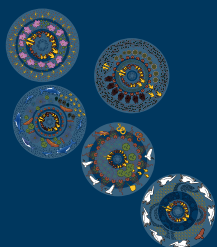


# Stretch Reconciliation Action Plan

July 2020 - June 2023



## Acknowledgement of Country

We acknowledge the Traditional Custodians of the Country throughout South Australia and recognise their continuing connection to land, waters and the community and its importance to cultural vitality, life and identity. We pay respect to them, their cultures and contributions and to Elders past, present and emerging.

## Our designer

*Bree Ah Chee*

I am a proud Arrrente woman from Alice Springs, Northern Territory.

I'm currently undertaking a two-year graduate position here as a Graphic Designer, having worked part time for a year in an undergraduate position while studying for my Bachelor of Communication Design at the University of South Australia.

During this time, I've been given opportunities to grow knowledge within my field through the wide variety of job types, ranging from corporate documents and signage to water fountains and community water trailers. I've also been able to build personal and professional skills through working in a corporate environment.

Designing this RAP has been an exciting and special job for me. It's an opportunity to work on something that I identify with on a personal level.

The culture at SA Water is warming, there is a real sense of team, support and all-round togetherness within the organisation which makes it even more enjoyable to work here. Not only that but I am constantly kept on my toes with a broad variety of jobs.



## Our Aboriginal Connection Branding and artist

*Paul Herzich*

Paul is a Ngarrindjeri Kurna man who is an Adelaide-based contemporary Aboriginal landscape architect and visual artist. He was the first Aboriginal student to complete a Bachelor of Design Studies (in 2000) and a Bachelor of Landscape Architecture (in 2002) at the University of Adelaide. In 2007, Paul received the South Australian Premier's award for *Outstanding Individual Performance in a Workgroup* - 'Landscapes that Integrate Aboriginal Culture'.





## Our Aboriginal Connection Branding

As a business and as individuals, we recognise and appreciate the connection that Aboriginal and Torres Strait Islander peoples have with the land and water. Our Aboriginal Connection Branding represents the Aboriginal peoples of South Australia and visually demonstrates our appreciation.

The five circles represent Adelaide, Anangu Pitjantjatjara Yankunytjatjara (APY) Lands and the Western Desert, Far West Coast and Eyre Peninsula, North East Corner and, Riverland and South East Corner. In the artist, Paul Herzich's words, they depict the following:

### Central (Adelaide and surrounds)

Emu and kangaroo visit centuries old waterhole on Kurna Country. Large stands of stringy bark trees form the eastern border of Kurna Country while tufts of kangaroo grass grow westerly across the plains.

The ibis is a significant cultural icon of the Kurna people that can be found around wet areas. Cultural icons from neighbouring groups radiate out from the flames of the seasonal fires that burn brightly on Kurna Country to regenerate the landscape.

### Western Desert

Bush tomatoes blossom and set fruit in abundance throughout the APY Lands. Bush turkey tracks walk across the hot sand. Kangaroo and Emu come together at a desert waterhole to share fresh, cool and clean water.

### Far West Coast/Eyre Peninsula

Known as the home of the whale and the shark, the wedge-tailed eagle circle above the tall coastal cliffs and over the native vegetation which shelters the sleepy lizard, while the wild dog makes its way to a deep rockhole in the seemingly flat landscape, which contains fresh, clean water for people and animals to drink.

### North East Corner

Amongst the rippled sand dunes, a mound spring continuously bubbles water on the earth's surface. Sturt's desert pea spectacularly displays an iconic carpet of red blooms across the landscape, while poached egg daisy flowers glisten in the morning sun near the Queensland border.

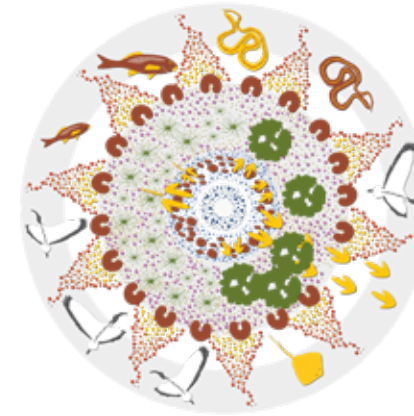
### Riverland/South East Corner

The pelican circles high above the River Murray, while the hawk flies low to warn the people. The waterholes and interconnected caverns of the south east travel for many miles below the earth's surface. Wood engravings shine under the moonlight and the Southern Cross constellation.

## UN Declaration on the Rights of Indigenous Peoples

We acknowledge that the Declaration of the Rights of Indigenous Peoples is an international human rights framework that recognises and protects the unique and collective rights of Indigenous people across the world. We will continue to work in partnership with Aboriginal communities across South Australia in alignment with this international declaration.

## Our Aboriginal Connection Branding: waterholes



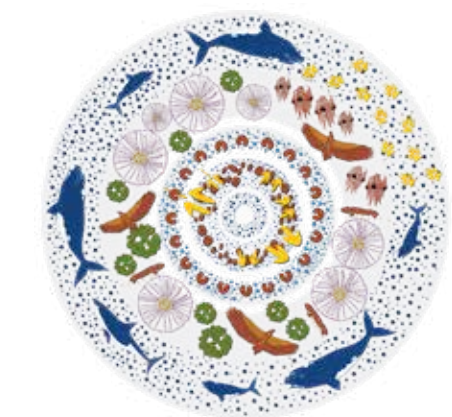
*Central (Adelaide and surrounds) waterhole*



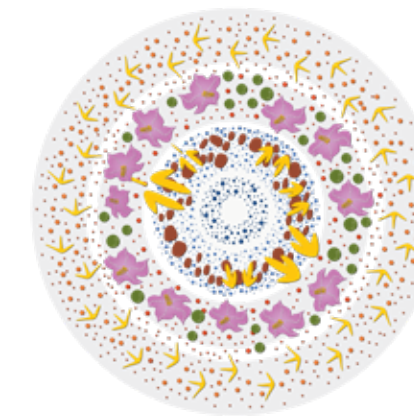
*Riverland/ South East waterhole*



*North East waterhole*



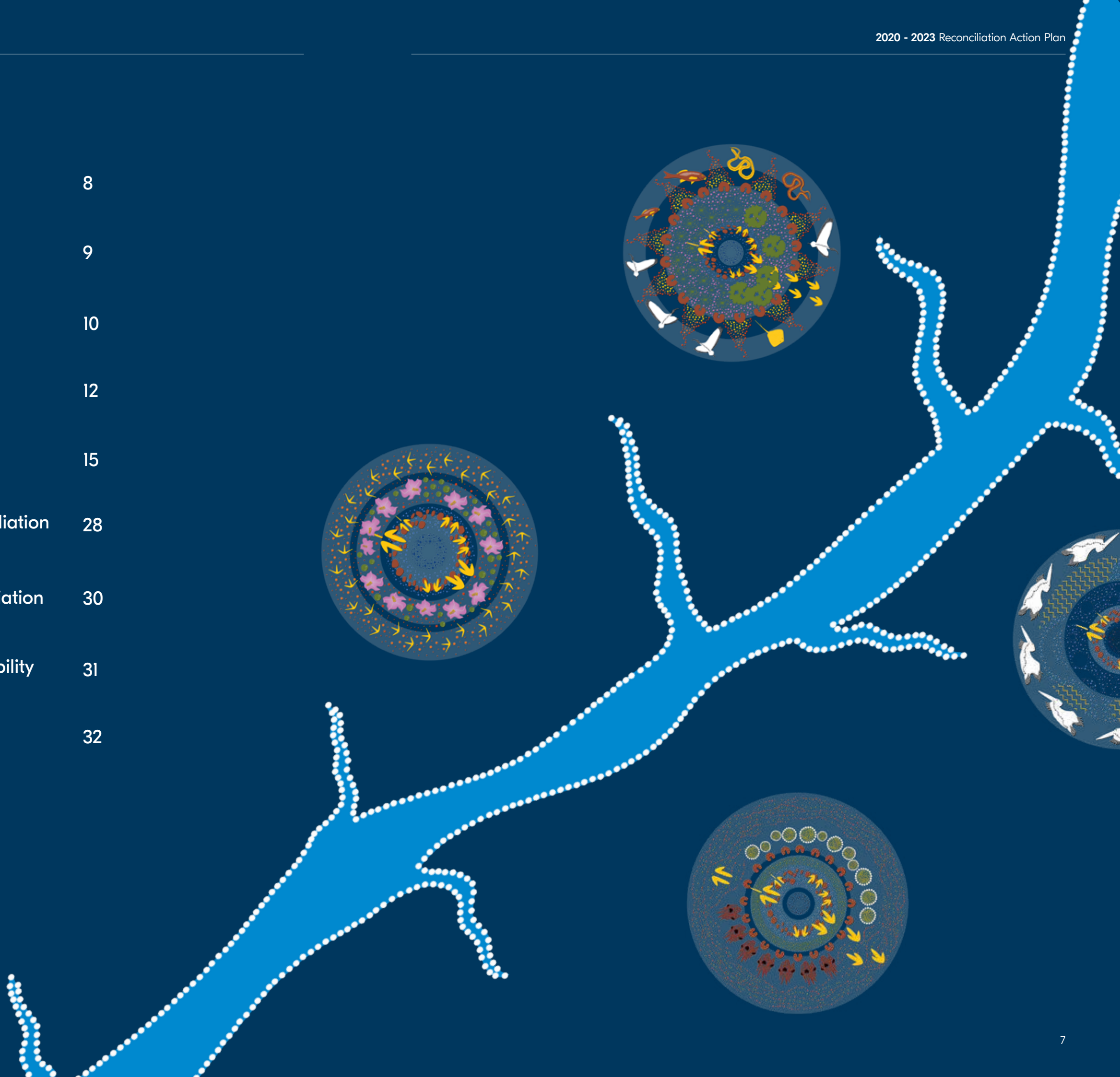
*Far West Coast waterhole*



*Western Desert waterhole*

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## 1. Opening statements

### Chief Executive of Reconciliation Australia



On behalf of Reconciliation Australia, I highly commend and congratulate SA Water on its ongoing commitment to reconciliation, with the implementation of this Stretch Reconciliation Action Plan (RAP) - its fourth RAP in its formal reconciliation journey.

Formed around the pillars of relationships, respect, and opportunities, the RAP program asks organisations to consider the critical role they can play in driving reconciliation in their work and sphere of influence. SA Water provide integral water and sewerage services across South Australia. From urban centres, to regional towns and remote communities, SA Water have a presence – whether through infrastructure, employment, or services. Operating in the state for over a century - and this being its fourth RAP - SA Water has the scope, standing, and commitment to drive reconciliation in ambitious and new directions.

Previous SA Water RAPs showcase the conscious approach the organisation has taken to prioritising Aboriginal and Torres Strait Islander perspectives in its work, as well as a really important

mandate for caring for Country. The Water Wisdom video project, for example, is an exemplary way SA Water looked to learn from, respect, and recognise the considerable and ongoing Aboriginal and Torres Strait Islander cultural knowledge around water. Alongside projects like this one, SA Water is aiming for all of its employees to be empowered to contribute to reconciliation, with an impressive 95% of staff undergoing cultural awareness training.

After four RAPs of successive learnings and achievements, this Stretch RAP commendably sees SA Water looking towards its role in structurally changing historic inequity. Using the UN Sustainable Development Goals, SA Water are committed to improving access to water and sanitation for Aboriginal and Torres Strait Islander communities across the state. To ensure this, SA Water will engage in crucial advocacy; using its standing to work with state government to review access to affordable, safe and clean drinking water. Furthermore, the organisation will invest in water education, ensuring agency and determination for First Nations' peoples into the future.

SA Water's development, growth, and commitment over its formal reconciliation process is truly commendable. On behalf of Reconciliation Australia, I congratulate SA Water on its Stretch RAP and look forward to following its ongoing reconciliation journey.

## Message from our Chief Executive



It is with great pride that I present our Reconciliation Action Plan 2020-23. This is our fourth RAP and second Stretch Reconciliation Action Plan and builds on our achievements to date, demonstrating our continued commitment to reconciliation.

An extensive engagement process across South Australia has informed this Stretch RAP which focuses on the creation of stretch goals that recognise and celebrate Aboriginal and Torres Strait Islander cultures, build greater Aboriginal and Torres Strait Islander participation in our workforce, improve customer and community relations with Aboriginal and Torres Strait Islander communities and continue to improve water infrastructure and opportunities in Aboriginal communities.

Our second Stretch RAP is strengthened by our clear commitment and collective sense of determination, with a genuine desire for equity and reconciliation. The activities outlined in this RAP are based on the three core areas of respect, relationships and opportunities, and are the responsibility of all of our people.

## 2. Our vision for reconciliation

**Our vision for reconciliation is to provide world class water services for a better life; supporting stronger communities through improved liveability and economic opportunities for Aboriginal and Torres Strait Islander communities.**

**By working in partnership with Aboriginal and Torres Strait Islander peoples, we can use our influence to foster a culturally safe workplace and build a stronger South Australian community.**

**We bring this vision to life by building enduring and respectful relationships with the Aboriginal and Torres Strait Islander community. Our actions toward reconciliation are guided by Aboriginal and Torres Strait Islander voices and views, and the cultures and wisdom they hold.**

**Through ongoing and extensive engagement with Aboriginal and Torres Strait Islander and non-Indigenous communities from across the state, we continually grow our understanding of what we need to do together as we work towards reconciliation.**

**In addition to recognising our shared history and valuing the knowledge, experience and contribution of the world's oldest living and continuing culture, we embed practical actions throughout our business that ensure our vision is embraced and implemented by our people and partners.**

## United Nations Sustainable Development Goals and Global Compact

Empowering and improving the life outcomes for Aboriginal and Torres Strait Islander Australians is aligned with the United Nations Sustainable Development Goals (SDGs). In 2019, we joined as a participant of the United Nations Global Compact, which helps implement universal sustainability principles and supports achieving the SDGs. Our RAP is aligned to the following SDGs:



### 3. Our social impact

#### We will pay attention to

Long lasting, respectful and empowering relationships with Aboriginal communities.

Aboriginal and Torres Strait Islander voices in our daily decision making and activities.

Using our influence in reconciliation with our major partners and stakeholders to increase our impact.

Learning and building a culturally respectful workplace.

Developing our Aboriginal and Torres Strait Islander people to thrive.

#### Our goals

Building and supporting economic opportunities for Aboriginal and Torres Strait Islander businesses and people.

Building stronger Aboriginal and Torres Strait Islander communities and improving liveability and sustainability through water and waste water services.

Building a culturally respectful workplace and South Australian community.

#### Our RAP actions

**1.** Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations through regular communication and engagement.

**2.** Build relationships and awareness through celebrating National Reconciliation Week (NRW).

**3.** Promote reconciliation through our sphere of influence.

**4.** Promote positive race relations through anti-discrimination strategies.

**8.** Collaborate with communities to provide signage and interpretative information at key SA Water sites that have cultural significance and heritage, leading to community and social cohesion on reconciliation.

**5.** Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning and skills sharing.

**6.** Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

**7.** Celebrate NAIDOC Week.

**9.** Promote the protection of cultural heritage.

**10.** Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

**11.** Support our Aboriginal and Torres Strait Islander people in the workplace, ensuring a culturally safe work environment.

**12.** Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

**13.** Support liveability and a better life in Aboriginal and Torres Strait Islander communities.

**14.** Support Aboriginal and Torres Strait Islander communities in hardship through proactive and culturally appropriate engagement.

**15.** Support communities with safe drinking water and wastewater services.

**16.** Support development of community-owned education programs that focus on the importance of water from an Aboriginal perspective and promote through our own education activities.

**17.** Support the next generation of Aboriginal leadership through sharing the value of water and culture.

**18.** Support the use of SA Water land sites for cultural purposes.

**19.** Establish and maintain an effective RAP working group to drive governance of the RAP plan.

**20.** Provide appropriate support for effective implementation of RAP commitments.

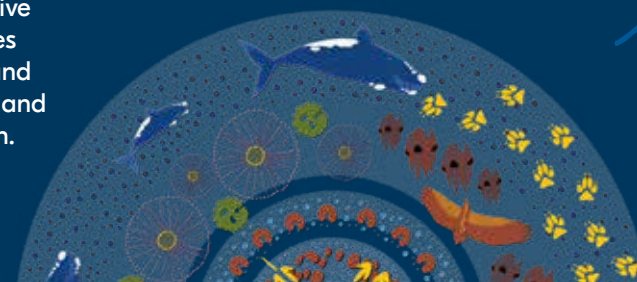
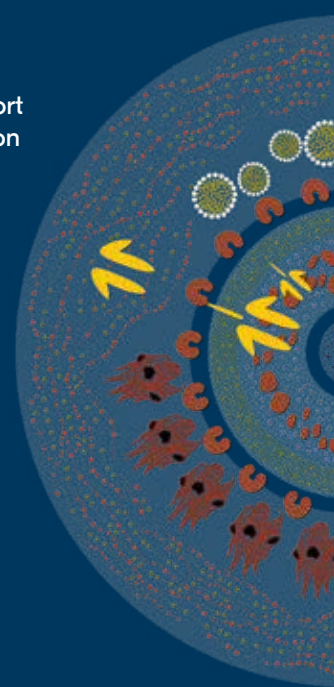
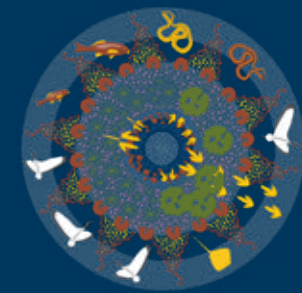
**21.** Build accountability and transparency through reporting RAP achievements, challenges and lessons learnt, both internally and externally.

**22.** Measure our social impact.

**23.** Communicate our success with our people and the South Australian community.

**24.** Continue our reconciliation journey by developing our next RAP.

**25.** Embed our RAP commitments into our corporate strategy.





## 4. Our business

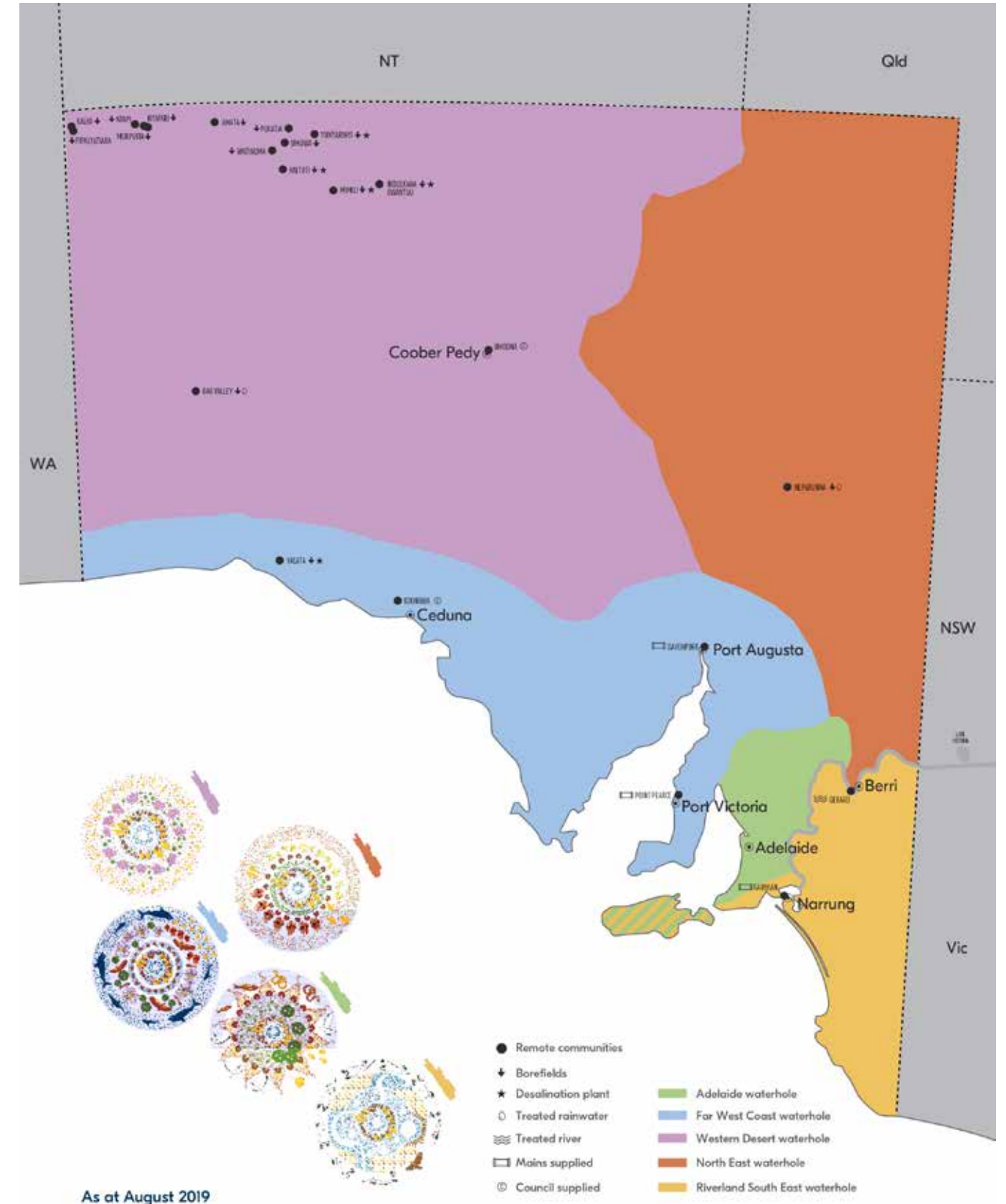
We are South Australia's leading provider of water and sewerage services for more than 1.7 million people. For more than 160 years, we have been working together with South Australians to ensure a reliable supply of safe, clean water and a dependable sewage system. Our services extend to the Anangu Pitjantjatjara Yankunytjatjara (APY) and Maralinga Tjarutja Lands, Aboriginal Lands Trust communities, homelands and Aboriginal customers throughout metropolitan areas and townships across the state.

Directly employing more than 1,500 people, including 40 Aboriginal staff and providing work for about 2,200 related businesses, we are a major economic contributor to the state. We use leading technology to manage more than \$10 billion worth of water and wastewater infrastructure and network assets. Our head office is located in Adelaide and we have five regional offices based across the state of South Australia. As a statutory corporation, we report to an independent Board and balance the delivery of services in a competitive market with our responsibility to provide a return to government.

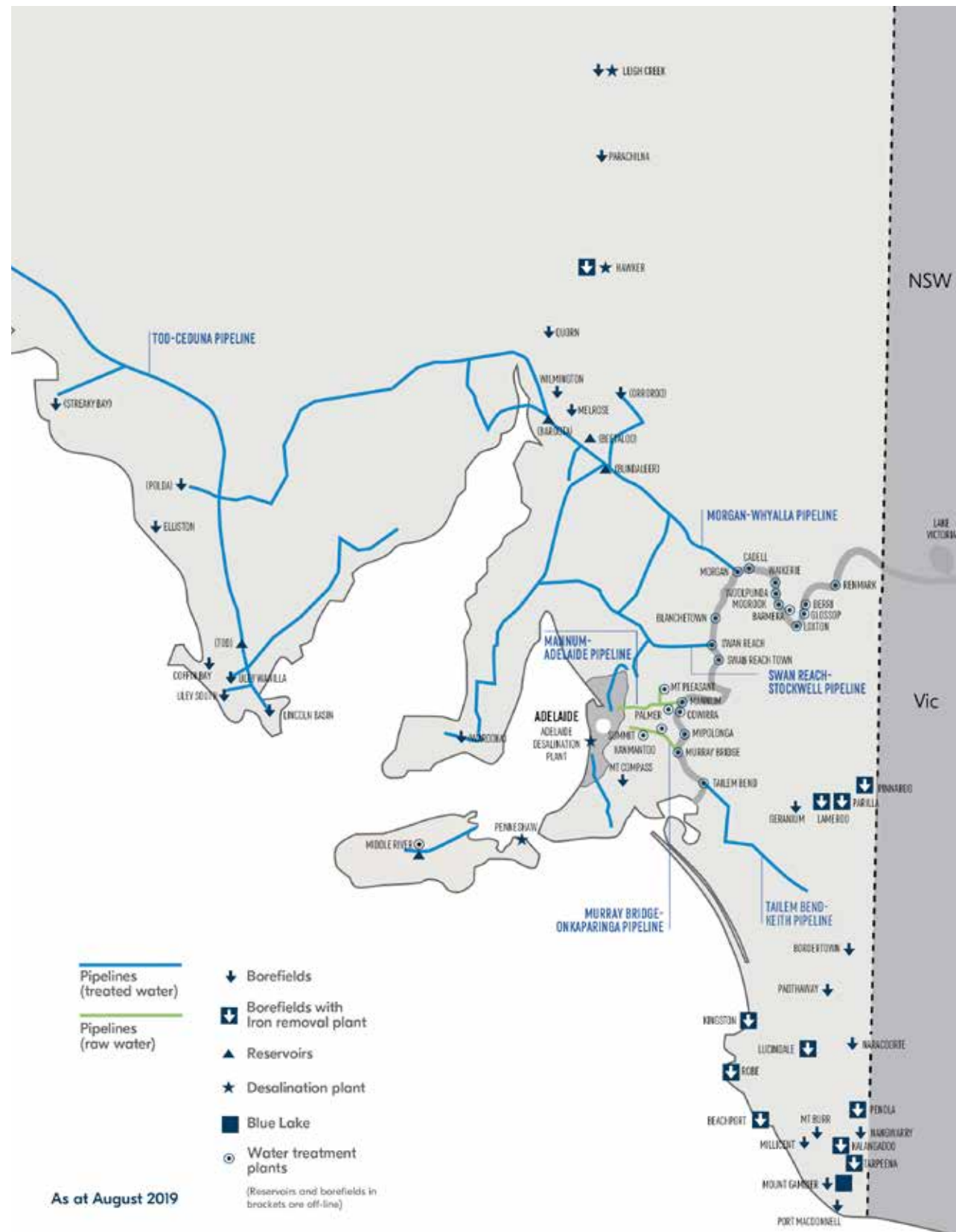
Between 2020 and 2024, we will invest in and operate our network to meet basic regulated responsibilities, drive efficiencies in the way we do things, and maintain, improve and expand our assets so our customers can continue to rely on the services we provide.

Partnering with and supporting communities we operate in sees us provide sponsorship opportunities, deliver education programs for school students and the wider community and work closely with remote and regional people in our state. On average, our Aboriginal employment rate is 2.5 per cent, with people employed across our business. Since mid-2017 we have spent \$4.4 million directly with Aboriginal businesses.

## Aboriginal communities water supply areas across the state



## Reservoirs, water treatment plants, bore field and major pipelines



## 5. Our reconciliation journey

We are continually learning important lessons from the Aboriginal and Torres Strait Islander people we work with.

### Understanding and adapting to the local context

To achieve sustainable delivery of our RAP actions, it's important we understand, respect, listen, learn and work within the context of local communities.

### Strong accountability and leadership

Transparent internal governance, allocating the appropriate resources, and consistently engaging with the community and our business ensures we hold ourselves accountable for the delivery of our reconciliation actions.

### Embedding reconciliation within our business

Embedding our commitments throughout our operations, policies, procedures, plans and daily activities will help to ensure successful and sustainable change is achieved. Each individual within the business needs to understand the importance of reconciliation and how to apply it to their everyday thinking and decision making if we are to have a lasting impact.

### Building and maintaining relationships

Ensuring that our people develop relationships with local communities is essential to improving cultural understanding, mutual trust and respect. By moving from cultural awareness to cultural understanding, we can build a safe and welcoming work environment that supports the recruitment, retention and development of our Aboriginal and Torres Strait Islander employees and partners. Reconciliation can only be achieved by facing challenges together.

### Cultural awareness and learning are never complete

It is an ongoing and important process that must continue and deepen as our business grows and changes.

Since 2017 we have accelerated our reconciliation work through a dedicated Aboriginal Affairs team tasked to achieve outcomes and cultural change across the business. The RAP has been an important tool in our journey toward reconciliation by embedding direction and accountability throughout the business. Creating a sense of ownership for each action has been paramount.



# 2017 - 2020 Reconciliation achievements



## Supporting Aboriginal and Torres Strait Islander owned businesses

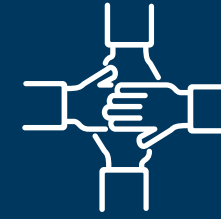
We invested **\$4.4** million directly into Aboriginal owned and operated businesses through our supply chain commitments.



## We're developing our Aboriginal people

We reached our highest Aboriginal employment rate of

**2.6%**



## Building a culturally aware workforce

**95%**

of our people have been trained in cultural awareness online and face-to-face. All of our Executives, Senior Managers and supervisors of Aboriginal staff have undertaken more in-depth training and cultural immersion experiences through involvement in community matters, the Twinning Program and our APY Plumbing Program.



## Supporting communities with safe, clean water and reliable wastewater services

**10**

Aboriginal communities across South Australia were upgraded and provided new water and sewerage services.

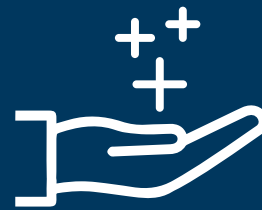


## Building water literacy

**Over 1,500**

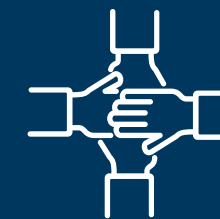
Aboriginal students were involved in our education program on sustainable water resources, delivered across the APY Lands.

## Celebrating Aboriginal and Torres Strait Islander culture and knowledge



**12** acknowledgement projects celebrating Aboriginal culture and knowledge were held.

Aboriginal flags and Acknowledgement of Country plaques were installed in all of our regional and metro offices. National Reconciliation and NAIDOC Week were celebrated across the state annually through art exhibitions, language workshops and local regional celebrations and cultural exchange with community representatives.



## Building a culturally aware workforce

**94%**

of our people are aware of our RAP and our work in reconciliation.



## Our people

### Sarah Smith

Originally from Yorke Peninsula, my family are Narungga and Kaurna people. I've worked at SA Water for seven years in a variety of roles that have enabled me to grow professionally, particularly my current role as RAP Coordinator. I work directly with the community and our business on cultural matters, and I play a part in educating our people on Aboriginal culture and empower our own Aboriginal and Torres Strait Islander people to feel comfortable and proud to be themselves.

Best of all, I get to put creativity and passion into the work I do, including projects like the digital water story series where we explore, with Aboriginal communities, the importance of water in culture and the different tools and techniques used to manage water. Co-developing our 2020 - 2023 RAP has also enabled me to engage with communities on what they expect from our business and how we can implement that into our operations.

As a Graduate with a Bachelor of Environmental Science, I joined the organisation as part of the Environment and Heritage services team. I explored Aboriginal heritage and environmental protection on some of our major infrastructure developments to ensure protection for the environment and Aboriginal heritage sites.

I feel I have made a significant impact at SA Water, particularly in mentoring some of our Aboriginal and Torres Strait Islander people, helping them navigate a high-paced corporate environment and achieve success inside and outside the business. In 2020 I was a keynote speaker at the Australian Water Association's Young Water People conference where I spoke about my water story. I am thankful for the opportunities and the support given to me from my workplace.



## Case studies

### Sharing culture through art and language during National Reconciliation Week

By using exposed water infrastructure as a canvas for cultural art projects, we are working with local Aboriginal communities to bring a vibrancy to public spaces and celebrate the culture of the First Nations people. By using the local First Nation's language to name our assets, we are also helping to revive language, discover shared goals and build cultural connections. We have completed several art projects on regional infrastructure and continue to rename assets, including painting 40 meters of exposed pipeline in Port Lincoln and dual naming the Blue Lake with its original Boandik name, 'War War'.



### Caring for Country

We manage several land holdings significant to Aboriginal people. As part of this custodianship, we engage with local communities to work with us in caring for and managing environmental and heritage projects on these lands.

One of our caring for Country initiatives is with Burrendies Aboriginal Corporation at Middle Point, south of Mount Gambier. Rich in Aboriginal cultural heritage, we have worked to revitalise the area through revegetation and planting culturally significant species selected by Boandik Elders. The project has also enabled land management outcomes and employment opportunities for six Aboriginal community members of the South East and encouraged community control and management of these resources.





## Building and investing in relationships with Aboriginal and Torres Strait Islander businesses and contractors

We have supported growth of Aboriginal and Torres Strait Islander suppliers and businesses through a series of forums that enable these businesses to meet with our major partners. This face-to-face engagement is held every year for our tier one contractors and Aboriginal businesses with skills and expertise relevant to our planned works. This has also enabled us to develop working relationships with Aboriginal owned and operated companies such as Birubi.

Birubi undertook civil works on our project to upgrade an access road in Hahndorf. The work included the reinstatement of bitumen, improvements to the existing stormwater trench, and road grading.



“Birubi Australia are incredibly proud to have been members of the SA Water panel as a civil contractor since early 2018. Our interactions to date have been a pleasure and we look forward to continuing our growth alongside such supportive business partners.”

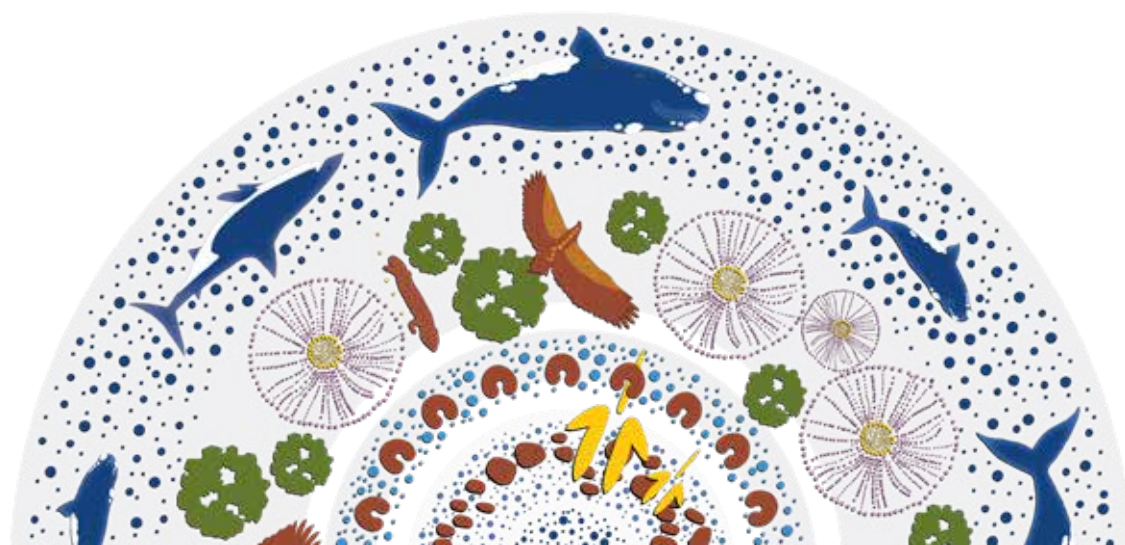
**Sue Abbott, General Manager, David Liddiard Group**

## Water Wisdom



We are engaging with Aboriginal communities across South Australia to better understand their connections to water and to learn from the knowledge they hold. This knowledge is being captured in a series of powerful video stories, titled ‘Water Wisdom’, to highlight and celebrate the rich understanding of water management that was central to life for Aboriginal people, and still exists today.

The stories told came from five Aboriginal groups - Kurna, Boandik, Barngala, Adnyamathanha and Ngarrindjeri - enriching our knowledge and that of the broader community. The videos will also empower each community with an effective knowledge-sharing tool and a valuable asset and data source. The project encourages respectful sharing of traditional and contemporary knowledge and has become an important part of our RAP, extending perceptions of Aboriginal knowledge beyond spiritual connections with water by sharing new ways to find, manage and understand fresh water opportunities throughout our state.





## Water education in the APY Lands

Safe drinking water is essential for maintaining public health, as well as sustaining opportunities and development in the communities it is supplied to. We have been delivering a water education program in partnership with Keep South Australia Beautiful (KESAB) Environmental Solutions for the past five years, providing education sessions to Aboriginal students on water sources and how it is supplied to their homes. Aboriginal people have been living sustainably on Country for a long time, demonstrating traditional knowledge of land, and protecting and maintaining sites of significance. Our education sessions aim to combine this knowledge with modern learning to encourage children to continue to think and share ideas about the value and importance of water.



## DIY plumbing

We have been working with members of the Anangu community to deliver a basic plumbing course that empowers them to fix water leaks in their communities. The program also delivers important water and sustainability messages.

To date, more than 40 students have participated in the program, which we are now delivering to communities across the APY Lands. The course is raising awareness, leading to behaviour change and providing cost savings for the communities. Our people have also returned with a wealth of cultural knowledge and are sharing it across the business, helping to embed a positive culture of reconciliation. At the heart of these relationships is the direct involvement of our frontline people who are driven by a desire to achieve access and outcomes for Aboriginal people and communities.



“Initially there was a small group of lads, then word seemed to spread, and the group grew and grew...the banter was jovial, and the two-hour session ended up being closer to four. Basic skills were taught, and the lads were hungry for more.”

**Liam, SA Water**

“The program is a great initiative which has been developed in a culturally appropriate way suitable for delivering in the very remote Aboriginal Communities on the APY Lands”

**Mark Jackman, General Manager, RASAC**





## Green oasis

Working together with the community, we used recycled water from our nearby wastewater treatment plant to green and upgrade the Amata Oval in the APY Lands to Australian Football League standards. Located more than 1,300 kilometers north-west of Adelaide in the middle of a vast red and brown landscape, Amata now has an unexpectedly green football field that can be maintained in an environmentally sustainable way.

To celebrate the opening of the oval, students from local schools were joined by players from the two football teams, the 2019 Premiers, Amata Swans, and Port Adelaide Football Club.





## Our Reconciliation history

2009

We started our journey in reconciliation through our ongoing commitment to cultural heritage protection, establishing a formal agreement with Traditional Owners at Lake Victoria to ensure effective management of cultural heritage. During this process, we also developed our first Reflect RAP, focusing on increasing our Aboriginal and Torres Strait Islander employment outcomes and opportunities.

2012

We developed our first Innovate RAP. During the three years of this plan, we worked in partnership with the Kurna people to develop the Kauwi Centre as part of our Adelaide Desalination Plant. 'Kauwi' is the local Kurna word for water. The centre provides educational opportunities to showcase the importance of water within a cultural context. Students can discover the cultural importance of land and water to the Kurna people through displays, problem solving activities and tours. The centre also includes a bush tukka garden where students and the community can learn about the use of plants by the Kurna people.

2017

We developed our first Stretch RAP, which challenged our business to build reconciliation into our daily work. This plan brought to life the commitments we made, with a focus on working across all business groups and holding the business to account.

2019

We completed the upgrade of the Amata Oval using recycled water to green the field. Water infrastructure upgrades at Watinuma in the state's APY Lands were also completed to improve the safety and reliability of drinking water for local communities. In Watinuma, we replaced water storage, treatment and distribution infrastructure, upgraded two bores, installed smart meters to monitor water use, a remotely monitored computer system, and a 10-kilowatt solar system, battery, and storage facility to provide back-up power. We also celebrated National Reconciliation Week with our people through language workshops, cultural knowledge sharing and a public art exhibition.

2011

In taking over management of Aboriginal community water supplies in the APY Lands from the South Australian Government, we created a Remote Communities team to work directly with 22 Aboriginal communities across South Australia, delivering, operating and maintaining critical water and wastewater infrastructure.

2014

We started a school education program in partnership with the APY communities and KESAB Environmental Solutions to provide information linked to the curriculum on water sustainability. We have more than 1,500 students and teachers have participated in the program, which is now offered to Aboriginal schools across South Australia.

2018

We launched our first DIY Plumbing Program across the APY Lands, through the APY Trade Training Centre, to empower communities to fix frontline water leaks. We also completed our first community driven art-on-infrastructure project in Port Lincoln, with the Bangarla people, and officially dual named the Blue Lake to 'War War' in recognition of the Boandik people of Mount Gambier.

2020

We commenced our first 'Twinning Program' in partnership with two Aboriginal corporations, Taoundi College and Neporendi Aboriginal Forum, with five of our people supporting these organisations with skills in governance, strategy, communications, marketing and finance.



## 6. Developing our Stretch Reconciliation Action Plan 2020 - 23

In 2019 we initiated a comprehensive review of our approach to developing a RAP. We undertook an engagement process with our people and Aboriginal communities from across the state. Through this process, we identified several common themes considered important:

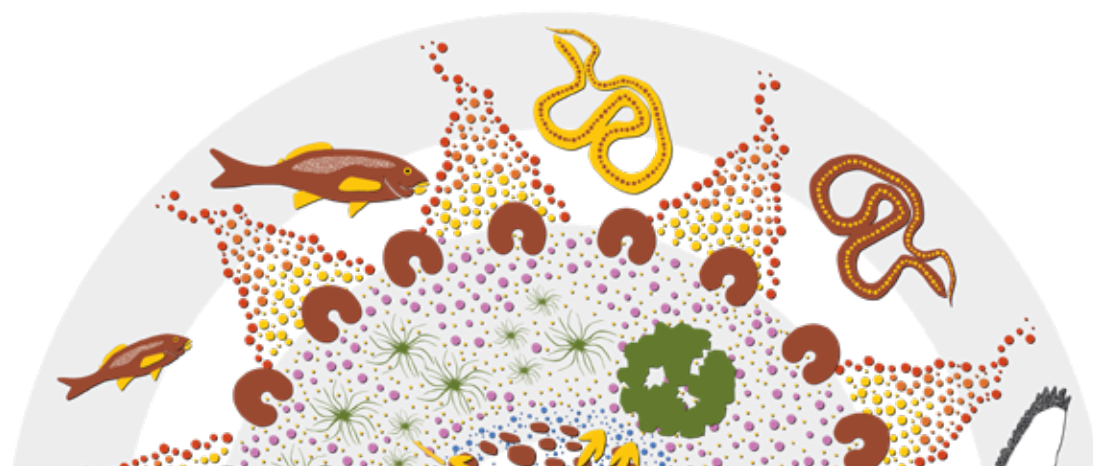
- Embedding RAP commitments into our business DNA to ensure successful and sustainable change.
- Building confidence and connections for our people working with Aboriginal communities in regional locations.
- Early and inclusive engagement with Aboriginal and Torres Strait Islander people and communities is essential, as well as ensuring a voice through representation on key groups.
- Getting the basics right within our regulatory framework to support communities by providing world class water and wastewater services.
- Investing in actions and ensuring our people have the capacity to deliver our RAP commitments.

## Our engagement process



Listening closely to those most affected by our RAP was a key element of our engagement process. To capture thoughts and ideas, we held workshops and surveys with our people, remote communities, the South Australian community, our Residential and Business Customer Advisory Groups and our RAP Steering Committee. The process was also guided by Aboriginal and Torres Strait Islander leaders from across South Australia and the data collected through our biennial cultural competency survey carried out with our people. The survey indicated we need to continue to provide cultural awareness training and greater communication about our RAP and the activities we are undertaking across the business to build further awareness.

A co-designed RAP is essential to achieve best outcomes for all stakeholders. With this in mind, our workshops focused on reflecting and learning, future vision setting and planning for now to help design the plan and build understanding of what genuine looks like.



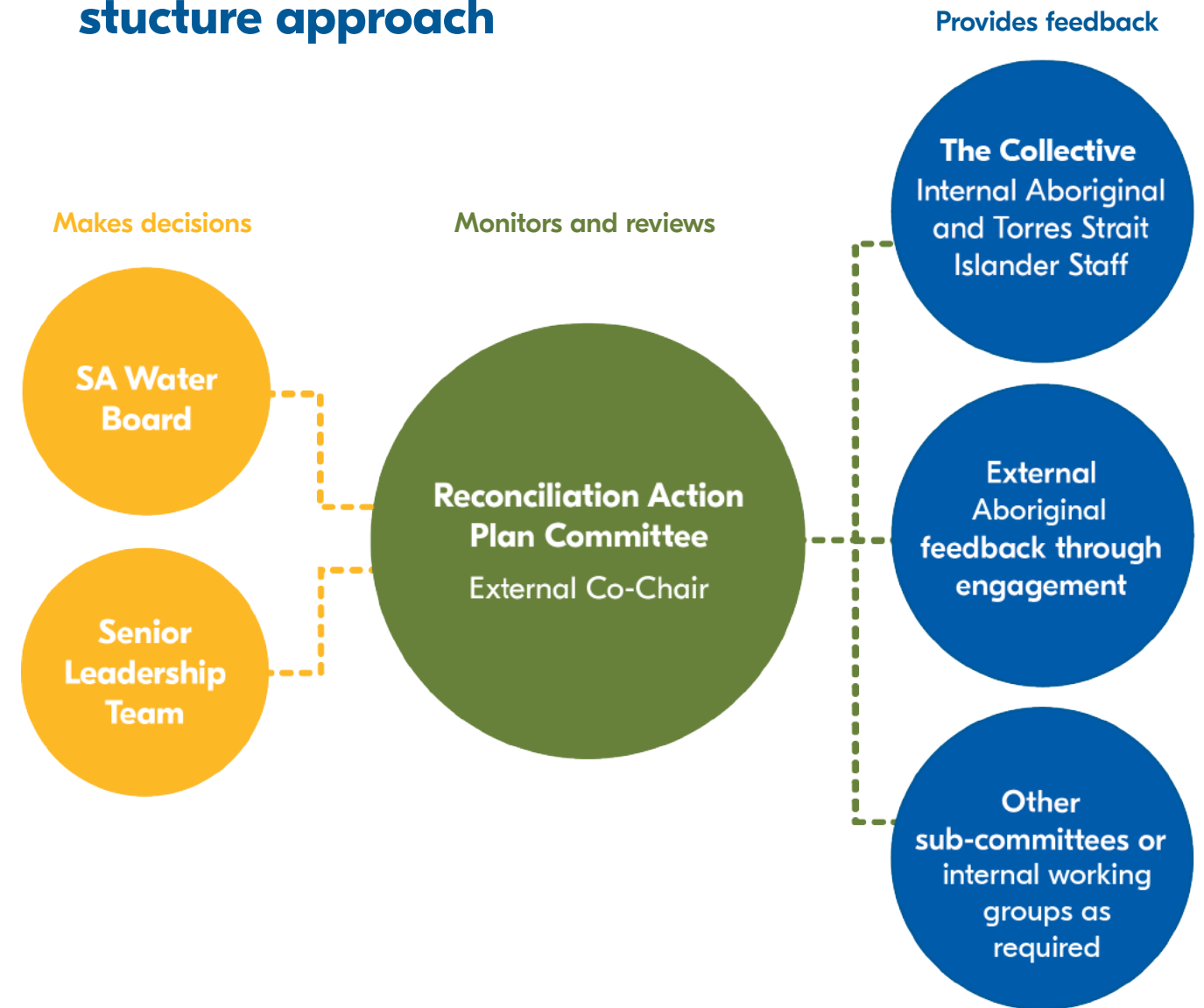
## 7. Our key focus areas of reconciliation

This Stretch RAP further embeds reconciliation into our business, aiming to make it business as usual. Since 2017, we have embraced our commitment to reconciliation by delivering on our actions, ensuring institutional integrity to our RAP and embedding engagement processes that contribute towards good governance practices.

This three-year plan aligns our reconciliation outcomes to our corporate planning and strategy processes. It also aligns to Reconciliation Australia's key themes and pillars.



## 8. Our governance and accountability structure approach



Our RAP is endorsed by our Board and each General Manager is responsible for ensuring RAP outcomes are aligned to their business areas and their delivery. The management oversight of RAP delivery sits within our Customers, Strategy and Innovation business group and is coordinated by the Community and Aboriginal Engagement team, but all areas across the business are responsible for implementing their specific RAP actions.

We have a RAP Steering Committee that is co-chaired and championed by a community leader, David Rathman AO and our General Manager Governance Planning and Regulation, Anne Westley who is our RAP champion. The RAP champion encourages involvement and the importance of reconciliation.

Our Chief Executive, Senior Managers and two of our Aboriginal people are represented on our RAP Committee. The role of the RAP Committee is to monitor and track performance of our RAP to ensure it is delivered on time and within scope, as well as to assist in its development by providing input into policies and strategies, and by identifying opportunities and issues.



## 9. Our action plan



### Relationships

Building and maintaining strong, open and respectful relationships with Aboriginal and Torres Strait Islander people and communities is fundamental to our commitment to reconciliation and is in line with our key strategic pillar of working together. Through building reciprocal and trustworthy relationships, we can deliver shared opportunities and use our influence to improve social and health outcomes for the communities in which we work.

**Focus areas:** engagement, partnerships, influencing, raising awareness, Aboriginal and Torres Strait Islander voice.



Action	Deliverables	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations through regular communication and engagement	Review, update and implement our engagement guidelines and principles and work with Aboriginal and Torres Strait Islander stakeholders to ensure early engagement in strategic business planning and capital projects.	September 2020, 2022	General Manager Customers, Strategy and Innovation
	Join with key state-level stakeholders and agencies once a year to facilitate joint efforts to improve outcomes and understand key issues for remote Aboriginal communities with our focus on water.	November 2020, 2021, 2022	General Manager Customers, Strategy and Innovation
	Establish and maintain one formal two-way partnership each year with Aboriginal and Torres Strait Islander communities and organisations through our Volunteering Twinning Program by placing a minimum of two people per year to support Aboriginal not for profit organisations.	Yearly review effectiveness July 2021, 2022	General Manager People and Safety
	Meet with communities and leaders once a year including APY community councils, to understand key issues, share knowledge and build trust and opportunities.	November 2020, 2021, 2022	Chief Executive
	Appoint one Aboriginal representative as a member of our Customer Advisory Groups to ensure Aboriginal voices and views are included and provided with regular business updates.	Review of Committee structure and role to be completed by December 2020 and appointment by June 2023	General Manager Customers, Strategy and Innovation
	Ensure our customer research and insights program captures Aboriginal and Torres Strait Islander customer views as a customer segment to inform decision making, service offerings and product design.	To be in place by December 2021	General Manager Customers, Strategy and Innovation
	Monitor our approach and engagement practice with Aboriginal communities through the development of a research program to provide feedback on our approach.	Run research twice throughout RAP life, commencing with a baseline survey in March 2021. With research to follow in March 2022 and March 2023	General Manager Customers, Strategy and Innovation
	Develop and implement a plan, supported by training, for our local regional people to improve capabilities to communicate and engage with local Aboriginal communities.	June 2021	General Manager People and Safety  General Manager Customers, Strategy and Innovation
2. Build relationships and awareness through celebrating National Reconciliation Week (NRW)	Organise two NRW events each year (Adelaide and regional).	May 2021, 2022, 2023	General Manager Customers, Strategy and Innovation
	RAP Steering Committee members to participate in at least one external NRW event and one internal NRW event.	May 2021, 2022, 2023	General Manager Customers, Strategy and Innovation
	Encourage and support our people and Senior Leaders to participate in one external and one internal event to recognise and celebrate, including the annual NRW breakfast and our internal launch and celebrations.	May 2021, 2022, 2023	General Manager Customers, Strategy and Innovation
	Register all events via Reconciliation Australia's NRW website.	May 2021, 2022, 2023	General Manager Customers, Strategy and Innovation
	Circulate all Reconciliation Australia's NRW resources and materials to our people and key stakeholders.	May 2021, 2022, 2023	General Manager Customers, Strategy and Innovation



## Relationships

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**Focus areas:** engagement, partnerships, influencing, raising awareness, Aboriginal and Torres Strait Islander voice.

Action	Deliverables	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence	Develop and implement an annual communication plan to promote our RAP actions and outcomes to our people and external stakeholders, with increased awareness of our RAP measure through our biennial survey.	September 2021, 2022, 2023	General Manager Customers, Strategy and Innovation
	Activities to promote our influence include:		General Manager Customers, Strategy and Innovation
	A. increased use of our Aboriginal Connection Branding	Review branding opportunities and activities to occur December 2020, 2021, 2022	
	B. updating our internal messaging, video messaging from our CE	May 2021, 2022, 2023	
	C. celebrating success through current communication channels including our internal newsletter and intranet site to include at least four stories each year.	September, January, March, June 2021, 2022, 2023	
	Collaborate with likeminded organisations to implement and influence ways to advance reconciliation by ensuring all of our major partners have Reconciliation Action Plans in place.	Ongoing and to be monitored at the start of each contract being awarded and built into scope of works. Annual review July 2020, 2021, 2022	General Manager Business Services and General Manager Asset, Operations and Delivery
	Include a brief overview of our commitment to reconciliation in face-to-face inductions for new employees.	June 2022, 2023 December 2021, 2022	General Manager People and Safety
	Update our Statement of Commitment to Reconciliation. Communicate this commitment through roadshows and information sessions both internally and externally, including on our website and at each of our regional locations.	March 2021	General Manager Customers, Strategy and Innovation
	Ensure our annual Innovation and Excellence Awards support positive and influential achievements in reconciliation, reflecting our business values with increased submissions relating to reconciliation outcomes each year.	November 2021, 2022	General Manager People and Safety
	Identify and support the development of one regional reconciliation ambassador in each of our regional offices by 2023.	June 2023	General Manager Customer Delivery
Participate in a cross-agency working group to share RAP outcomes and successes, and create opportunities to work together.	September, December, March, June 2020, 2021, 2022	General Manager Customers, Strategy and Innovation	
4. Promote positive race relations through anti-discrimination strategies	Annually review HR policies and procedures on anti-discrimination (fair treatment), ensuring they are embedded in training and induction materials.	June 2021, 2022, 2023	General Manager People and Safety
	Engage with our Aboriginal and Torres Strait Islander and/or external leaders to continuously improve our anti-discrimination (fair treatment) procedures.	March 2021, 2022, 2023	General Manager People and Safety
	Communicate widely and provide education and information to our people through group discussions with our Senior Leaders and lunch and learn sessions about our fair treatment procedure (anti-discrimination) for our organisation and the effects of racism.	June 2021, 2022, 2023	General Manager People and Safety
	Use the screening of the <i>The Final Quarter</i> to facilitate discussion.	June 2021, 2022, 2023	
Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	June 2021, 2022, 2023		



## Our people

### Shane Adderton

My family descend from the Yankunytjatjara mob who occupied the South Australian desert areas near Oodnadatta and Coober Pedy in the state's north. I began working at SA Water in 2006 as an Administration Trainee, and I'm now employed as a Technical Services Officer in the Customer Growth team.

My day to day work is very rewarding and I am proud to share my culture within the organisation. As part of our National Reconciliation Week celebrations, I ran an event at our Kauwi Centre where I brought together members of our Technical Services group to learn about and embrace Reconciliation Week. Children from local schools also attended with our team to learn about our bush tukka garden and enjoy a native meats BBQ, bush tukka catering and artwork by local Elder Daphne Rickett.

Engaging with Aboriginal and Torres Strait Islander students at the 2018 Science Technology Engineering and Mathematics (STEM) learning experience was also very rewarding as I was able to share what I have learnt through my career and provide the children with a clear line of sight to career paths in STEM-related areas.

The highlight of my career here has definitely been the opportunity to access the APY Lands. In 2019, I helped to provide basic plumbing training to locals, empowering them with skills to save water and lead their community in doing so. The people were so lovely, warm and genuinely happy to be learning some new skills. I feel like I left a lasting impression on the Lands and hope I can return again soon to continue to grow this great initiative.



## Our people

### Paul Zanelli

I've travelled to many countries and I'm convinced Australia is the most beautiful. Our land, wildlife, and culture are second to none – and to think we have the oldest living culture takes my breath away. It's something we must all cherish and nurture.

I'm also genuinely fascinated by the Aboriginal and Torres Strait Islander culture and I have so much more to learn. In my five years at SA Water, I've had the pleasure of working with a number of Indigenous people on Eyre Peninsula – at work and within the community.

The work we've done with communities in the far west, such as TiaTuckia and Warevilla, training them to perform basic repairs, has been very rewarding.

Our own Aboriginal people are great workers, involved team members and have taught me much about their life journeys and the journeys we are making together towards reconciliation. But we still have a long journey ahead of us. There are times I feel very proud of what we have achieved, but there are times that make me think, wow, we have so far to go!



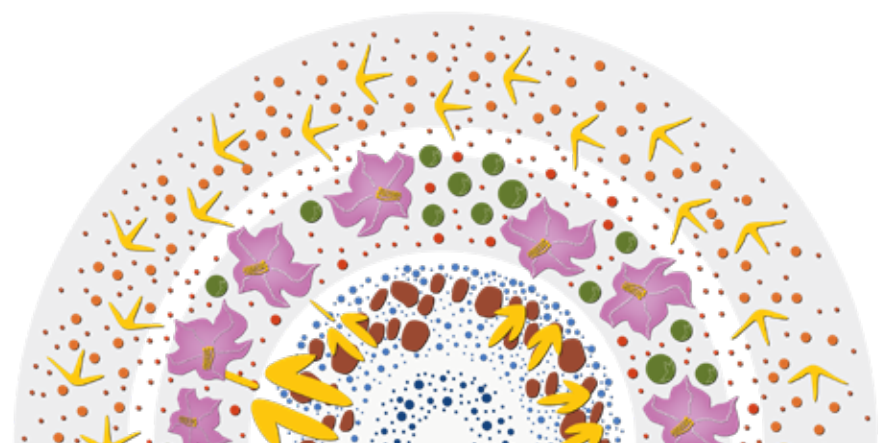


## Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories and traditions is important for the development of meaningful and respectful relationships. Ensuring we are a culturally intelligent and respectful organisation means embedding reconciliation into our business DNA. As a business operating with a large footprint across South Australia, we have an obligation to understand and respect Aboriginal and Torres Strait Islander cultures and build our understanding of traditional knowledge systems and practice.

**Focus areas:** cultural intelligence, knowledge and skills, learning.

Action	Deliverables	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning and skills sharing	Update and implement a cultural learning strategy for our people with involvement from Aboriginal people.	March 2021, 2023	General Manager People and Safety
	Review cultural learning and awareness within our organisation by delivering our cultural awareness survey every two years to measure cultural understanding and behaviour within the workplace and increase awareness and knowledge of Aboriginal and Torres Strait Islander cultures from 20 per cent to 50 per cent by 2023.	December 2021	General Manager People and Safety
	Commit all RAP committee members, HR managers, supervisors of Aboriginal and Torres Strait Islander employees and Senior Executives to undertake formal and structured cultural learning.	Completed by June 2023	General Manager People and Safety
	One hundred per cent of our people to have completed updated formal cultural awareness training, completing e-learning and face-to-face training within six months of commencement.	Ongoing to be reviewed June 2021, 2022, 2023 Training updated by January 2021	All General Managers supported by General Manager People and Safety
	Provide face-to-face refresher cultural awareness training for all our people who have significant interactions with Aboriginal and Torres Strait Islander people and communities as part of their business as usual activities.	Refresher training provided in June 2021, June 2023	General Manager People and Safety
	Provide our partners with support and access to cultural awareness training and knowledge which matches to the training we provide to ensure 100 per cent of our partners' employees who are working on SA Water projects have completed cultural awareness training.	Ongoing and monitored quarterly each year March 2021, 2022, 2023	General Manager Asset, Operations and Delivery
	Update online e-learning training and employee induction to ensure it is up to date and relevant.	January 2021	General Manager People and Safety
	Continue to evolve the DIY plumbing course in Aboriginal communities and apply to two new regions, with the focus on cross cultural learning and immersion.	November and March 2021, 2022, 2021	General Manager People and Safety







## Respect

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**Focus areas:** cultural intelligence, sharing knowledge and skills, learning.

Action	Deliverables	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Increase our people's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country through supporting our people with customised Acknowledgments, training and support. Increased confidence levels from 47 per cent to 80 per cent by 2023 in undertaking Acknowledgment of Country.	June 2023	All General Managers supported by General Manager Customers, Strategy and Innovation
	Review the cultural protocol document and recommunicate across the business.	September 2022	General Manager Customers, Strategy and Innovation
	Develop an interactive digital map for our people, showing key communities in each area of the state, and information about them, including Acknowledgement statements. Increase confidence level from 47 per cent to 80 per cent by 2023 in undertaking Acknowledgement of Country.	September 2020	General Manager Customers, Strategy and Innovation
7. Celebrate NAIDOC Week	RAP Steering Committee to participate in an external NAIDOC Week event including knowledge sharing sessions and team events.	July 2020, 2021, 2022	General Manager Customers, Strategy and Innovation
	Develop and implement an internal and external communications plan for NAIDOC Week to celebrate and recognise Aboriginal and Torres Strait Islander cultures and histories. Leading to increased awareness of Aboriginal and Torres Strait Islander cultures and histories from 20 per cent to 50 per cent by 2023.	July 2020, 2021, 2022	General Manager Customers, Strategy and Innovation
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support two external NAIDOC Week events each year, including: <ul style="list-style-type: none"> <li>• NAIDOC Week ball</li> <li>• NAIDOC Week awards ceremony.</li> </ul>	July 2020, 2021, 2022	General Manager Customers, Strategy and Innovation
	Support all staff to participate in offered NAIDOC Week events in local areas, including knowledge sharing and storytelling.	July 2020, 2021, 2022	General Manager Customers, Strategy and Innovation
8. Collaborate with communities to provide signage and interpretative information about key SA Water sites that have cultural significance and heritage, leading to community social cohesion on reconciliation	Develop a three-year plan for a community development approach to art-on-infrastructure, to align with our capital delivery plan and <i>Our Plan 2020-24</i> , delivering six art projects.	Program in place by December 2020 and art works completed by June 2023	General Manager Asset, Operations and Delivery  General Manager Customers, Strategy and Innovation
	Support two knowledge sharing sessions with Aboriginal and Torres Strait Islander people and our people each year through stories and yarning circles, ensuring knowledge is respected and protected. Build our knowledge through this process, for example in climate and resource stress, using Aboriginal knowledge to help with future decision making and water planning.	May and November 2021, 2022, 2023	General Manager Customers, Strategy and Innovation General Manager Business Services
	Review categories and criteria in our current Community Partnership Program that may support community water and reconciliation initiatives and projects with Aboriginal communities and organisations.	May 2021, 2022, 2023	General Manager Customers, Strategy and Innovation
	Share and distribute "Water Wisdom", our digital story collection to increase awareness of Aboriginal connection and knowledge on water and water management practices.	December 2020	General Manager Customers, Strategy and Innovation
	Acknowledge Aboriginal and Torres Strait Islander connection to place by developing a three-year signage and dual naming project for key sites, including our reservoirs and publicly accessible infrastructure.	Program in place by June 2021	General Manager Customers, Strategy and Innovation
	9. Promote the protection of cultural heritage	Reduced heritage incidents by increasing business awareness of the importance and legal requirements of cultural heritage and planning through the development of guidelines, project protocols and a communications plan.	March 2021
Ensure an engagement approach towards Aboriginal heritage related matters by investigating opportunities and relationships prior to legal approvals for major projects.		Review yearly October 2020, 2021, 2022	General Manager Business Services

## Our people

### Kenny Wright



I'm a Ngarrindjeri man with family from Point Mcleay/ Raukkan mission. I started working here in 2008 as a contracted welder, gaining a full-time position three years later at the Berri workshop. In 2013 I received accreditation as a commercial diver and assisted our dive unit, eventually transferring to the team full time. One of my mentors, Chris Stevens, took me under his wing to share his knowledge of SA Water's structures and assets. In 2019 I gained my Dive Supervision and began leading my peers by example. This was something I enjoyed, however the requirements and demand of working away was hard on myself and my young family.

I decided to look at other opportunities within the organisation and applied for a Lock Attendant position with the River Murray Operations team. The move and support from my new team has been fantastic. My time here has given me a better understanding of how important it is to provide clean drinking water to the public. I feel a sense of pride that I am a part of this service – what's more important than providing the state with good, clean drinking water?

As a member of the SA Water Aboriginal Collective, I have gained the confidence to speak up and voice my opinion. I am generally quiet at meetings but now I am keen to get involved and provide ideas and input. I'm truly grateful for my role here and to have contributed to the Fabrication, Diving and River Murray Operations teams. I've gained some life-long friends and I hope to gain more.

## Our people

### Shane Innes



I have been working with SA Water for 13 years, managing the IT Service Desk for nine of those. During this time, I have developed a rewarding working relationship with Tauondi Aboriginal Community College, providing work experience opportunities for students and helping to transition them from their studies into successful employment. This partnership between the two organisations has been very worthwhile and a number of students have started their careers with our IT Service Desk.

A key part of my role is to ensure continued development and upskilling of our team members both from a technical perspective as well as a personal one.

This has included supporting the development of soft skills such as communication and organisation, which are key to success in our IT roles, as well as in personal relationships outside the workplace.

Through developing this working relationship, I have learnt so much about our country's rich culture and history and am proud to be involved in reconciliation within SA Water and to be a part of this important journey now and into the future.





## Opportunities

Supporting Aboriginal communities in new ways with the provision of safe, clean water and education, whilst creating new ways of attracting, developing and retaining talent and supporting Aboriginal and Torres Strait Islander businesses, bringing about two way learning to our business.

**Focus areas:** learning, employment, supply chain, water and education, liveability.

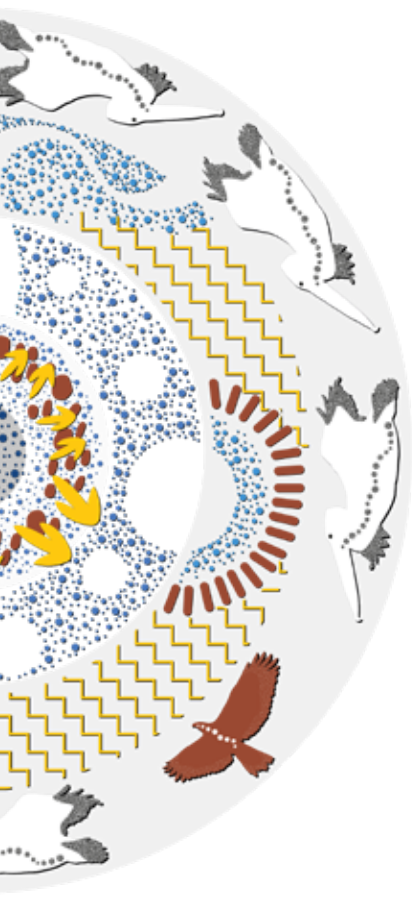
Action	Deliverables	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	<b>Employment</b>		
	Review and update our Aboriginal and Torres Strait Islander recruitment, retention and professional development plan in consultation with our Aboriginal people and our communities.	December 2020 and then review every second year	All General Managers and coordinated by General Manager People and Safety
	Grow our Aboriginal and Torres Strait Islander employment target from 2.5 per cent in the previous RAP to three per cent as a minimum across the business. This would see our number of Aboriginal and Torres Strait Islander people grow from 40 to 47.	June 2023	General Manager People and Safety
	Increase Aboriginal and Torres Strait Islander retention and attraction in regional locations to three per cent, working with local employment providers.	June 2023	General Manager People and Safety
	Offer ongoing roles upon the successful completion of traineeships.	Review May 2021, 2022, 2023	General Manger People and Safety
	Work with our major and strategic partners to understand baseline Aboriginal and Torres Strait Islander employment data, reporting parameters and definitions to enable successful delivery of employment outcomes.	Ongoing with a review June 2022 and quarterly reporting 2020, 2021, 2022	General Manager Business Services
	Introduce an indirect Aboriginal and Torres Strait Islander employment target across our major and strategic partners of two per cent on SA Water projects.	July 2020	General Manager Business Services
	Ensure we have the appropriate systems in place to measure employment outcomes.	December 2020	General Manager Business Services
	Ensure our hiring process accounts for barriers that can prevent Aboriginal and Torres Strait Islander candidates not securing employment during the hiring process by removing barriers in the application and interview process and ensuring it is a culturally sensitive experience.	Review hiring processes November 2020, 2022	General Manger People and Safety
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Review processes November 2020, 2021, 2022	General Manger People and Safety
	Continue to implement our Aboriginal and Torres Strait Islander graduate and work experience programs across the business by supporting one graduate and/or undergraduate per year and two work experience students per year.	Intake January 2021, 2022, 2023	General Manger People and Safety
	Continue to implement a high school careers program with involvement of our people by attending two career expo sessions each year targeting potential new Aboriginal and Torres Strait Islander employees.	Intake January 2021, 2022, 2023	General Manger People and Safety
	<b>Retention</b>		
	Develop a wellbeing program for our Aboriginal and Torres Strait Islander people to support cultural safety and ensure a voluntary turnover rate ≤ overall voluntary turnover rate.	December 2020	General Manager People and Safety
	Identify Aboriginal and Torres Strait Islander leadership development programs and ensure our employees participate in these opportunities, offering opportunities to six Aboriginal and Torres Strait Islander employees.	June 2023	General Manager People and Safety
Continue to provide development opportunities to our Aboriginal and Torres Strait Islander people by offering six of our Aboriginal and Torres Strait Islander people the opportunity to participate in secondments by 2023.	June 2023	General Manager People and Safety	
Provide the role of Aboriginal Recruitment and Retention Adviser to support Aboriginal and Torres Strait Islander employment programs and our people as we grow our number of Aboriginal and Torres Strait Islander people.	Ongoing with review of role June 2023	General Manager People and Safety	



## Opportunities

Supporting Aboriginal communities in new ways with the provision of safe, clean water and education, whilst creating new ways of attracting, developing and retaining talent and supporting Aboriginal and Torres Strait Islander businesses, bringing about two way learning to our business.

**Focus areas:** learning, employment, supply chain, water and education, liveability.



Action	Deliverables	Timeline	Responsibility
11. Support our Aboriginal and Torres Strait Islander people in the workplace, ensuring a culturally safe work environment	Review and evolve the role and purpose of the Aboriginal Collective to be a support mechanism for our Aboriginal and Torres Strait Islander people and support them with cultural connection opportunities, holding two meetings per year with one field trip or tour to be part of these meetings.	September 2020	General Manager People and Safety
	Continue to provide access to external mentors for Aboriginal and Torres Strait Islander staff and supervisors.	Progress to be reviewed by March 2022	General Manager People and Safety
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop and implement an Aboriginal procurement strategy that uses our influence with our contractors and partners, setting a target of 0.7 per cent spend on Aboriginal and Torres Strait Islander businesses with an increase of 0.1 per cent per year until 2023.	June 2021	General Manager Business Services
	Develop targeted communications across the business to increase awareness to promote local Aboriginal and Torres Strait Islander businesses and their services and support through an updated list of local companies.	December 2020	General Manager Customers, Strategy and Innovation
	Provide quarterly promotion on Aboriginal and Torres Strait Islander businesses and four roadshows to be held each year across the business.	May, July, November, February 2021, 2022, 2023	General Manager Business Services
	Train the relevant people in contracting Aboriginal and Torres Strait Islander businesses through the Office of the Industry Advocate information and training.	June 2023	General Manager Business Services
	Maintain commercial relationships with Aboriginal and Torres Strait Islander businesses through meeting with them on annual basis	Review annually August 2020, 2021, 2022	General Manager Business Services
	Host two forums per year to connect our partners and suppliers with local Aboriginal businesses.	September and March 2020, 2021, 2022	General Manager Business Services
	Support two our of people to attend Aboriginal business connect events.	June 2023	General Manager Business Services
	Develop and implement improved reporting systems of direct and indirect Aboriginal and Torres Strait Islander suppliers to understand supply impact and opportunities.	June 2021	General Manager Business Services
13. Support liveability and a better life in Aboriginal communities	Trial cooling/misting systems in partnership with eight Aboriginal communities or schools to improve liveability and sustainability for remote Aboriginal communities by creating cooler public spaces and opportunities to decrease energy use.	June 2023	General Manager Customers, Strategy and Innovation
	Install drinking fountains in three highly populated communities to improve health outcomes by promoting water as the preferred drink.	June 2023	General Manager Customers, Strategy and Innovation
	Scope feasibility of options for agricultural use of water to secure community water supply for four communities and provide presentation to stakeholders.	June 2022	General Manager Customers, Strategy and Innovation
	Implement the Gifting and Loaning procedure to loan or retire appropriate and functioning plant and equipment to help two communities per year, providing training support to ensure the safe use of machinery and equipment.	June 2023	General Manager Asset, Operations and Delivery





## Opportunities

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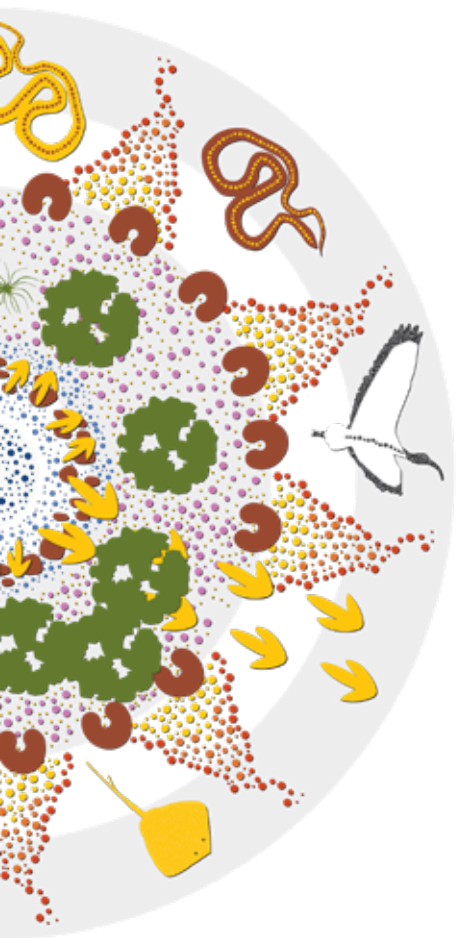
Action	Deliverables	Timeline	Responsibility
14. Support Aboriginal communities in hardship through proactive and culturally appropriate engagement	Work with two communities per year to assist them to fix internal infrastructure issues that, if left unresolved, may result in higher debt levels and potential hardship.	June 2023	General Manager Customer Delivery
	Develop a Customer Assist engagement plan to support better engagement and understanding of hardship issues and solutions in a culturally safe manner. Visit communities in hardship over \$20,000 each year to work through hardship issues.	Engagement plan in place in December 2020	General Manager Customer Delivery
15. Support communities with safe drinking water and wastewater services	Provide the Quench Bench, our free community water trailer at one Aboriginal event per year with expected attendance of more than 1,000 people.	June 2023	General Manager Customers, Strategy and Innovation
	Investigate opportunities with partners to support water infrastructure in one homeland with small populations per year.	June 2023	General Manager Customers, Strategy and Innovation
	Work across state government to review community access to safe clean drinking water and affordability.	Ongoing review each year in April 2021, 2022, 2023	General Manager Customers, Strategy and Innovation
	Maintain and upgrade water and wastewater infrastructure in Aboriginal communities through our remote communities program.	Upgrade and maintenance plan in place April/May each year 2021, 2022, 2023	General Manager Customers, Strategy and Innovation
	Progress the mainstreaming of regional Aboriginal communities' water services management to embed within the business.	November 2022	General Manager Assets, Operations and Delivery
16. Support development of community-owned education programs that focus on the importance of water from an Aboriginal perspective and promote through our own education activities	Continue to deliver our water education program in partnership with the APY Lands and other Aboriginal communities, leading to sustainable water behaviours through general water awareness and promoting water as the healthy drink, while ensuring our education program is linked to the national curriculum.	November and March 2021, 2022, 2023	General Manager Customers, Strategy and Innovation
	Train teachers and Anangu Education Officers on the APY Lands on our water education program and messaging by providing annual teacher training sessions.	November 2020, 2021, 2022	General Manager Customers, Strategy and Innovation
	Work with Aboriginal communities to establish three Working on Country projects to assist with land management of SA Water lands.	June 2023	General Manager Business Services
	Ensure training support and opportunities for equal participation of women/ girls to be involved in Working on Country programs. Examples of projects to include traditional fire stick burning, revegetation and waterhole restoration.	June 2023	General Manager Business Services
17. Support the next generation of Aboriginal leadership through sharing the value of water and culture	Support youth succession and leadership programs in partnership with Aboriginal communities or organisations by helping organise one youth forum per year.	September 2021, 2022, 2023	General Manager Customers, Strategy and Innovation
	Continue to link our Aboriginal and Torres Strait Islander people to Aboriginal and Torres Strait Islander students interested in STEM related subjects and employment opportunities in the water industry to provide mentorship and advice through annual STEM and Science Technology Engineering Arts and Mathematics (STEAM) related events.	May 2021, 2022, 2023	General Manager People and Safety
18. Support SA Water land sites to be used for cultural purposes	Identify and map SA Water land holdings that have the potential to be used by Aboriginal groups for cultural purposes.	June 2021	General Manager Governance, Planning and Regulation
	Co-develop a policy that supports the use of SA Water and land for cultural purposes.	December 2021	General Manager Governance, Planning and Regulation



## Governance

Being open, transparent and accountable to our reconciliation outcomes with good governance and reporting to guide us.

**Focus areas:** open and transparent decision making, accountability, embedding reconciliation, reporting and communication.



Action	Deliverables	Timeline	Responsibility
19. Establish and Maintain an effective RAP Committee to drive the governance of the RAP	Develop and apply a Terms of Reference for the RAP Steering Committee; reviewing membership, role and accountability of the committee every two years.	Review by August 2020, August 2022	General Manager Governance, Planning and Regulation
	Ensure external Aboriginal representation as a Co-Chair of the committee.	August 2020	General Manager Governance, Planning and Regulation
	Maintain Aboriginal and Torres Strait Islander representation on the RAP Steering Committee of one member.	August 2020	General Manager Governance, Planning and Regulation
	RAP Steering Committee to meet at least four times per year to drive and monitor RAP implementation.	Quarterly 2021, 2022, 2023	RAP Steering Committee Co-Chair
20. Provide appropriate support for effective implementation of RAP commitments	Embed key RAP actions in performance expectations of senior management and all our people through Thrive.	Review August 2020, 2021	General Manager People and Safety
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	September 2020	General Manager Governance, Planning and Regulation
	Include our RAP as a standing agenda item at senior management meetings and report to the Board on outcomes on an annual basis.	November 2020, 2021, 2022	RAP Steering Committee Co-Chair
	Maintain an internal RAP champion from senior management.	August 2020	RAP Steering Committee Co-Chair
	Develop annual RAP budget and long-term plan ensuring investment going forward.	March 2021, 2022, 2023	General Manager Business Services
21. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Complete and submit the annual RAP Impact Measurement questionnaire to Reconciliation Australia.	September 2020, 2021, 2022	General Manager Customers, Strategy and Innovation
	Present quarterly business wide RAP progress reports.	Quarterly 2020, 2021, 2022	RAP Steering Committee Co-Chair and General Manager Customers, Strategy and Innovation
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings through an annual RAP infographic and inclusion in our annual report.	September 2020, 2021, 2022	RAP Steering Committee Co-Chair and General Manager Customers, Strategy and Innovation
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	RAP Steering Committee Co-Chair and General Manager Customers, Strategy and Innovation
22. Measure our social impact	Develop a framework to measure the social impact we are helping to create for Aboriginal and Torres Strait Islander people through our reconciliation projects.	September 2021	General Manager Customers, Strategy and Innovation
	Promote the social impact created through creative digital storytelling format.	January 2023	General Manager Customers, Strategy and Innovation
23. Communicate our success internally and externally	Promote RAP initiatives and outcomes through traditional media on an ongoing basis.	Media Plan to be developed by May 2021, 2022, 2023	General Manager Customers, Strategy and Innovation
	Release our Stretch RAP 2020-23 business-wide by September 2020.	September 2020	General Manager Customers, Strategy and Innovation
24. Continue our reconciliation journey by developing our next RAP	Register with Reconciliation Australia to begin development of our next RAP to have new plan in place by 1 July 2023.	December 2022	General Manager Customers, Strategy and Innovation
25. Embed our RAP commitments into our corporate strategy	Incorporate outcomes that help to build a positive reconciliation culture into our annual business unit plans and corporate strategy. Reconciliation to be included in 50 per cent of business unit plans across the business by 2023.	March 2021, 2022, 2023	General Manager Governance, Planning and Regulation



For RAP information, contact SA Water

**1300 SA WATER (1300 729 283)**

[sawater.com.au](http://sawater.com.au)

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