

Power and Water Corporation
Reconciliation Action Plan
July 2017 – June 2019



RECONCILIATION
ACTION PLAN

INNOVATE

PowerWater

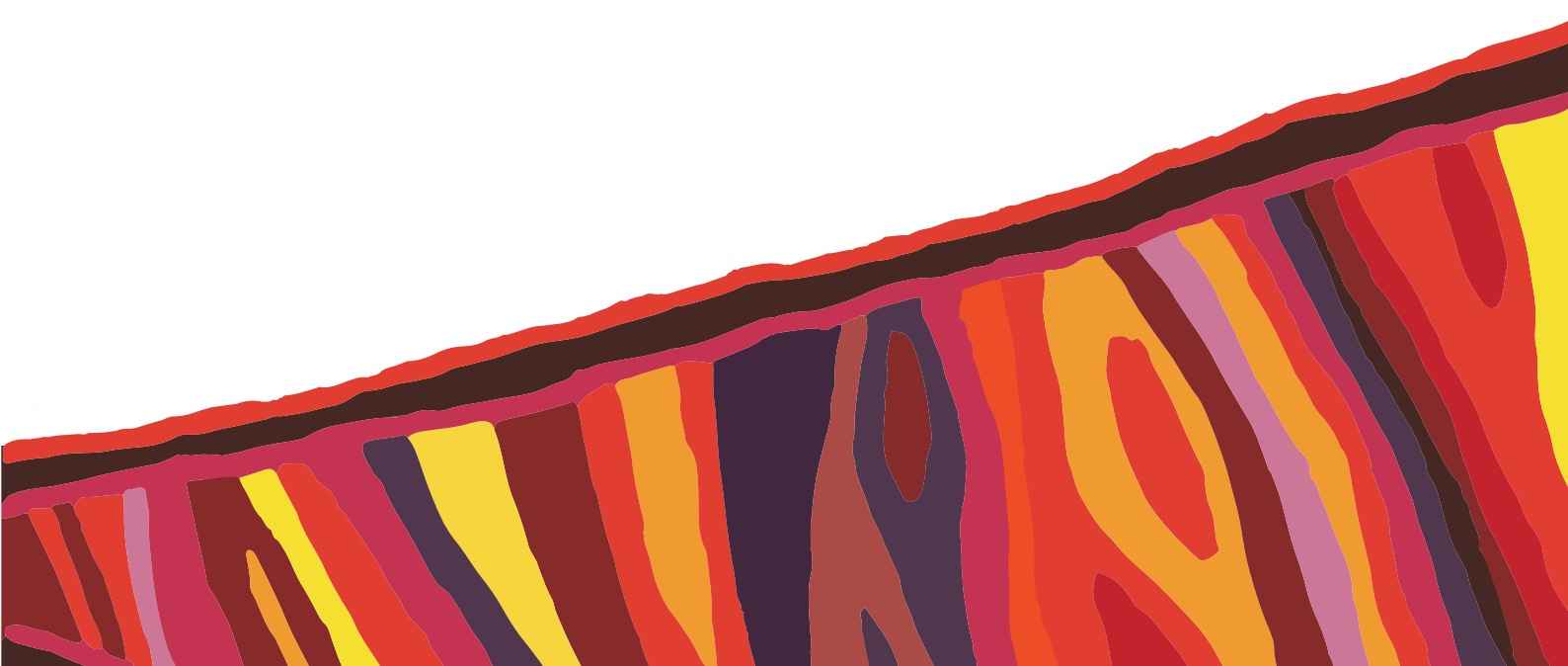
Power and Water Corporation acknowledges Aboriginal and Torres Strait Islander peoples as the traditional custodians of this land and is committed to reconciliation among all Australians.

Readers should be aware that this report may contain images of Aboriginal and Torres Strait Islander people who may be deceased or culturally sensitive areas of significance. Seeing images of deceased persons in photographs, film and books may cause sadness or distress and, in some cases, offend against strongly held cultural prohibitions.

Purpose: This report provides a record of activities and achievements as Power and Water Corporation introduces the Reconciliation Action Plan (RAP) in 2017.

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Message from Reconciliation Australia



Reconciliation Australia congratulates Power and Water Corporation on the endorsement of its first Reconciliation Action Plan (RAP), particularly as Power and Water Corporation is the first government-owned business to launch a RAP. This will build the foundations for the relationships, respect and opportunities essential to reconciliation.

This Innovate RAP will assist Power and Water Corporation to develop a solid RAP governance model and build the business case for future commitments to cultural learning, practising cultural protocols, and promoting Aboriginal and Torres Strait Islander employment.

In its first RAP, Power and Water Corporation has demonstrated a keen commitment to develop two-way sponsorship relationships with Aboriginal and Torres Strait Islander stakeholders for community capacity building.

Commitment to showing respect and understanding for Aboriginal and Torres Strait Islander peoples, histories and cultures is demonstrated in Power and Water Corporation's RAP through its actionable goal to build culturally capable staff who understand cultural protocols.

Power and Water Corporation's dedication to providing opportunities and employment pathways for Aboriginal and Torres Strait Islander peoples is communicated through its commitment to develop and formalise an Aboriginal leadership unit to improve and increase Aboriginal and Torres Strait Islander employment and training strategies, as well as create a culturally and socially inclusive workplace that achieves Aboriginal and Torres Strait Islander recruitment, retention and career progression.

On behalf of Reconciliation Australia, I commend Power and Water Corporation on its inaugural RAP and look forward to following its reconciliation journey.

A handwritten signature in black ink, appearing to read 'Justin Mohamed'.

Justin Mohamed
*Chief Executive Officer
Reconciliation Australia*

Message from Power and Water Corporation



It gives me great pleasure to present Power and Water's Reconciliation Action Plan (RAP) 2017-19.

Power and Water works closely with Aboriginal communities across the Territory. This helps define our commitment to service customers whose connection to country is paramount. However we can do better.

Our Innovate Reconciliation Action Plan (Innovate RAP) is a two year plan reported on annually and is Power and Water's first RAP. It builds on achievements to date and demonstrates our commitment to reconciliation.

Specifically, the RAP will focus on cultural learning programs, Aboriginal and Torres Strait Islander employment and supplier diversity.

We believe this will assist us to become an employer of choice for Aboriginal and Torres Strait Islander people and continue the development of a workforce that incorporates diversity of thought, culture and skill.

We are confident that together we can make an important contribution with respect to reconciliation and look forward to continuing our journey.

Mr John Langoulant AO
Chair
Power and Water Corporation Board



Power and Water's commitment to reconciliation is built on a history of understanding, engagement and action.

Our work with Aboriginal and Torres Strait Islander communities has been built on a significant footprint across hundreds of locations in remote and regional areas, as well as a commitment to education and support for Aboriginal initiatives across the Territory.

Today, this commitment drives numerous programs designed to improve understanding of Aboriginal and Torres Strait Islander culture within our employee base and across the Territory community.

The substance behind this activity is widely recognised and award winning. Indeed, Reconciliation Australia's decision that Power and Water should commence its RAP commitment at the second stage recognises the existing relationships we have with Aboriginal and Torres Strait Islander stakeholders, the progress we have achieved to date and our ability to develop and implement programs for cultural learning, Aboriginal and Torres Strait Islander employment and supplier diversity.

In summary, the Innovate RAP will support us to develop and test new and innovative approaches and embed the RAP into our organisation.

Mr Michael Thomson
Chief Executive
Power and Water Corporation



Power and Water's focus on reconciliation is underpinned by a commitment to end Aboriginal and Torres Strait Islander disadvantage.

Reconciliation is everyone's business in Power and Water. Our corporation is well placed to promote reconciliation across the Northern Territory.

This Reconciliation Action Plan (RAP) builds on existing corporate responsibilities and supports employees as they contribute to reconciliation in a direct and personal way.

Progress is evident across Power and Water and our commitment to a RAP is a logical progression for the corporation. It will assist us to build and sustain a strong Aboriginal workforce, the procurement of goods and services from Aboriginal firms and delivery of programs.

I would like to pay tribute to the Chair, the Board and the Chief Executive of Power and Water for leading this initiative and, of course, my fellow committee members for the dedication to achieving this outcome.

I encourage all employees to view the RAP and incorporate the principles and actions in everyday activities and roles.

Emeritus Prof MaryAnn Bin-Sallik AO
Reconciliation Action Plan Chair
Director Power and Water Corporation Board
National NAIDOC Female Elder 2016



RESPECT,
RECOGNISE AND
RECIPROCITY

Power and water go
back to time of the
creation of our Sacred
Land, mother earth.

Our **vision**

Our vision for reconciliation

Power and Water Corporation's vision for reconciliation is that Aboriginal and Torres Strait Islanders have the same opportunities in health, employment and education as other Territorians.

Power and Water believes corporate and government bodies can all play a contributing role in building a secure future for all Territorians.

By developing our inaugural RAP, our vision is to be a corporate leader promoting reconciliation across the Territory and to be a preferred employer for Aboriginal and Torres Strait people.

We will achieve this by enhancing healthy lifestyles and essential services to Aboriginal and Torres Strait Islander peoples in urban, rural, remote communities and outstations.

The corporation is investing in developing effective employment and training programs and strategies to increase Aboriginal and Torres Strait Islander participation in a diverse culturally competent workforce.



Our **business**

As a government owned corporation, Power and Water Corporation meets the needs of its customers while acknowledging the expectations of its shareholder, the Treasurer of the Northern Territory Government.

Power and Water provides electricity, water and sewerage services to five major urban areas including the capital city of Darwin, as well as 72 remote Aboriginal communities and 66 outstations. The corporation also supplies gas to the Territory's major power stations.

The Northern Territory's vast landscape stretches from the tropical savannah in the north to the deserts of Central Australia. The north experiences a monsoonal climate and torrential seasonal rains, floods and the threat of cyclones from October to May each year. The wet season is an inherently challenging time for employees and infrastructure. In Central Australia, the desert summers bring scorching temperatures while in winter they can frequently dip below freezing, creating a demanding work environment.

Power and Water supports economic growth through the provision of safe and reliable essential services.

As one of the largest employers in the Northern Territory, Power and Water has over 900 employees living and working in the Territory including 188 relief and full time contracted Essential Services Operators living in remote Aboriginal communities who are trained by Power and Water and supported by the corporation's Regions and Remote Operations team.

In February 2016, Power and Water implemented a targeted recruitment strategy to increase Aboriginal and Torres Strait Islander employment across the corporation. All vacancies are advertised through the Special Measures Plan under the *Public Sector Employment and Management Act, Section 38B(1)* giving priority consideration to Aboriginal and Torres Strait Islander applicants who meet the essential criteria under the guidelines. These measures will support us to recruit and increase Aboriginal and Torres Strait Islander employees (total 6).

About **Power and Water**



Total
Personnel



includes
Aboriginal and Torres Strait Islander employees*

**Aboriginal and Torres Strait Islander persons who self identify through the Northern Territory Public Service, Personal Information Payroll System.*

6 **Aboriginal and Torres Strait Islander** employees recruited under the Special Measures Plan since February 2016



Total
apprentices

2 Aboriginal and Torres Strait Islander apprentices

4 Aboriginal and Torres Strait Islander dual trade apprentices



72 remote
Aboriginal
communities

66
outstations



5 major
urban
areas

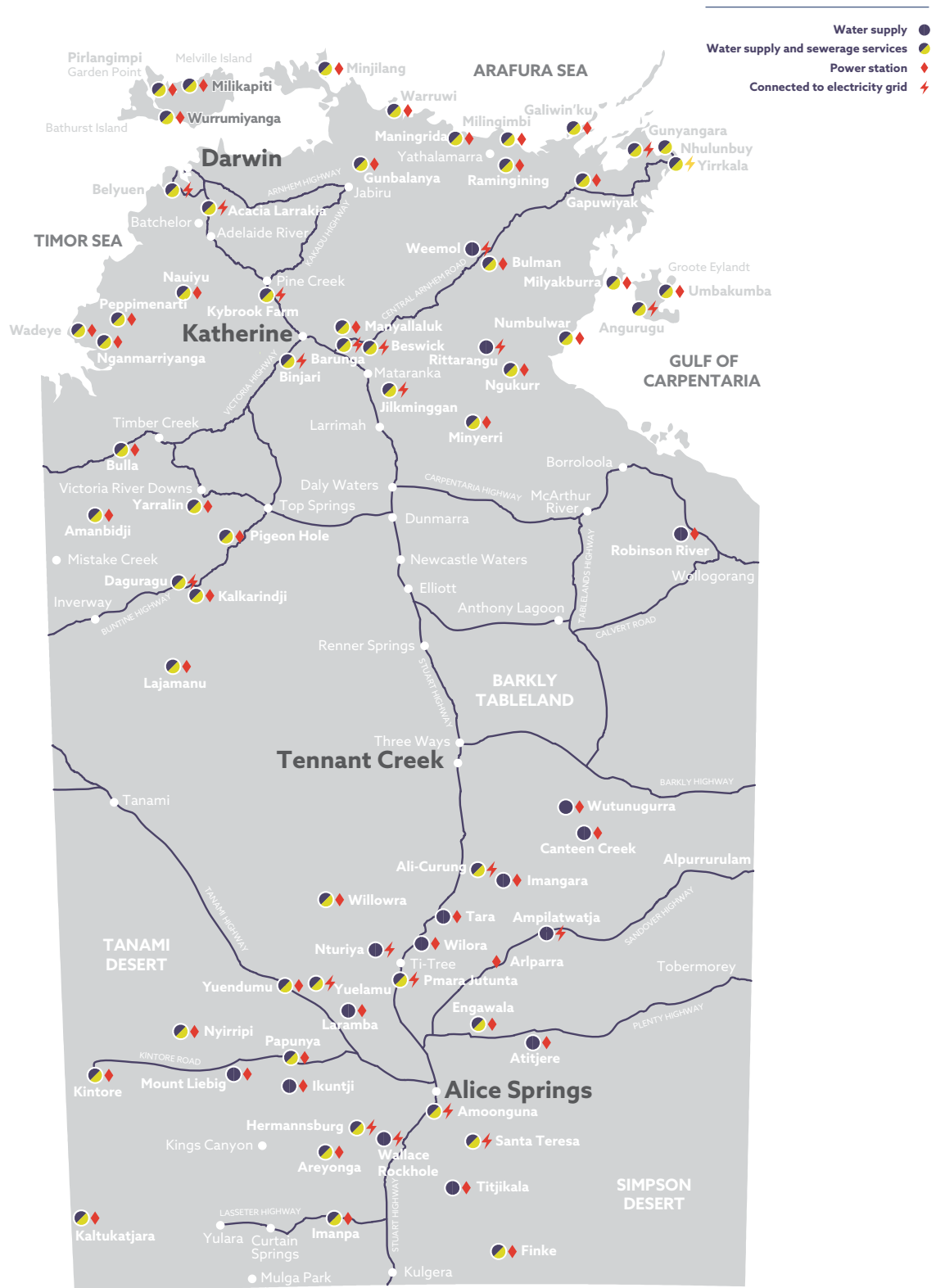


188 **Power and Water**
trained Essential
Service Operators
(ESOs)

50 are Aboriginal and Torres Strait Islander contractors

Figures as at 31 March 2017

Aboriginal communities' power, water supply and sewerage services





Power and Water's not for profit subsidiary, Indigenous Essential Services Pty Ltd, provides electricity, water and sewerage services to 72 remote communities and 66 outstations.

Power Networks

Power Networks is the largest business unit in Power and Water, with responsibility for planning, building and maintaining reliable electricity networks to transmit electricity between electricity generators and electricity consumers in the Northern Territory. The Power Networks division distributes electricity to 244,300 people across 1.3 million sq km. More than 5900km of overhead lines, 3200km of underground cable and 37,500 poles and towers connect domestic and commercial customers to the Northern Territory electricity network.

Water Services

Water Services provides water and sewerage services in the Northern Territory's five major centres and across regions. Within the Northern Territory, water is pumped through 2332km of mains to 18 centres. Sewer mains in 10 centres total 1264km. Sewage is typically treated using waste stabilisation ponds.

Regions and Remote Operations

Power and Water's not for profit subsidiary, Indigenous Essential Services Pty Ltd, provides electricity, water and sewerage services to 72 remote communities and 66 outstations under an agreement with the Department of Housing and Community Development. Rapid development in these regions requires a commitment to working with communities towards sustainable electricity and water use to meet future needs and aspirations. Power and Water contracts and trains Essential Services

Operators through local councils, Aboriginal enterprises and private contractors to run facilities in remote communities. Regions and Remote Operations also generate electricity for five minor centres. Generation infrastructure includes diesel and low emission gas and renewable power stations.

System Control

System Control has a statutory role in monitoring and controlling the operation of the power systems in the Northern Territory and is responsible for overseeing the safe, secure and reliable operation of the Northern Territory's regulated power systems. System Control is responsible for the real time operations, planning, contingency development, system risk, power system technical assessments, incident reviews, and operational and technical regulatory reporting.



Gas Supply

The Gas Supply unit manages the purchase, transport and sale of gas to electricity generators and other major gas users.

Office of the Chief Financial Officer (CFO)

The Office of the CFO is responsible for all aspects of the financial management of Power and Water, including financial compliance, management reporting, budgeting and forecasting (including the Statement of Corporate Intent), taxation and financial analysis. In addition, it provides key strategic decision making support to the Chief Executive and the Power and Water Board and will effectively contribute to the business performance of the corporation.

Shared Services

The Shared Services business unit works in partnership with the operational business units and incorporates areas including People, Strategic Sourcing, Facilities Management, Health and Safety, Environment, Risk, Business Systems and Information Management, the Customer Service Centre and Legal Services.

Our Values



We put **PEOPLE FIRST**



We value our customers and give them **OUR BEST**



We have pride in ourselves and **OUR WORK**



We work better by working **TOGETHER**



2016 National NAIDOC Awards

The National NAIDOC Awards Ceremony is the annual premier event on the National Indigenous calendar to celebrate our history, culture and achievements with all Australians.

Darwin hosted the awards in 2016 and the theme, *Songlines - The living narrative of our nation* highlighted the importance of songlines to the existence and connection of all Aboriginal and Torres Strait Islander peoples.

Songlines are intricate maps of land, sea and country. They describe travel and trade routes, the location of waterholes and the presence of food. Songlines on the earth are mirrored by songlines of the sky allowing people to navigate the vast distances of this nation and its waters. They are imperative to the preservation of Aboriginal and Torres Strait Islander cultural ceremonies and practices. The Dreaming tracks of the songlines crisscross along our ancient trade routes. Australia has the oldest transcontinental trade routes in the world.

Female Elder of the Year Emeritus Prof MaryAnn Bin-Sallik AO

Emeritus Prof MaryAnn Bin-Sallik AO is a proud Djaru Elder from the East Kimberly who spent her formative years in Darwin. She became a nurse at 17 and turned her mind and path to academia in her mid-thirties.

Prof MaryAnn was the first Indigenous Australian to gain a doctorate from Harvard University in 1989. She has been a pioneer of Indigenous participation in higher education. Her involvement in government, university and community advisory and reviews groups has greatly influenced education and equity policies for Indigenous Australians.

On retirement in 2008, Charles Darwin University made Prof MaryAnn an emeritus professor in recognition of her decades of academic service to the academy and her contribution to the advancement of Indigenous education, cultures and heritage.

Recognising,
celebrating
cultures and
achievements



One Mob Different Country dancers



2016 Caring for Country Award

Caring for Country
Manymak Energy Efficiency Project

The Manymak Energy Efficiency Project was successfully trialled throughout six remote communities in East Arnhem Land from 2013 to 2015.

The project was designed to address a community need to use energy more efficiently and paves the way for further water and energy efficiency projects across the Northern Territory.

The project employed 91 Yolngu Energy Efficiency Workers to educate residents about power and water use, enabling them to make informed choices about what they spend their money on.

Over 80 per cent of households participated in the project, with over 70 per cent of these receiving energy efficiency upgrades and all participants agreeing their knowledge about looking after power and water has improved.

The Manymak Energy Efficiency Project is a great example of what can be achieved when passionate individuals work with communities to share knowledge and provide solutions for long term, sustainable management of country.



Sullim Sallik

I am a Djaru, Kija and Wakaya man, born in Mount Isa.

I came to Tennant Creek at the age of 17, trained and worked as an Aboriginal Health Worker and, in 2006, became an apprentice linesman for Power and Water Corporation. I have built respectful working relationships with communities and their respective leaders. I work in the township of Tennant Creek and the surrounding communities of Elliott, Ali-Curung and Ti-Tree for call outs and faults. I became team leader in 2009 and have recently commenced a dual electrical trade.



Our **Reconciliation Action Plan**

Power and Water Corporation recognises the success of the RAP is dependent on respectful leadership and relationships as well as Aboriginal and Torres Strait Islander peoples' involvement. It is driven by Power and Water's RAP Working Group comprising Power and Water's Executive Leadership Team and Aboriginal and Torres Strait Islander senior employees.

RAP Working Group and champions

The development of our Reconciliation Action Plan was driven by the RAP Working Group Chair, Emeritus Professor MaryAnn Bin-Sallik, a respected Aboriginal Elder and Power and Water Board Director. The RAP Working Group comprises the Power and Water Executive Leadership Team, which is representative of each business unit and Aboriginal and Torres Strait Islander senior employees.

The RAP Working Group is committed to key initiatives and projects focused on improving and increasing Aboriginal and Torres Strait Islander recruitment, retention, training and employment and supporting leadership into senior roles through the development and formalisation of an Aboriginal leadership unit. The RAP Working Group has internal and external champions who focus on training and recruitment programs and the support of current Aboriginal and Torres Strait Islander employees and is working towards making the corporation an employer of choice for Aboriginal and Torres Strait Islander peoples by promoting reconciliation across the Territory.

Our Reconciliation Action Plan Working Group and Champions



Emeritus Prof MaryAnn Bin-Sallik AO
Reconciliation Action Plan Chair
Director Power and Water Corporation Board
National NAIDOC Female Elder 2016
Respected Aboriginal Elder
Champion



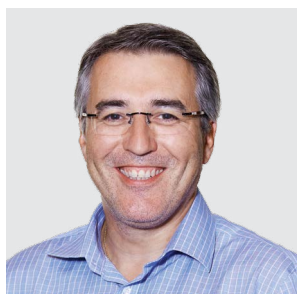
Micheal Thomson
Chief Executive
Internal Champion



Neil Siford
Chief Financial Officer



Djuna Pollard
Executive General Manager
Power Networks



Rob Brito
Executive General Manager
Water Services



Malcolm Conway
General Manager
System Control



David Coucill
Acting General Manager
Regions and Remote
Internal Champion



Mary-Anne Gomas
Acting General Manager
Shared Services
Internal Champion



Anne Hanning
Aboriginal Employment
and Career Development
Coordinator
Internal Champion



Jon Harris
Aboriginal Employment
and Career Development
Consultant

Our journey to date

Power and Water Corporation's commitment to reconciliation draws on a history of understanding engagement and action through initiatives with internal stakeholders, including employees and many external stakeholders.

Acknowledging we are at the start of the RAP journey, it is also important to recognise the achievements to date. The following pages outline a selection of the activities undertaken by Power and Water and its employees in the last 12 months.

Developing new leaders

Power and Water's Indigenous Employment and Career Development Strategy (IECDS) 2015-2020 is an integral part of the corporation's commitment to increasing Aboriginal employment and career development opportunities.

A key component of IECDS is working towards developing a workforce that is more representative of the community we service. This has enabled Power and Water to take part in the Northern Territory Government's Special Measures recruitment strategy to encourage and promote the engagement of Aboriginal personnel into the organisation.

The strategy has aided in the recruitment of Aboriginal personnel into positions across Power and Water's workforce and is making a strong contribution to our targets.

The IECDS outlines actions aimed at increasing Aboriginal participation in our workforce in the next five years.

Key priority areas for IECDS are:

- **Targets for Aboriginal employment and participation:** Ensuring a commitment to Aboriginal career pathways is built, maintained and followed by the corporation.
- **Engagement and support:** Providing a mentoring and support system to Aboriginal employees, trainees and apprentices to assist their career growth.

- **Attraction and retention of Aboriginal people:** Providing recognition and support for all Aboriginal employees throughout the corporation to provide equal opportunities and career growth.

- **Whole of corporation development to build capability and careers:** Supporting the career development of Aboriginal employees and commitment to increasing capability through development opportunities across the corporation.

Power and Water has been working in partnership with remote schools and the Michael Long Learning and Leadership Centre (MLLLC) over the past 12 months. The program is about engaging students to start thinking about a career pathway and understanding what Power and Water and Essential Services Operators do in their remote community. Power and Water has presented to 20 schools, about 110 students - boys and girls - ages 10 to 13 years.

Offering new opportunities for professional development

Power and Water ensures it is delivering development and leadership opportunities as part of its IECDS. The leadership and development programs are aimed at encouraging existing Indigenous employees to build on their career path and feel empowered to do so.

By promoting and supporting better career paths, recognition, opportunities for career development and a sense

of personal achievement, Indigenous employees are given the opportunity to grow and develop within the corporation. The programs furthermore assist individuals to improve their confidence to seek and take leadership opportunities by providing safe learning environments in which to practice.

Available programs

- **Australian Indigenous Leadership Centre (AILC) Leadership Courses:** The Australian Indigenous Leadership Centre (AILC) offers accredited courses in Indigenous Leadership, non-accredited short courses in specific leadership skills and mentoring to foster Indigenous leadership at all levels.
- **faHACSIA Indigenous Leadership Program:** FaHCSIA's Indigenous Leadership Program aims to develop the leadership capacity of Aboriginal and Torres Strait Islander men, women and youth aged 18 years and over.
- **Kigaruk and Lookrukin Leadership Programs:** The Kigaruk (Men's) and Lookrukin (Women's) Indigenous Leadership Development Programs are designed to provide a high level, significant learning experience for Aboriginal and Torres Strait Islander men and women employed in the Northern Territory Public Service (NTPS). These are accredited programs where participants undertake the Diploma of Management through Charles Darwin University.



Dean Berto

I am a proud Alyawarre and Jawoyn man from the Northern Territory.

I commenced my apprenticeship as an electrical linesman in 1999 straight after completing Year 12 at the Katherine High School. I was inspired and encouraged to join the corporation by my Uncle who worked for Power and Water.

My time as a young apprentice with a young family was very testing but success soon followed when I was fortunate to secure a full time position as a qualified electrical linesman. I am now undertaking a dual apprenticeship to become an electrician.

Eighteen years of experience and training come to the fore each wet season when destructive storms and cyclones wreak havoc on Power and Water's network.

I do my part to keep the Territory connected whatever the weather conditions are. This is challenging and extremely rewarding.

I see Power and Water as an employer of choice for Aboriginal tradesmen and encourage others to forge a career in the electrical trade.

Power and Water works in partnership with remote schools and the Michael Long Learning and Leadership Centre to get students to start thinking about a career pathway and an understanding of what Power and Water and the Essential Services Operators do in remote communities. *Photo supplied by Michael Long Learning and Leadership Centre.*





Manymak Energy Efficiency Project

The Manymak Energy Efficiency project was a \$12.5 million project led by Power and Water in six communities in East Arnhem Land from 2013 to 2016. The project consortium included the Centre for Appropriate Technology (CAT), East Arnhem Regions Council, The Research Institute for the Environment and Livelihoods (RIEL) and the Northern Territory Department of Housing and Community Development. The project was one of 20 Low Income Energy Efficiency projects (LIEEP) to receive funding from the Australian Government. Yolngu people were at the centre of the Manymak program design and delivery with 81 Yolngu Energy efficiency Workers (YEEWs) employed to delivery door to door energy and water efficiency education. The project achieved an average reduction in energy consumption by seven per cent across the communities and delivered a best practice model for energy efficiency engagement in remote communities.



Business unit opportunities

Indigenous Cadetship Support: Department of Education Employment and Workplace Relations (DEEWR):

administers Indigenous Cadetship Support (ICS), linking full time students undertaking a diploma, advanced diploma or their first undergraduate degree with employers who can give them work placements and potential ongoing employment once they finish their studies.

The Indigenous Employment Program (IEP):

specifically designed to attract Indigenous jobseekers wishing to enter or return to the workforce and equip them with the foundation skills to be employed in permanent entry level positions across the Northern Territory Public Service.

PSEMA Special Measures:

allows Power and Water to implement programs, plans or arrangements designed to promote equality of opportunity for groups of people who are disadvantaged or have special needs because of an attribute.

Remote community work

To operate efficiently and effectively, Power and Water facilities in all remote communities need ongoing investment and the population at each centre need education to build awareness about the use of water services and energy sources such as solar power or diesel power.

In some communities across the Northern Territory the status of water supplies can be complex. Approximately one quarter of the remote communities are water stressed, meaning the water sources used to supply remote communities face supply risks. In these places, Power and Water is prioritising the investigation

and development of replacement water sources. Education and community engagement is a critical tool to ensure these and other communities are aware of the benefits and dangers involved in the delivery and consumption of water and energy to their townships.

An example is:

Power and Water has been working for a number of years to secure additional water sources and improve the water quality in the Mungoorbada community, also known as Robinson River. Community growth and increasing water demand, public health concerns and infrastructure reliability and sustainability are all driving water improvement activities in the community.



Franceine Macskimin

I am a member of the Ngalakgan people from the Milwarpara, Roper regions of the NT.

I grew up in the township of Katherine and, despite living and working in Darwin, I still have a large family base in Katherine.

I have worked in various social and community services organisations undertaking residential care and alcohol rehabilitation, which has meant juggling long shift hours. This is when I decided to pursue a more reliable and stable career pathway and applied through the Indigenous Employment Program (IEP) with the NT Government.

After completing the 20 week IEP program I was fortunate to secure a six month work placement with the Power and Water Corporation as Living Water Smart's customer service officer. The program aims to help the Darwin region save water.

In Darwin, we are using more water than can be captured and supplied. As the customer service officer I am the first point of contact for the Living Water Smart, which means managing emails, incoming phone calls, vehicle maintenance, supplier correspondence such as invoicing (raising purchase orders/approving invoices) and other daily duties. What keeps this role exciting is that the program is always changing. Each year new campaigns and rebates are introduced to help educate and create behavioural changes for Darwin residents.

I have commenced a traineeship with Living Water Smart to undertake a Cert IV Project Management, which I know will give me experience and increase my skills for further exciting career opportunities.



Ashlie Kopp

I am an Eastern Arrernte and Wuthathi woman from Central Australia.

I was born and raised in Alice Springs and currently live in Darwin where I was successful in signing up for the 20 week Indigenous Employment Program (IEP). The IEP program entailed undertaking a Cert II Business at Charles Darwin University (CDU) as well as two week work placements with Power and Water Corporation. There were times during the program that I wanted to give up, but through the encouragement of new friends, IEP Coordinators and the CDU lecturers I persevered with the program.

After graduating with a Cert II Business I was given a six month employment contract with Power and Water in the Customer Service Centre call centre. In my role I was the first point of contact, investigating and following up customer queries. As a team member in the call centre it was evident that a strong focus is centred on our customers. I learned from the team that building a positive relationship with all customers is equally as important as providing good customer service. As you can imagine, it is a very busy working environment.

After working in the call centre for three months an opportunity arose to work in the Regions and Remote Operations business unit where I am responsible for calling each community daily to receive chlorine reads for the town water as well as reports for power outages. Additionally, I organise travel, accommodation and itineraries for staff who travel to remote regions. Fortunately, my experience working in a busy call centre developed my skills and gave me confidence when speaking on the phone.

I really enjoy my work within Power and Water and I would like to thank staff and team members for their support and encouragement. I would like to continue working in Regions and Remote Operations as I am a community orientated person and really like working and dealing with remote community people.

The Yuendumu Water Efficiency project was implemented between July 2014 and June 2016 to extend the community's water supply. Three customer facing water savings strategies were implemented, including:

- community wide education
- development of a documentary and community service announcement filmed in Yuendumu with local people.

The Milingimbi Water Efficiency Project was delivered from July 2015 to June 2016, responding to sustainability issues with the existing community water supply. The joint Power and Water and Department of Housing and Community Development project targeted both community residents and non-residential customers, aiming to reduce water demand across the community. The project sought to reduce the amount of water loss (through leak repair and education) from approximately 30 per cent to 10 per cent of overall water demand.

The Manymak Energy Efficiency project in six communities in east Arnhem Land was the first energy efficiency project of this scale to be delivered in remote communities and addressed a real community need in ways that were culturally appropriate, respectful and responsive.

The Michael Long Learning and Leadership Centre (MLLLC) encourages Aboriginal youths to learn and lead through sport. Power and Water is engaged with the MLLLC program as our work has direct relevance to youth in remote communities.

Indigenous Employment Program (IEP)

Power and Water's Indigenous Employment Program (IEP) enables employment for IEP graduates as part of a pathway to full time employment.

Each participant takes part in twenty weeks of on the job learning, classroom study to achieve either a Certificate II in Business or a Certificate II in Resourcing and Infrastructure.

Last year, at the completion of Power and Water's inaugural Indigenous induction program, 15 IEP graduates started six month employment contracts. These graduates work across Power Networks in the Underground, Overhead, Substations and Cable Joining teams, Regions and Remote Operations, Water Services, Finance (Accounts) and Shared Services (Customer Service Centre and Learning and Development) teams.

Each graduate has base knowledge of operations from their hosted placements. From there they learn about Power and Water's business and the important services we provide to the territory. They visit various Power and Water sites and as a group talk and learn about each other's lives, family, upbringing, hopes and work history. Workshops are held and key Power and Water employees provide presentations about their work groups, roles, career progression and how we all work together to make one larger organisation.

External guest speakers and role models also join the group during the week to inspire and encourage, giving an insight into how they have been challenged, what they have overcome and achieved in their work and family lives:

Power and Water is currently reviewing the effectiveness of the Aboriginal and Torres Strait Islander Employment Program in readiness for a 2018 midyear intake.

Indigenous Essential Services

Significant resources are invested in Indigenous Essential Services Pty Ltd (IES), which provides electricity, water and wastewater services to 72 remote communities and 66 outstations under an agreement with the Department of Housing and Community Development. Our aspiration in each community and outstation is threefold:

- establishing sustainable electricity and water use to meet future needs
- working with local stakeholders to improve the lives of communities
- where possible providing employment opportunities through local councils, Aboriginal enterprises and private contractors to run facilities day to day and ensure the best possible service to customers.

Establishing sustainable electricity and water use to meet future needs:

Electricity and water use will grow strongly across remote communities in coming years. Power and Water is working to long term plans to meet this demand, which includes expanding and replacing as well as water and energy conservation programs through partnerships with community organisations. We are also improving operational water efficiencies, installing water meters and establishing community supported efficiency approaches including behaviour change. Energy and water efficiency programs are being developed with cultural leaders, shires and councils. These focus of sharing cultural stories, education and respectful engagement.

Working with local stakeholders to improve the lives of communities:

Working with community members, Power and Water has helped raise awareness about where water and electricity come from and how to

conserve these resources and protect supplies for future generations. We have gained enormous support working in partnership with the community and fostered improved local ownership of initiatives, resulting in more effective programs and on-ground insight into the operation of essential services.

Providing employment opportunities through local councils, Aboriginal enterprises and private contractors to run facilities day to day and ensure the best possible service to customers:

Power and Water provides services to remote communities through Essential Services Operators contracted by regional councils and Aboriginal business enterprises. This is a significant initiative in increasing local Aboriginal employment. There are 188 Essential Services Operators (ESOs) working across the Territory carrying out minor works and services. These skilled locals provide an efficient approach to infrastructure servicing and maintenance in remote communities. Power and Water's Aboriginal Employment and Career Development Strategy (IECDS) is an integral part of its commitment to increasing Aboriginal employment and career development opportunities.

Solar Energy Transformation Program (Solar SETuP)

The Solar SETuP program builds significantly on Power and Water's 20 years of experience in incorporating solar technologies into regional and remote communities. As the largest isolated off-grid solar rollout in a regulated environment, Solar SETuP is a world first program. It will transform the way energy is supplied to remote communities with hybrid solar/diesel power generation becoming an integral part of electricity supply. SETuP will deliver an additional 10 megawatts (MW) of solar power to communities across the Northern Territory that currently rely entirely on diesel generators. The result will be cleaner and quieter generation, with increased capacity and flexibility for

future growth. Anticipated fuel savings of 15 per cent from the integrated solar panels will also mean a reduced reliance on expensive diesel deliveries. A 1MW solar system at Nauiyu (Daly River) will use battery storage technology to achieve a 50 per cent saving in diesel fuel. Building of the first tranche of 10 communities (3.325MW) is complete. Construction of the 1MW of solar at Daly River with Daly River, including battery system install is underway.

Essential Services Operators (ESOs)

ESOs are crucial in the delivery of power, water and sewerage services in remote areas.

These ESOs are responsible for carrying out a range of regular operational and maintenance tasks. They are our "eyes" on the ground and the first to respond to unplanned supply interruptions and emergencies. Around 188 ESOs are based across the Territory's remote communities working for shires or private contractors under contracts with Power and Water.

Power and Water conducts regular training sessions for ESOs to equip them with the skills and expertise needed to undertake their work in the communities.

The role of ESOs in communities provides valuable jobs for local people. Power and Water is committed to building local capacity and providing training and development opportunities to ensure that ESOs continue to deliver essential services. Power and Water is working to build local capacity by providing training and development opportunities, with a focus on increasing the portion of ESOs who are Aboriginal.

Power and Water does this in partnership with Charles Darwin University (CDU), Group Training NT (GTNT) and the Shires by providing a structured career path for ESOs to gradually develop the necessary skills to carry out ESO duties.

Table of actions

Relationships



Power and Water Corporation is committed to forging stronger respectful relationships with the Aboriginal and Torres Strait Islander peoples of the Northern Territory and recognises that there is much to learn from the Aboriginal and Torres Strait Islander peoples in equitable partnership to create sustainable futures.

Action	Deliverable	Timeline	Responsibility
1. RAP Working Group actively monitors RAP development and implementation of actions, tracking progress and reporting.	<ul style="list-style-type: none"> The Rap Working Group oversees the development, endorsement and launch of the RAP. 	July 2017	Aboriginal Employment and Career Development Coordinator Chair RAP Working Group
	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander senior employees are represented on the RAP Working Group. 	Established May 2017 reviewed annually	RAP Working Group Senior Executive Manager, Customer and Stakeholder
	<ul style="list-style-type: none"> Establish Terms of Reference for the RAP Working Group. 	July 2017	
	<ul style="list-style-type: none"> Establish weekly meeting to develop RAP for endorsement. 	July 2017	
	<ul style="list-style-type: none"> Schedule meetings every six weeks to monitor and report on RAP implementation. 	July 2017	
	<ul style="list-style-type: none"> Northern Territory Chief Minister to launch final endorsed RAP during NAIDOC week 2017. 	6 July 2017	

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Action	Deliverable	Timeline	Responsibility
2. Celebrate and participate in National Reconciliation Week (NRW) providing opportunities to build and maintain respectful relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	<ul style="list-style-type: none"> Promote National Reconciliation Week through internal communications for all employees. 	27 May to 3 June 2018 and then annually	Aboriginal Employment and Career Development Coordinator Chair RAP Working Group
	<ul style="list-style-type: none"> Organise at least one internal event for National Reconciliation Week each year and ensure RAP Working Group participation. 	27 May to 3 June 2018 and then annually	Senior Executive Manager, Customer and Stakeholder
	<ul style="list-style-type: none"> Register all NRW events via Reconciliation Australia's NRW website. 	27 May to 3 June 2018 and then annually	
	<ul style="list-style-type: none"> Ensure our RAP Working Group participates in an external event to recognise and celebrate National Reconciliation Week. 	27 May to 3 June 2018 and then annually	



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Action	Deliverable	Timeline	Responsibility
3. Develop and maintain mutually beneficial respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	<ul style="list-style-type: none"> Review existing engagement and communication plan to work with our Aboriginal and Torres Strait Islander stakeholders. 	Begin August 2017, complete by December 2017	Aboriginal Employment and Career Development Coordinator Chair RAP Working Group RAP Working Group
	<ul style="list-style-type: none"> Update and distribute refreshed engagement and communication plan on how to work with our Aboriginal and Torres Strait Islander stakeholders. 	Begin February 2018, complete by June 2018	Senior Executive Manager, People and Culture Senior Executive Manager, Customer and Stakeholder
	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. 	By end March 2018	
	<ul style="list-style-type: none"> Develop a calendar of Aboriginal and Torres Strait Islander events. 	September 2017	
	<ul style="list-style-type: none"> Support at least two events that promote strong culture, healthy lifestyles and education and training. 	By December 2018	
	<ul style="list-style-type: none"> Review existing partnership agreements. 	By December 2017	
	<ul style="list-style-type: none"> Investigate and establish new partnerships with the Aboriginal and Torres Strait Islander communities we service across the Northern Territory. 	By June 2019	
	<ul style="list-style-type: none"> Engage, support and develop at least two, two way sponsorships for community capacity building. 	March 2018	

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Action	Deliverable	Timeline	Responsibility
4. Raise internal and external awareness of our RAP to promote reconciliation across our business sector.	<ul style="list-style-type: none"> Develop and implement a strategy to communicate our RAP to all internal and external stakeholders. 	By August 2017	Aboriginal Employment and Career Development Coordinator Chair RAP Working Group RAP Working Group
	<ul style="list-style-type: none"> Promote reconciliation through ongoing active engagement with all stakeholders. 	Review January, April, July and October starting January 2018	Senior Executive Manager, Customer and Stakeholder
	<ul style="list-style-type: none"> Use intranet and internet to promote RAP. 	Review July, October, January, April annually Starting July 2017	
	<ul style="list-style-type: none"> Include stories about the RAP and RAP outcomes in the Power and Water newsletter. 	Review July, October, January, and April annually starting July 2017	
	<ul style="list-style-type: none"> CE to promote RAP annually to all employees. 	By end of December annually	



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Respect



Power and Water Corporation respects Aboriginal and Torres Strait Islander peoples, their cultures, land and history as it is important when engaging, communicating and participating in decisions that impact on their lands. We strive to promote and actively encourage a culturally aware and culturally competent workplace that respects cultural protocols and practices.

Action	Deliverable	Timeline	Responsibility
5. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	<ul style="list-style-type: none"> Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation. 	Start July 2017, complete by December 2017	Aboriginal Employment and Career Development Coordinator Chair RAP Working Group RAP Working Group
	<ul style="list-style-type: none"> Capture data to measure our employees' current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements. 	September annually	Senior Executive Manager, Customer and Stakeholder Senior Executive Manager, People and Culture
	<ul style="list-style-type: none"> Research, design, develop and implement an Aboriginal cultural awareness training strategy for all employees. 	Completed by April 2018	
	<ul style="list-style-type: none"> Research, design and develop training packages and modules in consultation with local Traditional Owners and/or Aboriginal consultants to develop cultural awareness and cultural competency training. 	Completed by June 2018	
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group and Champions and other key leadership employees to participate in cultural training. 	June 2019	

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Action	Deliverable	Timeline	Responsibility
6. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, ensuring there is a shared meaning and provide information on Aboriginal and Torres Strait Islander cultural and intellectual property rights.	<ul style="list-style-type: none"> Develop, implement and communicate a Cultural Protocol document for Welcome to Country and Acknowledgement of Country in line with Traditional Owners across the Northern Territory. 	By December 2017	Aboriginal Employment and Career Development Coordinator Chair RAP Working Group RAP Working Group Senior Executive Manager, Customer and Stakeholder
	<ul style="list-style-type: none"> Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. 	By December 2017	General Manager, Shared Services
	<ul style="list-style-type: none"> Invite a Traditional Custodian to provide a Welcome to Country at significant events, including launch of RAP by Chief Minister. 	Implemented by July 2017 review June 2019	
	<ul style="list-style-type: none"> Develop protocols for Aboriginal and Torres Strait Islander cultural and intellectual property rights. 	By March 2018	
	<ul style="list-style-type: none"> Include an Acknowledgement of Country at the commencement of all significant internal and external meetings. 	Implemented by July 2017	
	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander flags are displayed at significant internal and external events. 	Implemented by July 2017	
	<ul style="list-style-type: none"> Encourage employees to include an Acknowledgement of Country at the commencement of significant internal and external meetings. 	Begin July 2017 review June 2019	
	<ul style="list-style-type: none"> Fly Aboriginal flag at Darwin and Alice Springs offices. 	By June 2019	

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Action	Deliverable	Timeline	Responsibility
7. Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their culture and communities by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Review HR policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week. 	July 2017 and July 2018	Aboriginal Employment and Career Development Coordinator Chair RAP Working Group
	<ul style="list-style-type: none"> Promote NAIDOC Week internally - intranet. 	July 2017 and July 2018	General Manager, Shared Services Senior Executive Manager, People and Culture
	<ul style="list-style-type: none"> Fly Aboriginal and Torres Strait Islander flags during NAIDOC week (Darwin and Alice Springs). 	July 2017 and July 2018	Senior Executive Manager, Customer and Stakeholder
	<ul style="list-style-type: none"> Provide opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week across all Power and Water regions. 	July 2017 and July 2018	
	<ul style="list-style-type: none"> Power and Water will support the NAIDOC march in Darwin CBD and have a RAP banner with branding. 	July 2017 and July 2018	
	<ul style="list-style-type: none"> Host NAIDOC BBQ at Ben Hammond Complex. 	July 2017 and July 2018	

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Opportunities



Power and Water Corporation understands and is committed to providing a culturally and socially inclusive workplace and recognises the importance of creating sustainable opportunities; education, leadership, training and employment and economic aspirations for Aboriginal and Torres Strait Islander peoples across the Territory to achieve equality.

Action	Deliverable	Timeline	Responsibility
8. Develop and formalise an Aboriginal leadership unit to: <ul style="list-style-type: none"> • improve and increase Aboriginal and Torres Strait Islander employment and training strategies and programs • create a culturally and socially inclusive workplace that improves Aboriginal and Torres Strait Islander recruitment, retention and career progression • support economic and social participation across the Northern Territory. 	<ul style="list-style-type: none"> • Ensure the Aboriginal Leadership Unit has Aboriginal and Torres Strait Islander identified positions. 	By December 2017	Aboriginal Employment and Career Development Coordinator Chair RAP Working Group
	<ul style="list-style-type: none"> • Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. 	By August 2017	RAP Working Group General Manager, Shared Services Senior Executive Manager, People and Culture Senior Manager, Human Resource Services
	<ul style="list-style-type: none"> • Review and collect data on employees who identify as Aboriginal and Torres Strait Islander to establish a benchmark and 'snap shot' report to develop current and future employment opportunities. 	By December 2017	
	<ul style="list-style-type: none"> • Monitor and collect data on numbers of Aboriginal and Torres Strait Islander applicants for positions. 	Start July 2017 and review quarterly	
	<ul style="list-style-type: none"> • Develop and distribute survey to current Aboriginal and Torres Strait Islander employees to inform future and professional development and employment opportunities. 	By end of December 2017	

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Action	Deliverable	Timeline	Responsibility
8. Continued ...	<ul style="list-style-type: none"> • Include, where practical, two Aboriginal and Torres Strait Islanders on all recruitment selection panels in support of Special Measures. 	By September 2017	Aboriginal Employment and Career Development Coordinator Chair RAP Working Group RAP Working Group
	<ul style="list-style-type: none"> • Consult with Aboriginal and Torres Strait Islander stakeholders to ascertain the most effective ways to advertise job vacancies in order to reach Aboriginal and Torres Strait Islander members of the public. 	Complete by November 2017	General Manager, Shared Services Senior Executive Manager, People and Culture Senior Manager, Human Resource Services
	<ul style="list-style-type: none"> • Review and revise, recruitment procedures to ensure future job advertisements follow these. 	Complete by January 2018 and review September each year	
	<ul style="list-style-type: none"> • Review, realign and relaunch Power and Water's Aboriginal Employment and Career Development Strategy. 	By June 2018	
	<ul style="list-style-type: none"> • Research, develop and implement an Aboriginal employment program. 	By June 2018	
	<ul style="list-style-type: none"> • Research, develop and implement an Aboriginal mentoring program. 	By June 2018	
	<ul style="list-style-type: none"> • Encourage and support Aboriginal and Torres Strait Islander leadership into senior positions. 	Start July 2017 and review quarterly	
	<ul style="list-style-type: none"> • Design, develop and launch Power and Water's Aboriginal Leadership Unit webpage. 	By March 2018	

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Action	Deliverable	Timeline	Responsibility
9. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation is in progress.	<ul style="list-style-type: none"> Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	July annually	Aboriginal Employment and Career Development Coordinator Chair RAP Working Group RAP Working Group
	<ul style="list-style-type: none"> Promote, throughout Power and Water, a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. 	By end June 2019	Senior Executive Manager, Customer and Stakeholder Chief Procurement Officer
	<ul style="list-style-type: none"> Develop at least one commercial relationship per year with an Aboriginal and/or Torres Strait Islander owned business. 	By end June 2019	
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	By end June 2019	

Action	Deliverable	Timeline	Responsibility
10. Promote and grow remote employment and training opportunities within Power and Water Corporation.	<ul style="list-style-type: none"> Investigate and develop partnerships to support training and employment opportunities in Power and Water. 	By end June 2019	Workforce Capability and Development Manager

Action	Deliverable	Timeline	Responsibility
11. The Aboriginal Leadership Unit will oversee all aspects of RAP including Aboriginal employment and training strategies and programs.	<ul style="list-style-type: none"> Develop and implement systems and capability needs to track, measure and report. 	By December 2017	Aboriginal Employment and Career Development Coordinator Chair RAP Working Group
	<ul style="list-style-type: none"> Link RAP actions/deliverables to employee KPIs. 	By December 2017	RAP Working Group General Manager, Shared Services
	<ul style="list-style-type: none"> Maintain internal RAP Champions from Executive Leadership Team and Senior Aboriginal and Torres Strait Islander employees. 	Start July 2017 and review quarterly	Executive Manager, People and Culture Senior Executive Manager, Customer and Stakeholder

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Action	Deliverable	Timeline	Responsibility
13. Report RAP achievements, challenges and learnings internally and externally.	• Publicly report our RAP achievements, challenges and learnings.	September annually	Aboriginal Employment and Career Development Coordinator Chair RAP Working Group
	• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September annually	RAP Working Group Senior Executive Manager, Customer and Stakeholder General Manager, Shared Services
	• Investigate participating in the RAP Barometer.	May 2018	Senior Executive Manager, People and Culture Senior Executive Manager, Customer and Stakeholder

Action	Deliverable	Timeline	Responsibility
14. Review, refresh and update RAP.	• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	February 2019	Aboriginal Employment and Career Development Coordinator Chair RAP Working Group
	• Send draft RAP to Reconciliation Australia for formal review, feedback and endorsement.	May 2019	RAP Working Group Senior Executive Manager, Customer and Stakeholder

Contact details

Anne Hanning
 Aboriginal Employment and Career Development Coordinator
Phone 08 8985 8538
Email anne.hanning@powerwater.com.au

RESPECT,
RECOGNISE AND
RECIPROCITY

In the Dreaming our
ancestral spirits created
the land, waters,
environment, animals
and humans as we
know them today,
our Sacred World.





The artwork

Our Vibrant Country
Shannon Hanning
Arrernte Nation

Artist Shannon Hanning comes from a Centralian family of noted artists from Utopia, Santa Teresa and Alice Springs. Spending her formative years in Darwin she finds inspiration and strength from both the tropical vibrant landscapes and savannahs of Northern Australia and the wonderful Red Centre desert landscapes with their ever changing hues. Hence the theme for this artwork – ***Our Vibrant Country.***

"The distinctive style of vivid colour symbolizes spiritual energy and movement representing our rivers that flow rapidly during the wet season and the landscapes of the Red Centre's desert plains that endure searing heat, and the ever present movements of our ancestral heroes."

- Shannon Hanning





POWER AND WATER CORPORATION

Level 2, Mitchell Centre
55 Mitchell Street, Darwin

Phone 1800 245 092

powerwater.com.au

  @PowerWaterCorp