



STRATEGIC PLAN

2021 - 2024

EMBEDDING CONTAINERS FOR CHANGE IN THE LIVES OF WESTERN AUSTRALIANS

We 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.



FOREWORD

On 1 October 2020, the Western Australian Container Deposit Scheme (CDS), branded Containers for Change (C4C) commenced operations and is now strongly contributing to the State Government's vision for Western Australia becoming a sustainable, low-waste, circular economy in which the community's health and the environment are protected from the impacts of waste.

Less than a year after commencement, the CDS has achieved the redemption of six in 10 eligible containers, a reduction of at least three in 10 containers that were previously going to landfill. Whilst we are pleased with this early success, we are mindful of the ongoing challenges of diverting containers from landfill to the CDS.

At the core of WA Return Recycle Renew Limited (WARRRL) is a supply chain network of partners that is now delivering operations with efficiency and reliability. This is a remarkable achievement given the organisational diversity of our network partners and the geographic challenges of Western Australia. We are delighted with their performance to date.

The maintenance and expansion of a strong and diverse refund point network is a critical feature of the CDS. This network is continuing to be expanded further and we are on track to exceed the minimum service standard of 229 refund points by 30 September 2021.

We are particularly proud to support employment opportunities for people with disabilities and the long term unemployed, and this remains an ongoing focus of our network partners. As at April 2021, at least 734 jobs have been created by the CDS.

We have established solid foundations and are now embedding a CDS which fully meets WARRRL's obligations under the Waste Avoidance and Resource Recovery Act 2007, the Scheme Coordinator Deed between WARRRL and the State (State Deed) and WARRRL's conditions of appointment.

It is with a great sense of pride and purpose, that we deliver our three-year strategic plan for the CDS. This strategic plan sets a clear path to achieving the statutory objective of redeeming 85% of eligible containers from the marketplace.

We believe this strategic plan has all the components necessary to support the State Government's overarching sustainability objectives and targets as set out in the Waste Strategy 2030.

The statutory requirement is to achieve a redemption rate of at least 85% for the fiscal year 2023/2024. To deliver that, we have established seven strategic initiatives and developed enablers to achieve these initiatives. However, as we have done since our appointment

as Scheme Coordinator, we will continue to be agile and evolve, refine and redesign how we deliver the 85% target based on performance outcomes, stakeholder feedback and innovation.

WARRRL is proud of what has been achieved in its initial seven months as Coordinator of the CDS and is resolute in its determination to deliver on its commitments to the State of Western Australia. In delivering the three-year strategic plan submitted hereunder, our stakeholders can be confident that the CDS will continue to build on the many benefits that have already begun to flow to the community of Western Australia.



Tim Cusack

Chief Executive Officer



Sheila McHale

Chairperson

EXECUTIVE SUMMARY - PLAN ON A PAGE

VISION 2023	A WESTERN AUSTRALIA THAT RECYCLES, IS FREE FROM BEVERAGE CONTAINER LITTER, AND EMPOWERS COMMUNITY PARTICIPATION IN THE CIRCULAR ECONOMY						
Strategic goal	Redeeming 85% of eligible containers by 2023/2024.						
Our values	Respect for community; creating opportunity; inclusiveness and diversity; partnership and innovation; accountability; transparency and integrity; and sustainability.						
Our mission	Empower communities with the knowledge and motivation to easily recycle. Provide a refund point network that is safe, stable, efficient, widely accessible, and financially sustainable. Build a culture which recognises and celebrates the positive impact of Containers for Change.						
Unifying idea	'The greener guarantee' - recycling and donations guaranteed, creating a more prosperous future for individuals, industries, communities and the planet.						
Strategic initiative	Changing recycling behaviour.	Scheme awareness at point of supply.	Convenient access.	Landfill avoidance at disposal.	Excellent customer experience at refund points.	Trust in recycling.	Enable and drive active participation.
Success statement	I am motivated by the many benefits of C4C and I want and know how to participate.	When I buy drinks, I know that the container has value and will be recycled by C4C.	I can easily get my containers to C4C.	I know my drink container doesn't go to landfill.	Every time I visit a C4C refund point the experience is excellent.	I know that my drink containers will be recycled through C4C.	I have convenient access to everything I need to know to participate in C4C.
High level summary	Establish our brand positioning, 'the greener guarantee', in WA to build consumer confidence in the system and drive long term behaviour change.	Engage retailers and first responsible suppliers to actively drive Scheme awareness amongst consumers at points of sale.	Drive Scheme access beyond the official refund point network - create a comprehensive collection network.	Ensure all bins are messaged and configured to support appropriate separation at the point of disposal.	Support refund point operators to deliver consistent, exceptional customer experiences within local WA communities.	Embed 'the greener guarantee' into the end-to-end recycling journey by ensuring they are guaranteed to stay out of landfill if returned to the Scheme.	Develop digital tools that personalise and simplify scheme participation for users and stakeholders.
Foundations for success	Everything we do is underpinned by best practice including ensuring Scheme integrity, driving organisational performance, and maintaining statutory and contractual compliance.						

KEY CDS PERFORMANCE DATA⁽¹⁾ TO 30 APRIL 2021



443 MILLION CONTAINERS REDEEMED THROUGH REFUND POINTS AND MATERIAL RECOVERY FACILITIES (MRFs), AT A REDEMPTION RATE OF 52%.



1.6 MILLION SCHEME TRANSACTIONS, 26.2% BY SCHEME ID - 129,107 INDIVIDUAL REGISTRATIONS, 3,861 COMMUNITY GROUPS AND CHARITIES



218 REFUND POINTS - 94 DEPOTS, 64 BAG DROPS, 55 POP UP AND 5 RVM SITES; 99 FULL TIME, 119 FLEXIBLE; METROPOLITAN AREA - 100, REGIONS - 118



FIVE MATERIAL PROCESSORS AND FOUR LOGISTICS PROVIDERS COVERING NINE REGIONS OF THE STATE



384 FIRST RESPONSIBLE SUPPLIERS CONTRACTED TO THE CDS



75 REFUND POINT OPERATORS - 42 NOT FOR PROFIT ENTITIES, 33 FOR PROFIT ENTITIES



\$1.465 MILLION DONATED TO CHARITIES AND COMMUNITY GROUPS

INCLUDING \$50,000 TO THE LORD MAYOR'S DISTRESS RELIEF APPEAL



29 APPROVED RECYCLERS, PROVIDING \$3.4 MILLION REVENUE FOR MATERIAL SALES VIA THE ONLINE AUCTION PLATFORM, TOTALLING 20,343 TONNES

⁽¹⁾ WARRRL management data progressively updated to the WARRRL website in accordance with its contracted obligations.

INSIGHTS AND LEARNINGS SINCE COMMENCEMENT ON 1 OCTOBER 2020

WARRRL has met all its targets so far - we are off to a solid start. The WA community has embraced the CDS. We are particularly pleased by the generosity of the community as evidenced by the sizable donations to charitable causes.

The transition from network establishment (mobilisation) to full operations has provided WARRRL important insights into improvements in approach towards our drive to 85% redemption. These insights will influence our thinking and shape our development as we implement this three-year strategic plan. They are briefly discussed below.

ORGANISATIONAL PRIORITIES

The refund point network and supporting logistics, processing and recycling services are now well established, providing the CDS with a reliable and effective supply chain. This network is an outstanding achievement given the organisational diversity of our partners and the geographic challenges of Western Australia.

So, with a strong, diverse network established, WARRRL can now concentrate its resources on business development initiatives to stimulate activity towards the 85% redemption target.

One of the strongest messages from our consumer research is that the CDS must be “easy to do business with” to secure a deeper participation rate. Underpinning this is the convenience of the network to the consumer.

WARRRL has developed four business teams to provide an organisational framework to stimulate redemption opportunities in the marketplace and “make it easy to do business”.

Solutions such as innovative technological will be required. We will seek to enhance and enrich the customers’ experience of the CDS and remove barriers to participation. Technological initiatives aim to connect the CDS with consumers, deliver improved data and insights, and encourage engagement with all out stakeholders - from refund point operators to charity and community groups, and all levels of Government.

Insights gained over the past seven months have highlighted the need to extend from simply a coordination role, to being an active catalyst for change. As a change agent, we will look for opportunities and interventions that change behaviour to prevent litter and ensure container recycling. Driven by this challenge, WARRRL will work hard over the next three years to deliver the redemption goal for the end of the 2023/2024 financial year.

INSIGHTS AND LEARNINGS SINCE COMMENCEMENT ON 1 OCTOBER 2020

OUR MARKETING APPROACH

During mobilisation, the marketing strategy focused on raising awareness of the CDS. Seven months in, the CDS is recognised by a remarkable 78% of Western Australians⁽²⁾. Whilst awareness is critical, it alone will not achieve the legislative goal of an 85% redemption rate. The challenge for the three years covered by the strategic plan is to move the community from simply awareness to active participation. An explicit focus on driving behavioural change to ensure container recycling will now shape the communications and marketing strategy.

Our consumer research shows inconsistent messaging from different sources about recycling has caused confusion as well as distrust in recycling. It also found children are the best ambassadors for the CDS and are a critical driving force towards greater participation with their growing concern for the environment.

These insights have helped us to develop a unifying idea, referred to as the 'greener guarantee' - a promise unique to WA that is designed to displace community confusion and mistrust. Put simply, if a container is returned to the CDS, we guarantee it will not end up in landfill. The term 'greener' also speaks to a more prosperous future for individuals, industries, communities, and the planet that the CDS is positioned to deliver.

'The greener guarantee' has been adopted as the centrepiece of the C4C marketing and communication strategy.

Building on the solid start, this robust positioning and audience understanding, our already supportive C4C participants, and a united network delivering the CDS services, we are ready to embark on embedding C4C in the lives of all Western Australians.

⁽²⁾ Faster Horses Pty Ltd report to WARRRL, Tracking 2021, Wave 1, April 2021.

BRAND POSITIONING FRAMEWORK

WHAT	VALUE PROPOSITION	THE GREENER GUARANTEE.		
	BENEFITS	<p>STEWARDSHIP</p> <p>The careful and responsible planning and enabling Western Australia's circular economy for beverage containers. Stewardship of country, community and containers. 100% guaranteed.</p>	<p>EMPOWERMENT</p> <p>Equipped and inspired to make meaningful change in resource management and waste behaviours.</p>	<p>PROSPERITY</p> <p>A healthy planet, thriving Western Australian communities, and accessible opportunity for all.</p>
	HOW	<p>THE PROVOCATIVE CITIZEN</p> <p>Down to earth Passionate Hard working Caring Full of character</p>		
WHY	OPPORTUNITY	<p>We have never been more conscious of the health of our planet or the impact our actions have on our community and environment but when it comes to recycling, there is lack of confidence in the system undermining the shift from talk to long-term behaviour change.</p>		
	VISION	<p>A Western Australia that recycles, is free from beverage container litter, and empowers community participation in a circular economy.</p>		



STRATEGY DEVELOPMENT PROCESS WITH OUR PARTNERS

In developing this strategic plan, WARRRL benefited from the input from the Board, executive leadership team and all employees, and a broad range of stakeholders at various stages of engagement with the CDS.

KEY SCHEME PARTNERS	SCHEME PARTICIPANTS AND BENEFICIARIES	SCHEME TARGETS
<ul style="list-style-type: none"> • WARRRL board and employees • Department of Water and Environmental Regulation • Refund point operators • Beverage manufacturers (first responsible suppliers) • Waste and logistics companies 	<ul style="list-style-type: none"> • Community groups, charities, organisations and super collectors registered with the CDS • Local government • Waste peak bodies and advocacy groups 	<ul style="list-style-type: none"> • Hospitality and events sectors • Icon and high traffic locations • Strata residential and commercial operators • Retailers

Engagement with these groups took the form of focus group discussions, interviews, on-site visits, and a survey. It focused on barriers to and opportunities for better engaging with the CDS and generate many improvement ideas which are reflected in this strategic plan.

Key insights from the stakeholder feedback are summarised below.

BARRIERS
<ul style="list-style-type: none"> • Ease of use of the CDS - consumers not knowing what to do with containers, or encountering complexity when trying to do right thing may diminish interest • Lack of recognisable, consistent C4C bins in public and commercial spaces • Consumers don't trust that items will be credibly recycled • Motivation of 10c per item doesn't drive behaviour change for everyone • The complexity of certain environments (strata, shopping centres, airports) means a facilitative approach will be needed to develop workable models for C4C • Some processes need improvement in efficiency and ease

OPPORTUNITIES
<ul style="list-style-type: none"> • Increase support for collaboration across network - desire to form communities of practice for refund point operators and local governments • Tap into WA public's desire to support local community and be environmentally responsible and the corporate social responsibility commitments of organisations • Increase use of technology and data to drive CDS improvements • Motivate use of the CDS throughout the consumer journey (from purchase to disposal) • Create increased awareness of circular economy benefits, align with recycling benefits generally - make landfill a common enemy • Consistency in branding at all points of contact with C4C - easy to access and use for all CDS partners • Build on positive engagement of children by developing further education resources • Case studies to help demonstrate success to others

EMBEDDING C4C IN THE LIVES OF WESTERN AUSTRALIANS

1. CHANGING RECYCLING BEHAVIOUR

Establish our brand positioning, 'the greener guarantee', in WA to address the core audience challenge - confidence in the system. This positioning is intended to be a consistent narrative for all stakeholders in WA waste management, to educate the community on recycling and drive long term behaviour change. Brand positioning will be supported with specific initiatives that promote consumer consideration of participation in C4C and their conversion to action, and executed in paid, earned and owned media channels.

2. C4C AWARENESS AT POINT OF SUPPLY

Engage retailers and first responsible suppliers to drive C4C awareness amongst consumers at the point of purchase. Point of supply messaging presents an opportunity to educate consumers on price increases, C4C social, environmental, and financial benefits.

3. CONVENIENT ACCESS

Drive CDS access beyond the official refund point network. Convenience is a critical enabler for behaviour change so a focus on building localised relationships with community stakeholders like charities, schools, icon venues, locations and motivated community individuals who actively engage with C4C. Establishing more convenience and easy access to the CDS will be critical to success.

4. LANDFILL AVOIDANCE AT DISPOSAL

Ensure all bins are messaged and configured to support appropriate separation at the point of disposal. Initiatives are tailored to key disposal environments, including residential, corporate, public, in-venue, and event locations.

5. EXCELLENT EXPERIENCE AT REFUND POINTS

Support refund point operators to deliver consistent, exceptional customer experiences within local WA communities. This includes alignment on customer service standards, and guidance on brand messaging, CDS facts, and brand assets to build C4C salience across all audience segments.

6. TRUST IN RECYCLING

Embed 'the greener guarantee' into the end-to-end recycling journey, working closely with stakeholders, from event organisers to logistics providers. We will ensure we are agile, innovative, and transparent in our operations. If containers are returned to the CDS they are guaranteed not to go to landfill.

7. ENABLE AND DRIVE ACTIVE PARTICIPATION

Develop digital tools that personalise and simplify C4C participation for users and stakeholders and provides WARRRL with valuable behavioural data to inform ongoing strategy. This digital ecosystem includes a C4C consumer app to track refunds, donations, and C4C participation; an evolved Scheme ID system; and enhanced website functionality.

These seven initiatives are supported by 47 enabling focus areas / actions, achievement of which is phased. For each year, a high-level outcome is referenced.

1. CHANGING RECYCLING BEHAVIOUR

ENABLERS	2021/22	2022/23	2023/24
Brand awareness	60%*	40%*	40%*
Develop and execute creative brand platform to bring the greener guarantee to life, positioning landfill as the enemy	Deploy	Maintain	Maintain
Consideration and conversion	40%*	60%*	60%*
Development of communication collateral including toolkits to empower key audiences to participate and advocate for C4C, including schools, high traffic icon venues and locations, large private businesses, strata and community groups, local government and a 'new digital community marketplace'	Develop / Deploy	Enhance / Promote	Enhance / Promote
Build trust in the C4C recycling story	Develop / Deploy	Develop / Deploy	Develop / Deploy
Establish guidelines to address customer experience messaging inconsistencies across Scheme participants	Develop / Deploy	Drive / Align	Drive / Align
Drive adoption of leading-edge digital tools that enhance the Scheme customer experience including new C4C customer app, rebranded Scheme ID and upgraded website	Develop / Deploy	Enhance / Deploy	Enhance / Deploy
Tactical campaigns and initiatives targeted at overcoming functional participation barriers like convenience, easy access, trust in recycling leveraging high impact Scheme stories, targeted at specific audience segments	Develop / Deploy	Develop / Deploy	Develop / Deploy
Deliver activations for key public events - Royal Show, Telethon etc	Develop / Deploy	Develop / Deploy	Develop / Deploy
Content strategy to deepen the C4C story, build trust through transparency and empower stakeholders and participants to advocate for the Scheme through their owned channels	Develop / Deploy	Develop / Deploy	Develop / Deploy

* The percentage of financial and operational resources targeted for brand awareness and consideration/conversion initiatives by year.

I am motivated by the many benefits of C4C and I want and know how to participate.

2. C4C AWARENESS AT POINT OF SUPPLY

ENABLERS	2021/22	2022/23	2023/24
Engage with key retailers and first responsible suppliers to help them understand Scheme benefits and drivers of price impact at point of sale	Develop / Engage	Engage	Engage
Develop retailer messaging to promote C4C in store - with a focus on benefits for local community and local refund point	Develop	Promote	Promote
Focus on retailers as well as beverage brands to create tailored in-store activations that promote the many benefits of the Scheme	Develop / Deploy	Develop / Deploy	Develop / Deploy
Work with first responsible suppliers to include C4C related messaging on packaging	Develop / Activate	Develop / Activate	Develop / Activate

When I buy drinks, I know that the container has value and will be recycled by C4C.

3. CONVENIENT ACCESS

ENABLERS	2021/22	2022/23	2023/24
Establish 'digital community marketplace' to enable localised facilitation of container recovery from individuals and businesses who will donate them to support specific individual and organisational objectives	Design / Test	Deploy / Enhance / Promote	Enhance / Promote
Develop and promote retailer 'swap n go' donation models, supported by existing successful case studies	Promote	Promote	Promote
Facilitate partnerships for out and about channels e.g. petrol stations	Promote / Establish	Promote / Establish / Support	Support
Facilitate icon locations partnership with C4C through efficient supply chain solutions including messaging and infrastructure e.g. Perth Airport, Rottnest Island, AQWA, Burswood Park, Perth Zoo, Kings Park	Build / Deploy	Deploy / Support	Deploy / Support
Activate engaged networks eg. waste educators' network, through social media, to identify opportunities to expand the network, and provide small grants to facilitate local coordinators	Promote / Support	Promote / Support	Promote / Support
Further develop the regional network - an easily accessible donation point in every town in the State	Deploy	Deploy / Support	Deploy / Support
Develop messaging and case studies for hotel, restaurant and café sector to understand the cost benefit of engaging with C4C including benefits calculator	Design / Deploy	Deploy / Support	Deploy / Support

I can easily get my containers to C4C.

4. LANDFILL AVOIDANCE AT DISPOSAL

ENABLERS	2021/22	2022/23	2023/24
Local government steering group partnership that supports the realisation of C4C and LG waste strategy objectives through 139 LGs state-wide including public waste bin configuration, event requirements, and communications	Trial / Test	Deploy	Deploy
Establish local government community of practice to share learnings, best practice and education	Build	Support / Leverage	Support / Leverage
C4C bin messaging and support messaging for other bins	Deploy	Deploy	Deploy
Develop and distribute appropriate tools, that may include bags, to support separation at source in the home	Deploy	Deploy	Deploy
Partnership with material recovery facilities to ensure activate participation in the Scheme including recycling outcomes	Engage	Engage	Engage
Guidelines, toolkits to maximise all residential, commercial and industrial strata building to participate in the Scheme	Build / Deploy	Enhance / Promote	Enhance / Promote
Partner with waste management companies to support landfill avoidance objectives of the Scheme, particularly for large venue and event locations	Engage / Support	Engage / Support	Engage / Support

I know my drink container doesn't go to landfill.

5. EXCELLENT CUSTOMER EXPERIENCE AT REFUND POINTS

ENABLERS	2021/22	2022/23	2023/24
Support refund point operators with business improvement strategies, including operations improvements that improve transaction efficiency	Develop	Deploy / Review	Deploy / Review
Update, enhance and relaunch the 'Green Guide' with focus on refund point operators to provide an excellent customer experience	Design / Deploy	Deploy / Support	Deploy / Support
Develop C4C uniform signage using brand protocols and telling the greener guarantee story	Deploy	Enhance / Support	Enhance / Support
Reconfiguration and rebranding the refund point operator bin fleet with fit for purpose white lids	Deploy	Maintain	Maintain
Establish bag drop guidelines including consistent messaging, bag exchange, and 24/7 access	Design / Deploy	Review / Maintain	Review / Maintain
Facilitate refund point operator community of practice (online and in-person) to share lessons learned, ideas, initiatives	Build / Deploy	Support / Leverage	Support / Leverage
Design and deploy a 'super collector' resource pack including connection to collection opportunities across local communities including their key events	Design / Deploy	Enhance / Deploy	Enhance / Deploy
Best practice guides for refund point operators to drive Scheme ID signups and use	Design / Deploy	Deploy	Deploy
Guidelines for personalisation of refund points (e.g artworks, "know your local")	Build / Deploy	Support	Support

Every time I visit a C4C refund point the experience is excellent.

6. TRUST IN RECYCLING

ENABLERS	2021/22	2022/23	2023/24
Provide evidence of circular economy outcomes in recycling by showing recycled products at refund points, point of sale, and via marketing channels	Develop	Deploy	Deploy
Optimise local recycling through our contracts and building relationships with local outlets such as WAglass, Total Green, Claw Environmental, Bunbury Outer Ring Road project and Karratha earthmoving	Design / Deploy	Deploy / Support	Deploy / Support
Lids to be included in the CDS recycling solution	Develop / Deploy	Maintain	Maintain
Conduct verification audit of recyclers	Deploy	Deploy	Deploy
Support for local circular economy recycling start-ups by access to scheme material and supporting submissions for government funding, grants etc	Review / Support	Review / Support	Review / Support
Identify emissions reduction opportunities and implement	Review / Deploy	Review / Deploy	Review / Deploy

I know that my drink containers will be recycled through C4C.

7. ENABLE AND DRIVE ACTIVE PARTICIPATION

ENABLERS	2021/22	2022/23	2023/24
Upgrade functionality of Scheme ID to improve ease and convenience in using C4C, including providing donor information to charities	Innovate/ Develop	Enhance	Enhance
Develop a consumer app which includes donation / refund point locations, container eligibility, Scheme ID information, recycling story etc	Innovate/ Develop	Deploy / Promote	Enhance / Promote
Redevelopment of C4C website	Design / Build	Enhance / Promote	Enhance / Promote
Provide data tailored to stakeholder needs to empower and motivate consumer action	Design / Deploy	Review / Enhance	Review / Enhance
Develop an 'community of ideas' improvement ideas forum online to access new thinking and feedback in real time	Design / Deploy	Review / Enhance	Review / Enhance
Create and manage digital C4C marketplace	Innovate/ Develop	Deploy	Enhance

I have convenient access to everything I need to know to participate in C4C.

FOUNDATIONS FOR SUCCESS - ESSENTIAL BOARD AND EXECUTIVE FUNCTIONAL RESPONSIBILITIES

WARRRL is a not-for-profit organisation limited by guarantee and regulated by the acts and legal instruments noted below.

Compliance with these legal obligations underpins WARRRL's operations and provides the stable platform from which WARRRL launches the implementation of this strategic plan.

LEGAL FRAMEWORK

The CDS framework is established pursuant to the *Waste Avoidance and Resource Recovery Act 2007* (the Act), and the related *Waste Avoidance and Resource Recovery (Container Deposit Scheme) Regulations 2019* (the Regulations).

As the appointed CDS Coordinator under the Act, WARRRL is required to comply the requirements set out in:

- the Act and Regulations;
- the Conditions of Appointment issued by the Minister for Environment pursuant to section 47Y of the Act; and
- the Scheme Coordinator Deed (the Deed), which is the contract between WARRRL and the State setting out each party's responsibilities and obligations in relation to the CDS.

As a corporation, WARRRL must comply with its obligations pursuant to the *Corporations Act 2001* (Cth).

In addition, WARRRL is a registered entity pursuant to the *Australian Charities and Not-for-profits Commission Act 2012* (Cth), which has its own governance and reporting regime.

Compliance with these legal obligations is monitored and reported via the Audit and Risk Committee to the Board of Directors.

FOUNDATIONS FOR SUCCESS - ESSENTIAL BOARD AND EXECUTIVE FUNCTIONAL RESPONSIBILITIES

THE OBJECTIVES OF THE CDS

The Act sets out the objectives for the CDS. The following table sets out the strategic initiative(s) that support them.

OBJECTIVES OF THE ACT	Increase recovery and recycling of empty beverage containers	Reduce the number of empty beverage containers that are disposed of as litter or landfill	Ensure that first responsible suppliers of beverage products take product stewardship responsibility in relation to their beverage products	Provide opportunities for social enterprise, and benefits for community organisations, through participation in the container deposit scheme	Create opportunities for employment	Complement existing collection and recycling activities for recyclable waste
STRATEGIC INITIATIVE	<ul style="list-style-type: none"> • Changing recycling behaviour • Scheme awareness at point of supply • Convenient access • Landfill avoidance at disposal • Excellent customer experience at refund points • Trust in recycling • Enable and drive active participation 	<ul style="list-style-type: none"> • Changing recycling behaviour • Scheme awareness at point of supply • Convenient access • Landfill avoidance at disposal • Excellent customer experience at refund points • Trust in recycling • Enable and drive active participation 	<ul style="list-style-type: none"> • Scheme awareness at point of supply 	<ul style="list-style-type: none"> • Excellent customer experience at refund points • Enable and drive active participation 	<ul style="list-style-type: none"> • Convenient access • Excellent customer experience at refund points • Enable and drive active participation 	<ul style="list-style-type: none"> • Convenient access • Landfill avoidance at disposal • Excellent customer experience at refund points • Trust in recycling
FOUNDATIONS FOR SUCCESS	<ul style="list-style-type: none"> • Audit and oversight of Scheme integrity, including 100% recycling guarantee • Payment processing platform and POS system makes it easy to transact and do business 	<ul style="list-style-type: none"> • Strong accessible refund point network established 	<ul style="list-style-type: none"> • Payment processing platform, including self access portals which enable self-reporting and monthly invoicing of FRS • Regular pricing review to ensure FRS are charged appropriate supply amount 	<ul style="list-style-type: none"> • Achievement and maintenance of the minimum network standards 	<ul style="list-style-type: none"> • Achievement and maintenance of the minimum network standards 	

FOUNDATIONS FOR SUCCESS - ESSENTIAL BOARD AND EXECUTIVE FUNCTIONAL RESPONSIBILITIES

Whilst all the strategic initiatives will support WARRRL's ability to meet the objectives of the Act, we believe 'the greener guarantee' gives meaning and brings to life the legal obligations in a practical and innovative way. Focusing our efforts on reducing beverage containers going to landfill is the centrepiece of this three-year plan. By achieving a redemption rate of 85% for the fiscal year 2023-2024, we estimate that 740 million fewer eligible beverage containers will go to landfill than would otherwise have been the case.

The Coordinator Deed of Appointment, WARRRL was required to prepare a comprehensive set of operational plans prior to commencement of the CDS. These plans covered areas such as fraud protection and audit, Aboriginal and Torres Strait Islander and remote communities' engagement, dealing with confidentiality and information to name but a few. All the necessary plans were in place on commencement. They are not static however and this strategic plan will provide a review mechanism to ensure they remain fit for purpose and support the plan over the next three years.

GOVERNANCE

The WARRRL Board has overseen the development of an extensive policy framework that establishes robust governance for the organisation. The framework has built a strong foundation which provides guidance to manage employment matters, risk, liquidity, finance, ethical standards, confidentiality, privacy and information security, and whistleblowing.

CDS PAYMENT SYSTEMS

A robust payment processing system has been fully operational since the launch of the CDS, providing assurance to all CDS participants on prompt and accurate payments. Through this strategic plan, WARRRL will continue

to improve performance and transaction ease for all our partners including the first responsible suppliers (FRS) in association and collaboration with our partners in operating the CDS, Container Exchange Services (CES).

In keeping with its core function to ensure appropriate contributions are made by FRS to cover the costs of the CDS, WARRRL undertakes a monthly review of its forecast liquidity position, and a periodic review of the adequacy of CDS pricing to meet anticipated costs. WARRRL has committed to providing FRS with adequate (target 14 weeks) notice period ahead of any changes to CDS pricing.

CDS INTEGRITY

To build the trust of the community, WARRRL understands that the operations of the CDS itself must have the highest standards of integrity. This requires a comprehensive and fearless fraud identification, audit and verification systems. The strategic plan provides for a stronger and more expansive focus on CDS financial integrity, which in addition to the measures delivered through an audit and verification function will be bolstered by expert data science resource. This capacity will facilitate deep interrogation of the data to expose suspect transactions at the point of refund. WARRRL will rename the fraud and audit function "Scheme Integrity" to reflect this focus.

COMMITMENT TO SUSTAINABILITY

In accordance with WARRRL's values and commitment to sustainable business practices, and complementary to the 'greener guarantee', WARRRL is undertaking a review of the carbon emissions of the CDS with a view to incorporating this knowledge into business decisions to reduce its carbon footprint.

FOUNDATIONS FOR SUCCESS - ESSENTIAL BOARD AND EXECUTIVE FUNCTIONAL RESPONSIBILITIES

APPENDIX A - FUNCTIONS OF COORDINATOR

The Coordinator statutory functions are stated in s. 47Z of the Waste Avoidance and Resource Recovery Act 2007

47Z. Functions of Coordinator

1. *The Coordinator's main function is to administer and provide governance for the scheme.*
2. *Without limiting subsection (1), the Coordinator has the following functions –*
 - a. *to enter into, and manage, supply agreements in order to ensure contributions are made to the costs of the scheme;*
 - b. *to establish and maintain databases of container approvals and scheme agreements;*
 - c. *to enter into, and manage, export rebate agreements;*
 - d. *to establish a network of refund points by entering into refund point agreements and, if directed to do so by the Minister, by acting as a refund point operator;*
 - e. *to enter into, and manage, refund point agreements;*
 - f. *to enter into, and manage, material recovery agreements;*
 - g. *to ensure arrangements are in place for –*
 - i. *returning and collecting containers; and*
 - ii. *handling, sorting, processing, verifying, transporting and recycling containers that have been returned to a refund point or collected or received by an MRF operator;*
 - h. *to determine the amounts payable under the scheme to and by the Coordinator under scheme agreements;*
 - i. *to make and receive the payments referred to in paragraph (h);*
 - j. *to ensure arrangements are in place for verifying the validity of payments claimed and made under the scheme;*
 - k. *to raise and maintain public awareness of the scheme, including how the scheme operates and the location of refund points;*
 - l. *to receive and deal with complaints relating to the scheme from members of the public and entities participating in the scheme;*
 - m. *to obtain data on recycling rates for containers prior to the commencement of the scheme and throughout its operation in order to measure the outcomes of the scheme;*
 - n. *any other functions given under this Act or another Act.*

FOUNDATIONS FOR SUCCESS - ESSENTIAL BOARD AND EXECUTIVE FUNCTIONAL RESPONSIBILITIES

APPENDIX A - FUNCTIONS OF COORDINATOR (CONTINUED)

Pursuant to s. 47Z(3)(a) of the Act, the following additional functions have been given to the Coordinator in reg. 7(2) of the Waste Avoidance and Resource Recovery (Container Deposit Scheme) Regulations 2019:

1. For the purposes of section 47Z(3)(a) of the Act, the Coordinator has the following additional functions:
 - to ensure arrangements are in place for verifying that all collected containers and returned containers (as those terms are defined in section 47M of the Act) are reused or recycled;
 - to ensure arrangements are in place for verifying the number of containers that have been collected through the kerbside collection of waste that has been separated for the purpose of recycling;
 - to ensure arrangements are in place for verifying the number of containers that have been returned to refund points;
 - to ensure arrangements are in place to verify the eligibility of any first responsible supplier of a beverage product claiming to be a minor beverage supplier;
 - to receive applications under regulations 3I and 3O in relation to container approvals on behalf of the CEO and to advise the CEO in relation to the applications;
 - to publish guidelines to assist people in identifying the person that is the first responsible supplier under section 47D of the Act
 - to identify and report to the CEO on persons suspected of committing an offence under section 47E(2) of the Act, and to attempt to ensure that the persons comply with the requirements of that section.

In terms of contractually imposed functions, the WA Container Deposit Scheme: Scheme Coordinator Deed (**State Deed**) expands the definition of “Functions” as below (with capitalised terms being defined in the State Deed) and imposes obligations as to the performance of those Functions:

- a. the Call Centre Functions;
- b. the Coordinator Functions;
- c. the IT Functions;
- d. the Plastic Bag Management Functions;
- e. the Transition Out Functions; and
- f. all other functions, things or tasks which WARRRL performs, or is or may be required to perform, to comply with its obligations under this Deed.

Note that the “Coordinator Functions” include all functions, things or tasks which WARRRL performs or may be required to perform to comply with the Act, Regulations, Conditions of Appointment and the State Deed, so captures the entirety.

FOUNDATIONS FOR SUCCESS - ESSENTIAL BOARD AND EXECUTIVE FUNCTIONAL RESPONSIBILITIES

GLOSSARY OF TERMS

TERM	DEFINITION
Bag drop	Bag drops are a convenient way to recycle containers and receive a refund
CDS	Container deposit scheme
CES	Container exchange services
C4C	Containers for Change is WA's container deposit scheme
Coordinator of the CDS	WARRRL, in its capacity as Coordinator of the CDS, oversees the operation of container refund points, logistics and processing providers, the online auction portal for the sale of processed containers and other service providers required to deliver the Scheme.
DWER	Department of Water and Environmental Regulation
FRS	First responsible suppliers
Green guide	The green guide is a handbook on how to become a successful and profitable recycling partner
IT	Information technology
MRFs	Material recovery facilities

TERM	DEFINITION
POS	Point of sale
RAP	Reconciliation action plan
Regulations	Waste Avoidance and Resource Recovery (Container Deposit Scheme) Regulation 2019
RPO	Refund point operators
Scheme ID	Containers for Change includes a Scheme ID facility which enables individuals and community groups to register and thereby enable a 'virtual donation' capability
Social enterprise	An organisation that applies commercial strategies to maximise improvements in financial, social and environmental well-being
State Deed	Scheme Coordinator Deed
Strategic Plan	WARRRL's three-year Strategic Plan 2021-2024: Embedding Containers for Change in the lives of Western Australians
WA	Western Australia
WARR Act	Waste Avoidance and Resource Recovery Act 2007
WARRRL	WA Return Recycle Renew Limited



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