We acknowledge and honour the Ancestors of all Aboriginal peoples, past, present and future and the many countries they belong to and care for.
Directors message

The North West Waste Alliance (NWWA) is a leader in sustainable development, providing environmentally-sound waste, water and energy management solutions.

As a values-driven company social, environmental and economic sustainability are important to what we do and the way we do it.

As an Aboriginal business with a focus on sustainability, the NWWA recognises we have an opportunity to positively impact the environment and provide both direct and indirect economic and societal benefits to our customers and stakeholder groups.

The NWWA has developed our Aboriginal Engagement Strategy outlining our approach to working with Aboriginal people and communities in ways that promote cultural security, social inclusion and economic participation.

To this end the NWWA is committed to promoting mutually beneficial business and employment opportunities that will positively impact Aboriginal people, families and communities.

We recognise the importance of the contribution Aboriginal people have made to the social and economic development of this country and to what makes it uniquely Australian.

The NWWA acknowledges Aboriginal people as the Traditional Owners and custodians of the land and their ongoing connection to it.

We look forward to developing strong and respectful relationships with Aboriginal people and building a solid foundation for the future.

Dr Blaze Kwaymullina
Director - 2016

Marc Churchin
Director - 2016
1. Our Business

1.1 Our Values

As an incorporated Joint Venture with Aboriginal and non-Aboriginal partnering entities, our approach has been to create a shared vision supported by a shared set of values. These shared values form the basis for building our economic, social and environmental performance.

RESPONSIBILITIY
Actively shaping a society committed to sustainable development

INNOVATION
Researching and developing sustainable solutions for customers, the environment, and society as a whole

SOLIDARITY
Serving the public interest and supporting those in need

RESPECT
Respecting laws, internal rules, the land, communities and individuals

CUSTOMER FOCUS
Continuously improving service efficiency and quality.

1.2 Our Vision

The vision of the NWWA is kujungka la palyamarnku (Work Together to Make it Better) by Warranpa-la Juryi Kanyilku (Keeping Our Country Beautiful):

KUJUNGKA LA PALYAMARNKU (Work Together to Make it Better)

Working together to make it better is about working in partnership to create a better future for our planet.

Our vision combines Aboriginal and Western approaches to build sustainability within our values and core services, and partnering with our clients and communities to create a long-term vision.

WARRANPA-LA JURYI KANYILKU (Keeping Our Country Beautiful)

Keeping our Country beautiful is about caring for the cultural and environmental heritage including animals, plants, peoples, waterways and broader ecologies.

The core of this vision is about respecting and supporting Traditional Owners to care for their Country within the scope of our values and core services.
1.3 Our Partnership

The NWWA is a fully incorporated 50/50 joint venture between two corporations, Nuntirpa and Veolia.

**NUNTIRRPA**

Nuntirpa, which means “strong”, is a 100% Pilbara Traditional Owner business with an aim of creating a future where Pilbara Aboriginal people are empowered economically to care for their families and Country.

Nuntirpa achieves this aim by providing expertise in identifying economic opportunities through Aboriginal local sourcing and supplier development, and also managing any associated commercial risks.

In a time when expectations are rising for Aboriginal local sourcing, including employment and training prioritised toward Aboriginal people; preferences to Aboriginal suppliers and pressure for Aboriginal supplier development; technology and knowledge transfer from large enterprises to Aboriginal small to medium enterprises; Nuntirpa provides expertise and guidance for businesses and government organisations in achieving these targets and goals.

**VEOLIA**

Veolia is a global environmental solutions company, specialising in water, waste and energy.

At the core of Veolia’s business is providing sustainable solutions via continuous improvement through technical innovation. With this focus, Veolia is able to be a driver in management of natural resources, fighting against climate change, reducing emissions and pollution, preserving and developing biodiversity and improving health and well-being of the population.

**TOGETHER...**

The NWWA brings together the world’s oldest living culture with the technical and operational expertise of a global environmental organisation.

This unique and complementary partnership combines Aboriginal and Western approaches to sustainability to deliver tremendous value to our clients as well as regions in which we operate.
2. **Our Four Pillars of Engagement**

The NWWA believes that for Aboriginal engagement to be successful it must become a core organisational value that is reflected at all management, supervisory and operational levels.

The NWWA has developed a holistic approach to Aboriginal engagement, focussing on four core areas:

**RESPECT FOR LAW & CULTURE**
Being a culturally aware and competent organisation, respecting the value Aboriginal employees bring to the workforce, and respecting cultural protocols

**SUPPLIER DEVELOPMENT**
Providing opportunities to Aboriginal enterprises within our supply chain and through commercial partnerships

**WORKFORCE DEVELOPMENT**
Creating employment and training opportunities for Aboriginal people within our operational footprint

**CARING FOR COUNTRY & COMMUNITY**
Raising awareness of sustainability issues locally through educational initiatives and investing in community programmes in the regions we operate
2.1 Respect for Law & Culture

Respect for law and culture is an integral part of the NWWA business model.

Under our Aboriginal engagement model all employees gain both a general understanding of Aboriginal people and culture, and also an understanding of the local Traditional group where specific operations are based.

Respect for law and culture is also embedded within the NWWA Code of Conduct and communicated to all NWWA employees through induction and training processes.

GUIDING PRINCIPLE

The NWWA has a responsibility to conduct our business in a way that empowers local Aboriginal people and is compliant with local cultural protocols. Developing a culturally aware and culturally competent workforce increases our competitiveness.

OBJECTIVES

- Engage appropriate local Traditional Owners to deliver cultural awareness training at operational locations;
- Employ strategies to develop and encourage cultural competence;
- Create work environments that reflect the lives and country of Aboriginal people;
- Recognise the diversity of Aboriginal peoples.

KEY PERFORMANCE INDICATORS

- NAIDOC and National Reconciliation Week awareness activities to be conducted each year, raising awareness both within our organisation and also within the communities in which we operate;
- All supervisors and managers to complete local cultural awareness training within 6 months of undertaking employment;
- Directors and executive management to complete an on country cultural learning experience with Traditional Owners biannually;
- All staff required complete online Aboriginal cultural competency module;
- All sites to display information on the local Traditional Owner Group,

CASE STUDY

**Burrup Peninsular Cultural Tour**

The NWWA has a strong presence in Karratha, servicing Woodside’s onshore waste needs as well as a host of other local clients. Karratha is also home to the Burrup Peninsula, the largest rock art gallery in the world.

Recognising the unique opportunity of working in Ngarluma country next to such a significant cultural area, the NWWA and Veolia reached out to Ngarluma Traditional Owners to conduct a senior leaders on country learning experience.

This experience brought together senior managers from the NWWA, the General Manager of Veolia WA, the CEO of Veolia Australia and the COO of Veolia Global along with local Ngarluma company Ngurrangga Tours and rangers from the Murujuga Aboriginal Corporation.

The on country learning experience was an enormous success, not only improving the understanding of our senior managers on a local level, but providing an insight nationally and globally for Veolia on Aboriginal culture and heritage.
2.2 Supplier Development

The NWWA seeks to establish a new industry benchmark for Aboriginal Business outcomes by recognising the mutual benefits achieved through commercial investments, partnerships and participation.

Increasing and improving participation by Aboriginal peoples in private enterprise is a vital cornerstone in closing the gap of disadvantage between Aboriginal and non-Aboriginal Australians. As an Aboriginal business we identify, nurture and develop the potential and capacity of other Aboriginal businesses within our operations. This also forms part of Veolia Australia’s broader support of Aboriginal businesses through their procurement policies, Reconciliation Action Plan and participation in Supply Nation.

In 2014 the NWWA initiated an Aboriginal Supplier Development Program (ISDP) aimed at increasing the participation of Aboriginal businesses within our supply chain. The primary aim of the ISDP for 2014 was to establish the necessary internal and external structures, processes and relationships that would provide a platform for success. Key initiatives included:

- Review of procurement policies and procedures to identify any potential road blocks for Aboriginal suppliers;
- Analysis of supply chain spend to identify potential opportunities;
- Market research of existing Aboriginal businesses within the Pilbara, their areas of specialisation, and the overall capacity of the Aboriginal business sector;
- Development of an internal Aboriginal supplier database;
- Development of linkages with Aboriginal business networks such as Supply Nation, Native Title Groups and Prescribed Body Corporates;
- Development of contract-specific Aboriginal Opportunities Plans and Strategies

In 2016 – 2020 the ISDP will build upon this foundation by focusing on the key areas outlined in this strategy and via the establishment of a Key Performance Indicator of 1.5 million dollars to be spent with Aboriginal suppliers.

GUIDING PRINCIPLE

Aboriginal peoples have a unique and enduring connection to their traditional country and have a right to be involved in commercial and environmental activities that occur on their homelands. Aboriginal business participation needs to be supported, rather than hindered, by procurement practices with the ultimate aim of Aboriginal businesses competing on equal footing with other suppliers.

OBJECTIVES

- Integrate Aboriginal businesses within the NWWA and broader Veolia supply chain
- Facilitate and build capacity of local Aboriginal businesses ventures, anticipating future changes in the NWWA’s demand for goods and services
- Facilitate relationships between Aboriginal suppliers and the broader NWWA / Veolia business network

KEY PERFORMANCE INDICATORS

- $2 million dollars to be spent with Aboriginal suppliers by 2020

CASE STUDY

Ashburton Aboriginal Corporation – Truckwash Product

The NWWA serves as an incubator for local Aboriginal businesses within both the Pilbara and the broader Veolia WA supply chain.

Once capability has been demonstrated within the NWWA supply chain at a local level, further volumes of supply are opened up via state-wide opportunities. In late 2015 Ashburton Aboriginal Corporation (AAC) a Pilbara Aboriginal non-profit approached the NWWA to supply a truckwash product they had developed as part of their commercial operations.

This product underwent rigorous testing at our Port Hedland facility and was determined to be a well performing and value for money product. This product was then rolled out across the NWWA Port Hedland, Karratha and Newman sites.

In 2016 AAC extended their supply of this product directly to Veolia’s Perth metro operations and future potential growth exists in supplying Veolia nationally.
2.3 Workforce Development

A key aim of local content frameworks is to develop the capacity of the local workforce through the transfer of skills, knowledge and technology.

Building the capacity of local Aboriginal people through employment and training is a key objective of the NWWA and a critical part of the long-term development of the Aboriginal business sector.

For example, Aboriginal people who gained critical skills while employed in the mining and oil and gas sectors went on to establish many successful businesses.

The NWWA achieved a 45% Aboriginal employment rate in 2015 and aims to continue to achieve this over the next four years as our business grows.

The aim for 2016 – 2020 is to not only maintain and improve the NWWA Aboriginal employment rate, but to focus strongly on training and career progression opportunities to retain and develop the NWWA Aboriginal workforce.

Aside from direct employment opportunities the NWWA also contributes to the development of the local Aboriginal workforce through our participation in a range of grass roots capacity building programs with schools and the Community Development Program.

GUIDING PRINCIPLE

Aboriginal people bring a diverse and unique range of knowledge, skills and experiences to the workplace, which enhance the NWWA’s competitiveness.

It is important to recognise the mutual benefits of employing and developing a strong local Aboriginal workforce. The merit principle must be broadly and flexibly applied to enable Aboriginal people to achieve equitable outcomes in recruitment, retention and career development.

OBJECTIVES

- Increase the number of Aboriginal people employed at the NWWA at all levels
- Ensure that policies, programs, services and operational practices are relevant to the needs of existing and prospective Aboriginal staff
- Achieve an equitable work environment that values the contribution and positive difference that Aboriginal staff make to the workplace
- Have the NWWA be seen as an employer of choice for Aboriginal people
- Maximise staff and career development opportunities in order to increase Aboriginal staff's knowledge, independence, remuneration, job security and self sufficiency
- Build capacity of local Aboriginal workforce through participation in work ready programs.

KEY PERFORMANCE INDICATORS

- Continue to maintain a minimum of a 45% Aboriginal employment rate up to 2020 (and beyond)
- Each site to support 1 Aboriginal trainee

CASE STUDY

Aboriginal Traineeship

Brandon was our first Aboriginal trainee to join the NWWA and has now completed a Certificate III in Driving Operations.
Brandon came into our business with limited knowledge about waste management. Through his traineeship and willingness to learn Brandon became one of our most relied upon employees at our Newman site, taking full control of the depot yard and making it his own.

During the Traineeship process Brandon has also completed training, gained certification and licenses to operate the Manitou and Forklift. This has helped his growth within the business immensely and also with his own confidence, as he can now operate this equipment on his own without having to rely on his peers to assist with yard duties.

Brandon is often working on the various BHP Billiton mine sites assisting the operators with tasks that require two, sometimes three people.

Not only does Brandon look after the Depot Yard, he gets in and assists the mechanics we have at the Newman Depot with any supervised odd jobs that may require multiple hands.

Brandon will continue to be an important part of our Newman team going forward with further training and development opportunities planned to assist him in growing professionally.

2.4 Caring for Country & Community

The NWWA aims to help care for country through our core business services, community partnerships and sponsorship of local programs.

The NWWA sponsors, supports and participates in a range of community initiatives in the Pilbara region. As a socially responsible company, the NWWA maintains a corporate strategy with working practices and fosters attitudes that contribute to caring for country and drive forward general improvements in the Pilbara region.

GUIDING PRINCIPLE

Providing sustainable solutions in order to preserve our environment, and on a broader scale: our planet, is a necessity and Aboriginal people contribute significantly to conserving and protecting local cultural heritage, biodiversity and environmental management.

Supporting local communities to be healthy and to care for country contributes to the environmental and cultural sustainability of the Australia as a whole.

OBJECTIVES

- Create greater awareness regarding environmental and sustainability issues in the Pilbara
- Provide technical advice to Pilbara Aboriginal caring for country programs
- Sponsor and participate in community based programs that care for people and country

KEY PERFORMANCE INDICATORS

- 12 Waste Education sessions to be delivered in local schools each year
- Participate in the Great Northern Clean-Up annually

CASE STUDY

Waste Education Sessions

The NWWA conducts waste education sessions at local schools throughout the Pilbara region. These sessions cover a range of topics such as:

- What is waste and why is it a problem?
- How can everyone minimise their waste?
- The 3 Rs (Reduce, Reuse, Recycle)
- Where do recyclable materials go?
- What are the impacts of littering?
- How does recycling help the earth?
- What are the negative impacts of throwing waste into landfill?

The sessions go through several activities with the students including a presentation explaining the 3 Rs, ‘A Waste Audit’ Video – a primary school demonstrates what happens to waste, what they can do to reduce their waste in their lunchboxes, students then participate in and conduct their own school waste audit – and several waste related games.

NWWA provide these sessions free of charge to schools, as part of our initiative to give back to the communities in the Pilbara where we operate including Newman, Port Hedland and Karratha.
3.

Our Accountability

The deployment of our commitments is carried out under specific governance within the framework of our management systems and improvement approaches.

We steer our actions and measure our results through performance indicators and objectives. Progress towards Aboriginal Engagement targets are reviewed monthly by the NWWA management team and reported on annually.

Further accountability measures include:
- Monthly reporting from all sites reviewed by management committee
- Annual audit of Aboriginal engagement
- Bi quarterly review of procurement spend categories
- Respect for Aboriginal culture embedded within Code of Conduct
- Integration of Aboriginal Engagement Strategy into NWWA Business Plan