



Energy & Water
Ombudsman NSW
Free, fair and independent



Innovate Reconciliation Action Plan

July 2024 — June 2026

The Energy & Water Ombudsman NSW (EWON) acknowledges the Traditional Owners of the lands across New South Wales. We respect Elders past and present and we thank the many Aboriginal communities who welcome us onto their land.

ngara ngwiya yudi – listen, give, guide

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About EWON

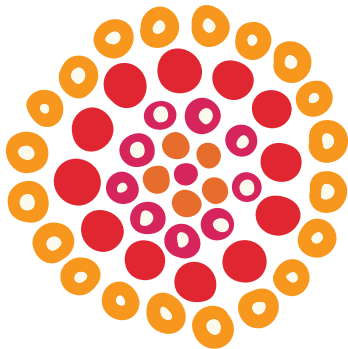
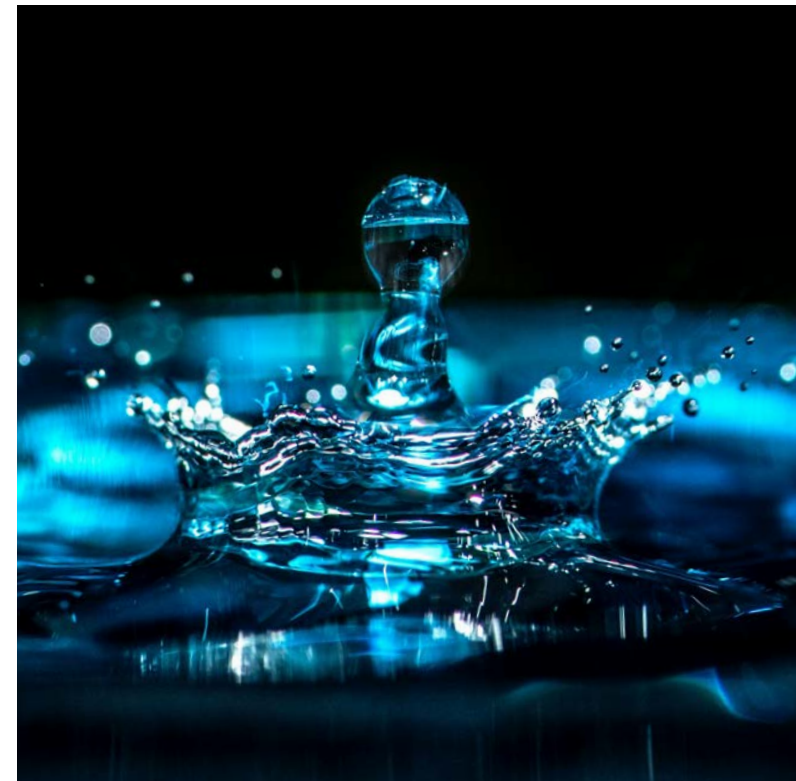
The Energy and Water Ombudsman NSW (EWON) was established in 1998. Our office is in Sydney's CBD but we work with metro, regional and remote customers and communities across NSW. We provide free, fair and independent advice, information, and dispute resolution to all NSW electricity, gas and some water consumers. We use our unique complaints data to enable energy and water providers to improve their customer service, systemically reduce the drivers of complaints and to inform the development of regulations, codes, and policy. We also aim to effectively engage with NSW consumers and raise awareness of our service and the complaints processes of energy and water providers through our community outreach and stakeholder engagement program.

EWON employs 72 staff, including two self-identified Aboriginal employees. Our NSW-wide Aboriginal and Torres Strait Islander community engagement program is led by our Aboriginal Community Engagement Officer. As part of our Reflect RAP we developed an Aboriginal and Torres Strait Islander Recruitment and Retention Strategy with the aim of creating a culturally safe workplace and increasing the number of First Nations employees at EWON.

EWON's community engagement program is specifically designed to promote our services and educate consumers, small business and community workers about energy and water issues. It also provides an opportunity for EWON to learn about matters affecting consumers. Engaging firsthand means we often become aware of issues as they emerge in the community and before they are identified through our complaint handling work. EWON is focused on raising awareness of our services among consumers experiencing, or at risk of experiencing, vulnerability, including Aboriginal and Torres Strait Islander communities.

In April 2022 during the COVID lockdowns we launched We're Here for You, a multiplatform campaign to help us reconnect with the Aboriginal communities we couldn't reach because of the pandemic. Focused on regional NSW areas including Bathurst, Bourke, Broken Hill, Coffs Harbour, Moree, Nambucca, Orange, Wagga Wagga and Wilcannia, the campaign built on the success of our previous Mob Matters campaign.

In the 2022/2023 financial year we received 314 complaints from consumers who identified as Aboriginal and/or Torres Strait Islander people. The majority of these complaints come from regional, rural or remote communities where housing is often poorly maintained and less energy efficient. We strive to provide a culturally appropriate service to help First Nations customers understand their bills, energy efficiency measures, and the support their energy provider can offer them.



A message from the Ombudsman

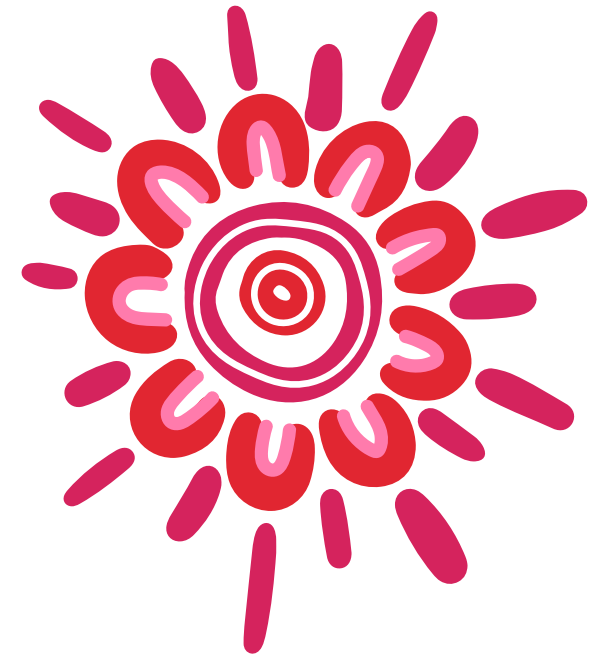
As the Energy & Water Ombudsman NSW I'm proud to present our Innovate Reconciliation Action Plan (RAP), the second in a series of four RAPs that will provide a solid framework for EWON employees to continue supporting the national reconciliation movement.

Reconciliation, for EWON, is about accepting the invitation in the Uluru Statement from the Heart to walk with Aboriginal and Torres Strait Islander peoples for a better future for all Australians. We were proud and public supporters of First Nations peoples in their call for a constitutionally enshrined Voice in 2023 and our support is ongoing. We commit to having courageous conversations and taking meaningful action to create equal opportunities for Aboriginal and Torres Strait Islander peoples. In the context of EWON this means continuing to listen to, and act on, the issues First Nations customers experience with their energy and water bills, while empowering them to understand their rights and responsibilities. EWON has worked closely with Aboriginal and Torres Strait Islander communities in NSW for over a decade and three of our organisational values directly relate to this aspect of our work: integrity, respect and social justice. Our community engagement officers travel the length and breadth of NSW educating communities about their right to access our free and fair dispute resolution service. I have joined many of these trips and deeply value the mutually respectful engagement we have developed with First Nations consumers and community workers and the positive outcomes we bring to communities.



In 2022 we triggered the review of the Ministerial Guidelines that will make it easier for Aboriginal Housing Office tenants to query their water charges. This was a direct result of our Aboriginal Community Engagement Officer listening to the issues tenants faced in Far and Central West NSW and, while strictly outside of our jurisdiction, our Policy team acting on them. The new Guidelines ensure greater transparency around charging and tenant rights.

We witness through our work how many Aboriginal and Torres Strait Islander peoples are particularly disadvantaged when it comes to energy and water, especially around billing and affordability. Access to EWON is often the difference between families keeping the power on or being disconnected.

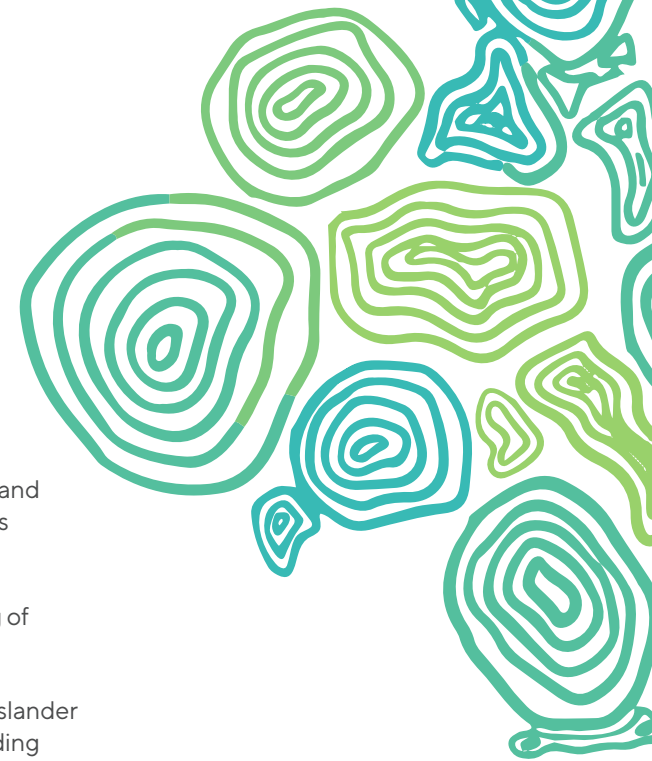


Our Innovate RAP builds on our Reflect RAP as a further commitment to ensuring EWON staff and stakeholders support Aboriginal and Torres Strait Islander peoples not just for the duration of our RAP, but indefinitely. We will continue to strengthen and expand our community networks and partnerships to continuously build on our current relationships with First Nations communities.

A handwritten signature in black ink that reads "Janine Young".

Janine Young
Ombudsman
Energy & Water Ombudsman NSW

Our vision for reconciliation



Our vision for reconciliation is one where:

- All First Nations energy and water customers have awareness of, and access to, free and fair dispute resolution services.
- Our authentic and consistent engagement with communities across NSW educates and empowers First Nations customers to exercise their rights and responsibilities to avoid energy insecurity.
- Our complaints data and policy expertise influence regulatory and systemic change to help close the gap between First Nations customers and other energy and water consumers – even when the issues raised in our work, are out of jurisdiction and we could walk away without action.

We are committed to:

- continuing to build our capacity to provide respectful and culturally appropriate services to Aboriginal and Torres Strait Islander peoples
- increasing EWON staff awareness and understanding of Aboriginal and Torres Strait Islander cultures
- enhancing our work with Aboriginal and Torres Strait Islander peoples by expanding our stakeholder networks, building partnerships and collaborating with organisations that work with communities across New South Wales.
- challenging assumptions and creating a culturally safe workplace which is attractive to existing staff and Aboriginal and Torres Strait Islander applicants.

Our values underpin our vision:



Independence

We are impartial; we approach our work transparently and openly.



Integrity

We are open and honest; we stand by our actions.



One team

We work together; we are flexible, helpful and take personal responsibility.



Respect

We are courteous; we build trust by listening, and following through on our commitments.



Service excellence

We are proactive; we are committed to delivering high quality services to our customers and stakeholders.



Social justice

We are accessible and fair; we take a holistic approach to addressing customer circumstances.



Customer story

Sorry Business costs lead to disconnection

Sara, a mother of four children, had an outstanding balance of \$1,200 on her energy accounts. She was struggling to keep up with her payments because of travel for Sorry Business and attending several funerals over the previous month. Sara had been making regular direct debit payments of \$100 per fortnight to repay the balance and was actively communicating with her provider about her circumstances.

Despite making regular payments, Sara returned home in June 2023 to find that her energy had been disconnected. She called EWON and explained that she had spoken to her provider that morning, and it had confirmed they were receiving her payments and there were no issues. Sara was worried about how she would cope with no power and spoiled food. She didn't understand why her provider told her everything was fine, then disconnected her.

Outcome

We spoke to Sara's provider who confirmed that her bill smoothing arrangement had defaulted, so the disconnection was compliant. The provider explained that if a disconnection order was raised it may not have been cancelled in time after they had spoken to Sara earlier that day. The provider confirmed that the energy had been reconnected and a payment plan had been set up to stop future disconnection. We explained to Sara that she had been disconnected because she had missed payments and she agreed to contact her provider in the future if she couldn't maintain her payment plan.



"We commit to having courageous conversations and taking meaningful action to create equal opportunities for Aboriginal and Torres Strait Islander peoples."

A message from Reconciliation Australia



Reconciliation Australia commends Energy and Water Ombudsman NSW on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

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

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Energy and Water Ombudsman NSW is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Energy and Water Ombudsman NSW's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

Congratulations Energy and Water Ombudsman NSW on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





About our artwork – Ngalgarra

Ngalgarra represents the connection between our people and the earth and how we live in harmony and peace. It reflects the journey you need to undertake in order to come together as a community, resolving any differences and celebrating living on this beautiful land.

Ngalgarra is a Wiradjuri word which means; light, give light, to shine, to be bright. I thought that perfectly encompassed this artwork and captured the essence of EWON's branding. It represents EWON's outreach journey to all the different communities, linking together

with the interconnecting lines with the animal tracks and human footsteps following along the way. On one side there is a celebration with all the corroborees taking place, rejoicing over the resolution of problems after coming together. And on the other side you have nature represented with the mountains and leaves. The water ripples represent how every action has a reaction and the flow of water represents the passing of time as does the rising and setting sun.



Meet the artist – Amy Kilby

Hi, my name is Amy Kilby and I am a proud Wiradjuri woman from the Riverina NSW. I have always had a passion for art in general and as a child loved to paint and draw. But as I have grown and we've evolved into the digital age graphic design and the digitalisation of traditional paintings and art has become my new passion.



"Our authentic and consistent engagement with communities across NSW educates and empowers First Nations customers to exercise their rights and responsibilities to avoid energy insecurity."

Our RAP

Our Innovate Reconciliation Action Plan is an agreed strategy on how EWON will contribute to reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Through progressive Reconciliation Action Plans, we will contribute to the ongoing journey of reconciliation across the nation, including the historical acceptance of our shared history and the building of trust and respect.

Our RAP Working Group consists of the following people:

- Polly Porteous, Chair RAP Working Group; General Manager Governance Awareness and Policy
- Rosa Krilic, Deputy Ombudsman
- David Kneeshaw, General Manager Finance and Corporate Services
- Monique Heighes, Head of People and Culture
- Kerry Walker, Aboriginal Community Engagement Officer
- Julie Amirian, Senior Human Resource Advisor
- Fran Strachan, Manager Communications and Outreach
- Rebecca Carter, Service Advisor
- Trudi Fletcher, Design Officer
- Daniel Griffiths, Finance and Administration Manager
- Narelle Hennessey, Aboriginal and Torres Strait Islander Assistant Community Engagement Officer, Anti-Discrimination Board NSW
- Amanda Cameron, Project Officer, Aboriginal Housing Office

We have two external Aboriginal and Torres Strait Islander members of the Working Group, and two Aboriginal staff members. The RAP is championed by our General Manager Governance Awareness and Policy, who also chairs the RAP Working Group.

Our reconciliation journey so far

Our first Reconciliation Action Plan – our **Reflect RAP** – was launched in 2021 and outlined our plan for engaging, strengthening and maintaining our relationships with Aboriginal and Torres Strait Islander communities.

Challenges

- The pandemic shut down our ability to reach First Nations communities in person, which raised concern that the trusted relationships we had built over time would be negatively impacted.
- Staff needed to be reminded that our Reflect RAP was an organisation-wide commitment, not the responsibility of one team.
- The pandemic increased the number of competing priorities within EWON which slowed progress on RAP deliverables.

Achievements

- All staff, the Board Chair and some directors completed cultural awareness training with Mirri Mirri, an Aboriginal owned training provider. The training is now embedded in the induction program for all new staff.
- Joining Supply Nation and purchasing the majority of our outreach collateral from Supply Nation suppliers.
- Developing an Aboriginal and Torres Strait Islander recruitment and retention strategy which included development of a brochure using language and design to attract Aboriginal and Torres Strait Islander job seekers. This is distributed at all outreach events.
- Acknowledging the Aboriginal Country name on all promotional materials and social media posts when naming outreach locations.
- Organising a staff National Reconciliation Week screening of a documentary on Professor Megan Davis, co-chair of the Uluru Dialogues followed by a First Nations-catered morning tea.
- Our Dispute Resolution team received training from Anti-Discrimination NSW on how to effectively manage complaints from Aboriginal and Torres Strait Islander customers.

First Nations outreach with Financial Counsellors Australia

NSW 2023 Aboriginal Woman of the Year and Coordinator, Financial Capability at Financial Counselling Australia (FCA), Lynda Edwards invited us on to Wiradjuri country for a week to lead a series of Bring Your Bills Days in partnership with FCA, National Debt Helpline, Telecommunications Industry Ombudsman, Australian Financial Complaints Authority, Uniting, Salvation Army and Lifeline. Our members Origin Energy and AGL also joined us to connect with local customers. The areas of Narromine, Trangie, Dubbo and Wellington have high First Nations populations and the events allowed us to better understand the affordability issues Aboriginal and Torres Strait Islander peoples are managing and ensure they received the relevant concessions and rebates. The outreach opportunity increased our connections in the area significantly, particularly with local First Nations organisations and we will continue to build on these relationships.

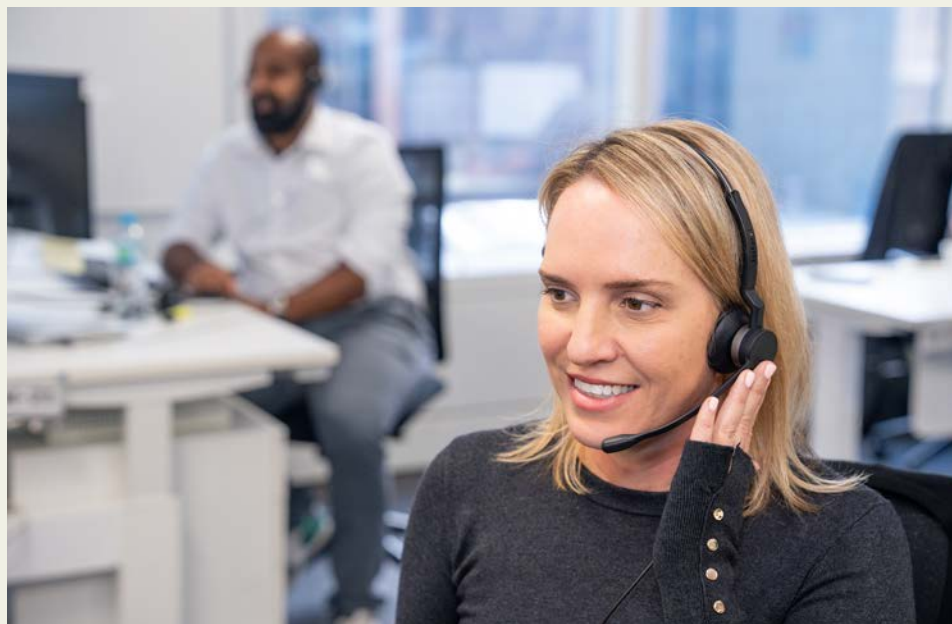
Dedicated phone queue for First Nations customers

While we have not historically collected information about the cultural background of our customers, in 2023 we introduced a dedicated phone queue for Aboriginal and Torres Strait Islander customers. The queue allows customers to self-identify, so we can understand the volume, need and location of complaints to target our outreach activities. It also allows staff to ensure they are mindful of cultural sensitivities and expectations. We have seen a steady increase in customers self-identifying over a 12 month period.

984 First Nations customers used the dedicated phone line from May 2023 to May 2024.

Left: (L to R) EWON Ombudsman Janine Young, Lynda Edwards and Dr June Smith, Deputy Chief Ombudsman AFCA

Right: Our Dispute Resolution staff have been trained to effectively manage complaints from First Nations customers.





Above: (L to R) EWON Ombudsman Janine Young with NAIDOC Week 2023 speaker Laurel Russ and RAP Working Group member Amanda Cameron.



Left: EWON's Aboriginal Outreach Officer Kerry Walker on Outreach in Wilcannia.



Left: EWON staff joined a Tribal Warrior cruise to learn about the Gadigal, Guringai, Wangal, Gammerai and Wallumedegal people of Sydney Harbour.

Relationships



One of our core functions is to engage with NSW consumers to promote our service and the complaints processes of energy and water providers. Building trusted relationships with Aboriginal and Torres Strait Islander communities allows us to develop reciprocal

relationships where we are invited into communities to educate and inform customers of their rights and responsibilities as consumers, as well as the responsibilities of their energy and water providers.

Focus area: One of EWON's strategic objectives is expanded awareness. We actively promote EWON across NSW which builds connections, increases our reach and improves access to EWON.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement including Local Aboriginal Land Councils, Aboriginal housing services and Aboriginal health services.	August 2024	Manager, Communications and Outreach
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2024	Manager, Communications and Outreach
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025, 2026	Aboriginal Community Engagement Officer
	2.2 Ensure RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2025, 2026	Lead: Chair RAP Working Group Support: RAP Working Group members
	2.3 Encourage and support staff and leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025, 2026	General Manager, Governance Awareness and Policy

	2.4 Organise at least one NRW event each year.	27 May – 3 June 2025, 2026	Chair, RAP Working Group
	2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026	Manager, Communications and Outreach
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	February 2025	Manager, Communications and Outreach
	3.2 Communicate our commitment to reconciliation publicly to all staff and external stakeholders including via our Annual Report, newsletters, events, social media and presentations.	October 2024	Lead: Ombudsman Support: Manager, Communications and Outreach
	3.3 Explore opportunities to positively influence our external stakeholders and EWON members to drive reconciliation outcomes.	November 2024	Lead: Manager, Communications and Outreach Support: Manager, Governance and Member Liaison
	3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2024	Lead: General Manager, Governance Awareness and Policy Support: Manager, Communications and Outreach
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2024	Senior HR Advisor
	4.2 Develop, implement, and communicate an anti-discrimination policy for our organisation.	July 2024	Senior HR Advisor
	4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	August 2024	Lead: General Manager, Finance and Corporate Services Support: Head of People and Culture
	4.4 Educate senior leaders on the effects of racism.	October 2024	Head of People and Culture

Respect



EWON's work is built on a commitment to social justice and one of our core values is respect. We are committed to understanding, acknowledging and appreciating Australia's First Nations Peoples,

their connection to the land, their histories and cultures. We demonstrate respect by embracing diversity and strive to build trust by listening and learning and following through on our commitments.

Focus area: EWON's core role and one of our four Strategic Objectives is to provide high quality, independent advice, information and dispute resolution to NSW energy and water customers. This can't be achieved without respect for all customers and their individual circumstances.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Conduct a review of cultural learning needs within our organisation.	February 2025	Learning and Development Advisor
	5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	March 2025	Lead: Head of People and Culture Supports: Learning and Development Advisor & Aboriginal Community Engagement Officer
	5.3 Develop, implement, and communicate a cultural learning strategy document for our staff.	May 2025	Head of People and Culture
	5.4 Provide opportunities for RAP Working Group members and leadership staff to participate in formal and structured cultural learning.	May 2025	Head of People and Culture

6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2024	Lead: Learning and Development Advisor Support: Aboriginal Community Engagement Officer
	6.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2024	Aboriginal Community Engagement Officer
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2024	Ombudsman
	6.4 Maintain practice of providing an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Review June 2025	Lead: General Manager, Governance, Awareness and Policy Support: All EWON staff and Board members
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 Ensure RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024, 2025	Lead: Chair, RAP Working Group Support: RAP Working Group members
	7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2024, 2025	Senior HR Advisor
	7.3 Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2024, 2025	General Manager, Governance Awareness and Policy
	7.4 EWON Outreach staff participate in at least one NAIDOC week event.	First week in July 2024, 2025	Community Engagement Lead
8. Maintain and enhance provision of culturally appropriate complaint management services for Aboriginal and Torres Strait Islander customers	8.1 Introduce regular cultural coaching of frontline staff managing the dedicated Aboriginal and Torres Strait Islander phone line.	July 2024	Deputy Ombudsman
	8.2 Further expand soft referral processes for Aboriginal and Torres Strait Islander peoples who access EWON by developing and strengthening arrangements with key referral agencies and services.	September 2024	Deputy Ombudsman
	8.3 Provide training by First Nations culturally qualified trainer to Dispute Resolution staff to enhance their knowledge of First Nations organisations and services.	August 2024	Deputy Ombudsman

Opportunities



We are committed to increasing employment opportunities for First Nations peoples, to training our staff to work with Aboriginal and Torres Strait Islander peoples in a respectful and culturally appropriate way and we will continue to procure our resources from Supply Nation. We will continue our engagement with communities and organisations

who work with First Nations peoples to increase our knowledge and understanding. This is important for the financial and social outcomes of Aboriginal and Torres Strait Islander peoples and to meet our goal of reaching NSW customers experiencing, or at the risk of, experiencing vulnerability.

Focus area: Our aspiration, as part of our expanded awareness strategic objective, is that community partners, government agencies and other stakeholders seek us out and want to work with us. By promoting EWON as a workplace of choice and supporting Aboriginal and Torres Strait Islander run businesses, we are increasing the opportunities for First Nations peoples to engage with us.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	9.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2024	Senior HR Advisor
	9.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2024	Lead: General Manager, Finance and Corporate Services Support: Senior HR Advisor
	9.3 Implement and review Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	August 2024	Head of People and Culture
	9.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Ongoing. Report on progress June 2025, 2026	HR Officer
	9.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	August 2024	Senior HR Advisor

10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	10.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	October 2024	Manager, Finance and Administration
	10.2 Continue membership of Supply Nation and develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2024	Manager, Finance and Administration
	10.3 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2024	Manager, Finance and Administration
	10.4 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October 2024	Lead: General Manager, Finance and Corporate Services Support: Manager, Finance and Administration

Governance



Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	11.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	July 2024, July 2025	General Manager, Governance Awareness and Policy
	11.2 Establish and apply a Terms of Reference for the RWG.	July 2024	General Manager, Governance Awareness and Policy
	11.3 Meet at least four times per year to drive and monitor RAP implementation.	August, November, February, May 2024, 2025, 2026	General Manager, Governance Awareness and Policy
12. Provide appropriate support for effective implementation of RAP commitments.	12.1 Define resource needs for RAP implementation through annual business planning process.	March 2024	General Manager, Finance and Corporate Services
	12.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2024	General Manager, Governance Awareness and Policy
	12.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	October, January, April, July 2024, 2025, 2026	General Manager, Governance Awareness and Policy
	12.4 Appoint and maintain an internal RAP Champion from senior management.	July 2024	General Manager, Governance Awareness and Policy

13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	13.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	General Manager, Governance Awareness and Policy
	13.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August annually	General Manager, Governance Awareness and Policy
	13.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	General Manager, Governance Awareness and Policy
	13.4 Report RAP progress to all staff, senior leaders and EWON's Board quarterly.	August, November, February, May 2024, 2025, 2026	General Manager, Governance Awareness and Policy
	13.5 Publicly report our RAP achievements, challenges and learnings, annually in EWON's Annual Report.	October 2024, 2025	Manager, Communications and Outreach
	13.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2026	General Manager, Governance Awareness and Policy
	13.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2026	General Manager, Governance Awareness and Policy
14. Continue our reconciliation journey by developing our next RAP.	14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	January 2026	General Manager, Governance Awareness and Policy

Contact us

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