



# REFLECT

## Reconciliation Action Plan

July 2023 — December 2024

# ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS

WARRRL acknowledge the Traditional Custodians of the land upon which we live and work, and pay our respects to their Elders past, present and emerging. We recognise the practice of intergenerational care for Country and its relevance to our work. We seek to listen, learn, and build strong partnerships. We aim to provide genuine opportunities for Aboriginal and Torres Strait Islander peoples in Western Australia through the container deposit scheme, Containers for Change.

## Terminology and Language

For the purposes of this document, the term 'Aboriginal' is often used in preference to Aboriginal and Torres Strait Islander peoples, in recognition that Aboriginal peoples are the original inhabitants of Western Australia. Disrespect is not intended to Torres Strait Islander peoples and community by the use of the term 'Aboriginal' in this way. The term 'Aboriginal and Torres Strait Islander' is used in the national context and in reference to Aboriginal and Torres Strait Islander peoples residing in Western Australia.



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## ARTWORK AND ARTIST



***Danjoo***  
**Buffie Punch**

This artwork represents Danjoo — everyone coming together to build a clean, strong sustainable future.



## KAREN MUNDINE

### RECONCILIATION AUSTRALIA CEO



Reconciliation Australia welcomes WA Return Recycle Renew Limited (WARRRL) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

WARRRL joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables WARRRL to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations WARRRL, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

## TIM CUSACK

### WARRRL CEO



It is my privilege to introduce the first Reconciliation Action Plan (RAP) for WA Return Recycle Renew Limited (WARRRL), which has been created with the intent of facilitating genuine and meaningful reconciliation with Western Australia's Aboriginal peoples.

Beyond WARRRL's environmental objective to recover and recycle 10¢ drink containers, the company is committed to achieving positive social and economic impact in WA communities through the reach and influence of the container deposit scheme. This includes utilising our position as the most recognisable recycling program in the State to contribute to reconciliation.

Aboriginal peoples, organisations and communities are a significant part of the WA container deposit scheme and we have seen firsthand the potential for social impact when Aboriginal participation and leadership is prioritised. We are one of many organisations forging a more sustainable path for Western Australia, to heal our environment and promote a more inclusive community, and we can only achieve this by acknowledging our history and working together for a better future.

This Reflect RAP is an important step towards strengthening our commitment to reconciliation and deepening our understanding and respect of the oldest living culture on earth.



**SHEILA MCHALE**

## WARRRL CHAIR OF THE BOARD

On behalf of the WARRRL Board, I am proud to introduce WARRRL's Reflect Reconciliation Action Plan (RAP).

At WARRRL we recognise the importance of Aboriginal engagement, representation, and partnership to achieving reconciliation.

Through the RAP process, we commit our organisation formally to the reconciliation journey and will take clear and deliberate steps to advance reconciliation in the coming years. We will use the reach of the container deposit scheme, Containers for Change, to promote greater understanding and respect, and enhanced opportunities, leadership, and self-determination for Aboriginal peoples.

The overarching methodology of WARRRL's Reflect RAP is to lay strong foundations and pave a path towards our future Innovate RAP. To achieve this, we must strengthen and extend our network, and build authentic and meaningful relationships with Aboriginal stakeholders, Elders and leaders, and communities.

We look forward to the many learnings and opportunities that will no doubt arise from this process, and invite our colleagues, Scheme partners and the broader WA community to walk with us on this journey.





## OUR BUSINESS

Western Australia Return Recycle Renew Limited (WARRRL) operates the most recognisable recycling program in Western Australia — Containers for Change. In 2019, WARRRL was appointed by the Western Australian Government to establish and coordinate the State's container deposit scheme under the Containers for Change brand. As a not-for-profit organisation, WARRRL has a mandate to recover and recycle 10¢ beverage containers whilst enhancing opportunities for social enterprise, employment, business, and grassroots fundraising. WARRRL is committed to empowering Western Australians with the knowledge and motivation to recycle, and to provide a refund point network that is safe, stable, efficient, widely accessible, and financially sustainable.

WARRRL has 53 employees based in Subiaco, Perth on Whadjuk Noongar/ Nyungar Country. The broader container deposit scheme network, coordinated by WARRRL, consists of 72 refund point operators and more than 250 refund point locations. The network extends across Western Australia, from Noongar/ Nyungar Menang Country in the Great Southern to Miriuwung Gajerrong Country in the Kimberley. This diverse network of operators includes Aboriginal owned social enterprises and corporations, small businesses, waste companies, not-for-profit charities, and disability employment services. Contracted by WARRRL to collect, sort, and provide refunds on 10¢ beverage containers collected by the WA community, the container recovery network is highly accessible and impactful state-wide in terms of its environmental, social, and economic benefit.

The Containers for Change program employs more than 813 people across Western Australia. This includes 81 people living with a disability, 235 people identified as vulnerable, disadvantaged and/or long-term unemployed, and 74 Aboriginal and/or Torres Strait Islander peoples, including two Aboriginal employees within the WARRRL team in Perth.

WARRRL contracts logistics, processing, and recycling companies across Australia, and engages beverage suppliers, known as First Responsible Suppliers (FRS), to ensure product stewardship responsibilities are fulfilled.

As of July 2023, more than 2.3 billion 10¢ containers have been saved from landfill, and more than \$8.8 million in 10¢ refunds has been donated to the 5,000 plus charities, community groups, and schools enabled by the Scheme's fundraising potential.

The strength of the Containers for Change brand and marketing platform, and the broader work of WARRRL and the network, have delivered many environmental, social, and economic outcomes to date, and will continue to support a more resilient and sustainable Western Australia.



*Young people learning about recycling at the Djarindjin Aboriginal Community refund point — run by Djarinjin Aboriginal Corporation.*





A Containers for Change collection bag set up to enhance recycling and support fundraising efforts for Bremer Bay Primary School P&C.



Rachel McKay, Site Manager,  
East Kimberley Job Pathways —  
Warmun Aboriginal Community.

*"Warmun consists of maybe 300 – 500 people. So once a week we open up our site for people to bring in their containers and we will process them and do the refunds. We collect a lot of containers from the school, and the kids, they do their fundraising for community events and their school trips. We also do processing for the community swimming pool, for their youth program."*

*Rachel McKay, Site Manager  
East Kimberley Job Pathways*



## OUR RAP

### Why WARRRL is developing a RAP

Containers for Change is a program for all Western Australians. WARRRL recognises that we are a state of diverse peoples and cultures, with over 60,000 years of continuous Aboriginal culture. This diversity is an asset to the WA community and should be represented, celebrated, and respected throughout our organisation and the broader network. WARRRL acknowledges Aboriginal peoples' ongoing custodianship and intergenerational obligations to care for Country, and that this innate connection to the natural environment aligns strongly with the Scheme's sustainability objectives. We demonstrate our ongoing respect and acknowledgment of Aboriginal peoples, cultures, and histories, including Australia's shared colonial history, by providing genuine opportunities for Aboriginal peoples and committing to listen, learn and build relationships with Aboriginal stakeholders.

In June 2020, in the lead up to the commencement of the Scheme, the Board endorsed the organisation's Aboriginal and Torres Strait Islander Communities and Remote Communities Engagement Plan. The plan articulated WARRRL's commitment to conduct respectful and productive engagement with Aboriginal peoples, communities, and organisations, and to maximise Aboriginal participation and employment opportunity within the Scheme. The plan was subsequently approved by the Minister for Environment.

Three years on, eight of the Scheme's contracted refund point operators and the entire Kimberley region refund points are operated by Aboriginal owned-social enterprises and/or Aboriginal corporations. These organisations represent 11% of the WA network and contribute significantly to the Scheme's success in terms of container recovery volumes, Aboriginal employment, and regional participation.

It is now time for WARRRL to make a deeper commitment to reconciliation, and the Reconciliation Action Plan (RAP) framework provides the foundation and structure for us to do this with integrity and respect.



*Refund Point Operator, ABC Foundation, service the Gascoyne region.*



## Our RAP journey so far

In 2022, a group of employees commenced development of WARRRL's Reflect RAP. With the full support of WARRRL's Board and executive team, these employees, now known as the RAP Working Group (RWG), have taken a proactive approach to prepare WARRRL for its reconciliation journey. Initiatives included staff consultation, informal

learning opportunities about the RAP process, and two formal cultural learning opportunities for all employees.

The RWG sought guidance for the development and implementation of the Reflect RAP, including training with Indigenous Consulting Group (ICG), consultancy support from Wonnil Partners, and additional guidance and training from Reconciliation WA. Both

Wonnil Partners and ICG are majority owned Aboriginal businesses, providing valuable Aboriginal insight and knowledge to WARRRL at this critical stage. Wonnil Partners have taken WARRRL and the RWG on a RAP development journey, with a series of engagement sessions and workshops to clarify WARRRL's motivation, commitment, and capacity for reconciliation.

Wonnil Partners and the RWG facilitated engagement with the Scheme's eight Aboriginal refund point operators to ensure their contributions were heard and incorporated into the RAP. This engagement provided valuable insights and opportunities that deserve deeper exploration in the coming months and years. Following these sessions, the RWG surveyed the entire refund point network about WARRRL's upcoming RAP. This identified a range of perspectives, opportunities, and challenges to be considered in the development of the RAP.



WARRRL Staff at National Reconciliation Week  
'Walk for Reconciliation' event at Kaarta Koomba (Kings Park).



## Our RAP commitment

These preparatory actions and experiences have provided WARRRL with clear and tangible objectives, that will officially commence WARRRL's RAP journey with a spirit of humility and respect. The overarching principle of the Reflect RAP is to lay strong foundations and pave a path towards WARRRL's future Innovate RAP, and to strengthen and extend our network in the reconciliation community. An example of this is the approach to Aboriginal employment, and WARRRL's desire to reach a minimum percentage of Aboriginal employment that reflects the current population demographics in Western Australia. To achieve this, actions have been identified as catalysts to improved recruitment processes and cultural safety, increased cultural awareness among employees, and additional support for Aboriginal employees, including mentorships

and alternative cultural leave options. These actions will support WARRRL to achieve targeted increases in Aboriginal employment in the Innovate RAP stage and support the organisation and its employees to ensure ongoing success. This will also benefit other WARRRL employees to practice their culture in a respectful way, making WARRRL a preferred place of employment which celebrates diversity. The RAP process will enhance Aboriginal contributions to WARRRL's operations and the broader initiatives and aspects of the Scheme that impact the lives of Aboriginal peoples. To do this WARRRL must walk together with Aboriginal peoples and organisations, to achieve positive shared outcomes through a sense of reciprocity. Following this sentiment is recognition of the current absence of Aboriginal voice and membership in the RWG. This will be addressed in the early stages

of the Reflect RAP, with an expression of interest process to invite Aboriginal participation from the network. The WARRRL Board will investigate methods to increase Aboriginal contribution and representation, with learnings incorporated into Board succession planning for the subsequent term.

WARRRL will enhance engagement with Elders, Traditional Owners, and Aboriginal stakeholders, and intentionally seek out place-based partnerships and opportunities to build our knowledge, network, and impact. WARRRL's sphere of influence will be leveraged to encourage greater understanding and relationships across the refund point network. These RAP actions will be guided by external expertise and cultural guidance, with WARRRL utilising established relationships with Wonnil Partners and other relevant stakeholders to ensure the RAP is implemented with integrity and respect.



Wonnil Partners — Natalie Kendal, James Back & Collene Castle (L-R).



## Supporting our RAP

It is essential that WARRRL's RAP commitment is embedded in the very fabric of the company, with responsibility shared across the organisation. This will be formalised in the Reflect stage with RAP accountabilities identified in position descriptions, reconciliation identified in strategy and key performance indicators, the establishment of a reconciliation budget, and adequate resourcing to ensure reconciliation can be achieved credibly and with network-wide involvement. The aim is for reconciliation to be a part of WARRRL's culture, not as a one-off training or annual celebration event, but an ongoing journey and a core aspect of the organisation's identity. Always mindful of our 'sphere of influence', this component of WARRRL's identity will be shared with purposeful intent.

*"Wonnil are very proud to be part of WARRRL's reconciliation journey. The people at WARRRL and in particular their Leadership group have shown great determination and vision to get the organisation to their first RAP."*

*Collene Castle,  
Menang Ngudju Noongar yok  
(woman) and majority owner of  
Wonnil Partners.*

RAP implementation will be supported across the organisation in the following ways:

### **WARRRL BOARD**

Leadership of WARRRL's RAP begins with the Board of Directors. The Board will provide ongoing leadership and guidance on RAP deliverables, regularly review RAP performance outcomes, ensuring implementation remains a priority for the CEO and all WARRRL employees. Board leadership is demonstrated with a commitment for Board Directors to visit one Aboriginal majority controlled refund point and incorporate Aboriginal representation into Board succession planning. The Chair of the Board is assigned responsibility for these deliverables.

### **RAP CHAMPION**

The Chief Executive Officer is the inaugural RAP Champion and an RWG Member. The CEO is responsible for promoting and embedding WARRRL's commitment to reconciliation and ensuring effective communication to the Board.

### **RAP WORKING GROUP CHAIR**

The Community Development Lead is the inaugural RWG Chair. The RWG Chair will lead the RWG, meet reporting accountabilities, and coordinate the implementation of RAP actions.

### **RECONCILIATION ACTION PLAN WORKING GROUP**

The RWG will meet monthly and lead the implementation of the Reflect RAP and development of future RAPs. The RWG features representation from across the organisation, including six general employees, one executive manager and the Chief Executive Officer. The RWG will take the role of RAP ambassadors,

ensuring the RAP is understood within each area of the business.

A new specialist reconciliation role will be established to support RAP governance and implementation, which will be undertaken by an Aboriginal employee. WARRRL recognises the value of Aboriginal knowledge and lived experience in a position that will work closely with our Aboriginal stakeholders, while also influencing WARRRL's reconciliation journey. With the understanding that reconciliation is not Aboriginal people's work, but the work of all Australians, the recruit will be an active member of WARRRL's RWG, and responsibility for RAP progress and performance will remain with the coordinator's line manager, the RWG Chair and the CEO.

### **EXECUTIVE TEAM**

Under the direction of the CEO, the executive team will play a critical role in implementing RAP actions and ensuring that reconciliation is embedded in WARRRL's organisational culture. RAP actions will be identified in executive performance targets and embedded into annual strategy projects and associated reporting processes.

### **WARRRL EMPLOYEES**

The RAP will be incorporated into the annual individual performance goal setting and review process for all WARRRL employees. As ambassadors of the RAP, RWG members will ensure all areas of the business understand relevant RAP deliverables and commit to achieving the RAP objectives. WARRRL employees will be provided with opportunities to attend cultural training, attend key events, and build stronger relationships with Aboriginal peoples and organisations.

# OUR PARTNERSHIPS AND ACTIVITIES

## Our Scheme partners

Since the establishment of WARRRL and the Containers for Change network, the commitment to identifying and building opportunities for Aboriginal involvement and participation in the Scheme has not wavered. As of July 2023, this approach has resulted in eight Aboriginal corporations and Aboriginal-led social enterprises operating Containers for Change refund points across the Kimberley and Gascoyne, and in parts of the Pilbara region. A further two Aboriginal-led entities including one for profit organisation, have been contracted to commence operations in 2023.

These organisations are as follows:

- Ashburton Aboriginal Corporation.
- Aboriginal Biodiversity Conservation (ABC) Foundation Ltd.
- Bidyadanga Aboriginal Community La Grange Inc.
- Djarindjin Aboriginal Corporation.
- East Kimberley Job Pathways Pty Ltd.
- Marra Worra Worra Aboriginal Corporation.
- Nirrumbuk Environmental Heath & Services (Nirrumbuk Aboriginal Corporation).
- Tjiwarl Aboriginal Corporation RNTBC — estimated commencement FY2024.
- Transcend Initiatives Pty Ltd — estimated commencement FY2024.
- Winun Ngari Aboriginal Corporation.

The involvement of these Aboriginal controlled organisations and the communities they reach is highly valued by WARRRL as an opportunity for mutually beneficial learning and impact. These entities have prior relationships with many remote communities, and in many cases offer a range of additional services in the region. These existing relationships have supported the establishment of Containers for Change that would not otherwise have been possible. Recognising this, WARRRL has worked closely with these operators since the Scheme commenced. There have been many shared learnings, and WARRRL continues to adapt organisational practices to improve outcomes for all parties.

## Our reconciliation partners

In 2020, WARRRL engaged Aboriginal business Kart Koort Wiern, to support the development of WARRRL's Aboriginal and Torres Strait Islander Communities and Remote Communities Engagement Plan. Kart Koort Wiern also provided ongoing advice to assist WARRRL's Aboriginal stakeholder engagement and deliver employee cultural awareness training.

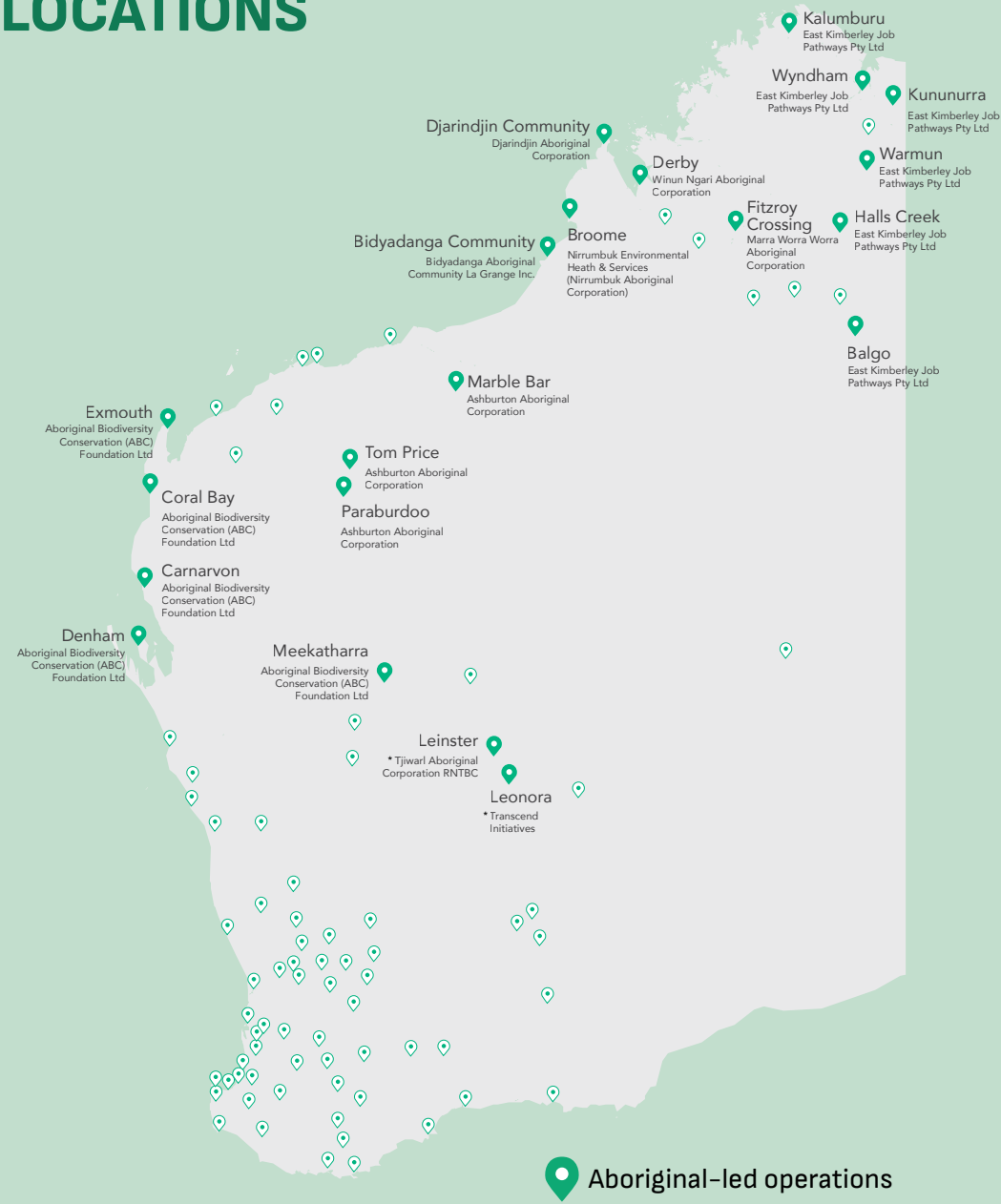
To support Aboriginal employment, WARRRL has engaged the guidance of Christine Ross of Christine Ross Consultancy since the Scheme commenced in 2020. Christine is an Aboriginal woman and Indigenous



*Craig Little CDS Coordinator Revive Kununurra —  
Run by East Kimberley Job Pathways.*



# WESTERN AUSTRALIAN REFUND POINT LOCATIONS



*\*Aboriginal-led refund point locations to commence operations in FY2024.*

employment expert, offering invaluable support to organisations seeking to improve their Aboriginal employment outcomes.

WARRRL’s RAP development has been supported by engaging a specialist Aboriginal consulting organisation. Wonnil Partners is a proudly Aboriginal owned organisation, with the majority owner and one half of the consultancy duo being Menang Ngundju Noongar community leader Collene Castle. Collene has supported WARRRL with cultural knowledge and guidance as a Traditional Owner, and holds extensive experience in human resources, diversity and inclusion, and Aboriginal employment strategies. The other half of the Wonnil team is James Back, who has dedicated much of his working life and personal time to reconciliation initiatives. Wonnil Partners have provided WARRRL with invaluable support in developing the organisation’s first RAP.

WARRRL’s RAP development has been further supported by Reconciliation WA (RWA). WARRRL has formalised its partnership with RWA, as a ‘Bilya’ organisational member, demonstrating a commitment to reconciliation and local partnerships, and taking full advantage of RWA’s support and networking opportunities.

## Activities to build relationships

In 2022, WARRRL connected refund point operator Winun Ngari Aboriginal Corporation with the Keep Australia Beautiful Council, resulting in the collaborative delivery of a community clean-up in the town of Derby in the Kimberley region. This event achieved mutual outcomes for all parties and the local community and is just one example of the potential for impact when Aboriginal engagement, partnerships and placed-based participation are prioritised.

WARRRL is proud to be named as a project partner for the 2023 'Kimberley Connected' program. Led by the Fremantle Football Club's charity, the Purple Hands Foundation, the program engages young people in schools across the Kimberley region. The content covers topics such as culture, health and wellbeing, healthy eating, and smart body choices. In 2023, the program will see the inclusion of Containers for Change modules to educate on the importance of recycling and reducing landfill to keep Country and community healthy. Participating schools, especially those remotely located, have a high proportion of Aboriginal students, and the established program leverages the popularity and influence of AFL to support better social outcomes and improved school attendance for young people in the region. Beyond the educational aspects, the partnership offers WARRRL the opportunity to build deeper relationships within Aboriginal schools, communities, and stakeholders in the Kimberley region.

WARRRL has utilised key opportunities to build relationships and share knowledge with Aboriginal stakeholders

and organisations involved within the Scheme. One example was an event bringing together representatives of the Aboriginal owned refund points the day before WARRRL's annual 'Change Makers' conference and awards. Preparations are underway to expand this event in 2023, with the addition of a half day workshop to support deeper conversation and shared learning.

## Activities to show respect

Containers for Change stretches across the Country of many different Traditional Owner groups, each with varying languages, dialects, and cultural protocols. WARRRL has used radio advertising programs in the Kimberley and Pilbara Regions to deliver information campaigns in the relevant language for

that area. Although this has been limited to targeted locations to date, WARRRL seeks to expand the use of language into print and digital formats and achieve broader geographic coverage of this strategy. In recognition of the diversity of Aboriginal languages and cultures, WARRRL will utilise a place-based approach to future projects, working with local Aboriginal peoples and partners across WA.

WARRRL is committed to providing cultural awareness training to all employees to enhance the understanding and respect for Aboriginal peoples, cultures, and histories. In 2021, WARRRL employees participated in cultural awareness training with Ingrid Cumming of Kart Koort Wiern, laying a strong



*The Purple Hands Foundation Kimberley 9's AFL Beach Carnival 2022.*



foundation for WARRRL's reconciliation journey. In 2022, staff experienced a day of on-Country cultural immersion with Bindjareb Noongar Traditional Owner and Elder George Walley. George shared knowledge of his Country, as well as his own experiences with RAPs and some of the local outcomes achieved. The event included a visit to the Pinjarra massacre site, where George shared the story of the 1834 massacre and its significant impact on the Bindjareb people. These experiences have formed the early steps in the process of un-learning and re-learning for many of our team and have built relationships based on respect and authenticity.

As WARRRL sought to develop its first RAP, Indigenous Consulting Group (ICG) encouraged WARRRL to partake

in an intensive cultural competency experience to enhance the organisation's RAP journey. The first of these sessions was delivered in February 2023 with 22 staff, including all members of the RWG and executive management team. This experience was extremely impactful for the attending staff and WARRRL will be forever grateful to ICG. Another group of 25 WARRRL staff will complete this training in September 2023.

The RWG members have participated in additional learning opportunities to develop their knowledge. This included the 'RAP Ready' training offered by RWA and facilitated by Danny Ford and Tim Muirhead, attendance at RWA's forum on the Voice to Parliament, and attendance at the Danjoo Koorliny Social impact Summit.

*"The session was informative, compelling, and enjoyable — it also sparked many follow-on conversations with multiple staff after the event and even now, months on, it is still shaping conversations. A key take away for me, and a point that has come up in a number of conversations, is how useful it was to get some guidance on delivering meaningful and genuine 'acknowledgements of Country'. 'Additionally, the 'history lesson' should be taught in all schools in Australia — I consider myself reasonably well versed and I learned so much more during this program."*

Amy Lennox,  
Head of Scheme Integrity.



WARRRL staff at Cultural Competency training 2023.



In 2022, WARRRL staff commemorated National Reconciliation Week and NAIDOC week as part of the monthly business update meeting, providing information and video content to staff about the importance and reason behind each of these national events. The RWG shared information through staff digital channels and provided details of additional events taking place across Perth. For NAIDOC, the RWG created a visual display recognising the achievements of many Aboriginal Australians, as well as visual input from staff sharing their views on reconciliation in Australia.

In 2023, the RWG organised for all staff to participate in the Reconciliation WA 'Walk for Reconciliation' event at Kaarta Koomba (Kings Park). The RWG also joined the NRW national virtual breakfast session, and members attended external NRW and Sorry Day events with Waalitj Hub and Wonnil Partners.

WARRRL utilises its sphere of influence, including Containers for Change social media and digital communications channels to promote NRW and NAIDOC, sharing the annual themes and artwork. The company's owned social media content regularly incorporates Scheme stories to demonstrate the significant

participation and impact of Aboriginal peoples and organisations in the Scheme.

WARRRL's office has many visual acknowledgments of Aboriginal culture. Meeting rooms at the WARRRL office have Noongar animal names, including Marli (Black Swan), Yonga (Kangaroo), Koolbardi (Magpie), and Djidi-Djidi (Willy Wagtail). The Aboriginal Map of Australia is also displayed, showing the extent and diversity of traditional land ownership and language groups, and the Uluru Statement of the Heart is displayed to inform employees about the statement and the Voice to Parliament. WARRRL has taken these steps with intent to ensure

*"I enjoyed walking through the areas alongside George and hearing what he sees with his eyes when he walks through an area. The stories and history of an area, that I have been to many times, but did not know the significance."*

*Tony Scaglione,  
Head of Refund Point Operations.*



*WARRRL Staff at Bindjareb Culture Day 2022, with Elder and Traditional Owner George Walley of Mandjoogoordap Dreaming.*



our office is a culturally safe environment for Aboriginal employees, partners, and other visitors.

A Welcome to Country is performed at all major events, including the annual refund point conference and Change Makers Awards gala. Acknowledgment of Country is now given at all staff gatherings, Board and Committee meetings, and smaller events, with a commitment for all team members to learn how to deliver an Acknowledgment of Country, and why it is important.

### **Activities to enhance opportunities**

WARRRL's refund point team continues to work closely with the Scheme's Aboriginal-led refund point operators in recognition of the value they provide to the Scheme and Aboriginal communities, and in particular, the capacity to enhance Aboriginal employment and improve social outcomes in Aboriginal communities. Additional support is provided to address complex regional and remote challenges, including one on one training, and alternate solutions to address labour shortages and severe weather events.

WARRRL offers a guaranteed interview to any person identifying as Aboriginal that applies for an advertised role in the organisation and paid ceremonial leave and mentorship is available to all Aboriginal employees. All interviews for Aboriginal candidates are conducted under the supervision of an Aboriginal

employment expert to support a safe and culturally appropriate interview experience.

During the development of WARRRL's Reflect RAP the organisation added further measures to ensure all new positions are advertised on the Job and Skills WA Aboriginal Services Board and identified Aboriginal partners networks. This recommendation was made by Wonnil Partners and implemented across the organisation.

For staff events WARRRL regularly engages the services of Aboriginal catering business Gather Foods. The Aboriginal graphic design business Nani Creative has been engaged to develop WARRRL's RAP creative, utilising the commissioned artwork created by Noongar Aboriginal woman Buffie Punch. The Reflect RAP will support WARRRL to further increase the procurement of Aboriginal businesses.

RWG members have commenced attendance at the Waalitj Business Hub's monthly 'Black Coffee' networking event, to build relationships with Aboriginal businesses and non-Aboriginal businesses also on the RAP journey.

# RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander Elders, stakeholders and organisations within our local area and sphere of influence.	November 2023	Chair, RWG
	Research best practice and principles, and engage external guidance and expertise, to support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2024	Chair, RWG
	Develop and implement an engagement plan to build relationships with identified Aboriginal and Torres Strait Islander stakeholders and organisations within our local area, areas of operation, or sphere of influence.	March 2024	Head of Business Development
	Maintain and strengthen relationships with the Aboriginal and Torres Strait Islander majority controlled social enterprises operating Containers for Change refund points in WA.	October 2024	Head of Refund Point operations
	RWG members to participate in identified networking opportunities to learn and engage with Aboriginal and Torres Strait Islander stakeholders in our local area.	May 2024	Chair, RWG
	Board Directors to visit a Containers for Change refund point operated by an Aboriginal and Torres Strait Islander majority controlled organisation.	November 2024	Chair, Board
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff utilising suitable formats and channels.	April 2024	Chair, RWG
	Host an internal NRW Week event and invite an Elder or Aboriginal community leader to attend to discuss NRW and the theme.	June 2024	Chair, RWG
	Promote NRW through our sphere of influence using our communication and social media channels, and embed NRW in annual content planning.	May 2024	Head of Marketing and Communications
	RWG members to participate in an external NRW event with either a scheme partner, local Aboriginal and/or Torres Strait Islander organisation, Local Government or Reconciliation WA.	June 2024	Chair, RWG
	Encourage and support all staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	June 2024	Chief Executive Officer



# RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff, utilising organisation wide meetings, encouragement via senior leadership, and presence on the employee intranet, to embed this in organisational culture.	July 2023	Chief Executive Officer
	Identify strategies to communicate our commitment to reconciliation through our sphere of influence, using public facing digital channels, social media, other branded materials, and events.	January 2024	Head of Marketing and Communications
	Commence quarterly lunch & yarn sessions for employees to discuss key topics raised by staff or RWG, updating on RAP progress, or invite guest speakers.	September 2023	Head of Business Development
	Maintain and strengthen WARRRL's relationship with Reconciliation WA including ongoing membership and participation in relevant activities.	June 2024	Chief Executive Officer
	Identify and approach external stakeholders that our organisation can engage with on our reconciliation journey.	February 2024	Head of Business Development
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2024	Head of Business Development
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies, and engage external guidance and expertise, in areas of race relations and anti-discrimination.	April 2024	Chair, RWG
	Identify opportunities for us to promote positive race relations through our sphere of influence, including our contracted refund point operators.	April 2024	Head of Refund Point Operations
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2024	People and Culture Coordinator
	Investigate and develop policy to support our staff to be given the option to opt-out of the Australia Day public holiday and choose an alternate day.	January 2024.	Chief Executive Officer

# RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	September 2023	Chair, RWG
	Conduct a review of cultural learning needs within our organisation and identify future needs.	December 2023	Chief Executive Officer
	Ensure all staff and Board have completed cultural awareness and/or cultural competency training.	November 2024	Chief Executive Officer
	Share information through our sphere of influence on the Uluru Statement of the Heart and the Voice to Parliament to support informed decision making in the referendum.	November 2023	Head of Marketing and Communications
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2024	Chair, RWG
	Identify strategies to include traditional language and culturally appropriate imagery in communications and marketing materials.	April 2024	Head of Marketing and Communications
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2023	Chair, RWG
	Investigate the use of dual naming of the Country on which we operate on, specifically the locations where refund points are located.	June 2024	Chair, RWG
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week and explore the annual theme.	June 2023 and 2024	Chair, RWG
	Encourage staff to participate in NAIDOC Week by promoting external events in our local area and allowing staff attendance.	June 2023 and 2024	Chief Executive Officer
	RWG to participate in an external NAIDOC Week event within our local area or Sphere of influence.	July 2023 and 2024	Chair, RWG
	Host a NAIDOC event for WARRRL Board, Executive, and staff, inviting identified Aboriginal stakeholders, and invite an Aboriginal Elder or community leader to speak at the event.	July 2023 and 2024	Chair, RWG



# OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Identify opportunities to ensure employee recruitment, onboarding and induction processes adequately communicate our commitment to reconciliation and how this aligns to our values.	December 2023	People and Culture Coordinator
	Develop a business case for increasing the representation of Aboriginal and Torres Strait Islander employment within our organisation.	March 2024	Chief Executive Officer
	Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2024	Chief Executive Officer
	Identify and implement strategies to improve recruitment and retention of Aboriginal and Torres Strait Islander employees to support us to meet a 4% demographic target in our Innovate RAP.	April 2024	Chief Executive Officer
	Research best practice and policies, and seek out external guidance and expertise, about cultural safety for Aboriginal and Torres Strait Islander employees and implement strategies to achieve this by attracting and retaining Aboriginal and Torres Strait Islander candidates and staff.	March 2024	Head of Scheme Integrity
	Identify opportunities to promote and improve Aboriginal and Torres Strait Islander employment outcomes through our sphere of influence, including our contracted network operators and identifying potential barriers to employment within the Scheme.	June 2024	Head of Refund Point Operations
	Enhance human and financial resourcing of reconciliation at WARRRL. A key outcome of this will be the establishment of a Reconciliation Coordinator role to support Aboriginal engagement and RAP initiatives, and work alongside the RAP Working Group. We will encourage only Aboriginal and Torres Strait Islander candidates apply, utilising the appropriate sections of the Equal Opportunity Act (of note, section 50D).	October 2023	Head of Business Development
	Identify opportunities to incorporate Aboriginal and Torres Strait Islander representation into Board succession planning.	November 2024	Chair, Board

# OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses and identify strategies to help us to achieve a 4% target representative of the Aboriginal and Torres Strait Islander population demographic.	March 2024	Head of Finance, Commercial, MRFs & Recyclers
	Investigate suitable organisations to partner with and/or join as members, to support us to improve procurement of Aboriginal and Torres Strait organisations including but not limited to: <ul style="list-style-type: none"><li>- Supply Nation membership.</li><li>- Aboriginal Business Directory of WA membership.</li><li>- Noongar Chamber of Commerce membership.</li><li>- Waalitj Hub membership.</li></ul>	December 2023	Head of Finance, Commercial, MRFs & Recyclers



# GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation and monitor progress.	July 2023	Chief Executive Officer
	Review the RWG Charter to ensure alignment with the current RAP actions.	June 2024	Chair, RWG
	Identify and implement strategies to enhance Aboriginal and Torres Strait Islander representation on the RWG.	January 2024	Chair, RWG
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation and take measures to address any identified gaps.	July 2023	Chief Executive Officer
	Appoint a senior leader to champion our RAP internally.	July 2023	Chief Executive Officer
	Establish and maintain adequate budget to successfully implement RAP commitments.	July 2023	Head of Finance, Commercial, MRFs & Recyclers
	Engage senior leaders in the delivery of RAP commitments and ensure adequate support for any direct reports with RWG membership.	July 2023	Chief Executive Officer
	Ensure the RAP is identified as a key strategic objective, with associated KPIs and reporting processes embedded in the annual strategy process.	July 2023	Chief Executive Officer
	Define and maintain appropriate systems and capability to track, measure and report on all RAP commitments.	August 2023	PMO Manager, Information, Technology and Logistics

# GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023	Head of Business Development
	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	June 2024 and annually	Head of Business Development
	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	August 2023 and annually	Head of Business Development
	Work to establish the WARRRL reconciliation reference survey to be embedded annually to inform reconciliation reporting.	May 2024	Chair, RWG
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	September 2024	Chief Executive Officer







[www.warrrl.com.au](http://www.warrrl.com.au)

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