islander histories and cultures'. Between 2015 and 2018 our education team conducted 361 talks to 9,063 students at approximately 100 schools on these topics.

We have delivered an Emerging Aboriginal Leadership program and an Aboriginal Mentor program to enhance leadership skills and support career development.

We have further improved our intake of Aboriginal and Torres Strait Islander graduates and are now attracting more tertiary students into our programs. We are working with universities to enable 'meet and greet' opportunities with potential Aboriginal and Torres Strait Islander graduates and hiring managers. Graduates are also spending time working on the job to experience day-to-day operations.

We developed our Native Title Strategy which not only meets the legal requirements of the Native Title Act 1993, but also fulfils the broader obligations set out in Indigenous Land Use Agreements and other formal arrangements such as Land Access Agreements, Aboriginal Heritage Protection Agreements and Aboriginal employment, training and business contracting initiatives.

28 per cent of employees have participated in Aboriginal cultural awareness sessions. We continue to deliver these sessions to staff across the organisation.

We increased our Aboriginal School Based Traineeship intake from nine to 17 in 2017. This included the delivery of Certificate II Water Operations that began in partnership with Newton Moore Senior High School with an intake of six trainees.

We have implemented an Aboriginal Supplier Diversity Strategy to support and sustain the growth of Aboriginal and Torres Strait Islander suppliers in Western Australia. In October 2017 we launched our first Aboriginal Supplier Tradeshow to provide Aboriginal and Torres Strait Islander businesses with a platform to raise awareness about the diverse products and services they provide (see case study on page 16).

Partnerships with organisations such as David Wirrpanda Foundation, Yirra Yaakin Theatre Company and John Curtin Gallery supporting Aboriginal development and raising awareness of local Aboriginal culture in the community.

We assisted with a reburial of Aboriginal remains from the early 1900s on Water Corporation tenure. The remains comprised seven adult skulls and two tibia bones which were recently removed from storage at the WA Museum and buried in their traditional area of Country which is protected as a registered site.

The number of Aboriginal and Torres Strait Islander candidates applying for Water Corporation jobs also increased from an average of 14.4 applications per month in 2014, to an average of 88 applications per month in 2018.

We have also made donations to the Aboriginal community such as a surplus trailer to support an Aboriginal tourism business and office furniture to help sustain Aboriginal businesses and schools.

In October 2017 we opened a bird watching facility at our Broome South Wastewater Treatment Plant. The Barndalmarda Hut is the result of collaboration between Water Corporation, Broome Bird Observatory, Native Animal Rescue Broome, Nyamba Buru Yawuru, and Department of Biodiversity, Conservation and Attractions (see case study on page 25).

We provided \$28,260 to Wunan, an Aboriginal development organisation that drives long-term socio-economic change for Aboriginal people. This contribution supported the development of 30 female Aboriginal students with tutoring services for science, technology and mathematics as well as other essential items. The funds for the West Kimberley Grants Scheme were raised by the sale of hay that was irrigated and produced at the Broome North Wastewater Treatment Plant.

We have continued our long-standing partnership with the Clontarf Foundation which provides important school engagement programs designed to help Aboriginal and Torres Strait Islander young men complete their education and gain meaningful employment. Water Corporation is one of Western Australia's largest employers of graduating Clontarf students and currently has 23 young men training across our business. This cohort makes up 25 per cent of our Aboriginal and Torres Strait Islander workforce.

In 2017 we signed the South West Indigenous Land Use Agreement enabling Noongar people to carry out land-based Aboriginal customary activities within public drinking water source areas in the South West of Western Australia (see case study on page 13).

We exceeded our Aboriginal Employment Strategy target of 3.2 per cent Aboriginal and Torres Strait Islander employees by 2018, achieving 3.6 per cent in 2018 and have now set a stretch target of 6 per cent by 2021.

Our 2018 Enterprise Agreement introduced an expanded definition of 'immediate family' to include extended family for Aboriginal and Torres Strait Islander employees. This enables them to take compassionate leave as appropriate and recognises the diversity of family structures and responsibilities associated with kinship for Aboriginal and Torres Strait Islander peoples.

Our 2018 Enterprise Agreement also provides a paid ceremonial leave entitlement separate from annual leave. Under these provisions, an employee can access three days paid leave per year to meet the requirements of their customs, traditional lore or to participate in ceremonial and cultural activities.

Retention rates have also improved, with Aboriginal and Torres Strait Islander employee initiated turnover reducing from 24.5 per cent in 2013 to 15 per cent in 2018.

We were a finalist in the 2018 Australian Human Resources Industry Awards Stan Grant Indigenous employment category for our Aboriginal employment program.

We held our first Aboriginal and Torres Strait Islander employee conference, Kambarang, in October 2018 with 80 people coming from across the state. This event was hosted in Perth and attended by our Minister, the Hon. Dave Kelly MLA. As well as creating important social connections for our people, this conference provided an opportunity for learning about the range of programs available to support Aboriginal and Torres Strait Islander employees to progress their careers at Water Corporation.

We have established an Aboriginal Education Officer role in our Customer Education team to develop innovative educational resources integrating cultural stories and water literacy content.

Supporting our RAP

The key to success for the 2019-21 RAP is leadership beginning with the Board and engagement with primary stakeholders. To ensure we deliver on the commitments in our 2019-21 RAP our actions will be supported and guided by an implementation plan.

Water Corporation Board

Our Board provides leadership and direction for our RAP. They will continue to assist with implementation and encourage the participation of all employees to make sure we deliver on our RAP commitments.

RAP Working Group Chair

Our CEO, Pat Donovan, will Chair the RAP Working Group, leading the implementation of RAP actions and will be accountable for the delivery of targets.

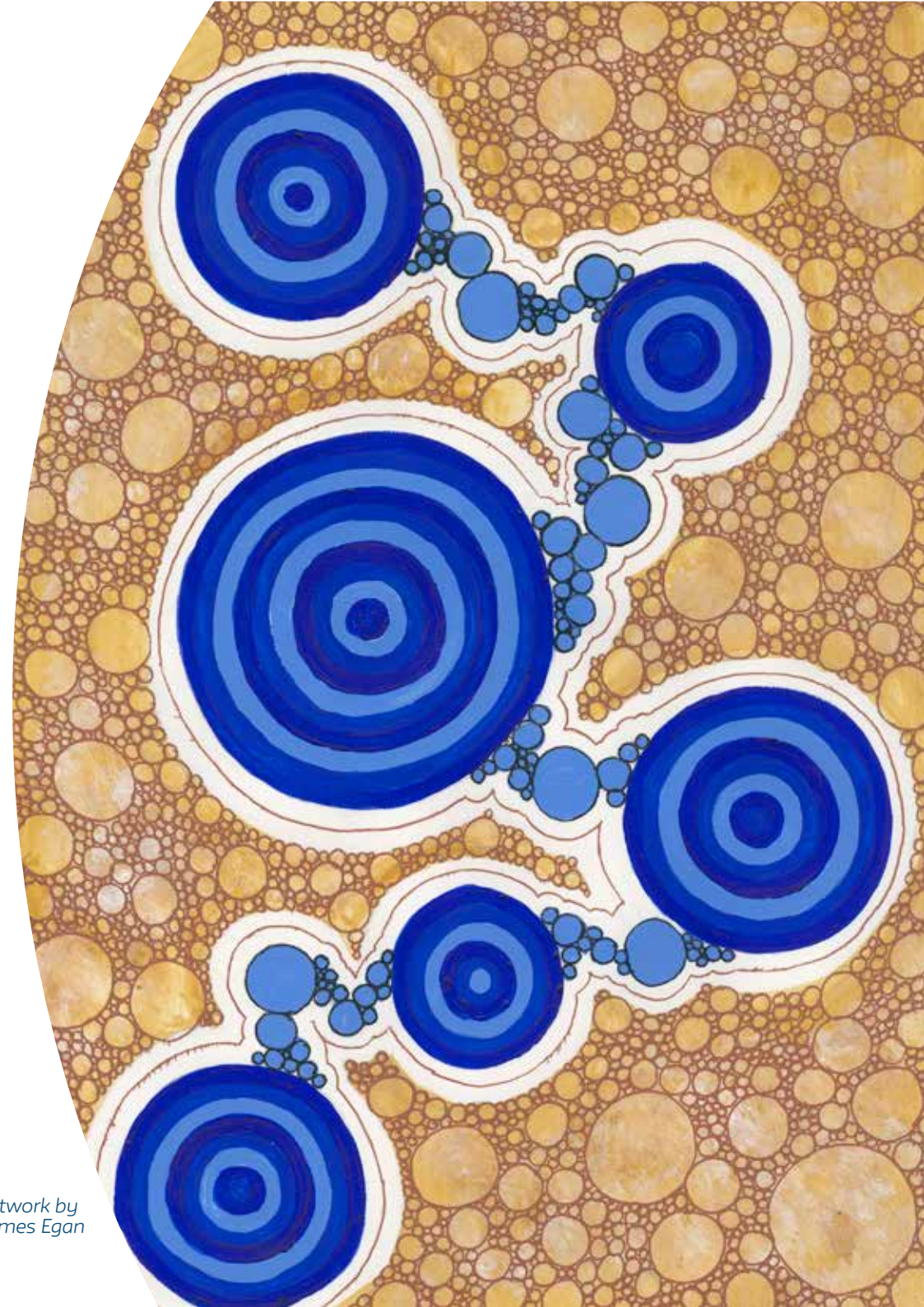
RAP Champion

Our General Manager Operations Services, Dr Steve Capewell, is our RAP Champion. He will promote our commitment to the RAP and support implementation.

Reconciliation Action Plan Working Group

The RAP Working Group will continue to meet quarterly to assist in the development and implementation of our Reconciliation Action Plan. The Working Group consists of at least 10 representatives across the business, including valuable input from our Aboriginal and Torres Strait Islander employees.

Artwork by
James Egan



The Terms of Reference of the Reconciliation Action Plan Working Group are as follows:

- Increase the engagement of employees, contractors and consultants in the process of reconciliation.
- Identify key stakeholders, partners and opportunities for all staff to engage in reconciliation.
- Monitor the implementation of Water Corporation's Reconciliation Action Plan.
- Provide an interface between employees and the Reconciliation Action Plan.
- Promote, encourage and support a high level of awareness in the participation of reconciliation activities amongst our employees.
- Identify and facilitate actions that require attention.

Executive

Our Executive team plays an important and active role in the implementation of the RAP. Each member of Executive has the relevant RAP actions included in their personal Performance Agreements and Group Business Plans to ensure outcomes are delivered and that the intentions of the RAP become part of our culture.

Senior management group

Under the direction of our general managers, senior managers, including all business unit and regional managers play an important and active role in the implementation of our RAP.

Our employees

RAP ambassadors encourage participation in our RAP activities and events, communicate our reconciliation message, and influence peers to build positive relationships between Aboriginal and Torres Strait Islander peoples and organisations. The nomination of RAP Ambassadors will be sought from each area of our business.



Water Corporation employees and Traditional Owners at the entrance of Two People's Bay in Albany

Case study 1

Greater access for Noongar people to South West catchments

In 2017 we were proud to become signatories to the South West Indigenous Land Use Agreement. This agreement includes a suite of commitments including recognising Noongar people as Traditional Owners and ensuring they have access to Crown land which includes water catchment areas. With the agreement in place, Noongar people can now undertake customary activities like visiting culturally significant sites, collecting bush tucker and medicine and holding ceremonies.

Water Corporation employees from the Great Southern Region worked with the people of the Wagyl Kaip Native Title claim area to build respect and understanding and ensure by-laws associated with the Agreement are implemented in a mutually beneficial way.

As part of the partnership approach, Noongar Elder Lester Coyne shared with Water Corporation employees the historical significance of the area for the Noongar people, and the value of the access to Country.



Looking over Two People's Bay

Key Elements

Following is an outline of the key elements that constitute Water Corporation’s Stretch Reconciliation Action Plan.

Relationships

We believe enduring relationships with Aboriginal communities are essential for our business success. We understand and recognise Aboriginal people are important stakeholders, and our operations must consider Aboriginal heritage, cultural and social concerns, as well as native title rights.



Focus area: Engaging with Aboriginal and Torres Strait Islander peoples and communities.

Action	Deliverable	Timeline	Responsibility	In consultation with
1. RAP Working Group (RWG) actively monitors RAP development and implementation	Oversee the development, endorsement and launch of the RAP	Mar 2019	RAP WG Chair	Manager, Aboriginal Affairs
	Ensure there are Aboriginal and Torres Strait Islander peoples on the RWG <ul style="list-style-type: none"> Review RAP Working Group membership every six months 	Jun, Dec 2019 / 2020 / 2021	RAP WG Chair	Manager, Aboriginal Affairs
	Annually review the Terms of Reference for the RWG	Mar 2019 / 2020 / 2021	RAP WG Chair	Manager, Aboriginal Affairs
	Meet a minimum of four times a year to monitor and report on RAP implementation and promote accountability	Mar, Jun, Sep, Dec 2019 / 2020 / 2021	RAP WG Chair	Manager, Aboriginal Affairs
	Identify and appoint internal RAP Champion(s) from the GM levels across the business	Mar 2019 / 2020 / 2021	RAP WG Chair	Manager, Aboriginal Affairs
2. Build internal and external relationships	Develop, maintain and disseminate a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey	Mar 2019 / 2020 / 2021	Manager, Aboriginal Affairs	All managers
	Develop, maintain and disseminate a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey	Aug 2019	Manager, Aboriginal Affairs	All managers



Action	Deliverable	Timeline	Responsibility	In consultation with
3. Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff	Organise at least 6 internal NRW events each year, encourage staff to attend at least one internal and/or external NRW event and register all NRW events via Reconciliation Australia's NRW website	May 2019 / 2020 / 2021	Chief Executive Officer	Manager, Aboriginal Affairs
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all employees	May 2019 / 2020 / 2021	RAP WG Chair	Manager, Aboriginal Affairs
	Ensure Water Corporation's RAP Working Group is aware and participates in an external event to recognise and celebrate NRW	May 2019 / 2020 / 2021	RAP WG Chair	General managers
4. Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Meet with all six local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement	Mar 2019 / 2020 / 2021	GM, Customer and Community	Manager, Aboriginal Affairs
	Continue the implementation of the Native Title Strategy throughout the state	Jun 2019 / 2020 / 2021	GM, Operations Services	All managers
	Promote reconciliation through ongoing active engagement with all stakeholders meeting with at least ten communities annually	Jan, May 2019 / 2020 / 2021	GM, Operations Services	All managers
	Establish six formal two-way partnerships with Aboriginal and Torres Strait Islander organisations			
5. Raise awareness of our RAP	Engage the senior management group across the organisation in the delivery of RAP outcomes	Mar 2019 / 2020 / 2021	RAP WG Chair / Chief Executive Officer / GM, Customer and Community	All managers
	Develop and oversee the implementation of a RAP Implementation Plan to engage and inform key stakeholders of their responsibilities within our RAP and opportunities to drive reconciliation outcomes	Mar 2019	Manager, Aboriginal Affairs	All managers
	Communicate the RAP to all Water Corporation employees, highlighting how the outcomes of the RAP are contributing to the success of the business	Mar 2019 / 2020 / 2021	Chief Executive Officer	All managers
	Communicate our commitment to reconciliation publicly by updating our 'Statement of Commitment to Aboriginal people and communities' endorsed and sent by our CEO to all staff and contractors	Jul 2019	Chief Executive Officer	All staff and contractors
6. Build partnerships with external stakeholders to advance reconciliation	Annually encourage employees to dedicate volunteer activity with organisations such as Reconciliation WA.	May 2019 / 2020 / 2021	RAP WG Chair / all general managers	All managers

Case study 2

Building relationships with Aboriginal and Torres Strait Islander contractors

We were proud to be on the front foot with the broader State Government driver to support the increased economic participation of Aboriginal and Torres Strait Islander people. In October 2017, Minister for Water, the Hon. Dave Kelly MLA, launched our first Aboriginal supplier tradeshow where 35 Aboriginal and Torres Strait Islander suppliers were represented. Within six months of this tradeshow we had directly contracted with eight contractors with a further 15 in negotiations.

Since then we have seen a 50 per cent increase in the total number of contracts with Aboriginal and Torres Strait Islander suppliers with 31 contracts worth over \$2.2 million being awarded in the 2017-18 financial year.

The commitment of Rizah Levi, Senior Advisor - Aboriginal Contractor Engagement, has been crucial to this success.

“In the 2017-18 financial year, State Government sector agencies reported spending over \$27 billion on procurement of goods, services and works, making it a very big customer. So it’s key to ensure Aboriginal and Torres Strait Islander suppliers are accessing these business opportunities”, said Rizah.

“To support the growth in Aboriginal and Torres Strait Islander supplier engagement we will host a tradeshow every two years, with our next scheduled for 2019.”



2017 Aboriginal
Supplier
Tradeshow



Respect

Raising the visibility and recognising the contribution of Aboriginal and Torres Strait Islander people to Australia will help us to learn about the understandings, histories and diversity of cultures of our first people. Respectful practices help foster positive relationships and maximise opportunities for two-way learning within our organisation and with our Aboriginal and Torres Strait Islander stakeholders.

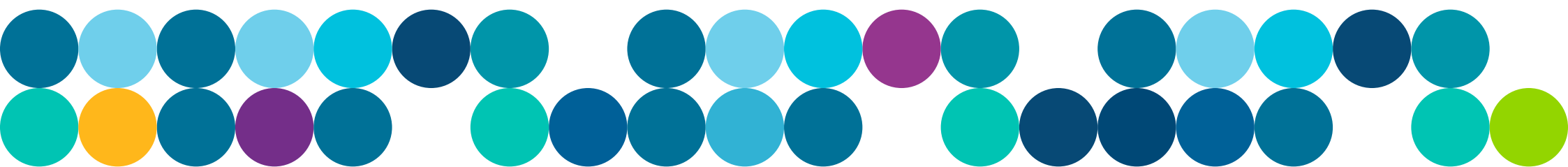


Focus area: To recognise the special contribution of Aboriginal and Torres Strait Islander people to Australia, enabling greater confidence in the actions we undertake in order to achieve the objectives of our Reconciliation Action Plan.

Action	Deliverable	Timeline	Responsibility	In consultation with
1. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	In consultation with Aboriginal and Torres Strait Islander advisors, develop, implement and review an Aboriginal cultural awareness training strategy for our staff which defines continuous cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion)	May 2019 / 2020 / 2021	GM, Operations Services	Manager, Aboriginal Affairs
	Commit a minimum of 95% of staff to undertake online cultural learning activities, incorporating Aboriginal cultural awareness training	Apr 2020	GM, Operations Services	All managers
	Commit to 100% of managers to undertake face to face cultural workshop learning activities	Jun 2019 / 2020 / 2021	GM, Operations Services	All managers
	Source and engage appropriate providers of local project-based cultural immersion learning activities for project-based staff	Apr 2019 / 2020 / 2021	GM, Operations Services	Manager, Aboriginal Affairs
	All RAP Working Group members to undertake cultural learning activities, incorporating Aboriginal cultural awareness training	Mar 2019 / 2020 / 2021	RAP WG Chair / Chief Executive Officer	Manager, Aboriginal Affairs
	Promote and encourage accessing of the Reconciliation Australia's Share Our Pride online tool by all staff	Mar 2019 / 2020 / 2021	GM, Customer and Community	Manager, Aboriginal Affairs
	All newly engaged staff to complete online Aboriginal cultural awareness training within the first 100 days of engagement	Mar 2019 / 2020 / 2021	GM, Operations Services	All managers
Aboriginal cultural awareness training included as a key performance indicator and embedded in all managers' performance plans	Sep 2019	Chief Executive Officer	GM, Operations Services	



Action	Deliverables	Timeline	Responsibility	In consultation with
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country	May 2019	Manager, Aboriginal Affairs	All managers
	Develop a tool to encourage and support all staff in their efforts to undertake an Acknowledgement of Country	Dec 2019	Manager, Aboriginal Affairs	GM, Customer and Community / all managers
	Invite a local Traditional Owner to provide a Welcome to Country, at up to 4 significant events each year, including during NRW and NAIDOC Week	Mar 2019 / 2020 / 2021	Manager, Aboriginal Affairs	All managers
	All staff to be encouraged and supported in providing an Acknowledgement of Country at all speaking events	Mar 2019 / 2020 / 2021	All managers	Manager, Aboriginal Affairs
	Include an Acknowledgement of Country into Water Corporation's PowerPoint Presentations	Mar 2019	Manager, Aboriginal Affairs	All managers
	Review and ensure all current and future signage provided by the business includes a reference acknowledging the local Traditional Owners	Mar 2020 / 2021	GM, Customer and Community	Manager, Aboriginal Affairs
	Maintain and disseminate across the business a list of key contacts for organising a Welcome to Country	Mar 2019 / 2020 / 2021	Manager, Aboriginal Affairs	All managers
	Embed Aboriginal and Torres Strait Islander cultural protocols within a protocol document relevant to Western Australia and specific local communities	Nov 2019	Manager, Aboriginal Affairs	All managers
	Include an Acknowledgement of Country at the commencement of internal meetings	Mar 2019 / 2020 / 2021	All managers	Manager, Aboriginal Affairs





Action	Deliverables	Timeline	Responsibility	In consultation with
3. Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week	Mar 2019 / 2020 / 2021	All managers	Manager, Aboriginal Affairs
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in community NAIDOC Week events	Jul 2019 / 2020 / 2021	All managers	Manager, Aboriginal Affairs
	Support an external NAIDOC Week community event	Jun 2019 / 2020 / 2021	Chief Executive Officer	Manager, Aboriginal Affairs
	Support local or national NAIDOC Week Committee activities	May 2019 / 2020 / 2021	Chief Executive Officer	All managers
	Senior management team and staff to acknowledge NAIDOC Week and its importance	Jun 2019 / 2020 / 2021	Chief Executive Officer	All managers
	Support all staff to participate in at least one NAIDOC Week event in the local community	Jul 2019 / 2020 / 2021	All managers	Manager, Aboriginal Affairs
	In consultation with Aboriginal and Torres Strait Islander peoples, host an internal or public NAIDOC Week event	Jul 2019 / 2020 / 2021	All managers	Manager, Aboriginal Affairs
4. Actions to be taken by strategic areas of our business during the implementation of our RAP	Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance	Mar 2019 / 2020 / 2021	All managers	Manager, Aboriginal Affairs
	Expand Waterwise Councils Program to include some of the Water Sensitive Cities criteria around Aboriginal engagement	May 2019 / 2020 / 2021	GM, Customer and Community	Manager, Aboriginal Affairs
	Incorporate local Aboriginal artists into the Splash of Colour Program (painting our assets using local artists)	Nov 2019 / 2020 / 2021	GM, Customer and Community	Manager, Aboriginal Affairs
	Engage and implement across the business a cultural mentoring program for non-Aboriginal staff and key external stakeholders working with Aboriginal and Torres Strait Islander peoples on behalf of the business	Apr 2019 / 2020 / 2021	GM, Operations Services	Manager, Aboriginal Affairs

Case study 3

Aboriginal artists brighten intake tower in the North West

In September 2018, two Yawuru Aboriginal artists turned our intake tower at the Broome South Wastewater Treatment Plant (WWTP) into a colourful work of public art. The local artists were Martha Lee, a renowned figure within the art community, and Kirra Watson, a budding teenage artist. Kirra is also participating in Yawuru's transition to work program, which we support with funding through the West Kimberley Community Grants Scheme.

Senior Advisor - Customer and Stakeholder, Sandy Hooft said "Celebrating Aboriginal culture is something we are passionate about, so we're thrilled to have such amazing Aboriginal artwork at our site for the community to enjoy. It's also great that Kirra is part of the Yawuru transition to work program, one of the initiatives we supported in round two of the West Kimberley Community Grants Scheme."



*Martha Lee and Kirra
Watson with Water
Corporation's Paul Beard*

Opportunities

Creating new ways of attracting, developing and retaining talent presents an opportunity for two-way learning within the organisation. This will create the building blocks for Aboriginal and Torres Strait Islander engagement capacity and knowledge exchange in relation to land, culture and water and through employment, training, development and mentoring opportunities.



Focus area: Create training and employment opportunities for Aboriginal and Torres Strait Islander people within Water Corporation

Action	Deliverable	Timeline	Responsibility	In consultation with
1. Promote strong Aboriginal and Torres Strait Islander employment and career progression	As part of Diversity and Inclusion ensure there is parity representation of Aboriginal and Torres Strait Islander peoples across our business	Mar 2019 / 2020 / 2021	GM, Operations Services	All managers
	Achieve and maintain or exceed an internal employment target of 6% of Aboriginal and Torres Strait Islander employees (in line with Water Corporation's People Strategy for 2017-2021)	Sep 2021	GM, Operations Services	All managers
	Continue to implement an Aboriginal Leadership Program as part of our leadership framework and Aboriginal Employment Strategy to identify and further the leadership skills of Aboriginal and Torres Strait Islander employees	Apr 2019 / 2020 / 2021	GM, Operations Services	Manager, People and Capability
	Identify and engage with current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities	Mar 2019 / 2020 / 2021	GM, Operations Services	Manager, Aboriginal Affairs
	Ensure all future internal employment and development opportunities are accessible and current to all Aboriginal and Torres Strait Islander staff	Mar 2019 / 2020 / 2021	GM, Operations Services	Manager, People and Capability / Manager, Aboriginal Affairs
	Identify and implement a culturally appropriate and responsive Employee Assistance Program for current and future Aboriginal and Torres Strait Islander employees	Mar 2019	GM, Operations Services	Manager, Safety and Wellbeing / Manager, Aboriginal Affairs
	Identify and implement a culturally appropriate secondment of external and internal Aboriginal and Torres Strait Islander people to mentor Aboriginal and Torres Strait Islander employees	Sep 2019	GM, Operations Services	Manager, People and Capability / Manager, Aboriginal Affairs / all managers
	Review the Aboriginal Employment and Retention Strategy and its implementation annually	Jun 2019 / 2020 / 2021	GM, Operations Services	Manager, People and Capability / Manager, Aboriginal Affairs
Investigate and implement a range of Aboriginal and Torres Strait Islander employment pathway programs across the business (e.g. traineeships, cadetships and internships)	May 2019 / 2020 / 2021	GM, Operations Services	Manager, People and Capability / Manager, Aboriginal Affairs / all managers	



Action	Deliverable	Timeline	Responsibility	In consultation with
2. Investigate Aboriginal and Torres Strait Islander supplier diversity	Review current procurement strategy to support the engagement with Aboriginal and Torres Strait Islander owned businesses and our Aboriginal Supplier Diversity Strategy	May 2019	GM, Finance	Manager, Aboriginal Affairs/ all managers
	Award a minimum of 20 Aboriginal and Torres Strait Islander businesses to be contracted through procurement annually	Sep 2019 / 2020 / 2021	GM, Assets Delivery	Manager, Aboriginal Affairs/ all managers
	Review and update current contract templates to ensure active engagement with Aboriginal and Torres Strait Islander-owned businesses. E.g.: Terms of Payment (7-14 days payment terms)	Aug 2019 / 2020 / 2021	GM, Assets Delivery	Manager, Aboriginal Affairs/ all managers
	In alignment with the Aboriginal Procurement Policy, award 3% of the number of contracts to registered Aboriginal and Torres Strait Islander businesses	Jun 2021	GM, Assets Delivery	Manager, Aboriginal Affairs/ all managers
	Host/sponsor relevant forums for the promotion of Aboriginal and Torres Strait Islander owned-businesses to the organisation	Aug 2019 / 2020 / 2021	GM, Assets Delivery	Manager, Aboriginal Affairs
3. Investigate, develop and maintain strong Aboriginal and Torres Strait Islander partnerships	As part of our ongoing Health and Safety practices, ensure personal protective equipment and occupational health and safety training is provided to all Traditional Owners prior to access to current and future worksites	Mar 2019 / 2020 / 2021	GM, Operations Services	All managers
	Work with the State Government to improve infrastructure in Aboriginal town-based and remote communities and assist these communities to achieve broader strategic outcomes of Aboriginal economic participation (e.g. employment) and liveability (e.g. caring for Country)	Mar 2019 / 2020 / 2021	GM, Assets Planning	Manager, Aboriginal Affairs
	Extend Waterwise Schools Program to ensure it includes activities and examples which strengthen current and future relationships with young Aboriginal and Torres Strait Islander peoples while promoting water sustainability	Mar 2019 / 2020 / 2021	GM, Customer and Community	Manager, Aboriginal Affairs
	Support Aboriginal employees in obtaining home loan and rental assistance through Keystart and Indigenous Business Australia	Mar 2020 / 2021	GM, Operations Services	Manager, People and Capability / Manager, Aboriginal Affairs
	Establish an Aboriginal engagement seminar series - 'Sharing the Impact' as part of the lunch and learn program	Mar, Jun, Sep, Dec 2019 / 2020 / 2021	All managers	Manager, Aboriginal Affairs
	Engage with Traditional Owners on all planned future Water Corporation development projects briefing Native Title Prescribed Body Corporates / Traditional Owners on capital and minor works projects	Mar 2019 / 2020 / 2021	Manager, Aboriginal Affairs	All managers
	Investigate and nominate Aboriginal representation on the Board of Water Corporation	Sep 2019	GM, Operations Services / all managers	Manager, People and Capability / Manager, Aboriginal Affairs / all managers



Action	Deliverables	Timeline	Responsibility	In consultation with
4. Identify and implement a range of support measures for our current and future Aboriginal and Torres Strait Islander workforce	Investigate and implement an internal Aboriginal and Torres Strait Islander professional mentoring and support network	Mar 2019	GM, Operations Services / all managers	Manager, People and Capability / Manager, Aboriginal Affairs / all Managers
	Identify and implement a program to support scholarships for Aboriginal and Torres Strait Islander students	Mar 2019	GM, Operations Services / all managers	Manager, People and Capability / Manager, Aboriginal Affairs / all Managers
	Identify, develop and support Aboriginal and Torres Strait Islander leadership across the business through the sponsorship of a minimum of two Aboriginal and Torres Strait Islander staff each year undertaking an external leadership course through WA Leadership Centre or the Australian Indigenous Leadership Centre	Apr 2019 / 2020 / 2021	GM, Operations Services / all managers	Manager, Aboriginal Affairs / Chief Executive Officer

Aboriginal and Torres Strait Islander employees from across the state at our inaugural Kambarang Aboriginal Employee Conference, October 2018



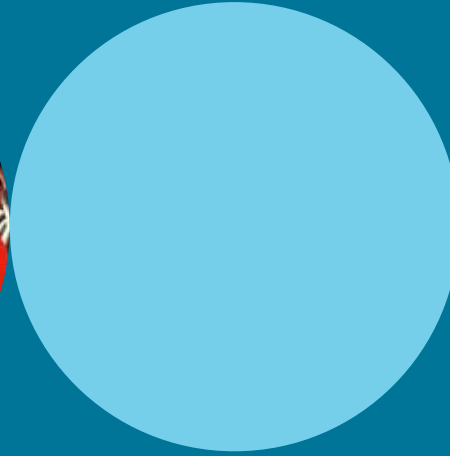
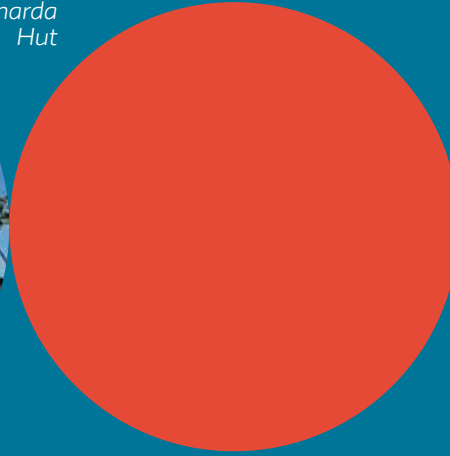
Reporting

Governance, tracking progress and reporting



Action	Deliverable	Timeline	Responsibility	In consultation with
1. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	Sep 2019 / 2020 / 2021	Manager, Aboriginal Affairs	All managers
	Register interest in participating in the Workplace RAP Barometer to measure attitudes and behaviour of staff post the implementation of the Aboriginal Cultural Awareness Training Strategy	Jun 2020	Manager, Aboriginal Affairs	All managers
	Identify, develop and implement systems and capability needs to track, measure and report on RAP activities	Mar 2019 / 2020 / 2021	GM, Operations Services	Manager, Aboriginal Affairs / Chief Executive Officer
	Publicly report our RAP achievements, challenges and learnings	Sep 2021	Chief Executive Officer / Board	Manager, Aboriginal Affairs / all managers
	Communicate quarterly updates on RAP progress to all staff	Mar, Jun, Sep, Dec 2019 / 2020 / 2021	Chief Executive Officer	Manager, Aboriginal Affairs / all managers
2. Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	Sep 2019 / 2020 / 2021	Manager, Aboriginal Affairs	Chief Executive Officer
	Submit draft RAP to Reconciliation Australia for feedback	Jul 2021	RAP WG Chair / Manager, Aboriginal Affairs	Chief Executive Officer / all managers
	Submit draft RAP to Reconciliation Australia for formal endorsement	Sep 2021	RAP WG Chair	Manager, Aboriginal Affairs / Chief Executive Officer

Barndalmarda
Hut



Case study 4

Barndalmarda Hut birdwatching facility brings the community together

The Broome community has a new spot to watch birds with the opening of a birdwatching facility at our Broome South Wastewater Treatment Plant in 2017.

The Barndalmarda Hut is the result of collaboration between Water Corporation, Broome Bird Observatory, Native Animal Rescue Broome, Nyamba Buru Yawuru, and Department of Biodiversity, Conservation and Attractions.

Our Aboriginal Affairs Manager Lynette Lund and North West Operations Manager Paul Beard suggested using a Yawuru word to name the facility to celebrate and recognise the Traditional Owners of the land.

The facility provides information about various species of birds, local reptiles and the wastewater treatment process.

According to our North West Regional Manager, Rino Trolio, "The wastewater treatment plant is famous for attracting a diverse range of bird species and is well known to the local and national birdwatching community".

"The Barndalmarda Hut provides the community with a new platform to view the thousands of birds that visit, roost and breed at the wastewater treatment plant.

The facility will make a positive contribution to Broome's active environmental community and provide local students with a greater understanding of the important role of water recycling in Broome," said Rino.



Our RAP Story

For the artwork associated with our Stretch RAP, we have engaged the services of James Egan, a talented local Noongar artist. James crafted these pieces of artwork based on his interpretation of Water Corporation's RAP journey which began in early 2006, depicting our connection to water,

James constructed the journey around the 'Waugal' (Snake), our RAP cover image. The Waugal is the Sacred Creator of the Swan and Canning Rivers and all the waterways and landforms of the southwest of Western Australia. The Noongar people were made guardians of the land and water by the Waugal.

The second piece of artwork is 'Gnamma' (holes), featured on page 11, which depicts water sources acting as a natural filter from an underground water system. The Noongar people had an intimate connection with these water sources and possess a great deal of knowledge about their locations and function. Gnamma sustained Noongar lifestyle and culture for thousands of years.

James Egan



This information is available in alternative formats on request.

Visit our website at watercorporation.com.au or email Aboriginal.Affairs@watercorporation.com.au

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Fresh  Water Thinking

