



# Horizon Power Aboriginal Engagement Strategy 2021 – 2026

# Aboriginal Engagement Strategy - Overview



Our Vision

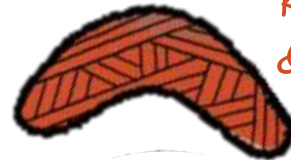
"Positively impact Aboriginal people and communities through engagement that respects, celebrates and values Aboriginal culture."

## Key Result Areas

KRA 3 Commercial Relationship & Capacity Building



KRA4 Recruitment, Retention & the Employment Pathway



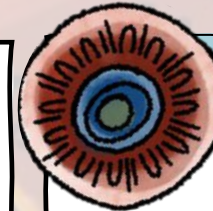
KRA1 Operating on Aboriginal Land



KRA 2 Communication, Engagement & Customer Relations



## Enablers



E1. Reconciliation Action Plan

E2. Aboriginal Engagement Model

E3. Performance & Reporting

## Guiding Principles

Cultural safety

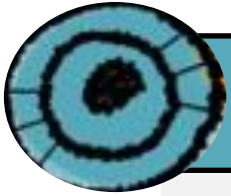
Mutual respect

Self-determination

Social impact

Valuing culture & heritage

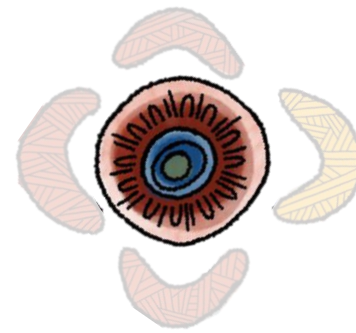
# Unpacking our Principles – some guiding questions



Cultural safety	Mutual respect	Self determination	Social impact	Valuing culture & heritage
<p>Are you recognising &amp; respecting Aboriginal people's cultural rights &amp; psychological safety?</p> <p>-----</p> <p>Have you made assumptions based on stereotypes?</p>	<p>Are you being authentic &amp; honest?</p> <p>-----</p> <p>Is your conduct reflecting well on Horizon Power and our Commitment to Aboriginal and Torres Strait Islander people?</p>	<p>Have you included Aboriginal voices both during consultation &amp; decision-making?</p> <p>-----</p> <p>Are you considering Aboriginal perspectives?</p> <p>-----</p> <p>Is your project, initiative or strategy endorsed by Aboriginal people?</p>	<p>How does this impact Aboriginal people?</p> <p>-----</p> <p>How could this activity provide greater benefit to Aboriginal people?</p> <p>-----</p> <p>Are you only considering "cost" when assessing "value"?</p>	<p>Are you valuing and supporting the protection of Aboriginal culture &amp; heritage?</p> <p>-----</p> <p>Do you know the cultural value of the particular tract of land you're working on?</p> <p>-----</p> <p>How are you recognising &amp; supporting Aboriginal culture?</p>

# Aboriginal Engagement Strategy

## Strategic Enablers

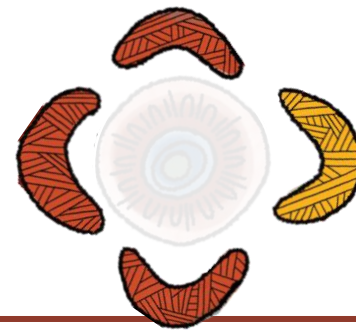


The strategic enablers represent the elements that Horizon Power must have in place and deliver against to achieve positive impact in each of the Key Result Areas of the Aboriginal Engagement Strategy.

	Reconciliation Action Plan	Aboriginal Engagement Model	Performance & Reporting																
<b>Overview</b>	Establish a path that facilitates increased cultural awareness across Horizon Power. Creation of Horizon Power as a workplace that understands and accepts cultural difference.	Implement an Aboriginal Engagement Model that incorporates best-practice Aboriginal engagement and promotes efficient business processes for Horizon Power.	Proactive management of Horizon Power's progress across key areas identified in the Aboriginal Engagement Strategy.																
<b>Objectives</b>	<ul style="list-style-type: none"> <li>Inspire and enable non-Aboriginal employees to meaningfully contribute to Australia's reconciliation journey</li> <li>Educate through truth-telling</li> </ul>	<ul style="list-style-type: none"> <li>Establish engagement principles that provide clarity, promote Aboriginal-led engagement and do not exclude non-Aboriginal employees from relationship-building with Aboriginal customers and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Influence industry as an example to other Government Trading Enterprises (GTEs)</li> <li>Establish accountability for Horizon Power's performance at implementing the Aboriginal Engagement Strategy</li> </ul>																
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>% of employees participating in Cultural Learning</li> <li>7% Aboriginal employment target</li> </ul>	<ul style="list-style-type: none"> <li>Increased # of Aboriginal employees able to fill Aboriginal Engagement Specialist role</li> <li>Customer satisfaction relating to project and/or Agreement making</li> </ul>	<ul style="list-style-type: none"> <li>% of measures of success met or surpassed</li> </ul>																
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# Aboriginal Engagement Strategy

## Key Result Areas



The key result areas represent the ways in which Horizon Power engages with Aboriginal communities and people throughout WA. Specific objectives and initiatives have been defined to target ongoing performance improvement.

	KRA1 Operating on Aboriginal Land	KRA2 Communication, Engagement & Customer Relations	KRA3 Commercial Relationship & Capacity Building	KRA4 Recruitment, Retention & the Employment Pathway																																		
Overview	Extending beyond compliance, we value Aboriginal heritage as Australian heritage and build enduring relationships with Traditional Owners.	Building respectful relationship with our Aboriginal customers and developing tailored solutions.	Creating opportunities for Aboriginal businesses to grow, upskill and invest in through delivery / participation in Horizon Power led projects.	We will empower the lives of Aboriginal people by providing education, training and employment opportunities that grow, retain and advance our future and emerging workforce.																																		
Objectives	<ul style="list-style-type: none"> <li>Long lasted, trusted relationships with Aboriginal communities and Traditional Landowners</li> <li>Knowledge and importance of heritage frameworks and processes understood throughout the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Increased understanding of region-specific nuances associated with engagement</li> <li>Increased delineation of customer satisfaction monitoring between Aboriginal and non-Aboriginal monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Aboriginal engagement a key measure of success for justification (business case) and delivery (project management) of projects</li> <li>Increased investment in Horizon Power led projects by Aboriginal people or investment vehicles</li> </ul>	<ul style="list-style-type: none"> <li>Increase Aboriginal representation in entry level roles</li> <li>Promote a supportive and culturally inclusive work environment for Aboriginal employees</li> <li>Increased brand awareness of Horizon Power as employer of choice</li> </ul>																																		
Measures of Success	<ul style="list-style-type: none"> <li>Engagement with Traditional Owners in all of our service area</li> <li>Active application of Heritage risk mitigation strategies observed in design and works delivery</li> </ul>	<ul style="list-style-type: none"> <li>Aboriginal participation in customer insights</li> <li># NPS for Aboriginal customers (across business, residential and stakeholder)</li> <li># of people accessing and level of satisfaction with knowledge hub</li> <li>Value of community partnership spend with Aboriginal community-controlled organisations</li> <li># engagement visits to remote Aboriginal communities</li> </ul>	<ul style="list-style-type: none"> <li># of Aboriginal Equity Partnerships</li> <li># long term procurement commitments to Aboriginal businesses</li> <li>\$ spend on Aboriginal businesses</li> </ul>	<ul style="list-style-type: none"> <li># of traineeships funded by Horizon Power</li> <li># of apprenticeships funded by Horizon Power</li> <li>% Employee Engagement (Aboriginal employees)</li> </ul>																																		
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# Enabler 1

## Reconciliation Action Plan



Description	Objectives	Measures of Success
The Reconciliation Action Plan (RAP) sets out a framework, supporting the broader corporate strategy, to drive organisational level reconciliation. This contribution can be made both internally and in the communities where Horizon Power operates.	<ul style="list-style-type: none"> <li>Inspire and enable non-Aboriginal employees to meaningfully contribute to Australia's reconciliation journey</li> <li>Educate through truth-telling</li> </ul>	<ul style="list-style-type: none"> <li>% of employees participating in Cultural Learning</li> <li>7% Aboriginal employment target</li> </ul>

#	Initiative Title	Comments	Owner
RA1	Finish implementation of Innovate RAP.	Further details can be found in the Innovate RAP.	Manager Aboriginal Strategy & Engagement
RA2	Develop and submit application for Stretch RAP.	Further details will be found in the Stretch RAP, once developed.	Manager Aboriginal Strategy & Engagement

### Closing the Gap alignment

16. Cultures and languages are strong, supported and flourishing.

# Enabler 2

## Aboriginal Engagement Model



### Representative #1: Subject Matter Expert

**DESCRIPTION:**

The person with the required knowledge and expertise for this particular phase of the engagement.

**ROLE:**

- Prepare slide deck, presentation materials
- Present technical aspects of the presentation
- Answer questions
- Make note of queries/concerns that cannot be addressed

**VALUE:**

- Subject matter expertise
- Ability to answer questions on the spot
- Feedback direct from community to product owner/project manager etc.

### Representative #2: Aboriginal Engagement Specialist

**DESCRIPTION:**

An Aboriginal person with facilitation skills, lived experience and an ability to communicate effectively with Aboriginal people.

**ROLE:**

- Approve slide deck, presentation materials
- Facilitate the meeting/engagement/presentation
- Translate technical information
- Ensure messages are understood
- Strategic oversight

**VALUE:**

- Accelerates relationship-building and trust
- Commonalities to draw on through lived experience
- Ability to pick up on non-verbal cues
- Life-time of communication with Aboriginal people

### Representative #3 Local Relationship Manager

**DESCRIPTION:**

Best-placed person at the regional depot to manage the stakeholder relationship. This may be due to family connection, an existing relationship, or a practical decision aligned to the work/project.

**ROLE:**

- Organise the meeting and any associated logistics
- Record any matters raised relating to BAU (in particular Retail or Operations)
- Build an ongoing relationship as the local contact

**VALUE:**

- Promotes enduring relationship between local depot and organisation
- Visibility of matters outside of the meeting purpose
- Local knowledge

#	Initiative Title	Comments	Owner
AE1	Best practice Aboriginal engagement model.	Develop and implement a best practice Aboriginal engagement model.	Manager Aboriginal Strategy & Engagement
AE2	Specialist roles recruitment pool.	Recruitment/development pool of suitable people to fill specialist roles.	Manager Aboriginal Strategy & Engagement

Comments
Aboriginal organisations don't want/need to be overwhelmed with visitors. This Model gives us the framework to determine who is essential to attend.
The employee filling a particular role may change over the life of a project, or over time due to business needs.
This Model incorporates best-practice methods and should be used whenever possible. From time to time, there may be circumstances where this Model cannot be fully implemented.

# Enabler 3 Performance Reporting



Description	Objectives	Measures of Success
Horizon Power will publicly report progression towards successful implementation of the Aboriginal Engagement Strategy. The reporting will be honest and hold the organisation accountable for its progress across all our Key Result Areas (KRA).	<ul style="list-style-type: none"> <li>Influence industry as an example to other Government Trading Enterprises (GTEs)</li> <li>Establish accountability for Horizon Power's performance at implementing the Aboriginal Engagement Strategy</li> </ul>	<ul style="list-style-type: none"> <li>% of measures of success met or surpassed.</li> </ul>

#	Initiative Title	Comments	Owner
PR01	Reporting Framework.	Develop a reporting framework to ensure progress is publicly reported each quarter.	Manager Aboriginal Strategy & Engagement

**Closing the Gap alignment**

17. People have access to information & services enabling participation in informed decision-making.



# Key Result Area 1

## Operating on Aboriginal Land



Description	Objectives	Measures of Success
<p>We will reshape our engagement approach for Aboriginal heritage and Native Title by developing guiding principles and a framework for building relationships with Traditional Owners (TOs) that are enduring rather than project-based.</p> <p>Our employees will not only understand their compliance obligations but will value Aboriginal heritage as Australian heritage and recognise the history of Native Title legislation and its impact (both positive and negative) on Aboriginal people and communities.</p>	<ul style="list-style-type: none"> <li>• Long lasting, trusted relationships with Aboriginal communities and Traditional Landowners</li> <li>• Knowledge and importance of heritage frameworks and processes understood throughout the organisation</li> <li>• Demonstrated application of heritage risk mitigation strategies in operation and project activities</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement with TOs in all service areas</li> <li>• Active application of heritage risk mitigation strategies observed in design and works delivery</li> </ul>

#	Initiative Title	Comments	Owner
AL1	Validate Status of Existing Agreements.	In partnership with Aboriginal organisations, confirm the status of all existing Agreements.	Manager Aboriginal Strategy & Engagement
AL2	Deliver engagement strategies across the Horizon Power network in partnership with Tos.	In partnership with TOs, deliver Service Area Heritage Agreements or other engagement strategies as preferred by TOs across the Horizon Power network.	Manager Sustainability
AL3	Operational Readiness	An agreed process is formalised to ensure operational readiness for the implementation of all Agreements – focusing on accountability, workflow and attitudinal change.	Manager Aboriginal Strategy & Engagement

### Closing the Gap alignment

15. People maintain a distinctive cultural, physical and economic relationship with land & water.

# Key Result Area 2

## Communication, Engagement and Customer Relations



Description	Objectives	Measures of Success
We will contribute to empowering Aboriginal people by building and maintaining respectful relationships based on mutual trust; utilising culturally responsive engagement processes and effective methods of communication; and developing tailored solutions for our customers.	<ul style="list-style-type: none"> <li>Increased understanding of region-specific nuances associated with engagement</li> <li>Increased delineation of customer satisfaction monitoring between Aboriginal and non-Aboriginal monitoring</li> </ul>	<ul style="list-style-type: none"> <li>% take-up of solutions / products / services implemented</li> <li>Aboriginal participation in customer insights</li> <li># NPS for Aboriginal customer (across business, residential and stakeholder)</li> <li># of people accessing knowledge hub</li> <li>Level of satisfaction with knowledge hub</li> <li>% of spend on Aboriginal community partnerships (Aboriginal vs. Aboriginal impact)</li> <li># Engagement visits to remote Aboriginal communities</li> </ul>

#	Initiative Title	Comments	Owner
CE1	Activity Plans.	Develop a strategy to capture Aboriginal-specific customer insights and, in turn customer solutions are culturally appropriate and data driven.	Manager Marketing & Insights
CE2	Knowledge Hub.	Establish a centralised knowledge hub accessible to all employees at Horizon Power to streamline information exchange.	Manager Aboriginal Strategy & Engagement
CE3	Community Partnerships.	Continue to support the aspirations of Aboriginal organisations, in particular the community-controlled sector, through community partnership grants.	Manager Retail & Engagement
CE4	Remote communities customer engagement .	Develop a Remote Community Visitation Plan to ensure regular and ongoing face to face engagement occurs across our 53* remote Aboriginal communities.	Manager Retail & Engagement

### Closing the Gap alignment

1. Everyone enjoys long and healthy lives.

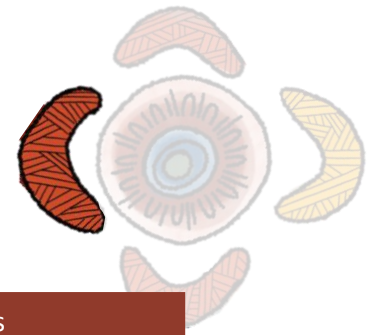
13. Families and households are safe.

14. People enjoy high levels of social and emotional wellbeing.

17. People have access to info & services enabling participation in informed decision-making.

# Key Result Area 3

## Commercial Relationship and Capacity Building



Description	Objectives	Measures of Success
<p>We are committed to promoting sustainable opportunities for Aboriginal businesses. We will implement initiatives to ensure local businesses (both emerging and established) are empowered to share knowledge and expertise and contribute to strong economic development across our regions.</p> <p>As an organisation we will better understand the social impact of spend with Aboriginal businesses and how this directly aligns to the refreshed Closing the Gap strategy.</p>	<ul style="list-style-type: none"> <li>Aboriginal engagement a key measure of success for justification (business case) and delivery (project management) of projects</li> <li>Increased investment in Horizon Power led projects by Aboriginal people or investment vehicles</li> </ul>	<ul style="list-style-type: none"> <li># of Aboriginal Equity Partnerships</li> <li># long term procurement commitments to Aboriginal businesses</li> <li>\$ spend on Aboriginal businesses</li> </ul>

#	Initiative Title	Comments	Owner
CR1	Evaluate Aboriginal participation across supply chain.	Understand where Aboriginal engagement is most and least prominent in the procurement supply chain to identify gaps for expansion / focus.	Manager Procurement and Supply Chain
CR2	Develop targeted action plans to address gaps.	Strategic plans that focus on broadening the contract types awarded to Aboriginal businesses.	Manager Procurement and Supply Chain
CR3	Build pipeline of investment opportunities.	Develop opportunities for Aboriginal businesses and groups to co-invest in Horizon Power projects.	Manager Procurement and Supply Chain

**Closing the Gap alignment**

8. Strong economic participation and development of people in their communities.

# Key Result Area 4

## Recruitment, Retention and the Employment Pathway



Description	Objectives	Measures of Success
We will contribute to empowering the lives of Aboriginal people by providing education, training and employment opportunities that grow, retain and advance our future and emerging workforce.	<ul style="list-style-type: none"> <li>• Increase Aboriginal representation in entry level roles at Horizon Power</li> <li>• To promote a supportive and culturally inclusive work environment for Aboriginal employees</li> <li>• Increase brand awareness of Horizon Power as an employer of choice</li> </ul>	<ul style="list-style-type: none"> <li>• # of traineeships funded by Horizon Power</li> <li>• # of apprenticeships funded by Horizon Power</li> <li>• % Aboriginal representation across new employees</li> </ul>

#	Initiative Title	Comments	Owner
RR1	Trainee and apprenticeship level opportunities.	Create sustainable traineeship and apprenticeship opportunities across our service area to support local, entry level jobs for Aboriginal people.	Manager Aboriginal Strategy & Engagement
RR2	Career and Leadership Development.	Upskilling of all Aboriginal employees (trainees, apprentices, interns and permanent) across personal and leadership development areas.	Manager Aboriginal Strategy & Engagement
RR3	Aboriginal Talent Attraction.	Increased brand awareness to attract a wide range (across skill levels) of Aboriginal talent into the electrical Industry.	Manager Aboriginal Strategy & Engagement
RR4	Cultural Safety, Wellbeing and Retention.	To promote a supportive and culturally inclusive work environment for Aboriginal employees, free from race-based discrimination, where all staff demonstrate a high degree of cultural awareness and competency and where Aboriginal staff feel welcomed, valued and respected.	Manager Aboriginal Strategy & Engagement

### Closing the Gap alignment

5. Students achieve their full learning potential.

6. Students reach their full potential through further education pathways.

7. Youth are engaged in employment or education.

14. People enjoy high levels of social and emotional wellbeing.

# Closing the Gap



	Applicable
	Partial
	Not applicable