



# Co-Design Principles

2023 - 2026

Building, supporting and  
strengthening partnerships with  
First Nations communities in  
WaterNSW projects

"Together we walk as one"

## Acknowledgment

WaterNSW would like to acknowledge all First Nations people throughout NSW, their connection and legacy to this country is continually shown through their ongoing spiritual, physical, and cultural knowledge and practices of the lands and waters.

We pay our respects to all Elder's past, present and emerging and acknowledge their ongoing connection and commitment to the waters and lands on which we operate.

We recognise their vast cultural knowledge and management of country and together we will commit to reconciliation and through these partnerships will care for country and waterways on, and all, of our operations and infrastructure areas.



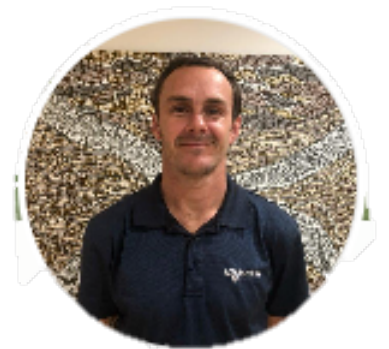
## About the artist and cover art

Duane Byrnes is an Aboriginal man with family history from Wonnarua Country in Murrurundi NSW and he works at WaterNSW as a Catchment Field Supervisor.

For Duane, the development of our co-design principles is a movement, and this is depicted through the dotted cream and white patterns along the design.

Co-design is a great tool to build capability and use inclusiveness, collaborate, and share knowledge within WaterNSW as we move forward. This co-design document will drive important decision making, communication and prioritise relationships as shown through several meeting places across the artwork.

It is such a great tool that will build capability and use inclusiveness to share knowledge and power within the corporation.



## Message from the Reconciliation Action Plan Working Group

The RAP working group very much appreciated the opportunity to work with Water NSW staff on the co-design principles document. The lengthy and robust conversations are captured within this document, however, what is not captured is the passion, learnings, respect and commitment shown from Water NSW staff during our workshop to formulate this document. We see the development of the RAP and the co-design principals as integral components to bridging understanding and knowledge between cultures and Country on the journey of reconciliation and we could feel the positive energy and commitment in the room from those at Water NSW who were able to attend the workshop.

This document is a big milestone for the organisation and we are proud to be involved in the development of the first of its kind in NSW. We look forward to embarking further on the journey of reconciliation with Water NSW and bringing communities along with us so we have mutual respect and a common goal of preserving Aboriginal Culture in the land and water space.



## Understanding Cultural Terms and Practices

**Aboriginal engagement** is not a linear process, it takes time. The image to the left illustrates the layers and complexity that First Nations communities' engagement requires to ensure all cultural protocol are met. The circles illustrate the many layers of discussions and knowledge sharing that need to occur within family and kinship groups to meet cultural responsibilities and make collaborative decision making.

**Yarning and yarning circles** the power of yarning and the power in yarning. Yarning builds respectful relationships. Fruitful yarning enables co-design and collaboration. Yarning to arrive at a shared vision. Yarning to formulate Aboriginal-led and co-developed ways to share and thread knowledge.

**Cultural knowledge and protocols** refer to the customs, lore's and practices of a cultural group. Aboriginal cultural protocols differ between countries (regions) and language groups: it is important to recognise and respect the cultural protocols specific to the Traditional Owners engaged in the partnership.

**Sorry business** is an important time of mourning that involves responsibilities and obligations to attend funerals and participate in other cultural events, activities or ceremonies with the community.

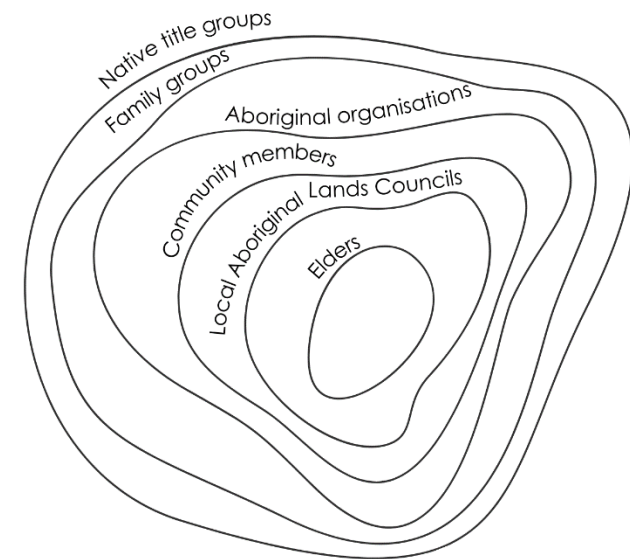
**Family business** in Indigenous cultures, family units go beyond the traditional nuclear family living together in one house. Families are extensive networks of strong, connective kinship; they are often entire communities.

**Cultural events** could include community festivals, art exhibitions, talks, live music and dance performances, drama screenings to even augmented reality mobile apps – there's a wide and varied range of Aboriginal cultural events in Australia.

**Aboriginal cultural obligations.** Aboriginal communities have particularly strong family values and **raising a child** is everybody's responsibility including their care, discipline and education. Aboriginal families rely on and nurture strong family ties as a means of passing on their cultural beliefs from one generation to the next.

**Aboriginal kinship** relations reflect a complex and dynamic system and define where a person fits into their family and community. The value of the kinship system is that it structures people's relationships, obligations and behaviours towards each other.

**Cultural intellectual property.** Aboriginal and Torres Strait Islander people have the right to own and control their cultural heritage, and their rights and interests in how they are portrayed (in images, text or the like), must at all times be respected and protected. Their knowledge is for them to share when they feel it appropriate or not.





## Our business

WaterNSW operate and maintain more than 40 dams across the state and supply two-thirds of the water used in NSW to regional irrigators, Sydney Water and local water utilities. We manage and protect declared catchment areas to ensure optimal quality water is supplied to customers or treatment into safe drinking water. We also own and operate the largest surface and groundwater monitoring network in the southern hemisphere and build, maintain and operate essential infrastructure.

## Our Values

Our Values are the principles and behaviours that drive us to succeed as both teams and individuals at WaterNSW. They reflect who we are and what we represent. Our Values support us to achieve a high-performance culture. They support our shared vision and enable us to deliver quality outcomes to our customers, communities and shareholders. We live Our Values and are measured by them.

In 2016, approximately 800 employees across the WaterNSW organisation attended workshops to gather our employees' voice, in a bottom-up approach, on what one team culture should look like. Employees reflected on their own personal beliefs and values and the ideas and concepts generated at these workshops shaped WaterNSW Corporate Values and became – “Our Values”.

In the same way that WaterNSW staff came together to define our corporate values in 2016, we have recently come together to define our co-design principles and processes with members from our Reconciliation Action Plan Working Group. We did this in the spirit of co-design itself, bringing voices together to create shared values, meanings and solutions to improve outcomes for First Nations communities.



WaterNSW Values

## The Purpose of co-design

### The framework should:

- Be the baseline for us all to work from.
- Support us to do things the right way the first time.
- Help us work in true partnership for mutually beneficial outcomes.
- Improve the sharing of knowledge.
- Allow us to celebrate successes along the way.
- Provide a mechanism for measuring success.
- Be a journey to connect hearts and minds.

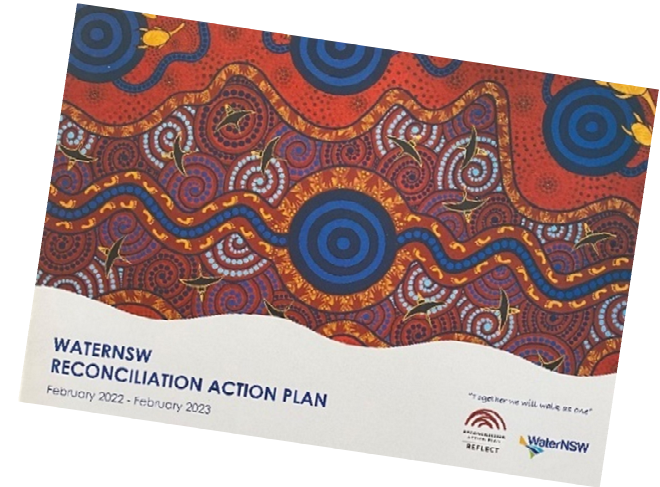


Co-design workshop yarning circle

## Our Reconciliation Action Plan

As the state's operators of dams and water, WaterNSW is fundamentally associated with Aboriginal communities' cultural connection to lands and waters. In addition, with continued reform across the water sector and in regard to water rights and entitlements the government policy changes around "cultural water" need to be better understood so that we are appropriately equipped to respond and support Aboriginal communities through these potential changes into the future. We want to be ready to support communities on this journey.

Our first step toward our reconciliation journey was to develop a Statement of Intent, this was agreed to by the WaterNSW Board with the view that our organisation would commit itself to the development of a Reconciliation Action Plan (RAP) to support and inform the organisation on this path forward. Developed in conjunction with prominent First Nations community leaders and approved by Reconciliation Australia, the plan is guiding our relationships with First Nations communities across NSW. The RAP will better support meaningful and culturally appropriate partnerships and dialogue with Aboriginal communities by allowing us to build on our successes to date, learn from how we could do things better, and move forward together as one.



### Statement of Intent

WaterNSW operates the NSW state's rivers and water supply systems and has significant interface with stakeholders, local communities, our customers and all those who interact with our dams, storages and river operations.

We acknowledge the very strong cultural and spiritual connection of Aboriginal communities to lands, waters and rivers and we are committed to improving how we engage with First Nations peoples across all aspects of our operations and projects.



## What is co-design

**English dictionary definition:** Co-design or codesign is a product, service, or organisation development process where design professionals empower, encourage, and guide users to develop solutions for themselves. Co-design encourages the blurring of the role between user and designer, focusing on the process by which the design objective is created.

This process believes that by encouraging the trained designer and the user to create solutions together, the final result will be more appropriate and acceptable to the user. It is generally recognised that the quality of design increases if the stakeholders' interests are considered in the design process.

**Our definition for engaging with First Nations:** Aboriginal people have a lifelong commitment and responsibility to looking after their lands and waters, and to achieve positive outcomes, partnership and engagement must be collaborative. Co-design is an inclusive, dynamic and ongoing process to ensure that the First Nations people of NSW can meaningfully participate, engage and inform us on the management of lands and water. Co-designing needs us to be patient, listen, learn, yarn, and adapt to make changes, transform structures and co-create better outcomes for First Nations people and communities.

## Why co-design?

Co-design is increasingly being used by both government and the community sector to describe a range of activities and processes used in the design of services and products that involve people who use or are affected by that service or product. There is however a lack of consistency in how co-design is used and what it means in practice. If co-design is to be effective there needs to be agreement on what it is and how it works. As such this document identifies and presents the elements of co-design that were established during a collaborative workshop between First Nations representatives and WaterNSW employees. The aim is to support:

- WaterNSW employees and contractors to use the co-design principles and processes in their projects and/ or community engagement; and
- First Nations communities to use co-design principles and processes to inform and improve their input, services and knowledge they deliver back to WaterNSW.

## Designing the principles 'together as one'

### appropriate

To build and strengthen mechanisms for collaboration with Traditional Owners on water management one of the deliverables of our Reflect RAP is to co-design a definition of what co-design is and how it should be delivered and promoted throughout WaterNSW, to our employees and workplaces.

### shared vision

When the RAP working group started to develop the co-design principle and document, it was quickly realised that past mistakes made by government were being repeated by creating approaches and methodologies for First Nations peoples and communities without their voice and input in the process. A decision was made that the creation of co-design principles and processes must be done together with a diverse group of employees across our portfolios. Made this way, the document would be authentic and true to itself, both in its development of shared meanings and the generation of better outcomes.

### effective engagement

On Wednesday 28<sup>th</sup> September 2022, a team of 27 people including nine RAP working group members and 18 representatives from across our portfolios including Operations, Strategy and Performance, Finance Legal and Risk, Safety People and Culture and Corporate Affairs participated in a workshop to deliver the framework. After the workshop the Aboriginal Engagement team and the Corporate Affairs team collated the feedback into this document and passed it back and forth for more collaborative feedback internally and with the RAP working group.

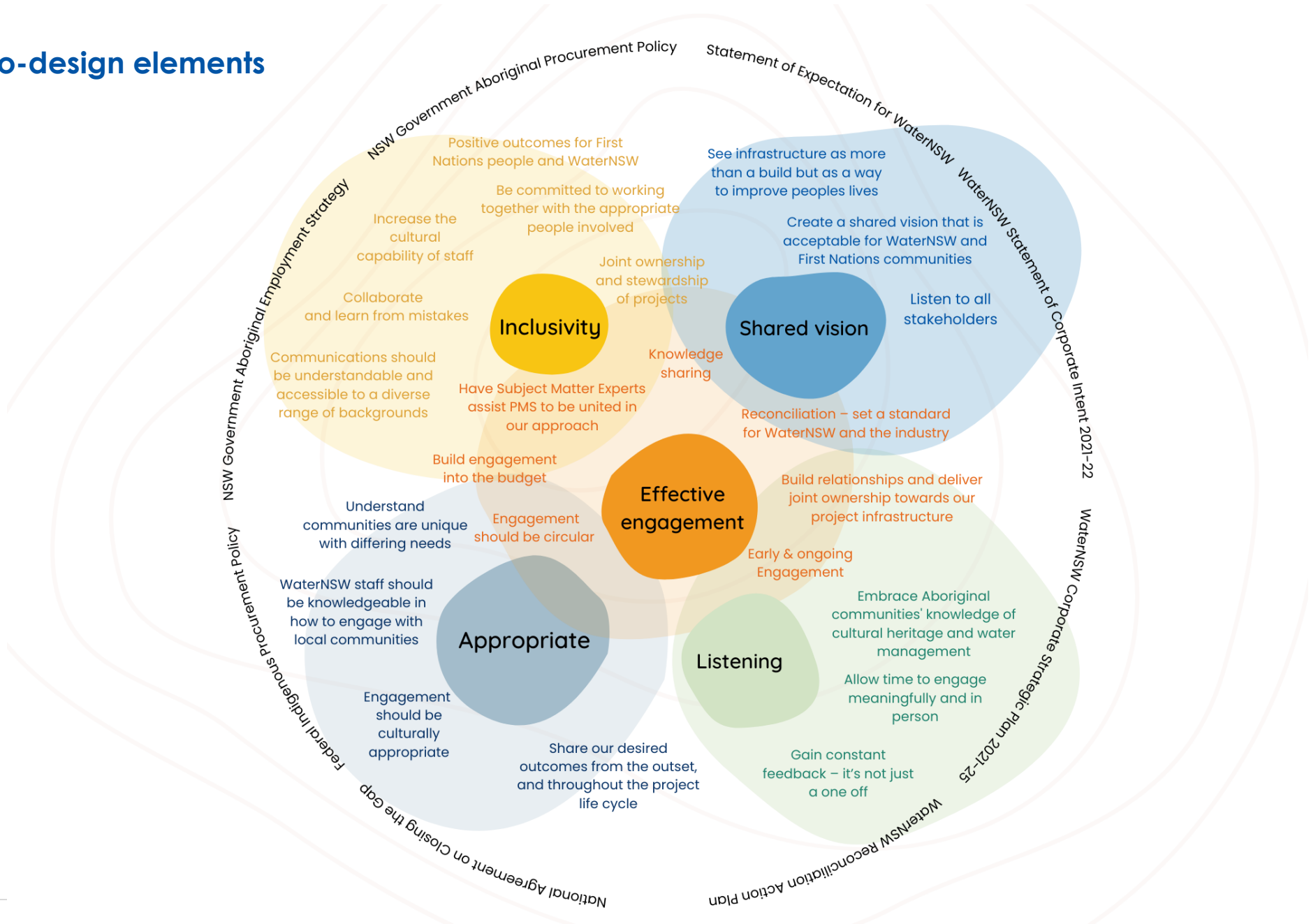
### Inclusivity

As part of the development of this document we have been mindful to reflect our responsibilities as part of our WaterNSW Corporate Strategy and the *Statement of Expectation for WaterNSW* issued by the state government in April 2022. Our co-design principles also align with our commitment to support the federal government obligation towards the *National Agreement on Closing the Gap* as well as the state and federal government *Aboriginal Procurement Policy* and *Aboriginal Employment Strategy*. See Appendix A for more information on these policies and legislative guidelines.

### listening

At the workshop we purposefully provided minimal information to participants. We started with a blank slate and asked a series of questions over the course of the day to prompt discussion around the what, why, how and where's of co-design. What emerged was a repetition of themes which we are embedding as the main elements of our principles, as represented in the co-design elements diagram.

# Co-design elements





## Co-design in practice

Co-design should be standard practice at WaterNSW to help us meet our responsibilities to deliver our infrastructure projects. Putting co-design into practice may mean we need to take a cultural journey and be challenged to do things differently to the way they have been done in the past. We have already learnt from experience that when we do practice co-design, the benefits and positive outcomes are tangible and meaningful to both to our business and our First Nations communities. There are times when we may not have the lead in time or resourcing to co-design well, for example during emergency short-term works, but we can still have a post-emergency awareness process that is co-designed. At the workshop it was agreed by all, to co-design well we need to **adapt our culture and behaviour** and implement **best practise engagement** as follows.











### Adapt our culture and behaviours

- Train and upskill our people in cultural capability and awareness
- Be leaders and role model our values
- Help others understand why co-design is needed
- Embed co-design into our business frameworks
- Adapt our systems to make them inclusive and accessible to First Nations communities
- Learn from past mistakes
- Have champions internally and externally to provide support
- Celebrate success and highlight positive case studies and outcomes
- Upskill our people so they can engage effectively throughout project lifecycles
- Maximise benefits for the long term rather than short term
- Share resources and collaborate across tasks and projects
- Have bottom-up support and top-down support
- Ensure there is support from our Executive Leadership Team to embed co-design and adapt to changes
- Have employee's who are champions for cultural change
- Train our people who are new so that there's ongoing cultural change
- Provide case studies across the business that include lessons learnt

### Co-design workshop quote

"It's not about changing each other; it's about adjusting to each other. It's not about WaterNSW changing how we are. It's not about the community changing how they do things. It's about compromising and coming together to come to a mutually respectable solution."

## Engagement best practices:

	<i>we WILL</i>		<i>we will NOT</i>
	Take a place-based approach and consider cultural protocols and solutions to meet specific social, economic, cultural and environmental factors	<b>X</b>	Take a one size fits all approach to First Nations engagement
	Engage early and throughout the project lifecycle	<b>X</b>	Engage with First Nations communities just prior to project activities starting
	Prioritise face to face meetings with the right people, on the right Country and ask how and when to engage	<b>X</b>	Set up online meetings and only invite one First Nations group/representative
	Listen to find solutions together and adapt the plans so there is a shared vision and methodology	<b>X</b>	Impose a predetermined plan and solutions on a community
	Build relationships with First Nations communities based on inclusion, trust and mutual respect including young people, women, elderly and vulnerable groups	<b>X</b>	Engage only to 'tick the box' and say you have met requirements
	Always remunerate Aboriginal people for consultation	<b>X</b>	Expect Aboriginal people to provide their time, skills and knowledge for free
	Be culturally appropriate and targeted. Communicate clearly, respectfully, on agreed terms and allow time to negotiate.	<b>X</b>	Use mainstream and traditional communication methods only such as email and online meeting invites
	Collaborate and align with external agencies and groups to reduce consultation fatigue and create shared benefits and outcomes	<b>X</b>	Be project centric and compete with other agencies working with the same First Nations stakeholders
	Be strategic, culturally connected, agile and flexible	<b>X</b>	Take historical approaches that have failed communities in the past
	Respect cultural intellectual property and make sure to receive consent from the rightful owners	<b>X</b>	Use cultural information, knowledge and images without consent

## Including co-design into our WaterNSW Project Delivery Framework

WaterNSW has an approved *Project Delivery Framework* to provide the governance for delivering our infrastructure projects. Working with stakeholders is a key component to this framework and one that needs to embed co-design elements and principals to ensure that projects deliver on the value expected of them. Our Project Managers are responsible for applying this framework to their projects.

Project Management is the application of knowledge, skills, tools and techniques to project development and delivery activities to meet agreed specific requirements. It focuses on achieving results through managing opportunities and risks, managing stakeholders, planning, and tracking activities and budgets, managing change, and making the best use of resources. The Project Delivery Framework aims to ensure that:

- projects are delivered safely and sustainably
- the investment made in a program of work and associated projects provides the expected returns on that investment
- projects across the WaterNSW business are developed and delivered against a common and repeatable framework which facilitates transparent monitoring and early remediation
- projects comply with legislative and regulatory requirements and comply with WaterNSW policies and procedures
- appropriate internal and external stakeholders are involved, committed and accountable to ensure the success of the program and its projects and that roles and responsibilities are clearly defined
- the reason for the project is clearly defined, with risks and benefits quantified and understood; and that the proposed solution is the one that will best respond to the need
- learning is encouraged to share best practice with future programs and projects.

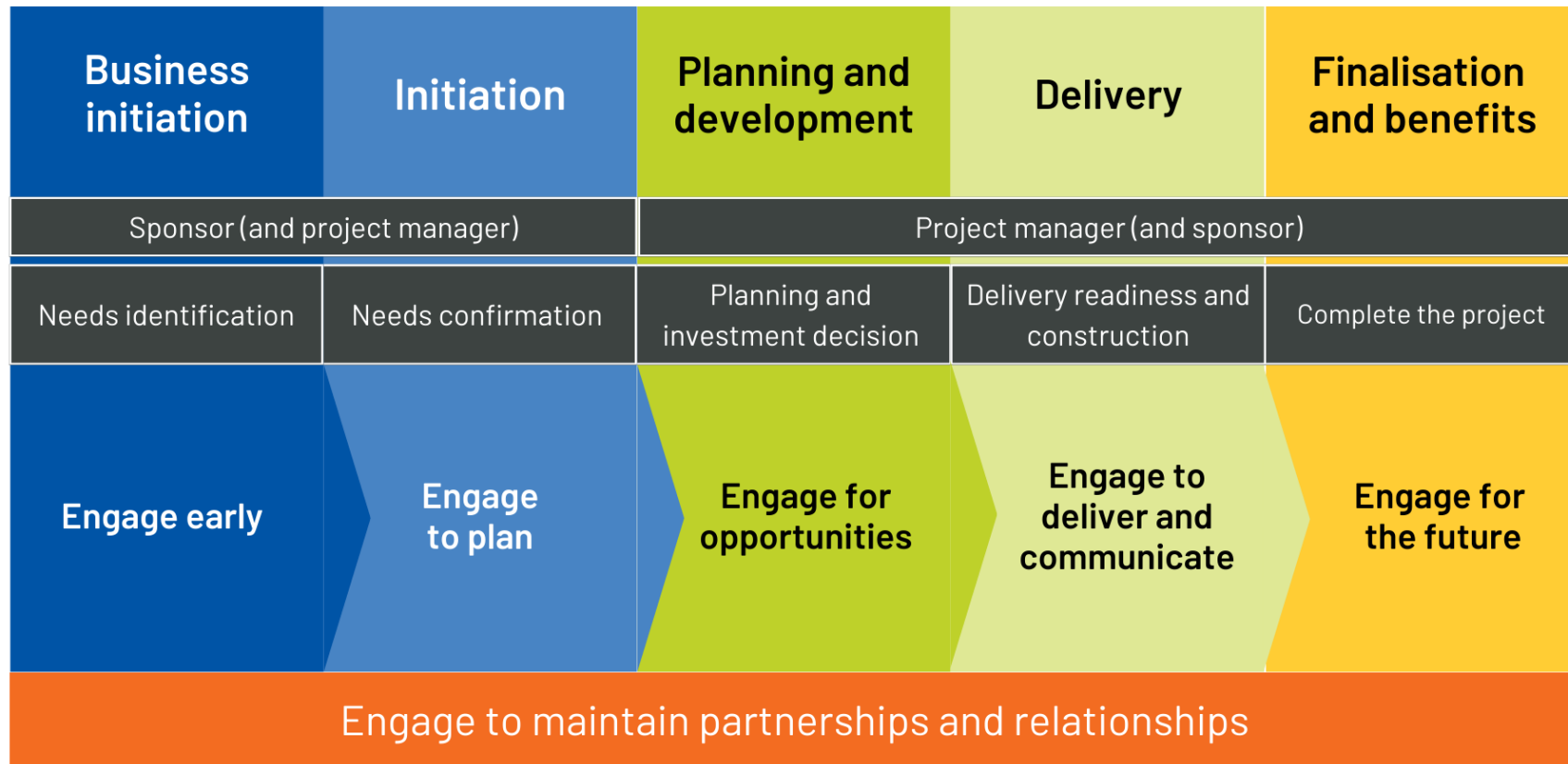
The framework is categorised into five main phases:

- Business Initiative – identify the need
- Initiation – define the project
- Planning – plan the project
- Execution – deliver the project
- Completion – complete the project



## WaterNSW Co-design engagement principles

Rather than create a separate framework for our co-design principles we have applied them into the existing WaterNSW Project Delivery Framework. This is to provide project managers with a consistent and practical approach towards engaging First Nations stakeholders. We have a co-design principle for each project phase and have used the feedback received during our co design workshop to define the steps that can be taken to meet each principle. These are our six main principles for co design:



## Engage early

Early engagement is needed so we engage with the right people and gain the best local cultural knowledge.

- Identify stakeholders and community through inclusive and face-to-face onsite meetings including traditional owners, Native Title groups, cultural knowledge holders, community members and Aboriginal controlled agencies and groups.
- Involve First Nations communities in co-designing the processes and policies that impact them directly.
- Share initial project information and listen to learn and understand unique community needs, expectations and opportunities.
- Acknowledge and show respect for Aboriginal people's governance, knowledge and practice of culture and lore.
- Complete due diligence on traditional ownership of lands and water, Native Title claims and existing Indigenous Land Use Agreements in the project area.
- Research and discuss with a diversity of Aboriginal groups and trusted partners to understand past and existing relationships with communities impacted by a project.
- Allocate enough time, budget and resources to Aboriginal engagement throughout the project lifecycle.
- Remunerate Aboriginal people and communities for consultation.
- Ensure our people have the cultural skills and capabilities to engage with communities appropriately and effectively.
- Undertake the internal cultural awareness inductions and training.
- Provide data and information to Aboriginal communities in accessible and equitable formats and distribute through appropriate networks.

## Engage to plan

Effective engagement should inform the planning stage and guide the development of plans and processes.

- Understand legislative requirements as part of environmental planning approvals and project delivery.
- Find out cultural heritage and Native Title requirements and processes.
- Continue to negotiate with traditional owners, Native Title claimants and meet requirements on the existing Indigenous Land Use Agreements.
- Identify procurement legislative requirements including Aboriginal Participation Plans and think creatively on how to invest in the community to achieve local and regional benefits and outcomes.
- Identify procurement opportunities to support employment and connect Aboriginal businesses, sole traders, and communities with successful contractors; for example, run local business registration sessions.
- Develop a plan to engage based on shared visions discovered through meaningful engagement, making sure to establish the terms of engagement and build in appropriate cultural protocols and processes.
- Employ locally identified Aboriginal facilitators and cultural mentors to support community participation and inclusion.
- Identify and develop partnership opportunities at local, regional and state levels with government, local government, Aboriginal controlled agencies and community groups.
- Take a 'whole of government approach' to strengthen projects and outcomes.
- Continue to cost, budget and resource projects to factor in co-design and engagement needs.

<p style="text-align: center;"><b>Engage for opportunities</b></p> <p>Engage throughout the project delivery to consider any further opportunities that may arise from the project:</p> <ul style="list-style-type: none"> <li>• Keep engagement inclusive, circular and dynamic whilst adapting to meet new challenges and opportunities.</li> <li>• Maintain relationships and continue building trust by developing and implementing plans and processes that reflect the feedback and input from the community.</li> <li>• Ensure project communication is culturally appropriate and distributed in an accessible formats and mediums including yarning circles, visual posters, timely and targeted distribution.</li> <li>• Consider project tender processes and requirements and adapt them to support Aboriginal businesses.</li> <li>• Take a whole of government approach to engagement to reduce consultation fatigue and duplication for communities.</li> <li>• Continue remunerating Aboriginal people for consultation</li> </ul>	<p style="text-align: center;"><b>Engage to deliver and communicate</b></p> <p>Engage with First Nations businesses and employees during the project to ensure all deliverables are met and to meet legislative requirements.</p> <ul style="list-style-type: none"> <li>• Ensure project communication is two way, culturally appropriate and distributed in accessible formats and mediums including yarning circles, visual posters, timely and targeted distribution.</li> <li>• Invest in and support local employment and training opportunities in Aboriginal communities.</li> <li>• Honour partnerships and commitments made in early engagement and be prepared to adapt and change plans to meet cultural protocols and processes eg sorry business, cultural events.</li> <li>• Change the language used in position descriptions and job advertisements to be more accessible and attract First Nations people and contractors.</li> <li>• Support increasing the number of First Nations employees and contractors within WaterNSW.</li> <li>• Incorporate the co-design framework into existing project processes.</li> </ul>
<p style="text-align: center;"><b>Engage for the future</b></p> <p>Continue engaging First Nations communities to discuss any additional opportunities that may come up in their communities or other opportunities nearby.</p> <ul style="list-style-type: none"> <li>• Honour ongoing relationships and commitments.</li> <li>• Don't just meet the requirements, go above and beyond.</li> <li>• Keep building on capabilities.</li> <li>• Keep the journey going.</li> <li>• Leverage the good work and continue to build value into the next project.</li> <li>• Build the reputation for WaterNSW.</li> <li>• Live the WaterNSW Values.</li> </ul>	<p style="text-align: center;"><b>Engage to maintain partnerships/ relationships</b></p> <p>Furthering relationships with First Nations communities will allow WaterNSW to maintain ongoing partnerships with local communities.</p> <ul style="list-style-type: none"> <li>• Build and promote stewardship towards our infrastructure areas and the management of the river systems.</li> <li>• Engage with First Nations communities in a culturally appropriate way, throughout the lifespan of our projects to meet local cultural values and knowledge.</li> <li>• Increase opportunities as part of project investment, including through our procurement and employment delivery, to contribute to the improvement of social, environmental, cultural and economic outcomes for Aboriginal people.</li> </ul>



## Appendix A - Guiding Legislation and Policies

List of relevant legislative policies, plans and strategies to meet from Federal Government, State Government and WaterNSW.

### Australian Federal Government

- [National Agreement on Closing the Gap](#) - The objective of the National Agreement on Closing the Gap (the National Agreement) is to enable Aboriginal and Torres Strait Islander people and governments to work together to overcome the inequality experienced by Aboriginal and Torres Strait Islander people and achieve life outcomes equal to all Australians.
- [Federal Indigenous Procurement Policy \(National Indigenous Australians Agency\)](#) - The primary purpose of the Indigenous Procurement Policy (IPP) is to stimulate Indigenous entrepreneurship, business, and economic development, providing Indigenous Australians with more opportunities to participate in the economy. Prior to the implementation of the policy, Indigenous enterprises secured limited business from Commonwealth procurement. The policy is intended to significantly increase the rate of purchasing from Indigenous enterprises. Indigenous employment and business participation targets apply to contracts wholly delivered in Australia valued at \$7.5 million or more in 19 industries, known as Mandatory Minimum Indigenous Participation Requirements (MMR). The MMR requires suppliers to achieve a minimum percentage of Indigenous employment or supplier use (or a combination of both) on average over the term of the contract. The supplier, in consultation with the relevant purchasing Commonwealth entity, can elect to apply a target of 4 per cent Indigenous employment or supplier use at the contract level, or a target of 3 per cent at the organisational level.

### NSW State Government

- [Aboriginal Employment Strategy](#)- In 2015, the NSW Premier announced several key priorities for the State and committed a whole-of-government approach to them. Among them was the Premier's Diversity Priority to increase the number of women and Aboriginal and Torres Strait Islander peoples in senior leadership roles. The NSW Public Service Commission, is committed to growing and developing public sector career paths for Aboriginal employees and meeting the Premier's Priority by enabling Aboriginal employees to:
  - fill at least 114 NSW public sector senior leadership roles
  - represent three percent of all staff in non-executive salary classes.
- [NSW Aboriginal Procurement Policy](#) - The NSW Government Aboriginal Procurement Policy (APP) January 2021 outlines minimum requirements for Aboriginal participation in all procurement contracts and contributions to the cost of education, training or capability building for Aboriginal staff or businesses directly contributing to the contract. The APP is designed to create a legacy for diversity and inclusion in NSW by growing Aboriginal participation through increased education and employment opportunities and sustainable growth of Aboriginal businesses throughout NSW via Government projects.

## WaterNSW

- [Statement of Expectation for WaterNSW](#) - The purpose of this statement is to help WaterNSW ensure its strategic direction aligns with the Government's expectations. We see to clarify the Government's key priorities relevant to the work of WaterNSW, while it continues to operate its business in a commercial manner.
- [Statement of Corporate Intent 2021-22](#) - Our values are **the principles and behaviours that drive us** to succeed as both teams and individuals every day at WaterNSW.
- [WaterNSW Corporate Strategic Plan 2021-25](#) – As a key part of the NSW water sector, WaterNSW is committing to **ongoing improvement in the delivery of our core business and services to customers**. We will be focusing on meeting the expectations of our many and varied stakeholders and committing to being an even more collaborative and trusted partner in local communities.
- [WaterNSW Reconciliation Action Plan](#) - For many organisations, the fear of inadvertently engaging in culturally inappropriate ways can hinder progress, for fear of not wanting to unintentionally disrespect anyone. At WaterNSW we will build and inculcate a cultural appropriate framework through our RAP and support its recommendations to move forward, at a whole of organisation level, to embrace reconciliation in all that we do. The RAP will better support meaningful and culturally appropriate partnerships and dialogue with Aboriginal communities by allowing us to build on our successes to date, learn from how we could do things better, and move forward together as one. This Reflect RAP will strengthen relationships, support our staff to make a difference through all we do, ensure our engagement is culturally appropriate and support strategies to drive better outcomes for the communities across our operations throughout the state, so “together we walk as one”

## International

- [Akwé: Kon guidelines](#) - One of the main achievements of COP-7 was the adoption (decision VII/16 F) of the Akwé: Kon guidelines, the voluntary guidelines for the conduct of cultural, environmental and social impact assessment regarding developments proposed to take place on, or which are likely to impact on, sacred sites and on lands and waters traditionally occupied or used by indigenous and local communities. The Guidelines, which were named with a Mohawk term meaning "everything in creation", provide a collaborative framework ensuring the full involvement of indigenous and local communities in the assessment of cultural, environmental and social impact of proposed developments on sacred sites and on lands and waters they have traditionally occupied. Moreover, guidance is provided on how to take into account traditional knowledge, innovations and practices as part of the impact-assessment processes and promote the use of appropriate technologies. The Guidelines suggest a ten-step process for impact assessment of proposed development.
- [Sustainable Development Goals – 6](#) – Clean Water and Sanitation - Access to safe water, sanitation and hygiene is the most basic human need for health and well-being. Billions of people will lack access to these basic services in 2030 unless progress quadruples. Demand for water is rising owing to rapid population growth, urbanization and increasing water needs from agriculture, industry, and energy sectors.

## Appendix 2 – List of references

1. Bring Together Walk Together Framework <https://www.wa.gov.au/government/publications/bring-together-walk-together-aboriginal-partnership-framework>
2. Communicating Effectively with Aboriginal and Torres Strait Islander People <file:///C:/Users/Felicity.Rooney/OneDrive%20-%20WaterNSW/Desktop/communicating.pdf>
3. Closing the Gap engaging with Aboriginal and Torres Strait Islander Australians [https://www.dss.gov.au/sites/default/files/documents/05\\_2012/the-engagement-spectrum-factsheet3.pdf](https://www.dss.gov.au/sites/default/files/documents/05_2012/the-engagement-spectrum-factsheet3.pdf)
4. The Gurra Gurra Framework [https://www.des.qld.gov.au/\\_data/assets/pdf\\_file/0010/202033/the-gurra-gurra-framework.pdf](https://www.des.qld.gov.au/_data/assets/pdf_file/0010/202033/the-gurra-gurra-framework.pdf)
5. Indigenous Voice Co-design Framework [https://voice.niaa.gov.au/sites/default/files/2021-12/indigenous-voice-co-design-process-final-report\\_1.pdf](https://voice.niaa.gov.au/sites/default/files/2021-12/indigenous-voice-co-design-process-final-report_1.pdf)
6. Fair Deal Forum NCOSS – Principles of Co-design <https://www.ncoss.org.au/wp-content/uploads/2017/06/Codesign-principles.pdf>
7. Akwe: Kon Guidelines <https://www.cbd.int/traditional/guidelines.shtml>

We would also like to acknowledge the Co-design Working Party for their contribution and knowledge input towards the development of the Co-design principles:

"Don't go to present, go to listen, seeking input."

"As the solution is being developed, always get constant feedback - it's not just a once-off."

"We need a shared path and roadmap to build confidence over time - both internally and within communities."

"Form the connections with the community then invest the time in maintaining and growing relationships with key people in the community."

"A standardised approach isn't necessarily appropriate."

"Understand the importance of yarning, the follow up, and adaptability."

"Go in without a plan...to MAKE a plan."

"Allow time for change...consider whether we've built enough time into the project."

"Different communities have different needs."

"It's about challenging how we think and how we do things."

"Relationships don't start and finish with a project. They're ongoing."

"Poor planning produces poor outcomes."

"Knowledge sharing will come out of willingness to change. We're managing a shared resource - it's a natural resource and we don't have ownership of it."

"We have to learn from mistakes."

"We're not all the same, we don't all come with the same view and perspective."

"It's not a tick of a box. Engagement is something that matters to the people of WaterNSW. It's the WaterNSW way, the way we work."



**Front row:** Sam Ebzery, Derek Hardman (RWG), Lianne Hampton (RWG), Brendan O'Neill, Duane Byrnes (RWG), Tom Rowsell.

**Back row:** Felicity Rooney, Luke Walsh, Tash Walton-Sadler, Ashley Jagoe, Russell Hill (RWG), Caroline Dearson, Barry Philp (RWG), Andrea Patrick, Jason Ford (RWG), Daryl Gilchrist, Brian Mayhew,

**(Not pictured)** Glenda Chalker (RWG), Fred Hooper (RWG), Rene Woods (RWG), Carl Butcher, Franceska Strano, Grace Kim, Fiona Blaine, Nicole Richardson and Mary Knowles.

RWG – RAP Working Group members