

controlled organisations across Bunurong Country and

identifying opportunities for cultural harvesting. We

look forward to collaborating with Melbourne Water

in supporting the BLCAC in the delivery of these key

deliverables across Bunurong Country.



Traditional Owners as Sovereign Partners and

invite you to hear their voices as they share their

perspectives and priorities for Healthy Country.

The Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC)

GLAWAC is the Registered Aboriginal Party that represents the Gunaikurnai people, the Traditional Owners of Gunaikurnai Country, as determined by the Victorian Aboriginal Heritage Council under the Aboriginal Heritage Act 2006 (VIC). In 2010, the Gunaikurnai people were formally recognised as holding native title over areas of Crown land in the Gippsland region. The Gunaikurnai Native Title Settlement Agreement was the first agreement to be reached under the Traditional Owner Settlement Act 2010.

Gunaikurnai land extends from West Gippsland near Warragul, east to the Snowy River, and north to the Great Diving Range, and includes 200 metres of offshore sea territory.

The role of GLaWAC is to further the aspirations of the Gunaikurnai Traditional Owners and native title holders through the implementation of the Gunaikurnai native title settlements agreements and the provision of high-quality policy advice. We work under the guidance of the Board of Directors and Elders Council to represent all Gunaikurnai people in native title, cultural heritage, land, water and natural resource management and related employment aspirations and issues.

The Taungurung Land and Waters Council (TLaWC)

TLaWC is the representative of the Taungurung people, the First Nation and Traditional Owners of the Waring (upper Goulburn River) and its tributaries and land north of the Dividing Range.

The Taungurung people have been the Custodians of Country for countless generations, undertaking our cultural obligations to care for Country and ensuring the health of Country as if she is one of our own kin. TLaWC delivers projects for the economic, social and cultural wellbeing of Taungurung people and for the healing and care of Taungurung Country. TLaWC is responsible for supporting the activation of Taungurung Rights with regards to the following:

 TLaWC is the Registered Aboriginal Party under the Aboriginal Heritage Act (2006)

TLaWC is the Traditional Owner Group Entity that represents the Taungurung nation in respect to the Taungurung Recognition and Settlement Agreement entered into with the State of Victoria under the Traditional Owner Settlement Act 2010.

The Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC)

WTOAC are the representative body for Wadawurrung Traditional Owner aspirations and protects their Cultural Heritage in accordance with the Aboriginal Act 2006 (VIC). WTOAC was appointed in May 2009 as a Registered Aboriginal Party under the ACT. The Wadawurrung Registered Aboriginal Party area sits on the western side of Melbourne, including the major regional cities of Geelong and Ballarat. Wadawurrung Country also includes the start of the Great Ocean Road.

Wadawurrung Traditional Owners live by Wadawurrung lore in Caring for Country and all things living as their Ancestors have always done. WTOAC wants to see cultural knowledge as the basis for the management of land and waters towards the healing of County and People.

The Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation (Wurundjeri)

Wurundjeri Woi-wurrung are the representative body of the Wurundjeri Woi-wurrung people. Wurundjeri Country includes urban and rural lands and waterways from the inner city of Melbourne extending north of the Great Dividing Range, east to Mount Baw Baw, south to the Dandenong Ranges and west to the Werribee River.

We are the direct descendants of the Wurundjeri men and women who lived on this Country for many thousands of years. In Woi-wurrung, the traditional language of the Wurundjeri people, Narrap means Country and its our focus to care for our Country. Country is central to our sense of belonging. Embedded in Wurundjeri Woi-wurrung beliefs is the understanding that the natural world is a cultural world. Wurundjeri Woi-wurrung interests and aspirations are enshrined in our cultural rights and responsibilities that have been passed down over millennia by our ancestors. We have strong spiritual ties to the Country of our ancestors, and our oral knowledge shared over thousands of generations guides our practice on Country to this day. One of the key targets of Wurundjeri is to provide a holistic approach to managing our Traditional Country.

Note: Content informed through consultation with Bunurong, Gunaikurnai, Taungurung, Wadawurrung and Wurundjeri.
This map is currently defined by Registered Aboriginal Party (RAP) maps. These areas may change as Treaty, Native Title and other land and water negotiations progress.

is an essential component

the Yan Yean Reservoir.

of Melbourne Water's supply

system, providing high quality

water to greater Melbourne via



Birrarung, Yarra River

Acknowledgement of Country

Melbourne Water respectfully acknowledges the Bunurong, Gunaikurnai, Taungurung, Wadawurrung and Wurundjeri Woiwurrung peoples as the Traditional Owners and Custodians of the lands and waterways on which we rely and operate. We pay our deepest respects to their Elders past, present and emerging. We demonstrate our ongoing commitment to reconciliation through our partnerships with Traditional Owners and the broader Aboriginal and Torres Strait Islander communities, as we work together to care for land and water now and into the future, while maintaining and respecting cultural and spiritual connections.

About the artwork

Alan Solomon has dedicated this sculpture, 'Bunjil of Land and Water', to the Wurundjeri people of Melbourne. It is a reminder of traditional practice and lore passed down by First Nations peoples all over Australia. The wedge-tailed eagle represents Bunjil, the creator of land and animals, of the Wurundjeri people. The markings on Bunjil represent the mountains, rivers, waterholes and peoples, to remind people to acknowledge and show respect for the land and the waters where they live.

About the artist

Alan Solomon is a proud Gunaikurnai man from Bairnsdale, Victoria, who enjoys strong links to his ancestry and culture. He explores these links through his art as it travels deeply into authentic storytelling, local dreaming, and song-lines passed down to him within his community.

Alan's work draws together a number of mediums that depict highly evocative and culturally vivid pieces. His work aims to tell a number of deeply profound stories that connect people to the importance of culture, dreaming and connection.

"I see Bunjil flying down to my home, Gunaikurnai Country and makes me reflect on our spiritual connection."



Alan Solomon with his sculpture, Bunjil of Land and Water

Our Reconciliation vision & guiding Principles

Our vision for reconciliation is to Walk Country Together with Traditional Owner partners to care for Victoria's water, land and waterways.

We recognise the profound and enduring connection of Victoria's First Peoples to Country and, that this stewardship of land and water is essential to wellbeing. We also acknowledge that the Water industry has excluded participation and self-determination in the past and we wish to address this with First Peoples to allow access, support cultural practice and connection with Country, culture and community.

Through our fourth Reconciliation Action Plan (RAP), we reaffirm our commitment to reconciliation, aiming to foster self-determined ways of collaboration with First Peoples. We seek to transform our business practices and approach to land and water management. We embrace codesign with Traditional Owners who we engage with as Sovereign Partners. We believe meaningful progress is achieved through truth-telling, cultural safety, and a deeper understanding of water's story – from the Dreaming to the present.



Cultural Burn at Western Treatment Plant, Wadawurrung Country

Guiding Principles for Reconciliation

The development of this RAP has been guided by the insights gained from collaboration between Sovereign Partners, First Peoples communities and Melbourne Water. These insights have shaped core principles that direct the RAP, reinforcing shared responsibility and embedding reconciliation in our ongoing business practices. We will achieve this by:



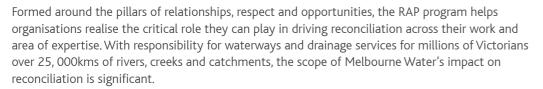
- creating opportunities for First Peoples and offering support in culturally respectful ways
- deepening our understanding of Traditional Owner priorities, and supporting First Peoples' communities towards self-determination



Smoking Ceremony conducted by proud Wadawurrung man, Ash Skinner at Western Treatment Plant, on Wadawurrung Country

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Through its RAP commitments, Melbourne Water aims to foster self-determined ways of collaboration with First Peoples, embracing co-design with Traditional Owners' self-determined reconciliation goals and facilitating mutually beneficial partnership agreements with sovereign partners. Melbourne Water's deep commitment to genuine collaboration with First Nations people has powerful effects. By engaging in mutually-beneficial and respectful relationships, it avoids the paternalistic hazards of performative engagement. Instead, Melbourne Water is blending innovation with time-honoured practices to care for Country.

With this Stretch RAP, Melbourne Water is expanding on its lessons and successes through accountability measures and protection of traditional knowledge. It will commence external audits and policy reviews by independent First Peoples to ensure the highest standards of safety and impact while working towards reconciliation outcomes and will develop and Indigenous Data Sovereignty Policy aimed at protecting the traditional knowledge shared with them. These strategies demonstrate the thoughtful and calculated growth of Melbourne Water's reconciliation commitments.

By prioritising self-determination and nurturing relationships founded on mutual respect, Melbourne Water is driving considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend Melbourne Water on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer Reconciliation Australia





Message from our Managing Director

All of us live and work on the lands and waterways the First Peoples have cared for over thousands of years.

At Melbourne Water, we are committed to understanding and respecting the strength of connection that Traditional Owners have to Country and to the management of water, which is essential to the health and wellbeing of our communities, our environment and our economy. We know that if water is healthy, Country and people are healthy, and we are committed to learning from First Peoples to support our joint care for our most precious resource.

On behalf of Melbourne Water, I am pleased to present our first Stretch Reconciliation Action Plan (RAP). Developed in collaboration with our Traditional Owner partners and First Peoples communities, this RAP will enable us to make significant change that brings us closer to genuine reconciliation.

We will reflect on our journey to date and will continue to use our RAP journey to inspire us and help us grow in ways that contribute to building stronger First Peoples communities.

Reconciliation is about people and Country. Through our commitment to our reconciliation journey, Melbourne Water will connect with our people, customers and communities to share the cultures and histories of the Traditional Owners of the lands and water on which Melbourne Water operates. We will also continue to deepen our collective knowledge and understanding of the cultures and connection to Country of all First Peoples.

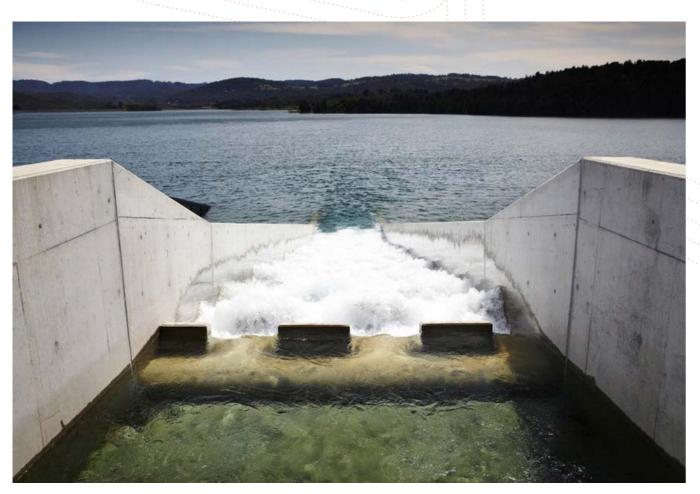
Our commitment to truth telling will continue to remain at the forefront of our aspiration to build long lasting partnerships with Traditional Owners and First Peoples communities. Through our ongoing commitment to learning from our past, listening to our partners and embedding key actions we will continue to build cultural capability across the organisation. Together, we can make real, meaningful and ongoing change that will help us move closer towards reconciliation.

Our corporate cultural capability uplift will continue to support reconciliation at Melbourne Water. Over our last three RAPs, we have focused on building organisational cultural capability through the development of partnerships with First Peoples' businesses, delivery of cultural awareness training, improving visibility of cultures across all sites, and increasing knowledge and communication of First Peoples events and days of significance.

Through this Stretch RAP, we will continue this important work which integrates reconciliation into our core business delivery. The RAP also inspires our partnerships with the Traditional Owners of the land on which we live and work, we will further grow our connections to First Peoples and to Country as an integral part of water, land and waterway planning and management.

Dr. Nerina Di Lorenzo

Managing Director Melbourne Water



Desalination inlet chute at Cardinia Reservoir

Our business

Melbourne Water plays a vital role in water management, essential for sustaining our communities and ways of life.

For over 130 years, we have operated as a trusted water services provider, dedicated to delivering high standards of service with integrity and sustainability at the core of our operations.

In recognising the critical challenges of extreme climate events and accelerated urban growth, we are committed to safeguarding water, educating community and building resilience. Having merged with the Port Phillip and Westernport Catchment Management Authority (PPWCMA), we champion the integrated management of land, water, and natural systems, inclusive of coastal and marine environments.

On any given day we:

- · manage water supply catchments,
- treat and supply affordable and high-quality drinking water and recycled water,
- · remove and treat Melbourne's sewage,
- care for over 25,000 kilometres of waterways and major drainage systems in the Port Phillip and Westernport region,
- provide integrated drainage and flood management services,
- and support the community through learning opportunities and recreational spaces.

Our customers include:

- Melbourne's metropolitan retail water companies and other water authorities,
- · State government, councils and regulators,
- · schools and community groups,
- land developers and businesses that use river water,
- and 4.2 million Melbournians who receive waterways and drainage services.



Ryan's Swamp at the Western Treatment Plant, Wadawurrung Counrty

Melbourne Water recognises the importance of blending innovation with time-honoured practices to honour and sustain Healthy Country. By weaving together contemporary advancements and traditional knowledge, we strive to ensure that our efforts respect heritage whilst fostering resilience in our built and natural environment. This ambition reflects our deep commitment to a holistic and partnership-driven approach; working alongside Sovereign Partners, local communities, industry partners, and other stakeholders to manage and safeguard the health of Victoria's waterways, ecosystems, and communities for future generations.

A partnership approach

Our approach to collaboration is delivered through a structured framework of formal and informal agreements, outlined in Figure 1. This includes formal partnerships with four Registered Aboriginal Parties – Bunurong, Wadawurrung, Wurundjeri, and Gunaikurnai – acknowledging their status as Sovereign Partners.

We also seek to formalise our commitments to prioritised Aboriginal Community Controlled Organisations (ACCO) including; Dardi Munwurro, Fitzroy Stars, the Torch, Victorian Aboriginal Health Services (VAHS), and Western Bulldogs. The selection process for prioritisation was informed by Elders who identified these organisations as localised, and experienced corporations, at the forefront of responding to the needs of community.



Gift exchange between Melbourne Water and Wadawurrung Traditional Owner Aboriginal Corporation to commemorate Wunggurrwil Ngitj/Stronger Together, Partnership Agreement



Our governance

Melbourne Water governs itself with transparency, accountability, and a commitment to inclusive decision-making. Our people dive in to do what's right, and make it count.

> Since the launch of our previous RAP in 2022, our organisation has undergone a structural realignment, refining our values into three core themes: Resilience, Transition, and Partnerships. The Partnerships theme has been instrumental in shaping a governance framework that drives reconciliation outcomes, ensuring resources are strategically allocated across all levels of the organisation to support our overarching goal of Walking Country Together.

Aboriginal Engagement Team

The Aboriginal Engagement team is positioned within the Customer, Community, and External Affairs portfolio. This team leads our work with First Peoples by prioritising self-determination, increasing cultural capability, and nurturing relationships that are founded on mutual trust and respect.

The Aboriginal Engagement team is comprised of the following roles:

- Manager, Traditional Owner Relationships
- Principal Advisor, Aboriginal Engagement
- Traditional Owner Partnerships Officers
- First Peoples Support Officer



Melbourne Water employees on a Cultural tour of Wurundjeri Country

Walking Country Together Leaders Forum

In support of our goal, the RAP Working Group is formally recognized as the Walking Country Together Leaders Forum. The Walking Country Together Leaders Forum provides direction for RAP initiatives, ensuring that the established guiding principles, are embedded into all decision-making processes.

The Walking Country Together Leaders Forum is comprised of the following roles:

- · Executive General Manager, Customer Community and External Affairs (Chair and RAP Champion)
- · Executive General Manager, People & Transformation
- Executive General Manager, Service Futures
- Executive General Manger, Corporate Services
- General Manager, Major Capital Delivery
- · Head of Aboriginal Engagement and Community
- · Head of Capability and People Experience
- · Head of Waterway and Catchment Services
- · Manager, Traditional Owner Relationships
- Principal Advisor, Aboriginal Engagement
- Manager, Procurement
- Manager, People Services

Employee Network

The creation of three additional employee-driven working groups, has been critical to the delivery of our RAP Innovate III. These groups are necessary in providing real-time insights regarding evolving needs, which in turn, facilitates collective and adaptive responses. As we transition to a Stretch RAP, we will continue to promote these networks as mechanisms to drive cross-organisational, business-as-usual outcomes.

The Cultural Advisory Group provides a channel for discussion between subject matter experts across all portfolios. Members of this group have regular ongoing projects with Traditional Owners and are supported by the Aboriginal Engagement team to ensure that informed feedback and recommendations are communicated to decision-makers within the Walking Country Together Leaders Forum.

The First Nation's Belonging Group is a component of the Melbourne Water Belonging Framework. The framework fosters an inclusive environment where allies can regularly engage in meaningful conversation. The Aboriginal Engagement team is actively involved in meetings, with two of its members attending and offering insights into areas where ally-specific support is required. This approach allows for a shared commitment to supporting First Peoples-led initiatives whilst empowering allies to support and contribute to change.

The First Peoples Employee Network brings together Melbourne Water's First Peoples employees in a spirit of connection and shared identity. The network facilitates a self-governed space to Yarn about matters of personal well-being and professional development. It is supported by the Belonging Framework alongside the Aboriginal Engagement team, to ensure that members receive an opportunity to provide feedback on organisational safety as well as receiving priority invitation to cultural events. The network looks forward to setting up a peer-to-peer mentoring program, built on Mob values, where walking two-worlds is a shared experience.





Our reconciliation journey

Melbourne Water acknowledges that our Sovereign Partners have been taking care of Country for thousands of generations. We are committed to our journey towards reconciliation and recognise there is still a lot to do.

Melbourne Water has been operating in Victoria for over 130 years. Historically, our business has contributed to the dislocation and exclusion of First Peoples and the fracture of a culture where caring for Country is central to identity. Melbourne Water acknowledges that the impacts of colonisation have caused a deep wound in Australia's history.

In 2024, the Yoorook Justice Commission undertook a significant truth-telling process that heard testimonials from Traditional Owners across Victoria on the matters of 'Land, Sky and Water.' As an organisation, we wholly support this initiative that amplifies the voices of First Peoples and continue to seek opportunities where we can pause to practice 'Deep Listening' and reflect on the events that have shaped the world we live in today.

The implementation of our Stretch RAP is Melbourne Water's commitment to walk alongside First Peoples in a collective journey towards a unified Australia.



Since the Cultural Heritage Study undertaken in 2008, Melbourne Water has achieved significant milestones which are outlined in the following timeline:

2008

- · Inaugural Cultural Heritage Study launched
- Cultural Heritage Focus Group established (now Walking Country Together Leaders Forum)

2016

· RAP Innovate launched

2018

· RAP Innovate II launched

2019

- Melbourne Water launched Yaluk Bijk Baan event week.
- Social Procurement Strategy launched
- Aboriginal and Torres Strait Islander Employment and Wellbeing Retention Plan developed

2020

- Wurundjeri Woi-wurrung Narrap Rangers team contracted for on Country field services.
- Registered as platinum member of Kinaway (Victorian Aboriginal Chamber of Commerce)
- First Peoples art catalogue and acknowledgement plaques procured and displayed at Melbourne Water locations
- First Nations Cultural Awareness e-learning launched
- Traditional Owners from across the region meet to consult on Melbourne Water Cultural Fire Plan

2021

· Cultural Advisory Group established

2022

- · RAP Innovate III launched
- · Inaugural Cultural Fire Plan completed and endorsed
- First formal partnership agreement co-developed and endorsed formally, recognising Gunaikurnai as Sovereign Partners

2023

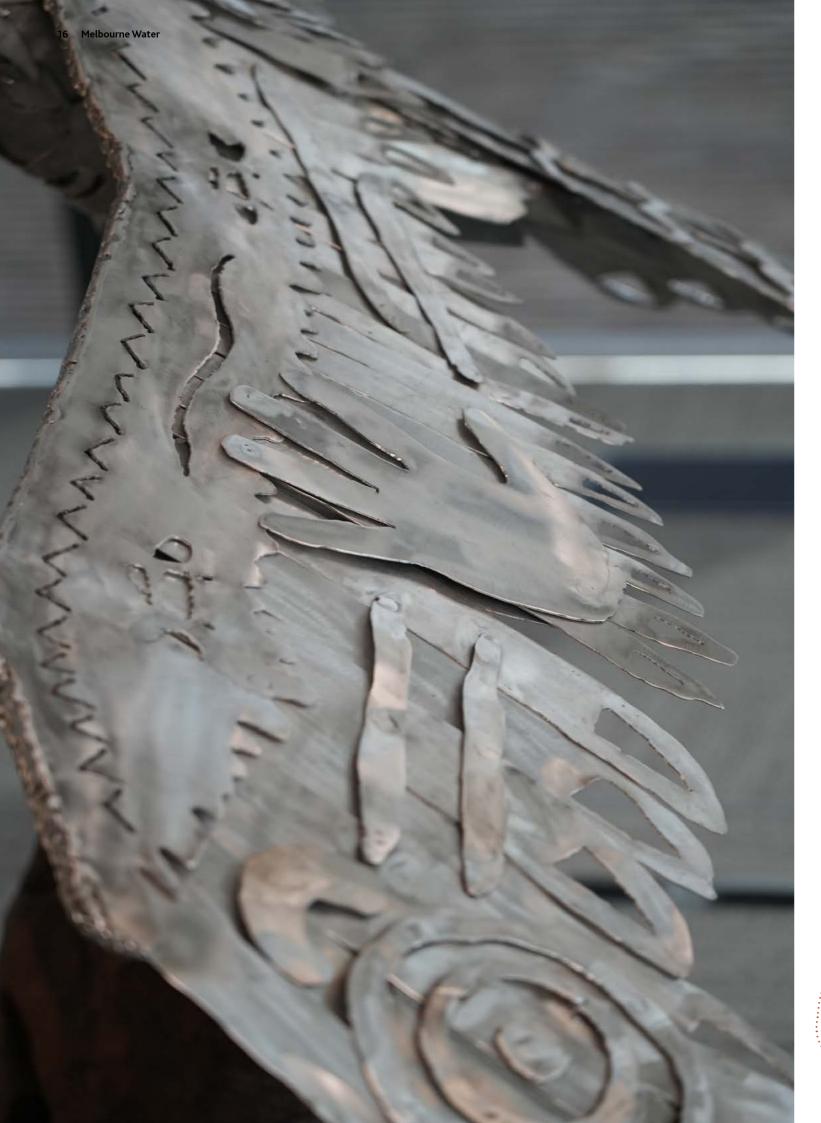
- Commencement of organisation wide strategic goal: We Will Walk Country Together
- First cultural burn at the Western Treatment Plant
- Second formal partnership agreement co-developed and endorsed, formally recognising Wadawurrung as Sovereign Partners

2024

- A Statement of Commitment co-developed and endorsed with Wandoon, Estate
- Western Treatment Plant Education Centre launched, with a strong emphasis on the partnership with Wadawurrung
- Melbourne Water Corporate Yarning Circle launched at our head office

2025

- Stretch RAP launched
- Discussions for a formalised Partnership Agreement to be finalised with Wurundjeri Woi-wurrung and commence with Bunurong



Growing towards a Stretch RAP

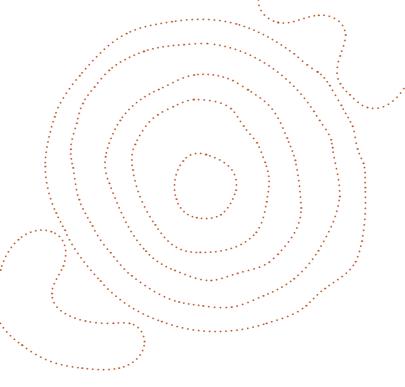
Melbourne Water is uniquely positioned to provide opportunities for Traditional Owners to support research and planning for Healthy Country.

Melbourne Water's Stretch
RAP is our commitment to
understanding the complex
institutional barriers that hinder
First Peoples' ability to access
opportunities and achieve
success in the workplace.
We sought guidance from
our Sovereign Partners, when
constructing the deliverables
for this RAP.

We then looked internally to our Walking Country Together Leadership Forum to take ownership of the deliverables under our strategic goal 'We Will Walk Country Together'.

Our Aboriginal Engagement Team is dedicated to ensuring that our deliverables meet our reconciliation goals across the business and that reporting is undertaken accurately and in a culturally sensitive way. We know that our strategy needs to be adaptable and allow for the evolving needs of Traditional Owners to support self-determined outcomes. Our formal partnership agreements therefore includes a commitment to regular meetings with Sovereign Partners, which guide our annual review of internal procedures.

Implemented in 2022, our RAP Innovate III, was informed by Sovereign Partners who helped us identify three key areas of focus for our efforts. These have shaped our existing initiatives, and include the areas employment, procurement and cultural awareness training. In the delivering our Stretch RAP, we look to take the next step in our commitment to these focus areas.





Western Treatment Plant Education Centre features Wadawurrung woman Chloe Chatterton's artwork 'Walking on Wadawurrung Dja/Walking on Wadawurrung Country'

CASE STUDY

Wadawurrung Cultural Art at Western Treatment Plant Education Centre

In August 2024, Melbourne Water celebrated the launch of the Education Centre at the Western Treatment Plant. This celebration was a timely event with the Melbourne Water and Wadawurrung Traditional owners
Aboriginal Corporation Partnership having
just been formalised. Wadawurrung artist,
Chloe Chatterton, unveiled her artwork for
the fit out in the walls of the learning space,
incorporating a design adapted from the
Walking on Wadawurrung Dja Healthy Country
Plan. The narrative of Chloe's artwork was
mirrored through the new Future Water Story,
an immersive learning experience that depicts
the story of water as the heartbeat of all
living things.

CASE STUDY

Wurundjeri Woiwurrung and the Narrap Rangers

The Narrap Ranger team increased capacity during 2023-24 with 25 rangers and six project support staff working alongside a dedicated crew that contracts from Melbourne Water. Key sites include Yan Yean Reservoir, Bolin Bolin, Laughing Waters, Macedon, Lerderderg, Coranderrk Creek, Brushy Creek and Deep Creek Dight Falls. Tasks for the crew centred around the management of culturally significant sites and included weed control, revegetation, site assessments, and monitoring of flora and fauna to measure healthy waterways.

Commencing in 2024, the rangers have been supported to develop a Yan Yean Healthy Country Plan. Melbourne Water has supported this process but are not directly involved in the planning itself to allow for the self-determination of values and priorities.

Additionally, Narrap hosted a conference tour to Bolin Bolin Wetland, enacting the research partnership with Melbourne Water and Melbourne University. Wurundjeri and Melbourne Water continued to increase capacity in data sovereignty, data use and reuse with a series of workshops to renew data protocols.

Narrap Rangers also completed environmental DNA (eDNA) training in 2024 and are now qualified to take and process samples.

Narrap Rangers gather at Yan Yean Reservoir for Healthy Country Planning on Wurundjeri Country

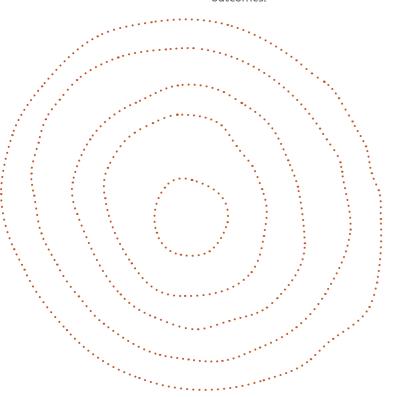


Our reconciliation commitments

20 Melbourne Water

During the consultation process with Sovereign Partners for our previous RAP, we were guided towards three priority areas: employment, procurement, and cultural awareness training. These have laid the foundations of our Stretch RAP, which will continue to evolve, as we respond to feedback received from ongoing engagement and reporting.

A major outcome that will be realised in this RAP, is the commencement of external audits and policy reviews by independent First Peoples advisors. In doing so, we aim to achieve the highest standards of safety and impact when achieving reconciliation outcomes.



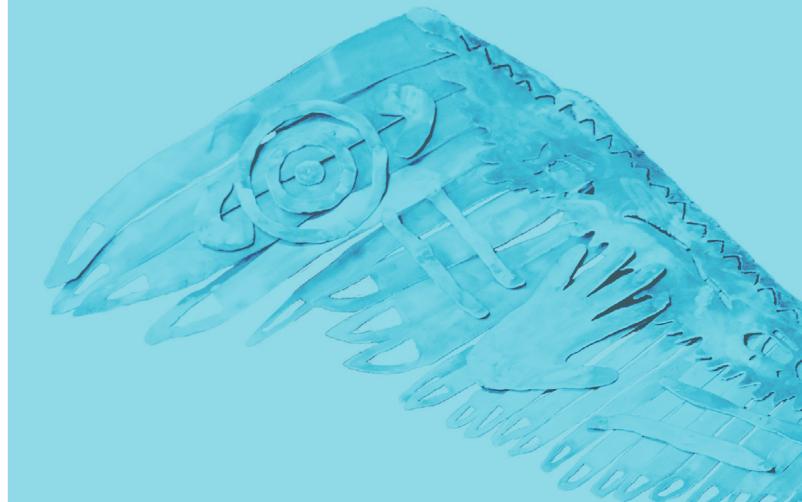
Employment and Safety

At Melbourne Water, over 1,200 employees contribute to meaningful work across a diversity of fields, which includes environmental management, engineering, hydrology, information technology, heritage, education, research, and people services. We are therefore well-placed to offer opportunities for Traditional Owners to lead research and contribute to planning initiatives that support the health of Country.

As of August 2024, 13 of our employees identified as First Peoples, representing around 1% of the workforce. Through our Employment Equity Plan, we are committed to increasing this representation toward 3.5% (34 employees) by the end of the Stretch RAP period, to more accurately reflect the population of Victoria. We look to retention as a key focus area in this Stretch RAP. Every stage of the employment process will be reviewed to ensure that Melbourne Water excels as an employer.

Specific deliverables within our Stretch RAP include advertising roles through trusted platforms (such as Koori Mail), creating identified research partnership opportunities, simplifying HR processes, flexibility in recruitment methods, and conducting interviews in informal or on-Country settings.

During the RAP Innovate III period, we launched our Corporate Yarning Circle, which introduced the practice of Yarning as a business-as-usual activity. We know that at times, unseen barriers can exist within government institutions, and so we commit to annual feedback via anonymous surveys of the First Peoples Employee Network.



Procurement – embedding change

As a business that engages extensively with contractors, we see First Peoples procurement as a lever for driving transformative reconciliation outcomes. By embedding this as a focus across our operations, we increased investment in First Peoples' businesses from \$1.8 million in FY 21-22 to \$2.8 million in FY 22-23. To build on this momentum, we aim to grow this investment by a 10% annual increase until 2027.

From our relationships with First Peoples businesses, we have learnt that our processes can be challenging to navigate for a small enterprise, and so within our resources, we commit to timely facilitation of tenders, invoicing and communications. We recognise that understanding the historical exclusion of First Peoples from the economic system is integral to our reconciliation journey, as such, we commit category managers, sourcing managers, project managers, contract managers, and legal staff involved in tendering to complete Level 2 of our cultural awareness program.

Currently established methods for increasing procurement include:

- ensuring Sovereign Partners are invited to provide Welcome to Country or other appropriate cultural protocols at significant events
- continued subscription in Supply Nation and Kinaway
- highlighting preferred First Peoples contractors through intranet pages
- ensuring category managers identify opportunities for procurement of goods and services and communicate these opportunities to sourcing managers, project teams and relevant stakeholders

Cultural awareness training

Our comprehensive cultural awareness training program is designed to equip all employees, contractors, and leaders with the cultural competency required when working with First Peoples, and/or when making decisions that impact the health of Country. This was an identified focus area of priority

during consultation with Sovereign Partners. As such, the program, designed by the Aboriginal Engagement team, now includes both in-house and external First Peoples-led training, and is tailored to employees' levels of knowledge, role descriptions and areas of operation.



Melbourne Water employees on a Cultural tour of Mt William, Wurundjeri Country

In house training (Level 1)

This training is delivered through an e-learning module, offering foundational insights into the histories, experiences, and perspectives of First Peoples of Victoria. This training is available to all staff and is mandatory on-boarding for new employees and contractors.

During the delivery of this Stretch RAP, Melbourne Water - in collaboration with other Victorian water industry authorities - will commission the upgrade of the e-learning module to more accurately reflect today's priorities including topics relevant to water justice and Treaty. This new module will be designed as an engaging and interactive learning experience, utilising storytelling as a teaching practice.

"It's one thing to hear or read about a list of Aboriginal cultural practices, it's something quite different to walk on Country and immerse yourself hearing stories from an Elder."

External training (Levels 2 & 3)

External training is delivered in partnership with First Peoples-led organisations, ensuring that First Peoples have a platform to tell their own stories and share parts of their culture in a self-governed way. It is designed so that employees can have a face-to-face conversation with a trainer, ask respectful questions, and learn alongside their peers.

To ensure that this training is tailored appropriately, we have separated this component into levels 2 and 3 with the e-learning module classified as level 1.

Level 2 is defined as being led by a First Persons training facilitator whose half day sessions will be delivered on-line or in person. These sessions aim to deepen the learnings from the e-Learning module with contractors chosen to meet specific areas of the business' needs including data sovereignty, media and communication, health and wellbeing, procurement, and legal.

Level 3 is defined as being led by a Traditional Owner from a Registered Aboriginal Party and is delivered exclusively in-person, and on-Country. These sessions are self-determined by the facilitator and topics may include cultural sharing, immersive tours on Country, history, and cultural heritage identification.

The feedback below is from an employee who attended a tour at Mt William Axe Quarry with a Wurundjeri Elder:

"I really appreciated Uncle Dave's more in depth explanation about what a Welcome to Country means like it's a two-way agreement or opportunity to set the expectations for visitors and for the hosts to make sure they are prepared to host the visitors and care for their health & wellbeing while they stay. To be at the place where the quarrying and axe-building took place, to hear how far north the green-stone axes were traded, this definitely deepened my understanding of Victorian Aboriginal culture. It's one thing to hear or read about a list of Aboriginal cultural practices, it's something quite different to walk on Country and immerse yourself hearing stories from an Elder."



Cultural calendar of events

At the start of each year, our Aboriginal Engagement team actively develops and promotes events that align with the broader First Peoples community calendar; this calendar is shared widely through internal communication channels (intranet, email, and workplace posts). All employees are encouraged to participate, with a focus on removing any barriers that may prevent First Peoples employees from attending. As part our Stretch RAP commitments, we encourage our Executive Leaders to set the standard by participating in external events, with attendance tracked and recorded for reporting to our Walking Country Together Leaders Forum.

National Reconciliation Week 2024

- Now More Than Ever

At the Aunty Alma Gathering Place in Preston, staff joined Dardi Munwurro, where Uncle Alan Thorpe shared insights into their impactful work with community. Melbourne Water's Managing Director, Dr Nerina Di Lorenzo, then spoke about her personal dedication to advancing reconciliation.

At the Eastern Treatment Plant, with South East Water guests, Bunurong Traditional Owners Josh West and Mark Brown conducted a Welcome to Country and Smoking Ceremony, creating a special moment for all. Employees also raised funds in support of the Nairm Marr Djambana (Frankston Gathering Place).

We attended the launch of Yarra Valley Water's outdoor yarning circle at their office in Mitcham. This event was held in partnership with Wurundjeri Woi-wurrung and the Mullum Mullum Gathering Place, highlighting the importance of collaboration and shared spaces for cultural connection and dialogue.



Melbourne Water launches its Corporate Yarning Circle at Docklands Head Office

NAIDOC Week 2024 – Keep the Fire Burning

To support our community collaboration with Fitzroy Stars, our Executive General Manager for Service Asset and Lifecycle, volunteered to act as umpire escort for the Dreamtime Round at Sir Doug Nichols Oval in Thornbury.

A record-number 37 employees attended the 2024 NAIDOC Week March, with many employees bringing along family members to participate.

Yaluk Biik Baan - River, Land, Water in Woi-wurrung 2024

Yaluk Biik Baan is an in-house event week held annually during the first week of August to mark International Day of Indigenous People. This initiative is aimed at deepening employees' familiarity with cultural protocols through events rooted in deep listening, sharing and participation.

This year, the Belonging Framework Working Group led an employee and community planting day on Bunurong Country to celebrate Aboriginal and Torres Strait Islander Children's Day. Attendees planted over 200 trees.

Additionally, Melbourne Water sponsored the Yaluk Biik Baan Acquisition Award as part of the 'Torch Confined 15' exhibition in May. Torch CEO, Susannah Day, unveiled the artwork at Melbourne Water's head office in Docklands, with leaders from Melbourne Water and artist Ash Thomas in attendance.

We also used this week to launch our Corporate Yarning Circle, a dedicated space where the cultural practice of Yarning is given prominence within the workplace. It was a well attended event that brought employees together from all areas of business.



Collaborating with community

Melbourne Water acknowledges that community is a vital aspect of First Peoples' identity. We aim to leverage our resources to positively impact social outcomes through community-led initiatives. To formalise our commitment, we have partnered with four community organisations to co-develop agreements that address the diverse and nuanced needs of localised First Peoples communities.

Committing to community and gathering places

During the Innovate RAP, we began to build relationships with First Peoples gathering places across our operating region. In the Stretch RAP, we will continue to invest in these relationships, recognising these spaces as outstanding examples of cultural safety and pride. Through our employee volunteer policy – which provides two days of paid leave annually for volunteer work – we aim to establish a strong, ongoing presence within these organisations. In practice, this is based on a calendar organised by the Aboriginal Engagement team that promotes opportunities for teams to nominate a bonding day, enabling employees to contribute their time and skills to programs and initiatives that support the needs of the gathering place.



Melbourne Water employees on a volunteering day at Willum Warrain Gathering Place on Bunurong Country



Melbourne Water employees on a volunteering day at Willum Warrain Gathering Place on Bunurong Country

Western Bulldogs advocates for First Peoples youth through the Naellei Jerring Youth Program. Our newly launched Education Centre at the Western Treatment Plant, will be utilised as a resource to assist in expanding the program's impact, creating uplifting learning opportunities through a community-led cultural lens.

Dardi Munwurro (Strong Spirit) - This specialist First Peoples family violence service works to heal inter-generational trauma and create pathways to a better future. In late 2023, Melbourne Water engaged with Dardi to better understand and remove barriers for people entering the workforce. Our financial support to Dardi led to the creation of two new - KANANANA trainee positions in the following year.

Focused on supporting incarcerated First Peoples through art, **The Torch** runs an Indigenous Art in Prisons Program. Melbourne Water sponsored their major exhibition in May 2024, providing the acquisition prizes and has ambitions to become a primary sponsor.

Fitzroy Stars has been a central hub for First People residing in inner Melbourne since 1970, fostering community spirt through sports and recreational activities. In 2024, Melbourne Water began discussions with the Stars to explore opportunities for collaboration, including supporting targeted facility and maintenance upgrades.

CASE STUDY

Bunurong Ecological Research and Planning

In 2023-24, Melbourne Water and Bunurong undertook a number of planning, research and field activities, involving Environmental Water Planners from Melbourne Water and the Environmental Water Resources delivery team from Bunurong. Regular meetings were held to discuss environmental water planning and policy, flows studies, Central Gippsland Region Sustainable Water Strategy actions, water recovery and Integrated Water Management. Practical discussions about the Werribee River system were also held, of particular note was the Lower Werribee Weir Fishway Diversion meeting to discuss the fish movement up the Werribee River.

Bunurong were also involved in scientific research during this period, including two Tupong monitoring sessions. The Tupong is an important species for Bunurong and the activities were formulative in improving ecological capability.



Melbourne Water and BLCAC investigate Tupong movement on the Lower Werribee River





CASE STUDY

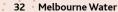
Walking Country Together with Taungurung & Gunaikurnai

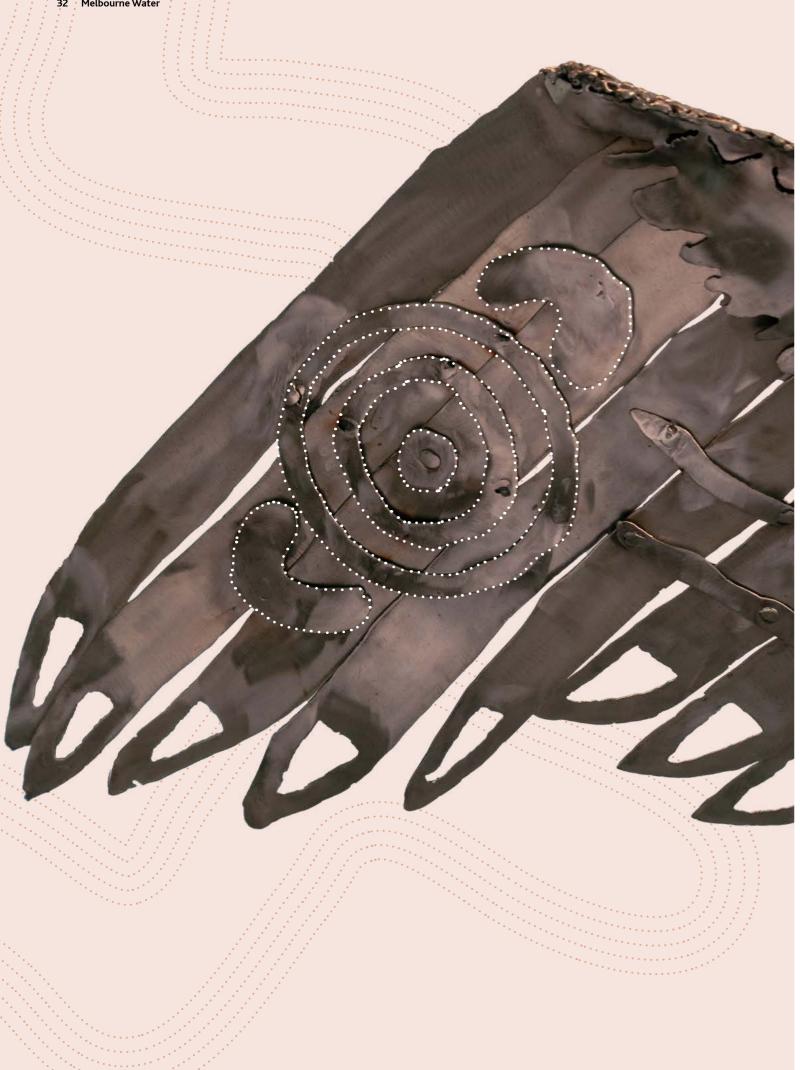


Melbourne Water employees on a Cultural tour of Taungurung Country

Melbourne Water's We Will Walk Country Together goal is grounded in our commitment to deep listening and learning from the stories and teaching of Traditional Owners. Cultural immersion days are a vital part of this journey, offering Melbourne Water representatives at all levels the opportunity to walk Country alongside Elders and Knowledge Holders. These days strengthen relationships, deepen respect for Sovereign Partners, and amplify their diverse expressions of caring for Country.

The impact of these experiences is profound. By walking Gunaikurnai and Taungurung Country with Elders, our leaders gain invaluable insights into First Peoples knowledge systems, cultural practices, and the interconnectedness of land and water. These learnings are shaping how we approach environmental stewardship, helping us align our actions with Traditional Owners' vision for Country.







Melbourne Water values our relationships with First Peoples, and we acknowledge that First Peoples relationships with Country and waterways is inseparable from their relationship with Spirit. Our relationship with Sovereign Partners is built on self-determination, listening and learning.

Deliverable	Responsibility	Timeline
Action 1. Establish and maintain mutually beneficial relationships wind stakeholders and organisations	th Aboriginal and Torres S	Strait Islander
Continue to meet with Traditional Owners and First Peoples community organisations to share knowledge and continuously improve guiding principles for engagement.	January, annually	EGM Customer Community & External Affairs
Review (annually), update and implement our First Peoples Engagement Guidelines.	January, annually	EGM Customer Community & External Affairs
Continue the development and implementation of co-authored Partnership Agreements with all four Traditional Owner Partners, ensuring Cultural Leaders from the Traditional Owner Corporations meet with Melbourne Water Leaders to build relationships and explore potential collaborative opportunities.	January, annually	EGM Customer Community & External Affairs
Establish four new community collaborations with First peoples Community Controlled Organisations in the form of a co-designed statement of commitment.	November, 2025	EGM Customer Community & External Affairs
Facilitate and measure the attendance of senior Melbourne Water Leaders at annually planned events led by Aboriginal Community Controlled Organisations. Attendance will be reviewed annually and reported to Walking Country Together Leaders Forum with a defined target for Senior Leadership engagement.	November, annually	EGM Customer Community & External Affairs
Commence and facilitate an annual meeting that brings together Traditional Owners with Melbourne Water to discuss the delivery of major projects. This should framework delivery partners to better understand where cultural values and priorities can be communicated, considered in design and then utilised during major construction delivery. This includes the potential to provide employment and income for Traditional Owners.	March, annually	EGM Service & Asset Lifecycle

Deliverable	Responsibility	Timeline
Action 2. Build relationships through celebrating National Reconciliat	cion Week (NRW)	
Circulate Reconciliation Australia's NRW resources and reconciliation materials to all employees via Workplace, Intranet, and other internal platforms.	April, annually	EGM Customer Community & External Affairs
Our Walking Country Together Leaders Forum to promote and participate in at least one external NRW event.	27 May – 3 June, annually	EGM Customer Community & External Affairs
Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, annually	EGM Customer Community & External Affairs
Organise three internal NRW events, including at least one organisation-wide NRW event, each year.	27 May – 3 June, annually	EGM Customer Community & External Affairs
Register all our NRW events on Reconciliation Australia's NRW website.	May 1, annually	EGM Customer Community & External Affairs
Action 3. Promote reconciliation through our sphere of influence		
Through our Cultural Safety Framework, we will implement our First Peoples Engagement Guidelines to raise awareness of reconciliation across our whole workforce. Each year, this plan will be endorsed and championed by our Executive Leadership Group to reinforce our commitment to reconciliation internally and externally.	May, annually	EGM Customer Community & External Affairs
Annually issue formal public statements across multiple platforms, including Koori Mail, National Indigenous Times, and our social media platform, reaffirming Melbourne Water's commitment to Reconciliation in advance of National Reconciliation Week.	27 May – 3 June, annually	EGM Customer Community & External Affairs
Produce external communications each year to relevant stakeholders (The Victorian Water Industry Accord) that positively influences and helps drive Reconciliation outcomes.	27 May – 3 June, annually	EGM Customer Community & External Affairs
Establish a framework for external review of our reconciliation progress, incorporating an annual event to receive feedback and strategic guidance from five Traditional Owner partners and the broader First Peoples community.	July, 2026	Managing Director
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation through participation in Leadership Forums and RAP Learning Circles.	May, annually	EGM Customer Community & External Affairs

Deliverable	Responsibility	Timeline
Action 4. Engage in meaningful exchanges of stories and truth-telling and connection	, fostering deeper unders	standing
Research best practices in truth-telling including making contact with Reconciliation Australia's Community Truth-telling Pathways program. Consult with external First Peoples advisors (including input from Traditional Owner Corporations). Engage with First peoples Employee Network to identify preferred approaches to truth-telling.	November, 2025	EGM Customer Community & External Affairs
Partner and champion an event during National Reconciliation Week that invites Accord members to engage in meaningful exchanges of stories and truth-telling, fostering deeper understanding and connection.	May, 2025	Managing Director
Action 5. Promote positive race relations through anti-discrimination	strategies	
Develop and implement an annual survey for the First Peoples Employee Network and First Peoples Group through the Melbourne Water Belonging Framework to hear perspectives that affect First Peoples in relation to people policies and procedures. Ensure the purpose is clearly communicated, data is deidentified, questions are culturally appropriate, and results are shared in a culturally safe and respectful manner to maintain trust.	July, annually	EGM People & Transformation
Human Resources will develop, implement, and communicate an anti- discrimination policy for our organisation, using professional external advice as required.	November, 2025	EGM People & Transformation
All Senior Leadership Group members will participate in dedicated training on understanding and addressing contemporary racism, including its ongoing impacts within society and organisational structures.	July, 2027	EGM People & Transformation
Senior leaders will champion and participate in community engagement initiatives that promote reconciliation and address discrimination, utilizing internal platforms such as Workplace to share stories and insights that reflect our commitment to fostering an inclusive and culturally safe work-place.	June, annually	EGM Customer Community & External Affairs



Melbourne Water recognises and respects the continued cultural and spiritual connections that First Peoples have with the land and water they have cared for and sustained for thousands of generations. Our reconciliation journey will be underpinned by respect for the First People's community.

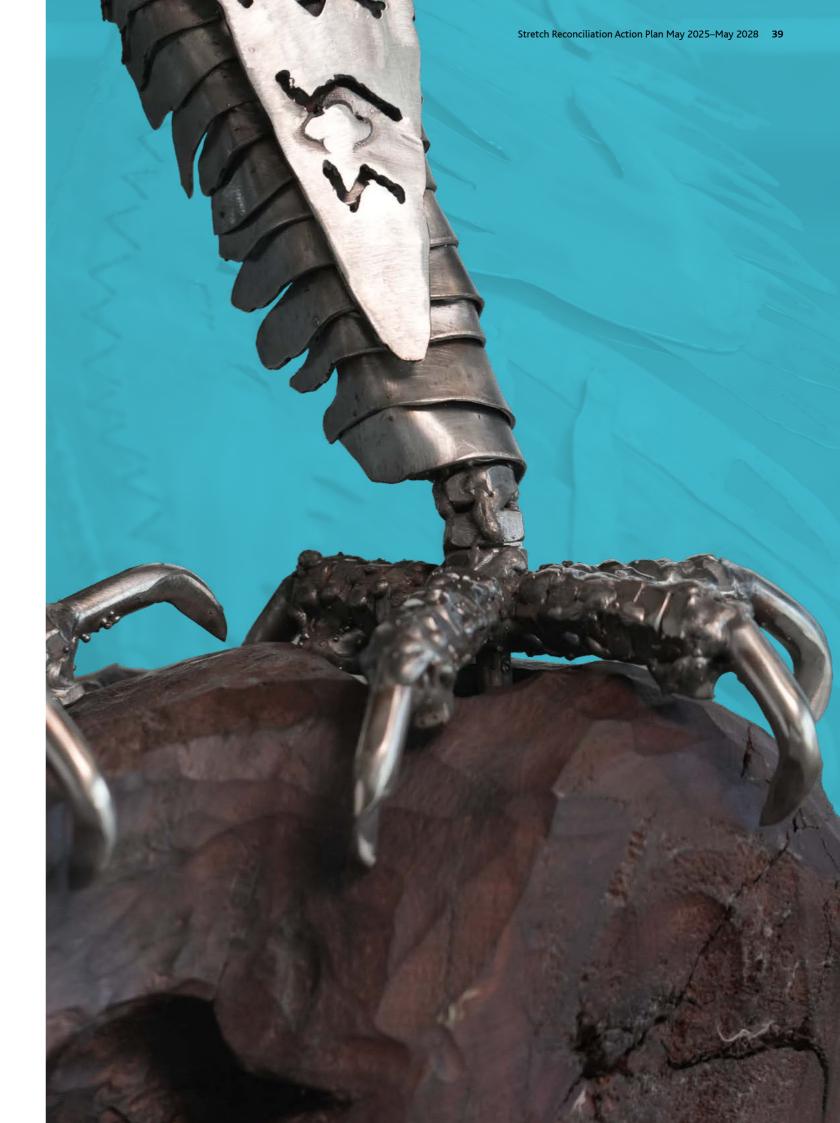
Deliverat	ole	Responsibility	Timeline
Action 6.	Increase understanding, value and recognition of Aboriginal histories, knowledge and rights through cultural learning	and Torres Strait Island	er cultures,
	ternal annual review that will consider current completed rates e, two and three of our cultural awareness training program.	July, annually	EGM People & Transformation
attend one	nd Executive Leadership Group members will be required to on Country training session each year with a Traditional Owner heir understanding of cultural knowledge and connection to	October, annually	EGM People & Transformation
	al Traditional Owners and/or First Peoples advisors on the ation of a Cultural Awareness Training Program.	June, annually	EGM Customer Community & External Affairs
eLearning p industry par	champion the renewal of the First Nations Cultural Awareness ackage in collaboration with Traditional Owner and water rtners, ensuring content meets water industry priorities and is co-ordinated across the Melbourne water sector.	June, 2025	Managing Director
•	communicate and support at leadership level a Melbourne ural Safety Framework which includes our Cultural Awareness gram.	February, annually	EGM People & Transformation
Recruitment to have at r	Walking Country Together Leaders Forum members, HR and t managers, Executive Leadership Group and all new employees minimum completed level one Cultural Awareness training is may include professional service providers and/or with Owners.	February, annually	EGM People & Transformation
	Water will commit to a target of maintaining a minimum 90% of the eLearn module (level one) for all MW employees.	February 2026, annually	EGM People & Transformation
on Country	ninimum 50% of all Service Delivery employees that work will have completed On Country training (level three) with a Owner relevant to the Country that they work on.	December, 2027	EGM Service Delivery

Deliverat	ble	Responsibility	Timeline
Action 7.	Demonstrate respect to Aboriginal and Torres Strait Islander	r peoples by observing c	ultural protocols
understand	ployees with instruction and advice to increase employee ing of the purpose and significance behind cultural protocols, knowledgement of Country and Welcome to Country protocols.	August, annually	EGM Custome Community & External Affairs
First People	ate cultural protocols via the Melbourne Water intranet and our sengagement Guidelines, including protocols for Welcome to decknowledgement of Country.	February, annually	EGM Custome Community & External Affairs
other appro	itional Owners are invited to provide a Welcome to Country or priate cultural protocol at minimum 3 significant events each ing NRW, NAIDOC, Yaluk Biik Baan, RAP launch and other whole cion events.	February, annually	EGM Custome Community & External Affairs
commencer Meetings, E meetings ar	r use the Acknowledgement of Country short films at the ment of important corporate meetings, including Board xecutive Leadership Group meetings, Senior Leadership Group and across water sector Managing Director meetings and at all external events.	June, 2025	EGM Custome Community & External Affairs
will teach o of Acknowle to facilitate	th-quality Acknowledgment of Country video collateral that ur staff, stakeholders and customers about the importance edgment of Country cultural protocols, how they can be used the sharing of cultural learning, improve race relations and derstanding of reconciliation.	June, 2025	EGM Custome Community & External Affairs
prominent p Acknowledge an ongoing	curally designed Acknowledgment of Country signage in positions in all corporate and operational buildings and gment of Country prompts within all meeting rooms. Ensure statement of Acknowledgement of Traditional Owners in Water's Branding protocols including digital and virtual	June, 2026	EGM Service Delivery & EGM Custome Community & External Affairs
all sites, pla interpretive	e frequency and prominence of First Peoples language use across ces, and waterways, and in related practices, by developing signage in local First Peoples language/s, ensuring this is guided ate consultation with Traditional Owner advisors.	June, 2027	EGM Service Delivery
Action 8.	Engage with First Peoples cultures and histories by celebrati	ng NAIDOC Week	
Nations Bel	g Group (Walking Country Together Leaders Forum), First onging Group and Aboriginal Employee Network to participate nal NAIDOC Week event.	July, annually	EGM Custome Community & External Affairs
to participa Managing D employees Group to co	policies and procedures to remove barriers to allow employees te in both internal and external NAIDOC Week events. Director to publish an official NAIDOC Week message to all to support participation and contributions. Senior Leadership ommunicate with all People Leaders that First Peoples employees ed to attend internal and external NAIDOC Week events.	November 2026, bi- annually	EGM People & Transformation

Deliverable	Responsibility	Timeline
Support all employees to participate in at least one NAIDOC Week event in their local area, including partner events organised by Melbourne Water, NAIDOC Week events organised by other water companies, community groups and the NAIDOC Week March.	July, annually	EGM Customer Community & External Affairs
In consultation with First Peoples stakeholders, support three external NAIDOC Week events each year, that support and benefit the self-determination of First Peoples communities.	July, annually	EGM Customer Community & External Affairs

Action 9. Support protection of traditional knowledge and intellectual property

Equip Melbourne Water employees with appropriate training from an external First-Persons training provider on the foundations of Indigenous data sovereignty.	December, 2025	EGM Service Futures
Conduct research and engage with First Peoples advisors to explore and define the principles of Indigenous Data Sovereignty and its relationship to ICIP (ways of doing) and data sovereignty (ways of knowing).	June, 2026	EGM Service Futures
Develop a comprehensive Indigenous Data Sovereignty Policy, ensuring it reflects best practices informed by consultation with Traditional Owner partners.	December, 2026	EGM Service Futures
Embed and deliver Indigenous Data Sovereignty Policy, fostering best- practice use of cultural information within Melbourne Water while respecting ICIP principles and data sovereignty. This would include focus on the legal and procurement processes.	June, 2027	EGM Service Futures





Our shared vision for reconciliation, in line with our organisational goal to 'Walk Country Together', relies heavily on creating opportunities for the First People's community. We committed to and have prioritised recruitment and retention of First Peoples staff and support to the growth of Aboriginal businesses through procurement processes.

Deliverable	Responsibility	Timeline
Action 10. Improve employment outcomes by increasing Aboriginal and retention and professional development	l Torres Strait Islander r	ecruitment,
Human Resources to engage with First People employees to consult on the effectiveness of our Employment and Equity Plan.	September 2025, annually	EGM People & Transformation
People & Transformation will review the Employment and Equity Plan, incorporating feedback, learnings, and progress to refine and adjust the approach, ensuring commitments are effectively embedded and delivered.	February, annually	EGM People & Transformation
Advertise job vacancies to effectively reach First Peoples candidates.	February, annually	EGM People & Transformation
Review HR and recruitment procedures and policies to remove barriers to First Peoples participation in our workplace, including a review of recruiting methods, such as the use of structured scoring with First Peoples candidates and consideration for interviews to be held on Country or in more suitable settings.	February, annually	EGM People & Transformation
First Peoples employees to be supported to take on management and senior level positions.	November, annually	EGM People & Transformation
In line with commitments within the Equity Plan, Melbourne Water will aim to increase its First Peoples employment ratios up to 3.5% by 2027 (with 1200 employees that is 34 employees in total).	February, annually	EGM People & Transformation

Deliverab	le	Responsibility	Timeline
Action 11.	Increase Aboriginal and Torres Strait Islander supplier diversi social outcomes	ty to support improved e	economic and

Strengthen and implement procurement ESG strategy aimed at increasing diversity of Aboriginal and Torres Strait Islander suppliers in Melbourne Water supply chains.	February, annually	EGM Corporate Services
Retain Supply Nation membership.	June, annually	EGM Corporate Services
Retain Kinaway Aboriginal Business Chamber of Commerce membership.	June, annually	EGM Corporate Services
Category managers will be responsible to identify opportunities for procurement of goods and services from First Peoples businesses specific to each category of procurement during planning phases, and communicate opportunities to sourcing managers, project teams and relevant stakeholders in business.	February, annually	EGM Corporate Services
Review sourcing procedures to identify and address barriers First Peoples businesses face when engaging with Melbourne Water in responding to Request for Tenders and providing quotations or invoices. This review will include consultation with First Peoples businesses and external advisors to ensure the process is informed and affective.	June, 2026	EGM Corporate Services
Maintain commercial relationships with a minimum of 12 First Peoples businesses, and target growing this by 10% per annum until 2027 (to 15 or more).	December, 2026	EGM Corporate Services
Set target for aggregated purchasing from First People's businesses to grow by 10% per annum until 2027 from the baseline set during 2023.	June, annually	EGM Corporate Services
Train category managers, sourcing managers, project managers, contract managers and legal staff involved in tendering & contracting with First People's businesses to Cultural Awareness Level 2. This training will include external training procured from Supply Nation or an appropriate alternative provider.	June, 2027	EGM Corporate Services

Action 12. Melbourne Water will support the professional development of First Peoplesstudents/interns

Ensure all staff and managers working with any student/intern are trained in cultural safety to create an inclusive and supportive environment throughout the research partnership.	December, 2025	EGM Service Futures
Partner with an existing Melbourne Water university research collaboration to support one Aboriginal and/or Torres Strait Islander post-graduate student studying water and land management, ecology, or a related field in delivering a co-designed research project.	January, 2026	EGM Service Futures
Partner with an existing Melbourne Water university research collaboration to support one First Persons post-graduate student studying water and land management, ecology, or a related field in delivery a co-designed research project.	January, 2026	EGM Service Futures



Deliverable	Responsibility	Timeline
Action 13. Establish and maintain an effective RAP Work drive governance of the RAP	ing group (Walking Country Together	Leaders Forum) to
Maintain and where possible, grow First Peoples representation Walking Country Together Leaders Forum.	on the January, annually	EGM Customer Community & External Affairs
Undertake annual review of Reconciliation governance through Reference for our Walking Country Together Leaders Forum.	n the Terms of January, annually	EGM Customer Community & External Affairs
Meet six times per annum (at minimum) to drive and monitor implementation.	RAP Commencing June 2025 (bi-monthly)	EGM Customer Community & External Affairs
Action 14. Provide appropriate support for effective imp	lementation of RAP commitments	
Allocate and embed resource needs for RAP implementation, review and reporting.	nonitoring, February, 2025	EGM Customer Community & External Affairs
Embed key RAP actions in performance expectations of senior and all relevant employees.	management January, annually	EGM Customer Community & External Affairs
Maintain an internal RAP Champion from senior management Executive General Manager of Customer, Community & Extern who is the Chair of the Walking Country Together Leaders Foru review RAP implementation to monitor and determine if adjust necessary based on workload or if the focus of the programs of specific areas of the business.	al Affairs Im. Annually Stments are	EGM Customer Community & External Affairs
Report on RAP progress through Walking Country Together Lea updates to Executive Leadership Group and to Board through t Safety, Customer and Community (PSCCC) sub-committee of required.	the People, 2025 (bi-monthly)	EGM Customer Community & External Affairs

Deliverab	le	Responsibility	Timeline
Action 15.	Build accountability and transparency through reporting RA both internally and externally	AP achievements, challen	ges and learnings
primary and	onciliation Australia annually or as required to verify that our secondary contact details are up to date, to ensure we do not important RAP correspondence.	July, annually	EGM Customer Community & External Affairs
	onciliation Australia to request our unique link, to access the mpact Survey.	1 August, annually	EGM Customer Community & External Affairs
Complete ar Australia.	nd submit the annual RAP Impact Survey to Reconciliation	September, annually	EGM Customer Community & External Affairs
_	Country Together Leaders Forum will report RAP progress to all and senior leaders quarterly, and to our Board through the PSCC	Jan, Apr, Aug, Dec (annually)	EGM Customer Community & External Affairs
,	ort against our RAP commitments annually, outlining ts, challenges and learnings.	June, annually	EGM Customer Community & External Affairs
Investigate ¡ RAP Barome	participating in Reconciliation Australia's biennial Workplace eter.	April, 2026	EGM Customer Community & External Affairs
Submit a tra this RAP.	affic light report to Reconciliation Australia at the conclusion of	May, 2028	EGM Customer Community & External Affairs
Action 16.	Continue our reconciliation journey by developing our next	RAP	
Register via next RAP.	Reconciliation Australia's website to begin developing our	October, 2027	EGM Customer Community & External Affairs

Contact

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