



# Innovate Reconciliation Action Plan

JULY 2023—JULY 2025



## About the artwork and artist



Artist: Troy Firebrace  
Artwork: Flow  
Year of Creation: 2021



# Acknowledgement of Country

**Coliban Water proudly acknowledges our region's Aboriginal communities and their rich culture and pay our respect to their Elders past, present and emerging.**

We acknowledge Aboriginal peoples as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely. We recognise and value the ongoing contribution of Aboriginal peoples and communities to Victorian life and how this enriches us.

We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

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# A message from Reconciliation Australia

## Reconciliation Australia commends Coliban Water on the formal endorsement of its second 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. Coliban Water 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 Coliban Water will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Coliban Water 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 Coliban Water 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, Coliban Water will ensure shared and cooperative success in the long-term.

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

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

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# A message from our **Managing Director and Chairperson**

We recognise that the region we serve has been home to Aboriginal peoples for thousands of generations. We acknowledge and appreciate that Dja Dja Wurrung, Taungurung, Yorta Yorta and Barapa Barapa peoples have deep and unique cultural and spiritual connections to land and water.

Over time, the development of Victorian laws, policies, systems and structures explicitly excluded Aboriginal Victorians, resulting in and entrenching systemic and structural racism. We acknowledge that the impact and structures of colonisation still exist today. Coliban Water recognises that there are long-lasting far reaching intergenerational consequences of colonisation. The reality of colonisation involved the establishment of Victoria with the specific intent of excluding Aboriginal peoples and their lore, cultures, customs and traditions. We recognise that Aboriginal peoples have never ceded their sovereignty.

Coliban Water is committed to supporting Aboriginal peoples' self-determination. We acknowledge self-determination is a human right as enshrined in the United Nations Declaration on the Rights of Indigenous Peoples, and we commit to working towards a future of equality and justice. In water, where we hold specific powers granted to us under modern law, we will seek to modify and change systems and structures that are barriers to Aboriginal peoples' self-determination.

We commit when working with Aboriginal peoples to empower them wherever our actions impact their lives by firstly coming to them. We will not form a view until we have heard their view. We will ensure that the aspirations of Aboriginal peoples are embedded in our business. We recognise we have much work to do to make this a reality.

We hope this Innovate RAP shows our commitment to reconciliation and helps us progress our journey towards healing and equality.



**Damian Wells**  
Managing Director  
Coliban Water



**Bob Cameron**  
Chairperson  
Coliban Water

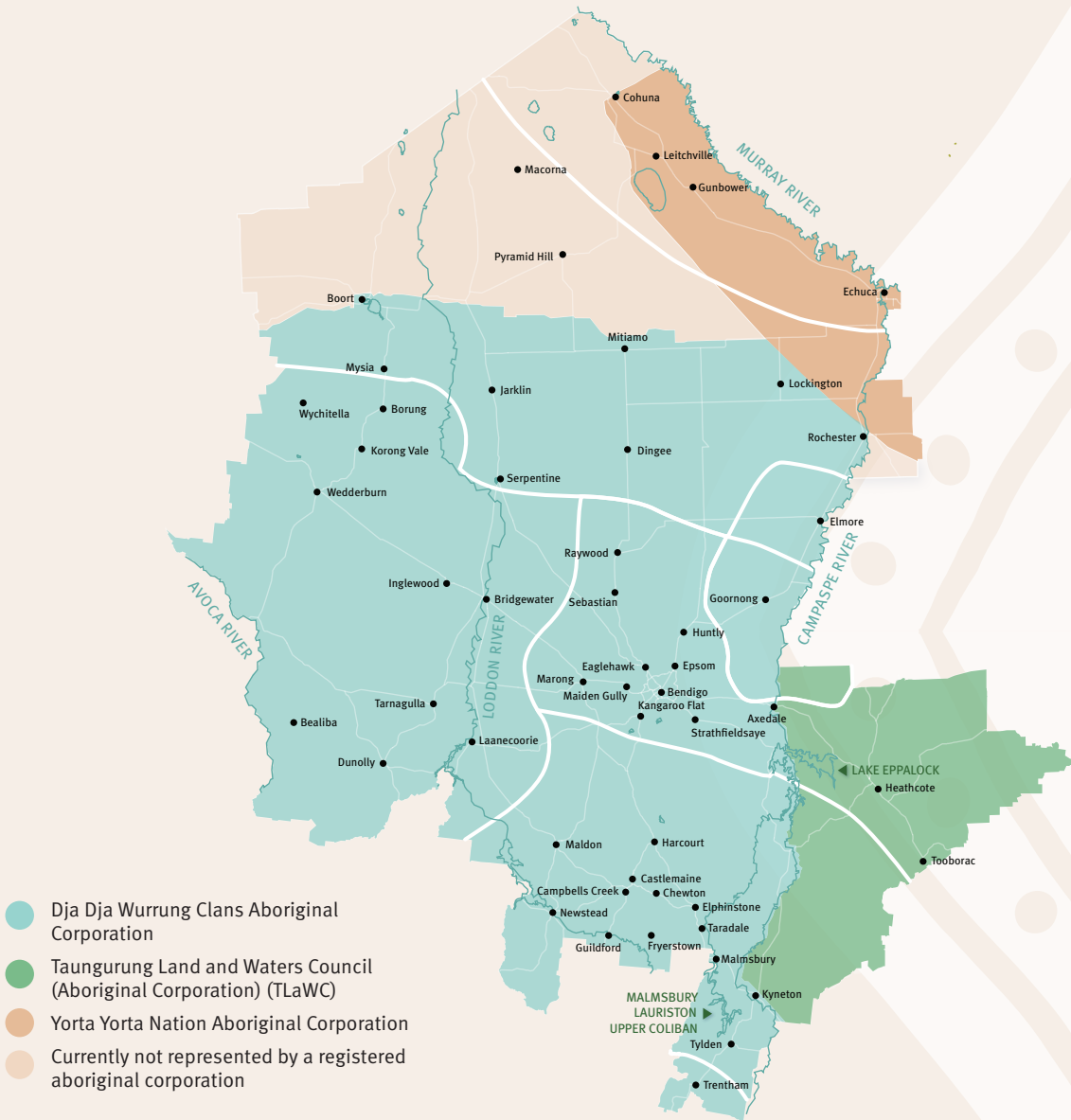


# Our vision for Reconciliation

We recognise that the lands on which we live, grow and enjoy began with the ancient human histories of Aboriginal and Torres Strait Islander peoples. We acknowledge and appreciate that Dja Dja Wurrung, Taungurung, Yorta Yorta and Barapa Barapa peoples have deep and unique cultural, spiritual and economic connection to land and waters through their understanding and relationship with Country. Traditional Owners have cared for and protected Country, the water ways and natural resources long before us.

Our vision for reconciliation is for our relationships with Traditional Owners to be built on respect, understanding and acknowledgement of history whilst also keeping up-to-date with the latest conversations to advance truth-telling so that we can move together toward a shared vision of a protected environment and healthy community.

We will partner with Traditional Owners (Djaara, Taungurung, Yorta Yorta and Barapa Barapa) to engage and embrace their valued expertise and knowledge, increase economic opportunities and improve employment outcomes. We will challenge our structures and how we work to address inequalities Aboriginal and Torres Strait Islander peoples' face when accessing our essential services. Aboriginal and Torres Strait Islander peoples' voices are valued and we commit to engaging genuinely and respectfully to create a culturally safe environment to speak up and be heard.





# About Coliban Water

Led by our vision of **Water to Live, Grow and Enjoy**, we exist to deliver water and sewage services for community needs now and into the future. Our service area is over 16,500 square kilometres of Aboriginal land, which is the lands of Dja Dja Wurrung, Taungurung, Yorta Yorta and Barapa Barapa peoples. Within this area we have one head office, 34 raw water reservoirs and service basins, 16 water treatment plants, 72 water pump stations, 14 water reclamation plants, 180 wastewater pump stations and one recycled water factory.

We operate 365 days a year to ensure our over 160,000 customers in 49 towns – residential, commercial and rural – have access to safe drinking water, a secure water supply and reliable sewage services. We are a 100% customer funded business, with a culture that is centred around delivering for them.

In pursuit of our mission to deliver reliable and affordable water services, we are also committed to the philosophy and practices of environmental stewardship and sustainability.

Traditional Owners have done this for thousands of generations through their unique connections to water and Country and we have a lot to learn from their knowledge, cultures and practices.

We work collaboratively with Local Aboriginal Land Councils and Traditional Owners who hold registered Indigenous Land Use Agreements under the Native Title Act in our area of operations, including primarily:

- Djaara (Dja Dja Wurrung Clans Aboriginal Corporation)
- Taungurung Land & Waters Council
- Yorta Yorta Nation Aboriginal Corporation

Coliban Water directly employs approximately 200 staff. Together with our business partners, we provide employment for around 280 people throughout the region. We currently do not have any staff who have self-identified as Aboriginal and/or Torres Strait Islander people.

We are a Victorian Government owned entity, with shareholder responsibility overseen by the Minister for Water. We are responsible to the Department of Energy, Environment and Climate Action (DEECA) and are regulated by the Department of Health (DoH), Environment Protection Authority (EPA) and the Essential Services Commission (ESC). We have private partners (ServiceStream, Veolia and ETE Coliban Pty Ltd (ETEC) that we work closely with to deliver essential services to our region.



# Our journey so far

From our first Reflect RAP, we gained a deeper understanding of the great challenges that Aboriginal and Torres Strait Islander communities face in terms of health, wellbeing and education inequalities. We continue to learn with great respect and build on knowledge about reconciliation in our stakeholders and staff. The Reflect RAP allowed us to understand where we can utilise our sphere of influence to address economic and social imbalances through conversations and relationship building with Traditional Owners and Aboriginal Cooperatives.

Our Reflect RAP guided us through the early stage of our reconciliation journey. We focused on working to develop relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations, increasing respect and identifying opportunities.

Delivering our Reflect RAP actions required a collaborative approach from our organisation and we confirmed our commitment to gaining insight from Aboriginal peoples who are part of the communities that we service. Our teams investigated and piloted a number of cultural competency training tools and gained valuable advice from Djaara and the North Central Catchment Management Authority.

Our participation and support of National Reconciliation Week and NAIDOC Week events contributed in our work to increase awareness and understanding of cultural practices internally and across our region. We have introduced Welcome to Country and Acknowledgement of Country practices at key meetings, events and on our communication platforms and materials.

By increasing our focus on identifying and exploring opportunities to support local Aboriginal and Torres Strait Islander events and initiatives we supported our community and identified a number of opportunities for us to continue to contribute to.

Our Reflect RAP marked the beginning of our journey and we will continue to build on our learnings about how the land in which we operate has histories, family connections, stories and spirituality that holds special meaning to Aboriginal communities in Victoria.



## A Healthy Coliban Catchment Project

We are working together with the North Central CMA and Djaara to implement a 20 year plan, 'A Healthy Coliban Catchment' project. The focus is to protect the upper section of the Coliban River and its long-term water supply, while boosting habitat connectivity, sustainable land use practices, and building cultural and lifestyle value across the region.

It is a robust and integrated approach to catchment management. With a clear vision and action plan, the North Central CMA and Coliban Water are working with local councils, community groups landholders and communities on a range of voluntary on-ground projects and actions.

The project is also developing a potential planning scheme overlay to protect future supplies of drinking water and the environmental and cultural values that make the area so sought-after.

The Upper Coliban catchment provides raw water for drinking water purposes for more than 130,000 people. It also has a range of additional environmental, social and economic values. The region is culturally rich with a number of significant sites along waterways where Traditional Owners have sourced native plants, medicines and food for thousands of years.



## Working with Djandak

Djandak (meaning Country) is a Dja Dja Wurrung Enterprise and is a diversity employer with a skilled local work crew and qualified technical experts in Environmental Sciences, Conservation Management and Cultural Heritage. Djandak's mission is to provide a platform for the development of the Dja Dja Wurrung peoples and their lands and for the knowledge and culture of the Dja Dja Wurrung peoples to be recognised and incorporated into the management of the Dja Dja Wurrung Parks (DDW Parks). We work with them to identify opportunities in line with their vision.

Djandak has been involved with our Rural Services team for a number of years and the relationship continues to strengthen. We have utilised their services in a revised capacity due to the restrictions we were facing operationally during the pandemic, resulting in the secondment of two people from Djaara, not only to assist in the usual pre-season channel cleaning, but trained to run the channel system, open and close outlets and input the outlet reads into the computer system. This experience was very positive for both parties. Djandak undertook rural channel decommissioning works on some of our closed channel systems, with the majority of works in the Harcourt area.

Djandak were engaged at our Upper Coliban Reservoir to construct a boat ramp and improve recreational facilities with the building of a new shelter ('Mayam'), seating, paths, interpretive signage and surrounding landscaping. The design incorporates the history and geography of the site including a Djaara Tachylite mine that was submerged as part of the construction of the reservoir. The area has been designed for passive use and to provide an interesting perspective on aspects of the local Aboriginal culture.





## Cultural Immersion Tour to deepen our understanding

In May 2022, our Board Directors, Executive Leadership Team and select staff participated in a Cultural Immersion Tour Day hosted by Djaara. The tour took participants to a diverse range of culturally significant sites on Dja Dja Wurrung Country.

Elders shared knowledge that contextualise the complexity and richness of Djaara and their historic 60,000 years+ care of Dja Dja Wurrung Djandak (Country). The tour explored vastly different ecological and environmental settings, bush medicines, gathering places and customs, and the impact of colonisation and settlement on Djaara peoples, and Dja Dja Wurrung

Country. Truth telling was shared throughout the day for the group to be able to reflect and gain deeper understanding. The group visited Kooyoora State Park (Guyura) to hear about the cultural significance of the site and the joint land management by Djaara and the State Government. Tang Tang Swamp near Dingee was also a stopping point to hear about the work that Djaara had undertaken to share the history of the site, protect it and show its importance to the ecosystem whilst encouraging cultural tourism with the recently installed interpretive signage. The tour concluded at the Knight Street site where Djaara has revegetated a site next to the creek for Djaara peoples to gather including practicing of crafts. During the tour, participants saw scar trees, artefacts, ecosystems, waterways, landscapes and Djaara through a culturally rich and insightful lens.



## Language

We've asked for and received approval to share language in our Acknowledgement of Country from Djaara, Yorta Yorta and Taungurung.

This is to raise awareness and respect for culture with our staff and visitors. Djaara shared with us that language is one of the most significant aspects of the culture and heritage of any group. Aboriginal culture and knowledge systems are largely expressed verbally, through vocalising place names, stories and songs. Aboriginal languages express not only culture, but also kinship, relationship to the land and water (oceans and rivers) and environmental knowledge. They contain a complex conceptual framework for the living things on the land, the landscape and natural resources. Without language, the link between Aboriginal peoples and Country would be compromised and the benefit of Aboriginal knowledge may be lost.

## Showcasing artwork in community spaces

We partner with councils in the Coliban Water region to install drinking water fountains for public use in community spaces.

We have included the option of putting Aboriginal artwork on the units. As part of this Reconciliation Action Plan, we will have a drinking water fountain installed at Lauriston Reservoir in the recreational area that showcases the artwork featured on the cover of this publication titled 'Flow' by Troy Firebrace.

# Our Innovate RAP Working Group

Our Innovate RAP will guide us as we aspire to further develop relationships with Aboriginal and Torres Strait Islander peoples, innovate collaboratively and build on our understanding of our sphere of influence to form the right approach to work towards reconciliation through partnerships.

Our internal champions for the Innovate RAP are our Board of Directors, Managing Director and the Executive Leadership Team. Our Reconciliation Action Plan Working Group is led by our Executive General Manager Customer and Stakeholder Experience with support of:

- Stakeholder and Corporate Initiatives Coordinator
- Manager Strategic Communications and Engagement
- Manager People and Capability
- Chief Officer Assets and Operations
- Commercial Manager
- Procurement Coordinator
- Manager Water Regulations
- Manager Enterprise Portfolio Management Office
- Manager Water Cycle Carbon and Climate Strategy
- Two representatives from Djaara

Delivery will be overseen by the Customer and Stakeholder Experience Group and will involve all Coliban Water staff. Our Board have endorsed our Innovate RAP, and the Board has ongoing oversight of our RAP through regular reporting and updates.

Our Innovate RAP Working Group has Djaara representatives who also have input into our implementation plan.

During the implementation of this RAP we would like to continue to build existing relationships, as well as build new relationships with our other Traditional Owners in the region. We understand and respect the importance of working collaboratively with Aboriginal and Torres Strait Islander groups and are committed to further developing our relationships with Djaara, Taungurung, Yorta Yorta and Barapa Barapa.



# Our Innovate Reconciliation Action Plan



## Relationships

We value the opportunities to develop relationships and deepen understanding by participating in and celebrating National Reconciliation Week each year and investigating opportunities to support initiatives in our region. Through our relationships we learn from each other and will form practices and policies that empower Aboriginal and Torres Strait Islander peoples, communities and organisations in our region.

The development of mutually beneficial relationships, engagement and partnerships will continue to be a valuable focus for us while we continue our journey and encourage positive community conversation about reconciliation.

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2024	Executive General Manager Customer & Stakeholder Experience
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2024	Executive General Manager Customer & Stakeholder Experience
	Develop and implement plan to support or work with Aboriginal and Torres Strait Islander stakeholders or organisations to promote health benefits of tap water through our Choose Tap Program in Aboriginal and Torres Strait Islander communities	December 2024	Stakeholder & Corporate Initiatives Coordinator
	Determine how Coliban Water can engage local Aboriginal and Torres Strait Islander groups regarding economic self-determination and aspirations.	Review progress August 2024 Deliver July 2025	Executive General Manager Customer & Stakeholder Experience
	Proactively offer the opportunity to meet for two-way dialogue with Traditional Owner groups in the region to build understanding of their individual values, objectives and identify collaborative opportunities.	June 2024	Executive General Manager Customer & Stakeholder Experience

Action	Deliverable	Timeline	Responsibility
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024 and 2025	Stakeholder & Corporate Initiatives Coordinator
	Promote local and national National Reconciliation Week events in our region via our social media to increase awareness of what is happening and how to get involved	May 2024 and 2025	Manager Strategic Communications & Engagement
	RAP Working Group members to participate in an external NRW event.	May, June 2024 and 2025	Stakeholder & Corporate Initiatives Coordinator
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May, June 2024 and 2025	Stakeholder & Corporate Initiatives Coordinator
	Organise at least one NRW event each year.	May, June 2024 and 2025	Stakeholder & Corporate Initiatives Coordinator
	Register all our NRW events on Reconciliation Australia's NRW website.	April 2024 and 2025	Stakeholder & Corporate Initiatives Coordinator
	<b>3. Promote reconciliation through our sphere of influence.</b>	Implement strategies to engage our staff in reconciliation.	June 2024
Develop and include Traditional Owner stories in our education program to communities in our region.		July 2024	Manager Strategic Communications & Engagement
Communicate our commitment to reconciliation publicly.		May 2024 and 2025	Manager Strategic Communications & Engagement
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.		Review progress August 2024 Deliver July 2025	Stakeholder & Corporate Initiatives Coordinator
Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.		Review progress August 2024 Deliver July 2025	Stakeholder & Corporate Initiatives Coordinator

Action	Deliverable	Timeline	Responsibility
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Review progress August 2024 Deliver July 2025	Manager People & Capability
	Develop, implement and communicate an anti-discrimination policy for our organisation.	December 2024	Manager People & Capability
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2024	Manager People & Capability
	Educate senior leaders on the effects of racism.	June 2024	Manager People & Capability







# Respect

We are committed to increasing appreciation and respect for Aboriginal and Torres Strait Islander cultures. By empowering our staff to learn about the human history of our region through a cultural awareness training strategy, we will increase understanding and contribute to the mutually beneficial management of the water and land we manage.

We will continue to learn about the history of NAIDOC Week and other dates of significance and Aboriginal and Torres Strait Islander rights which will deepen our appreciation for local Aboriginal cultures and add meaning to our existing business activities related to project planning and cultural heritage identification.

Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation.	December 2023	Manager People & Capability
	Identify opportunities for staff to participate in on Country learning.	December 2023	Manager People & Capability
	Seek opportunities to support, participate or organise cross agency Conversation Circles with Aboriginal peoples and Traditional Owner groups.	December 2023	Stakeholder & Corporate Initiatives Coordinator
	Consult local First Nations and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	December 2023	Manager People & Capability
	Develop, implement and communicate a cultural learning strategy for our staff.	June 2024	Manager People & Capability
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2024	Manager People & Capability

Action	Deliverable	Timeline	Responsibility
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2023	Stakeholder & Corporate Initiatives Coordinator
	Update corporate branding to include Traditional Owner acknowledgement more consistently through publications, online platforms and communication channels.	December 2024	Manager Strategic Communications & Engagement
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2023	Stakeholder & Corporate Initiatives Coordinator
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant online or in-person events.	Review July 2024 and July 2025 Ongoing	Stakeholder & Corporate Initiatives Coordinator
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Review July 2024 and July 2025 Ongoing	Stakeholder & Corporate Initiatives Coordinator
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and other days of significance.</b>	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023, 2024 and 2025	Stakeholder & Corporate Initiatives Coordinator
	Promote local and national NAIDOC events in our region via our social media to increase awareness of what is happening and how to get involved	July 2023, 2024 and 2025	Manager Strategic Communications & Engagement
	Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance.	Calendar dates compiled December 2023 and December 2024 Ongoing	Stakeholder & Corporate Initiatives Coordinator
	Support National Sorry Day event and provide internal education about the history and importance of the day.	May 2024 and 2025	Stakeholder & Corporate Initiatives Coordinator
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2024	Manager People & Capability
	Promote and encourage participation in external NAIDOC events to all staff.	June, July 2024 and 2025	Stakeholder & Corporate Initiatives Coordinator

Action	Deliverable	Timeline	Responsibility
<b>8. Build respect for Aboriginal and Torres Strait Islander cultures and histories within the communities we operate in.</b>	Investigate the potential of naming of significant sites and publications with First Nations language, in consultation with Traditional Owners.	Review progress August 2024 Deliver July 2025	Executive General Manager Customer & Stakeholder Experience
	Support Traditional Owners in broadening the dialogue with the community we operate in on the history of the land we all live on through communication channels, publications and events.	Review progress August 2024 Ongoing	Manager Strategic Communications & Engagement
	Develop and install interpretative signage at our reservoirs highlighting cultural significance of sites.	Review progress August 2024 Deliver July 2025	Manager Strategic Communications & Engagement
	Explore opportunities to work with Traditional Owners and City of Greater Bendigo to incorporate information about plants that Traditional Owners use as bush tucker, medicine or fibres into our Smart Gardens education booklet.	July 2023	Manager Strategic Communications & Engagement
	Work with Traditional Owners in the development of educational web-based content to be hosted on Coliban Water website to educate the community about the Traditional Owners in our region.	December 2023	Stakeholder & Corporate Initiatives Coordinator
	Build understanding of how Aboriginal and Torres Strait Islanders groups value water in our region to help educate ourselves and incorporate these learnings into future opportunities such as supporting cultural projects initiatives and/or working traditional practices into business processes.	July 2024	Chief Officer Assets and Operations
	Advocate for Traditional Owner representation on key business project working group implementing a cross agency Integrated Catchment Management Plan.	Review progress August 2024 Deliver July 2025	Manager Water Regulations
	Review all public facing materials to ensure it is culturally respectful of Aboriginal and Torres Strait Islander peoples and cultures.	Review progress August 2024 Deliver July 2025	Manager Strategic Communications & Engagement
	Invite and encourage Aboriginal and Torres Strait Islander customers to participate in our Regional Advisory Groups to capture their voices, feedback and experience of our services to ensure we are accessible and culturally respectful.	August 2023	Manager Strategic Communications & Engagement



# Opportunities

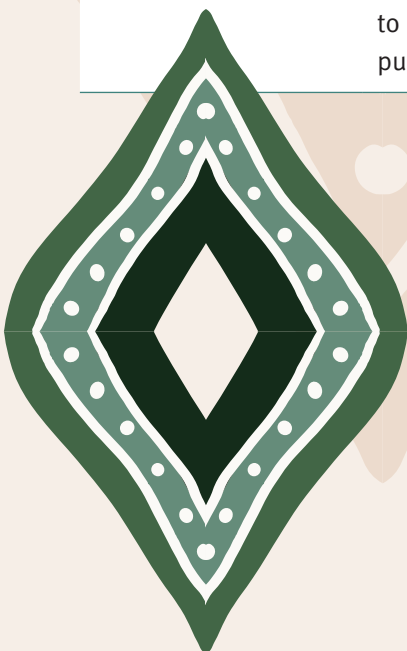
We understand that Aboriginal and Torres Strait Islander communities face great challenges in terms of health and wellbeing, education and employment. Our Innovate RAP will guide us in our work towards social equality and enhancing opportunities for communities in our region.

Investigating recruitment opportunities and learning about employment retention barriers that can impact on Aboriginal and Torres Strait Islander peoples will improve employment opportunities and build capacity in Aboriginal and Torres Strait Islander communities. Developing our knowledge and processes in this area will increase the diversity of our staff and lead to enhanced planning and decision making.

Learning about mutual opportunities to further develop our supplier diversity and procurement processes and educating our staff and stakeholders on the benefits of doing so will empower Aboriginal and Torres Strait Islander organisations in our region.

Action	Deliverable	Timeline	Responsibility
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2023	Manager People & Capability
	Support Aboriginal and Torres Strait Islander leadership through sponsoring a place in a program such as the Loddon Murray Community Leadership Program	November 2023 and 2024	Manager People & Capability
	Engage with Aboriginal and Torres Strait Islander staff/advisors to consult on our recruitment, retention and professional development strategy.	Review progress August 2024 Deliver July 2025	Manager People & Capability
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Review progress August 2024 Deliver July 2025	Manager People & Capability
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Review progress August 2024 Ongoing	Manager People & Capability
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2024	Manager People & Capability
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Review progress August 2024 Ongoing	Manager People & Capability

Action	Deliverable	Timeline	Responsibility
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Review progress August 2024 Deliver July 2025	Procurement Coordinator
	Determine how Coliban Water can work with local Aboriginal and Torres Strait Islander groups regarding economic self-determination and aspirations.	Review progress August 2024 Deliver July 2025	Executive General Manager Customer & Stakeholder Experience
	Through ongoing conversations and relationship building with Traditional Owner corporations in the region, identify any opportunities to collaborate or engage Traditional Owner corporations for upcoming projects, programs of work or contracts	Review progress August 2024 Ongoing	Chief Officer Assets and Operations
	Investigate Supply Nation membership.	July 2024	Procurement Coordinator
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2024	Procurement Coordinator
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2024	Procurement Coordinator
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Review progress August 2024 Deliver July 2025	Commercial Manager
	Identify opportunities to return water to Country for cultural and economic purposes	Review progress August 2024 Ongoing	Manager Water Cycle Carbon and Climate Strategy





# Governance

We will track our progress and regularly report on our actions, achievements and challenges to our employees and stakeholders.

Action	Deliverable	Timeline	Responsibility
<b>11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and/or Torres Strait Islander representation on our RWG and continue to seek and encourage opportunities for further Aboriginal and Torres Strait Islander peoples (internally or externally) to sit on our RWG.	Review progress August 2024 Ongoing	Stakeholder & Corporate Initiatives Coordinator
	Establish and apply a Terms of Reference for the RWG.	September 2023	Stakeholder & Corporate Initiatives Coordinator
	Meet at least four times per year to drive and monitor RAP implementation.	July, October, December, April 2023, 2024 & 25	Stakeholder & Corporate Initiatives Coordinator
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation and developed a detailed implementation plan for delivering the RAP commitments.	September 2023	Stakeholder & Corporate Initiatives Coordinator
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Review progress August 2024 Monthly	Executive General Manager Customer & Stakeholder Experience
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2023	Stakeholder & Corporate Initiatives Coordinator
	Maintain an internal RAP Champion from senior management.	Review progress August 2024 Ongoing	Executive General Manager Customer & Stakeholder Experience

Action	Deliverable	Timeline	Responsibility
<b>13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	June 2024, 2025	Stakeholder & Corporate Initiatives Coordinator
	Provide quarterly reports and updates to the Leadership Team (Executive and Senior leaders) the Coliban Water Board and all staff	October & December 2023 April, July, October and December 2024 April, July 2025	Executive General Manager Customer & Stakeholder Experience
	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	1 August, 2023 and 2024	Stakeholder & Corporate Initiatives Coordinator
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2023 and 2024	Stakeholder & Corporate Initiatives Coordinator
	Publicly report our RAP achievements, challenges and learnings, annually	July 2024 and 2025	Executive General Manager Customer & Stakeholder Experience
	Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP.	July 2025	Stakeholder & Corporate Initiatives Coordinator
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024	Stakeholder & Corporate Initiatives Coordinator
<b>14. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2024	Stakeholder & Corporate Initiatives Coordinator

## More information

We welcome feedback and enquiries about our Innovate Reconciliation Action Plan.

Lauren McLean  
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