

INNOVATE RECONCILIATION ACTION PLAN

JANUARY 2022 - JANUARY 2024





ARTWORK STORY RIPPLE AND REFLECT

Five pebbles are dropped into a deep reservoir of water – small pieces of the earth – picked from the land. Each small pebble represents the elements of life connected to water and land as well as respect, relationships, opportunity, equality and recognition. Each pebble is dropped at the same time creating equal ripples which link together.

Individually we are one pebble, one small agent of change, but together we can create ripples that carve through history.

At the centre is the symbol for Urban Utilities Reconciliation journey. A space created when all five pebbles are dropped at an equal time at equal force. This is a space created by respect, relationships, opportunity, equalise and recognition. With this new space created there is room for the new growth of reconciliation.

Pathways spring out from the centre, leading back into the community. The work that Urban Utilities does is not just water - It is life, it is livelihood, it is the environment, it is the future. These pathways lead in and out of the central element. Reminding us of the reason we do what we do.

This story unfolds on a backdrop of quiet ripples, representing the ripples of change extending into an unknown future. These ripples extend into a future we do not know that will come after our time, affecting generations to come.

'Ripple and Reflect' was created by Gilimbaa artist Jenna Lee who is a proud decedent of the Larrakia, Wardaman and Karajarri people.

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INNOVATE RECONCILIATION AUSTRALIA CEO STATEMENT



FIRST INNOVATE RAP

Reconciliation Australia commends Urban Utilities on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Urban Utilities to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Urban Utilities will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of *relationships*, *respect*, and *opportunities* emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Urban Utilities is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Urban Utilities' readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Urban Utilities on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer Reconciliation Australia

FOREWORD

Eighteen months on from the launch of our first Reflect Reconciliation Action Plan (RAP), it gives us great pleasure to present Urban Utilities' Innovate RAP (2022-24).

As one of Australia's largest water utilities, we are proud to continue our journey toward reconciliation and take meaningful steps to ensure our business embraces diversity and inclusivity and creates liveable and connected communities for all Australians.

This plan builds on the solid foundation of our Reflect RAP and provides a platform for future reconciliation initiatives. There are four successive RAPs that organisations can develop (Reflect, Innovate, Stretch and Elevate) – each designed to suit the different stages in the reconciliation process. As we progress on our journey, we will remain committed to turning our good intentions into actions and to establishing a strong approach towards advancing reconciliation both internally and within Urban Utilities' sphere of influence.

This document sets out the initiatives we will undertake to develop meaningful relationships with and create sustainable opportunities for Aboriginal and Torres Strait Islander Peoples. It also formalises and strengthens Urban Utilities' existing commitment to fostering stronger connections with Aboriginal and Torres Strait Islander Peoples, and builds on a number of established initiatives, such as our partnership with Supply Nation.

This Innovate RAP was developed by our RAP Working Group, which comprises both Aboriginal and non-Indigenous team members who are passionate about advancing our reconciliation journey. We would like to take this opportunity to recognise this dedicated group of people who will champion our reconciliation efforts and ensure agreed actions are successfully implemented.

We encourage all of our employees, customers and business partners to support the initiatives we have identified in this document.

Collectively, we can effect real, positive change and move towards a sustainable and prosperous future for all Australians.

Bronwyn Morris

Chair

Louise Dudley



OUR RECONCILIATION ACTION PLAN

OUR VISION FOR RECONCILIATION

We envision enduring, proactive and respectful relationships between non-Indigenous Peoples and Aboriginal and Torres Strait Islander Peoples and Communities, founded by a shared commitment to Country, water and thriving communities. This foundation will support the health and wellbeing of current and future generations.

At Urban Utilities, we are proud to acknowledge the Traditional Owners and Custodians of the land and waterways on which we work and live, and pay respects to the Elders past, present and emerging. We recognise and value their traditional responsibility for the land and water and the contribution of Aboriginal and Torres Strait Islanders Peoples to the South East Queensland community.

OUR BUSINESS

Within our service area, the Aboriginal and Torres Strait Islander population is diverse. It comprises Aboriginal and Torres Strait Islander Queenslanders and residents, and also Traditional Owner communities.

Urban Utilities is responsible for delivering drinking water, recycled water and sewerage services to over 1.4 million customers in South East Queensland. We operate across a 14,384km² service area comprising five regions: Brisbane, Ipswich, Lockyer Valley, Scenic Rim and Somerset. Each year, we supply around 128 billion litres of water and collect, transport and treat around 125 billion litres of sewage. We deliver these services via our extensive infrastructure network, which includes over 18,000 kilometres of water and sewerage mains, 333 sewage pump stations, 109 water reservoirs and 29 resource recovery facilities.

We are a statutory authority and our activities are overseen by an independent Board of Directors. We employ more than 1000 people working in a diverse range of roles including customer, field services, resource recovery, our laboratory and as engineers, project managers, professional services, leaders and more of whom 8 identify as Aboriginal and/or Torres Strait Islander people. Our head office is based in Fortitude Valley, Brisbane, with employees located at both metropolitan and regional sites across our service territory. Partner companies deliver many of our services including construction and maintenance activities.

OUR RAP

We are pleased to present Urban Utilities' second Reconciliation Action Plan (RAP) – Innovate – which continues our reconciliation journey.

There are four successive RAPs organisations can develop (Reflect, Innovate, Stretch and Elevate) – each designed to suit the different stages in the reconciliation process.

This RAP – Innovate – has been developed by a dedicated Urban Utilities RAP Working Group, building on the solid foundation of the Reflect RAP and providing the platform for future reconciliation initiatives.

The Innovate RAP formalises and strengthens Urban Utilities existing commitment to fostering stronger connections with Aboriginal and Torres Strait Islander Peoples, and builds on a number of established initiatives, such as our partnership with Supply Nation.

The RAP is championed internally not only by the working group, but is advocated by the CEO, Executive Leadership Team and Senior Leaders throughout the organisation. The RAP Working Group has two Aboriginal and six non-Indigenous representatives that are passionate about progressing the reconciliation journey.

Members of the RAP Working Group include:

- Organisational Enablement Lead
- Employee Experience Partner
- Maintenance Innovation Lead
- Senior Mechanical Engineer
- Innovation, Research & Development Manager
- Manager Customer Control Centre
- Area Manager (Treatment & Production)
- Internal Communications Consultant

This document sets out the actions we will undertake to develop meaningful relationships with and create sustainable opportunities for Aboriginal and Torres Strait Islander Peoples. The working group will lead the organisation's efforts and ensure agreed actions are successfully implemented.

As a socially conscious organisation, we are committed to delivering on our Constructive Culture and Social & Economic Value strategic goals, which aim to encourage diversity and inclusivity and create liveable and connected communities.

We encourage all of our employees, customers and business partners to support the initiatives we have identified in this document.

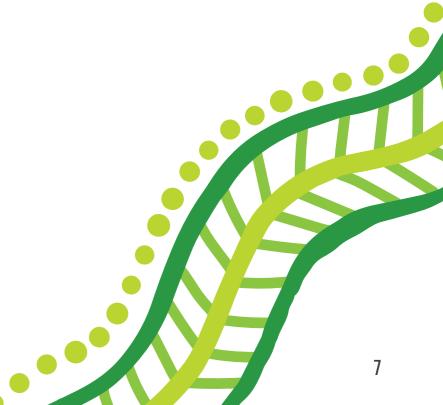
Urban Utilities is developing a RAP not only because it aligns with our strategic goals, but because our employees are inherently supportive and accepting of diversity and believe a RAP:

- Adds value to the communities we serve;
- Aligns with community expectations; and
- Is the right thing to do.

Urban Utilities' operations and core services are directly related to land use for waterways and sewerage systems. As a result, we currently have engagements with communities to undertake environmental assessments and understand cultural heritage requirements. Urban Utilities has also partnered with Career Trackers – a national non-profit organisation with the goal of creating career pathways for Aboriginal and Torres Strait Islander young adults, and Supply Nation, a non-profit organisation that aims to grow the Aboriginal and Torres Strait Islander business sector through the promotion of supplier diversity in Australia.

The Innovate RAP is the second RAP Urban Utilities is undertaking, building on the Reflect RAP which concluded in 2020. Key outcomes delivered as part of the Reflect RAP include:

- Supply Nation Partnership;
- Participation in NAIDOC Week & National Reconciliation Week, including promoting our commitment to Reconciliation through virtual events including morning teas, team meetings and communications campaign across both internal and external media platforms;
- Identification of key Aboriginal and Torres Strait Islander stakeholders and organisations within Urban Utilities' service territory;
- Review of HR policies & procedures to encourage and enable a constructive culture, where discrimination is not tolerated;
- Implemented Arrilla Digital Cultural Capability & Awareness Learning to increase awareness and understanding, value and recognition for Aboriginal and Torres Strait Islander cultures, histories and knowledge;
- Commissioned artwork that reflects our ongoing relationship with local Aboriginal and Torres Strait Islander Peoples.





At Urban Utilities, our purpose is to 'Enrich Quality of Life' and contribute to the health and wellbeing of current and future generations. We touch the lives of our customers multiple times a day and play an active role in the community in which we operate. It is important to us that our customers and community support and have confidence in what we do, and that our services reflect the needs and values of our customers. It is critical that we build and maintain good relationships and work in partnership wherever possible and we understand that building enduring respectful relationships with Traditional Owners and Aboriginal and Torres Strait Islander communities is of great value to us and we want it to be for them too.

FOCUS AREA: SOCIAL AND ECONOMIC VALUE			
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	October 2022	Manager Community Engagement
	 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	December 2022	Manager Community Engagement
	 Continue to engage with and foster relationships with Traditional Owners and First Nations Communities to understand cultural heritage requirements. 	December 2023	Manager Community Engagement
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	 Circulate Reconciliation Australia's NRW resources and reconciliation materials to all Urban Utilities employees. 	27 May- 3 June, 2022/2023	Organisational Enablement Lead
	• RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2022/2023	Organisational Enablement Lead
	 Encourage and support Urban Utilities employees to participate in at least one external event to recognise and celebrate NRW. 	27 May- 3 June, 2022/2023	Organisational Enablement Lead
	Organise at least one NRW event each year.	27 May- 3 June, 2022/2023	Organisational Enablement Lead
	• Register all our NRW events on Reconciliation Australia's NRW website .	May 2022/2023	Organisational Enablement Lead

FOCUS AREA: SOCIAL AND ECONOMIC VALUE			
Action	Deliverable	Timeline	Responsibility
3. Raise awareness of Reconciliation and our Reconciliation Action Plan journey and commitments to promote reconciliation, across our business and with our stakeholders.		June 2022	Organisational Enablement Lead
	Communicate our commitment to reconciliation publicly.	RAP Endorsement - January 2022 NRW - May 2202/2023 NAIDOC - July 2022/2023	Brand and Creative Services Manager
	 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	December 2023	Organisational Enablement Lead
	 Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. 	December 2023	Organisational Enablement Lead
4. Promote positive race relations through antidiscrimination strategies.	 Conduct a review of HR policies and procedures to identify existing anti- discrimination provisions, and future needs. 	June 2023	Workplace Relations Lead
	• Develop, implement and communicate an anti- discrimination policy for our organisation.	June 2023	Workplace Relations Lead
	 Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	June 2023	Workplace Relations Lead
	Educate senior leaders on the effects of racism.	June 2023	Organisational Enablement Lead

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Our approach to community engagement is based on principles of mutual respect, trust, and effective communication and collaboration.

Respect for the rich cultures, knowledge and histories of Aboriginal and Torres Strait Islander Peoples enables us to recognise and respect the contribution they have made, and continue to make, to our community. Understanding both similarities and differences of cultures will improve the way we work and engage with First Nations Peoples.

FOCUS AREA: SOCIA	AL AND ECONOMIC VALUE		
Action	Deliverable	Timeline	Responsibility
5. Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	• Conduct a review of cultural learning needs within our organisation.	October 2022	Learning & Capability Lead
	 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. 	October 2022	Talent and Capability Manager
	• Develop, implement and communicate a cultural learning strategy for our employees.	December 2022	Talent and Capability Manager
	 Provide opportunities for RAP Working Group members, HR leaders and other key leadership representatives to participate in formal and structured cultural learning. 	December 2022	Organisational Enablement Lead
6. Empower our employees to be more culturally responsive by providing information resources and engaging them in understanding the significance of cultural protocols such as Welcome to Country and Acknowledgement of Country.	 Increase employees understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	December 2022	Organisational Enablement Lead
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2022	Manager Community Engagement
	 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	June 2023	Head of Legal Services
	 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	March 2022	Organisational Enablement Lead

FOCUS AREA: SOCIA	L AND ECONOMIC VALUE		
Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2022 July 2023	Organisational Enablement Lead
	 Review HR policies and procedures to remove barriers to employee's participation in NAIDOC Week. 	June 2023	Workplace Relations Lead
	Promote and encourage participation in external NAIDOC events to all employees.	July 2022 July 2023	Organisational Enablement Lead
8. Visibly demonstrate our respect of Aboriginal and Torres Strait Islander peoples, including Traditional Owners in our workplace	 Display an Acknowledgment of Traditional Owners plaque in reception in our new Duncan Street, Fortitude Valley Offices. 	June 2023	Property Manager
	Display an Aboriginal artwork at our new Duncan Street, Fortitude Valley Offices.	June 2023	Property Manager
	• Explore opportunities for naming our meeting rooms in our new Duncan Street, Fortitude Valley Offices in the appropriate Aboriginal language, including displaying the meaning and stories behind the names.	June 2023	Property Manager
	• Ensure that there is an Acknowledgement of Country plaque in each meeting room in our Duncan Street, Fortitude Valley Offices.	June 2023	Property Manager

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OPPORTUNITIES

As our business relates to land use for waterways and sewerage systems, we currently have engagements with communities to undertake environmental assessments and understand cultural heritage requirements. Aligning our organisational outcomes with the Aboriginal and Torres Strait Islander skills and experience available, and the services the communities in our Service Territory provides will strengthen our connection and progress our journey to reconciliation, promote diversity of thought and foster innovation and sustainability for current and future generations.

FOCUS AREA: SOCI	AL AND ECONOMIC VALUE		
Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	 Build understanding of current Aboriginal and Torres Strait Islander talent to inform future employment and professional development opportunities. 	December 2022	Talent and Capability Manager
	 Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy. 	December 2022	Talent and Capability Manager
	 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	December 2022	Talent and Capability Manager
	 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders and potential talent. 	October 2022	Talent Lead
	 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	June 2022	Talent Lead
	 Increase the percentage of Aboriginal and Torres Strait Islander representation within Urban Utilities workforce. 	December 2023	Talent and Capability Manager
	 Create employment pathways for Aboriginal and Torres Strait Islander young people through initiative such as internships and building partnerships with Aboriginal and Torres Strait Islander employment providers and networks 	June 2023	Talent and Capability Manager
	Maintain Career Trackers Partnership	December 2023	Talent and Capability Manager

FOCUS AREA: SOCIAL AND ECONOMIC VALUE			
Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	 Review and updated our Social Procurement Framework aimed to advance Aboriginal and Torres Strait Islander procurement opportunities. 	June 2023	Chief Procurement Officer
	Maintain Supply Nation membership.	October 2023	Chief Procurement Officer
	 Identify opportunities to engage Aboriginal and Torres Strait Islander suppliers through category and portfolio planning 	December 2022	Chief Procurement Officer
	 Once arrangements are established, communicate opportunities for the purchasing of goods and services from Aboriginal and Torres Strait Islander businesses to employees. 	December 2022	Chief Procurement Officer
	 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	December 2022	Chief Procurement Officer
	 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	December 2022	Chief Procurement Officer

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GOVERNANCE

	IAL AND ECONOMIC VALUE	-1 11	
Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	 Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	June 2023	Organisational Enablement Lead
	Establish and apply a Terms of Reference for the RWG.	March 2022	Organisational Enablement Manager
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, November 2022 March, June, September, November 2023	Organisational Enablement Lead
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March 2022	Organisational Enablement Manager
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2022	Organisational Enablement Manager
	 Define and maintain appropriate systems to track, measure and report on RAP commitments. 	March 2022	Organisational Enablement Manager
	 Appoint and maintain an internal RAP Champion from senior management. 	March 2022	Organisational Enablement Lead
13. 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 2022 & 2023	Organisational Enablement Lead
	Report RAP progress to all employees quarterly.	March, June, September, December 2022 March, June, September, December 2023	Organisational Enablement Lead
	Publicly report our RAP achievements, challenges and learnings, annually.	September 2022 September 2023	Head of People Experience
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2022	Organisational Enablement Lead
14. Continue our reconciliation journey by developing our next RAP.	 Register via Reconciliation Australia's website to begin developing our next RAP. 	May 2023	Organisational Enablement Lead





For more information regarding the Urban Utilities Innovate Reconciliation Action Plan, please contact:

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