

# Innovate Reconciliation Action Plan

January 2024 – January 2026



## Acknowledgement of Traditional Custodians

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

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



## Cultural Spring: Our RAP motif

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

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

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

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

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

# Message from the CEO

**Over recent years, Unitywater has increased our awareness and understanding of the deep history of Australia's First Nations peoples and the impacts of colonisation, and the contribution our business can make towards reconciliation.**

Through formative Reflect and Innovate Reconciliation Action Plans, we laid the ground work of reconciliation basics like increasing understanding of, and embracing the symbology that shows cultural respect and actively having the conversation within our business. Some tangible outcomes were delivered, with First Nations representation among our team increasing to a record 3% since March 2021, tertiary scholarships and industry traineeship programs implemented, and events held to mark National Reconciliation Week and NAIDOC Week.

Embedding these basics has now opened the door for us to listen and learn, appreciating and respecting of the knowledge of the Traditional Custodians of the lands and waters on which we operate, the Jinibara, Kabi Kabi and Turrbal peoples.

While we are still at an early stage of our reconciliation journey and need to consolidate some of the actions to date, we are aiming to achieve more meaningful impact. Through this second Innovate RAP, we will start this process by evolving our commitment to First Nations employment to focus on retention and ongoing development, using our sphere of influence to promote reconciliation among our partners and increasing our spend through First Nations owned businesses. Throughout this period, we will maintain sight of our relationships and the value that genuine connection and engagement with local Traditional Custodians delivers to our business and decisions.



In 2025, as we begin planning what will be our fourth RAP, I'm confident that we will be in a position to push towards bigger actions co-created with community, knowing the basics are integrated into our daily activities and considered mainstream.

We remain grateful for the ongoing support and engagement of the local Traditional Custodian groups, as well as our team members and community partners, and value the role of your feedback in ensuring our actions reflect our commitments.

Regards,  
Anna



# Message from Reconciliation Australia



## Reconciliation Australia commends Unitywater on the formal endorsement of its Innovate Reconciliation Action Plan (RAP).

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

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. Unitywater continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Unitywater will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Unitywater using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Unitywater to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Unitywater will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Unitywater's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Unitywater on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia





# Unitywater's Vision for Reconciliation

**Our vision for reconciliation is to honour and support Aboriginal and Torres Strait Islander peoples as Australia's First Nations through collaborative partnerships, integrating their knowledge, empowering First Nations communities, and increasing their cultural capabilities.**

We are committed to creating a more reconciled Australia and aims to make a meaningful impact to the lives of First Nations peoples by partnering with organisations and community members to:

- Empower First Nations communities with opportunities to strengthen their skills and abilities to work on Country and deliver collective outcomes for major initiatives - such as infrastructure or sustainability programs
- Create opportunities for First Nations peoples to develop their capabilities to safeguard critical environmental areas, implement offsets, protect habitats, and enhance water quality.
- Shape both economic and environmentally sustainable outcomes to better serve the customer of the future.
- Develop and implement strategies to increase employment opportunities for First Nations individuals, emphasising professional growth to nurture their long-term careers.

# Unitywater 24/7

**We exist for our customers - to provide safe and reliable water services to the Moreton Bay, Sunshine Coast and Noosa regions of Southeast Queensland.**

Healthy and thriving communities is about the people and the regions we serve. Our services are essential to life and growth and contribute beyond public health to demonstrate environmental leadership through more liveable communities, green spaces, cleaner waterways and a circular economy. Our intention as we mature is to become more and more defined as an organisation which adds economic, social, and environmental value through our actions with customers, communities, and partners. We consider and invest now for our customer of the future while serving our customer of today. We foster a great internal community for our people, our South East Queensland locals who work in the field or behind the scenes.

We have a strong localised presence servicing areas spanning from Cooroy in the north to Samford in the south, and from Bribie Island in the east to Kenilworth in the west. Around 800 team members work across four main office locations in Maroochydore, Caboolture, and Morayfield, and 17 sewage treatment plants throughout the organisation's service area. These areas are the traditional lands of the Kabi Kabi, Jinibara and Turrbal peoples. We acknowledge and respect the cultural diversity and heritage of these lands and remains committed to developing and maintaining respectful relationships with these groups and their Elders past, present, and emerging.

Our 2030 Strategic Ambition was launched in 2023. Created to set the direction for the organisation we want to be in the future, the Ambition keeps our team focused and united as we navigate an external environment that presents us with many opportunities and challenges. Our 2030 Strategic Ambition has been built around four themes which are linked to who we are now and who we intend to be.

Four key strategic themes:



**Value every drop**



**Customer of the future**



**Keep it simple**



**One Unitywater**



# Unitywater's RAP

**Our vision for reconciliation is to create, and provide, a culturally safe and inclusive work environment, that makes a tangible impact by providing sustainable employment experiences, opportunities, and skills development for First Nations peoples.**

Our Reconciliation Action Plan (RAP) aligns with strategic objectives, core services, and the principles of a Better and Safer Together workplace, utilising diverse capabilities to drive innovation, operational excellence, and ensuring inclusive, healthy work experiences. It is our formal commitment to advancing reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, both internally and within the communities we serve.

Our RAP will operate as a guide for the organisation to positively influence the workplace and wider community, by raising awareness, knowledge and fostering respect of First Nations peoples, cultures, and history.

Through the implementation of Innovate II RAP, we aim to become recognised as an employer of choice for First Nations peoples. We are also dedicated to working closely with First Nations communities, stakeholders, and organisations within our areas of operation, to deliver mutually beneficial outcomes.

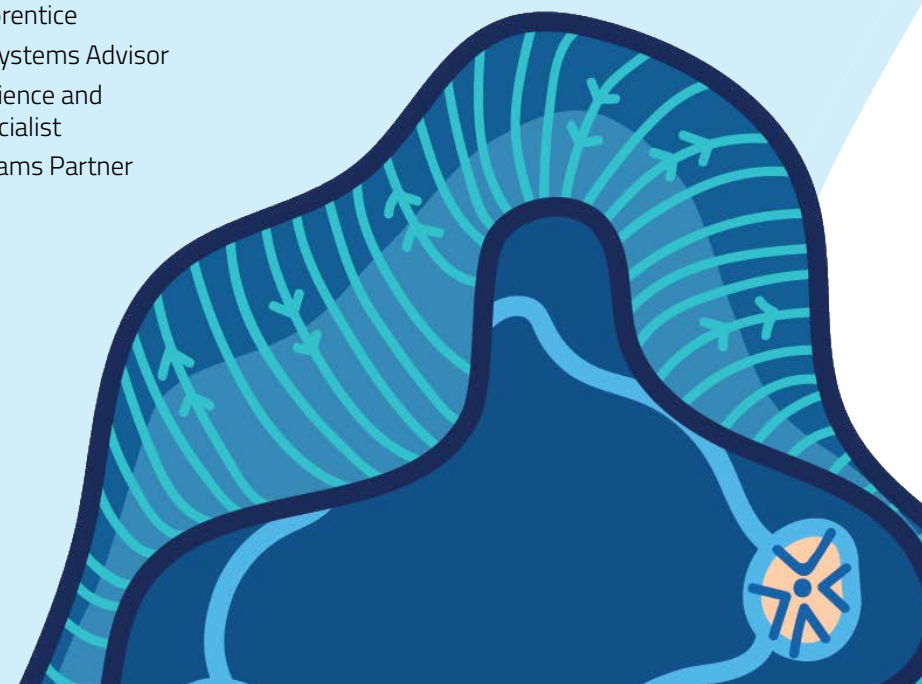
The achievement of actions and deliverables identified in our second Innovate RAP will be led by the RAP Advisor in collaboration with relevant business areas and in consultation with the RAP Working Group. The RAP is sponsored by a member from the Executive Leadership team, the Executive Manager of Customer Delivery.

Membership is open to all employees to participate in the RAP Working Group. Currently, there are 20 members from across a range of different business groups and geographical areas, including two team members who identify as First Nations. Each quarter, the group meets to discuss progress on RAP initiatives and identify opportunities to generate further cultural understanding within work practices and core areas of the business.

Our RAP Working Group members include:

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

Additionally, Unitywater has established a First Nations Network (FNN), a voluntary, employee-led Indigenous Reference Group which is specifically for our team members who have Aboriginal and Torres Strait Islander heritage. This group meets face-to-face quarterly and enables First Nations team members to come together, with the purpose of strengthening internal relationships, and providing each other support on a range of work and life issues.





# Unitywater's RAP Journey

**During National Reconciliation Week (NRW) 2018, we marked a significant milestone with the launch of our first Reflect RAP.**

Our RAP Working Group took the lead in engaging with Traditional Custodian groups, resulting in the development of initiatives including:

- Traineeship programs and work experience placements with the Field Services department, furthering our mission to support education and employment prospects for First Nations individuals.
- An First Nations community artwork project at the new Duck Holes Creek pump station.
- Our 'Cultural Spring Motif' artwork was created and used throughout the organisation with an accompanying story of meaning.
- All meeting rooms were equipped with new plaques to tell the dreamtime story of waterways that are significant to the communities we serve.
- Providing ongoing technical support to the First Nations community of Mornington Island.

In 2020, we deepened our reconciliation commitment by embarking on our first Innovate RAP. Key achievements during this period included the addition of Acknowledgment of Country to the external website, intranet (Watercooler), and prominently placed plaques in site foyers. Guides were developed for Welcome to Country and Acknowledgement of Country and these protocols have become common practice throughout the business. We extended support to local First Nations-owned businesses by providing Community Grants to increase opportunities within the community.

The development of an internal First Nations Network (FNN) in 2021 demonstrated our commitment to fostering cultural awareness and support among team members. We recognise building meaningful relationships and engaging with First Nations team members is essential to the success of our RAP journey. The FNN provides a dedicated platform within the organisation for First Nations voices to ensure all RAP initiatives are in alignment with strategic goals and cultural expectations.

In 2022, our inaugural First Nations Scholarship was successfully delivered at the University of the Sunshine Coast, resulting in the recruitment of a First Nations Vacation Student to the business. The recipient of the First Nations Scholarship has now secured the permanent position of Reconciliation Action Plan Advisor, reinforcing our commitment to education and providing opportunities for growth.

To build trusting relationships and demonstrate respect, each year we celebrate and acknowledge National Reconciliation Week and NAIDOC Week. We host internal events for all team members and provides opportunities for First Nations team members to attend external events. During Unitywater events, members of the region's Traditional Custodian groups are invited to provide a Welcome to Country and enjoy a shared meal provided by local First Nations-owned businesses. The development of open and honest relationships and celebrating First Nations peoples, cultures, and history, promotes our social and economic responsibility to the community in which we service.





We have grown and continue to reflect and learn as we progress towards accomplishing a second Innovate RAP. We are challenging ourselves to further embed and integrate the activities into the planning cycle and people activities across the business. This will be achieved through embedding into practices and improvement of core areas in Innovate II RAP.

Since the beginning of this Innovate RAP, Unitywater has progressed many initiatives:

- Introduced 26 January public holiday swap, giving all permanent employees and full-time contractors within the organisation the option to work on this public holiday and take a different day as leave.
- Increased cultural learning opportunities and through the Learning and Development team:
  - 587 team members completed an online cultural awareness course
  - Executive Leadership Team completed face to face training in April 2023
  - Priority business groups participated two face-to-face pilots
  - Members of the RAP Working Group and FNN completed an Acknowledgement to Country workshop

- Included the Acknowledgment of Country and Cultural Spring motif in public documents and internal templates.
- Created and distributed 200 unique Unitywater RAP Polo shirts; created and distributed RAP PPE shirts across the organisation symbolising our RAP initiatives, normalising the demonstration of respect, and giving team members an opportunity to showcase their commitment and support to First Nations peoples
- Created a Traditional Custodians Engagement Plan and Reference Guide
- Promoted our commitment to reconciliation, our RAP and Cultural Spring Motif at the national Ozwater Expo

Since implementing the first RAP, we have achieved and progressed many initiatives and have some early milestones to acknowledge and build from. Throughout our RAP journey, several key learnings have been identified. Our increased cultural awareness, understanding and respect, led to organisational framework adjustments and has now been incorporated throughout key areas of the business. We continue to progress a range of key areas of opportunity and learnings, including:

- Engaging with Traditional Custodians
- Procurement Strategy
- Engaging with Aboriginal and Torres Strait Islander team members and community groups
- Competing organisational priorities
- Consistent endorsement at a leadership level
- Appropriate support to deliver RAP initiatives
- First Nations Employment Strategy.



We acknowledge the importance of engaging with Traditional Custodian groups and First Nations organisations as key stakeholders and partners throughout, but not limited to, entire project life cycles. Shifts in 2021 include the decision for all Cultural inductions to be exclusively conducted by a Traditional Custodian, and for our engagement with Traditional Custodians to extend beyond project-based interactions to include agreements for the ongoing and indefinite management of cultural artefacts that are on Country and sit within our service region. Further, in 2022 we began prioritising, where applicable, Traditional Custodians' preferred suppliers for project engagement and then in 2023, the incorporation of Cultural Heritage strategies into business cases.

In 2021, a Procurement Strategy was developed to incorporate stronger cultural statements in procurement contracts and standing offer arrangements, where applicable, to align with reconciliation goals, emphasising engagement with First Nations suppliers and businesses. This adjustment now includes the assessment of suppliers based on their Cultural Heritage strategies during tender processes and the exclusive engagement with contractors aligning with our reconciliation values.

In 2022, we identified alignment of RAP initiatives with key organisational priorities was essential to avoid further conflicts with other programs of work. As a result, in 2023 our 2030 Strategic Ambition was incorporated RAP actions to ensure they are integrated with organisational planning, to minimise conflicts and ensure seamless integration of reconciliation goals.

In 2023, we identified a crucial step to advancing reconciliation was the recruitment of a Reconciliation Action Plan (RAP) Advisor. As well as ensuring we are accountable for delivering our RAP commitments, the Advisor's role serves as a conduit to maintain relationships and commitment with senior leadership.

Additionally, in 2023, we began formulating an employment strategy with targeted initiatives to navigate the challenges posed by a tight talent market, with a specific focus on attracting and retaining First Nations employees. Through strategic partnerships and collaborations, we aim to create opportunities for diverse talent and empower Aboriginal and Torres Strait Islander communities.

Our RAP journey reflects a strong commitment to reconciliation, cultural respect, and inclusivity. These learnings demonstrate our commitment to honouring and protecting the traditional cultural expressions, intellectual property rights, and overall well-being of First Nations peoples.



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



# Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	<ul style="list-style-type: none"> <li>Engage with local First Nations stakeholders and organisations to develop guiding principles for future relationships.</li> </ul>	June 2024	Environmental Cultural Heritage Planning Specialist
	<ul style="list-style-type: none"> <li>Develop and implement a plan for ongoing engagement with First Nations stakeholders and organisations to ensure meaningful outcomes are achieved through the planning and operation of business.</li> </ul>	June 2024	Reconciliation Action Plan Advisor
2. Build relationships through regular gatherings for all team members to attend.	<ul style="list-style-type: none"> <li>Identify suitable locations within Unitywater facilities or virtually for gatherings, ensuring accessibility and comfort for participants.</li> </ul>	May 2024	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Develop and implement a schedule for regular gatherings as a safe and inclusive space for all Unitywater team members to come together, share stories, and foster understanding.</li> </ul>	July 2024	Reconciliation Action Plan Advisor
3. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Promote Reconciliation Australia's NRW resources and reconciliation materials to Unitywater's team members.</li> </ul>	May 2024, May 2025	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May- 3 June, 2024, 2025	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Encourage and support team members and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May- 3 June, 2024, 2025	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Hold at least one internal NRW event each year.</li> </ul>	27 May- 3 June, 2024, 2025	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Register all NRW events on Reconciliation Australia's <a href="#">NRW website</a>.</li> </ul>	May 2024, 2025	Reconciliation Action Plan Advisor

Action	Deliverable	Timeline	Responsibility
4. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Develop and implement a communication and engagement strategy to raise awareness of reconciliation across the Unitywater workforce.</li> </ul>	March 2024	People Experience and Inclusion Specialist
	<ul style="list-style-type: none"> <li>Continue to communicate Unitywater's commitment to reconciliation to customers and the community.</li> </ul>	June 2024, Dec 2024, June 2025, Dec 2025	Communications Lead
	<ul style="list-style-type: none"> <li>Identify and leverage opportunities to positively influence external stakeholders, particularly contract partners, to drive reconciliation outcomes.</li> </ul>	Check in: Mar 2024, June 2024, Sep 2024, Dec 2024	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Collaborate with RAP organisations, and other water industry organisations in the area to develop innovative approaches that advance reconciliation, with a specific focus on total water cycle planning and cultural waters/sacred lands.</li> </ul>	July 2024	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Unitywater to formalise a partnership with the Kabi Kabi Peoples Aboriginal Corporation, Sunshine Coast Council, and the Queensland Government's Department of Environment and Science in the delivery of the Blue Heart Sunshine Coast Project.</li> </ul>	June 2024	Executive Manager, Sustainable Infrastructure Solutions
5. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Collaborate with First Nations team members and/or First Nations advisors and conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	June 2024	Head of People Capability and Shared Services
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate an anti-discrimination policy for Unitywater team members, customers, and external stakeholders.</li> </ul>	June 2024	Head of People Capability and Shared Services
	<ul style="list-style-type: none"> <li>Continue to educate senior leaders and Unitywater team members on the effects of racism.</li> </ul>	Feb 2024	People Experience and Inclusion Specialist, Learning and Development team, HRBPs





# Respect

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

**Focus area:** *Optional: What key strategic direction of your business does Respect align to?*

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.	<ul style="list-style-type: none"> <li>Continue to conduct a review of cultural learning needs within the organisation.</li> </ul>	June 2024	Learning and Development Lead
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or First Nations advisors to inform Unitywater’s cultural learning strategy.</li> </ul>	June 2024	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Develop and implement a cultural learning program for all Unitywater team members.</li> </ul>	June 2024	Learning and Development Lead
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in additional formal and structured cultural learning.</li> </ul>	July 2024	Learning and Development Lead
7. Demonstrate respect to First Nations peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Increase all team members understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	July 2024	People Experience and Inclusion Specialist
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	June 2024	People Experience and Inclusion Specialist
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	Dec 2024	Reconciliation Action Plan Advisor



Action	Deliverable	Timeline	Responsibility
<b>7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	Dec 2024	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Increase the placement of symbols across assets and business tools to prompt and normalise the demonstration of respect and provide indicators to First Nations peoples.</li> </ul>	June 2024	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Conduct an audit of existing Unitywater policies, procedures, and communication materials to identify instances where language does not align with respectful and culturally sensitive terminology.</li> </ul>	June 2024	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Review and revise policies, procedures, and communication materials to incorporate the updated guidelines for respectful and culturally sensitive language use.</li> </ul>	June 2024	Reconciliation Action Plan Advisor
<b>8. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.</b>	<ul style="list-style-type: none"> <li>Hold at least one internal NAIDOC Week event each year.</li> </ul>	July 2024, 2025	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	July 2024, 2025	Senior HR Business Partner and Projects Lead
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to all Unitywater team members participating in NAIDOC Week.</li> </ul>	June 2024, 2025	Senior HR Business Partner and Projects Lead
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all team members.</li> </ul>	July 2024, 2025	Reconciliation Action Plan Advisor



# Opportunities

We understand that barriers exist for First Nations peoples and are committed to providing opportunities for employment and for business. We are proud to share our expertise in water and sewerage services to contribute to improving the health and wellbeing of First Nations peoples.

*Focus area: Optional: What key strategic direction of your business does Opportunities align to?*

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	<ul style="list-style-type: none"> <li>Build understanding of current First Nations participation to inform future employment and professional development opportunities.</li> </ul>	Check in: Mar 2024, June 2024, Sep 2024, Dec 2024	Talent Acquisition and Pathways Advisor
	<ul style="list-style-type: none"> <li>Engage with First Nations team members to consult on recruitment, retention, and professional development strategy.</li> </ul>	Check in: Mar 2024, June 2024, Sep 2024, Dec 2024	Talent Acquisition and Pathways Advisor
	<ul style="list-style-type: none"> <li>Develop and implement an First Nations recruitment, retention, and professional development strategy.</li> </ul>	June 2024	People Experience and Inclusion Specialist
	<ul style="list-style-type: none"> <li>Continue to advertise job vacancies to effectively reach First Nations stakeholders.</li> </ul>	Check in: Mar 2024, June 2024, Sep 2024, Dec 2024	Talent Acquisition and Pathways Advisor
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to First Nations participation at Unitywater.</li> </ul>	Dec 2024	Talent Acquisition and Pathways Advisor
	<ul style="list-style-type: none"> <li>Continue to increase the percentage of First Nations peoples employed in Unitywater’s workforce.</li> </ul>	Dec 2024	Talent Acquisition and Pathways Advisor

Action	Deliverable	Timeline	Responsibility
10. Increase First Nations supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop and implement a strategy to increase procurement from First Nations owned businesses.</li> </ul>	Mar 2024	People Experience and Inclusion Specialist
	<ul style="list-style-type: none"> <li>Increase awareness and impact of opportunities for procurement of goods and services from First Nations businesses among purchasers within the organisation.</li> </ul>	Dec 2024	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.</li> </ul>	Jan 2024	Manager Procurement
	<ul style="list-style-type: none"> <li>Develop and maintain commercial relationships with First Nations businesses.</li> </ul>	Oct 2025	Manager Procurement
	<ul style="list-style-type: none"> <li>Continue the provision of technical support and mentoring for improved water and sewerage services on the remote First Nations community of Mornington Island.</li> </ul>	Dec 2024	Manager Procurement
	<ul style="list-style-type: none"> <li>Investigate new ways to support First Nations business owners.</li> </ul>	Dec 2024	Reconciliation Action Plan Advisor



# Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Maintain First Nations representation on the RWG.</li> </ul>	Feb 2024, May 2024, Aug 2024, Nov 2024, Feb 2025, May 2025, Aug 2025, Nov 2025	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RWG.</li> </ul>	Mar 2024	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Continue to meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	Feb 2024, May 2024, Aug 2024, Nov 2024	Reconciliation Action Plan Advisor
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	Jan 2024	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Engage senior leaders and other team members in the delivery of RAP commitments.</li> </ul>	Feb 2024	People Experience and Inclusion Specialist
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	Feb 2024	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>	Jan 2024	Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
<b>13. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</b>	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that Unitywater’s primary and secondary contact details are up to date, to ensure the organisation does not miss out on important RAP correspondence.</li> </ul>	June annually	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request a unique link, to access the online RAP Impact Survey.</li> </ul>	1 August annually	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> </ul>	30 September, annually	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Report RAP progress to all and senior leaders quarterly.</li> </ul>	Feb 2024, May 2024, Aug 2024, Nov 2024	People Experience and Inclusion Specialist
	<ul style="list-style-type: none"> <li>Publicly report RAP achievements, challenges, and learnings, annually.</li> </ul>	July 2024	People Experience and Inclusion Specialist
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.</li> </ul>	Feb 2024	Reconciliation Action Plan Advisor
	<ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	Aug 2025	Reconciliation Action Plan Advisor
<b>14. Continue the reconciliation journey by developing Unitywater’s next RAP.</b>	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia’s <a href="#">website</a> to begin developing the organisation’s next RAP.</li> </ul>	June 2025	Reconciliation Action Plan Advisor

## Contact details

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