

WA Return Recycle Renew Operational plan – 2021/2022

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1. INTRODUCTION

1.1. Acknowledgement of country

We acknowledge and pay respect to the past, present and future traditional custodians and elders of these lands. We acknowledge your connection land, water, skies and community and that we walk, talk and work on your country. We hope to work in true partnership to care for country.

1.2. Background

The Western Australian Container Deposit Scheme (the **Scheme**) commenced 1 October 2020. The Scheme provides an incentive for members of the public to collect and return containers for recycling in exchange for a refund amount.

1.3. Purpose

The purpose of this draft operational plan (the **Plan**) is to provide an update on how WARRRL is delivering the Scheme coordinator functions and operations of the Scheme, and how WARRRL will achieve its strategic plan.

This updated plan focusses on the second year of Scheme operations.

It is intended that this plan is a dynamic document that will continue to be updated to reflect the current circumstance and detail the activities that WARRRL will undertake in delivering on the Scheme coordinator functions.

1.4. Alignment with the Scheme objectives

This Plan's alignment with the achievement of the Scheme objectives is highlighted in the table below:

Table 1 – Alignment with the Scheme Objectives

OBJECTIVE 1 Increase the recovery and recycling of beverage containers	OBJECTIVE 2 Reduce the number of beverage containers that are littered or disposed of to landfill
OBJECTIVE 3 Ensure that Beverage Suppliers meet their product stewardship responsibility	OBJECTIVE 4 Provide opportunities for social enterprise and community organisations
OBJECTIVE 5 Create opportunities for employment (including for people with a disability and long term unemployed people)	OBJECTIVE 6 Complement existing collection and recycling activities for recyclable waste

1.5. Alignment with Scheme coordinator outcomes

The approach to strategy implementation by the company includes regular reviews and adjustments to ensure key outcomes are achieved. Following the successful launch of the Scheme it has become apparent that achievement of our goals will be assisted by some elements of organisation redesign including enhanced resourcing in some areas.

The inaugural one-year strategic plan focussed on a range of strategic goals aligned to ensure a successful launch of the Scheme and embed its operations. This has been achieved. However, now we refocus the organisation on its core objective, being to achieve an 85% redemption rate within the 2023/2024 fiscal year. The first three-year plan identifies seven strategic initiatives that will deliver this goal. The strategic initiatives are:

Table 2 – Scheme coordinator strategic initiatives

1. Changing recycling behaviour
2. Scheme awareness at point of supply
3. Convenient access
4. Landfill avoidance at disposal
5. Excellent experience at refund points
6. Trust in recycling
7. Enable and drive action to participate

A refocus of the organisation post commencement has resulted in agreeing a revised scope of services to be provided by Container Exchange Services. This means marketing services has been now relocated to Perth under the direction of a new marketing and communications team. It also has meant that WARRRL will assume full responsibility for logistics services. Both of these key changes, together with the creation of an Information and Technology function positions the company to meet its contracted obligations to the State. The details of these changes are discussed below.

1.6. Scope

This document sets out WARRRL's approach to resourcing the strategic plan, as follows:

- Overview of the operational structure of WARRRL (refer to **Section 2**);
- A description of each functional area and the roles and responsibilities of the internal resources:
 - CEO and support functions (refer to **Section 3**);
 - Marketing and Communications (refer to **Section Error! Reference source not found.**);
 - Operations (refer to **Section 5**);
 - Finance and commercial (refer to **Section 0**); and
 - Scheme integrity (refer to **Section Error! Reference source not found.**).
 - Information and technology (refer to **Section 8**)
 - Other enablers providing key outcomes (refer to **Section 9**)

2. Operational structure

2.1. Introduction

This section outlines the structure WARRRL has refined to meet the Scheme objectives and to deliver the functions of the Scheme coordinator.

2.2. Functional structure

With reference to the functions of the Scheme coordinator (**Section 1.5**) and the Scheme objectives (**Section 1.4**), WARRRL has developed five distinct functional areas with clear responsibilities for Scheme delivery, representing four clear work streams and allocation of responsibilities. These functional areas and their key components are outlined in the diagram below.

Table 3 - Functional structure

Marketing & communications	Operations (refund point operation and PLMR)	Finance & commercial	Scheme integrity	Information & technology
Government relations	Processing / logistics / MRFs / recyclers management	Financial services & analysis	Audit & verification services	Business information analysis & IT
Consumer marketing & communications	Refund point management	Beverage supplier contract management		Delivery of insights via data analytics & data mining
Stakeholder relations & engagement	Commercial business team activities	Legal		Project management of solutions providers
	WHSE & operational audit	Governance & compliance		

Further detail of the responsibilities of each of the functional areas is provided in the subsequent sections.

2.3. Organisational structure

With consideration of the above functional structure and the responsibilities of the Scheme coordinator, WARRRL's resourcing requirements and operational structure is set out below. This represents the resourcing requirement for the second year of Scheme operations, following the Scheme commencement on 1 October 2020.

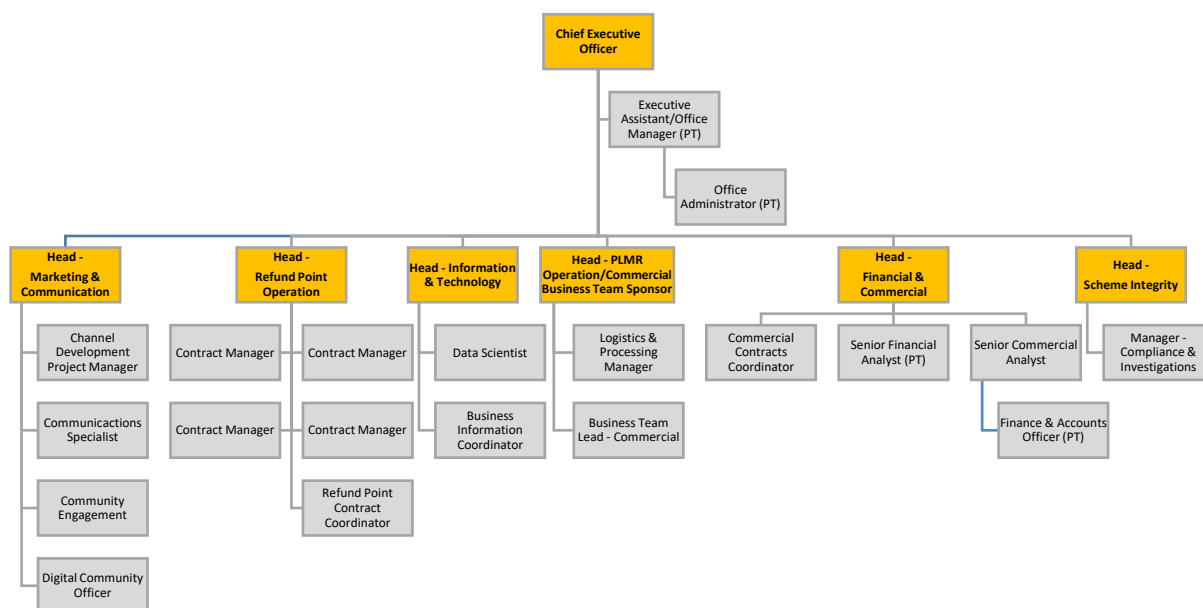
The new structure included a business teams concept with four virtual teams focussed on the following areas.

Strata	Commercial / icon destinations	Education, charities and community groups	Local government / parks reserves and national parks
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These areas were selected following careful analysis of waste streams and current vs. potential redemption rates. They are designed to drive volume growth for the Scheme and each have an executive level team sponsor with monthly reporting to the executive team. Everyone within the organisation has some involvement in a business team.

WARRRL currently employs twenty-seven (27) people to deliver Scheme operations.

Figure 1 - Organisational structure



2.4. Third party support

WARRRL is responsible for the governance and administration of the Scheme on a day-to-day basis. To support the delivery of the Scheme coordinator functions, WARRRL has engaged several third parties to leverage specialist expertise, external efficiencies and to support the Board and management. These are outlined in the table below.

Table 4 - Third party support

Subcontracted service	Description of service	Functional area
Commercial, financial, accounting and tax advice (KPMG)	<ul style="list-style-type: none"> Ad hoc services focusing on business process and compliance – for example, a review of the Scheme pricing model. Tax advice regarding accounting and tax considerations. 	Financial & commercial
BDO	<ul style="list-style-type: none"> Payroll services 	Financial & commercial
RSM Australia	<ul style="list-style-type: none"> Support for ongoing development of an enterprise risk management framework (ERMF) for the Company. 	Financial & commercial

	<ul style="list-style-type: none"> - Business continuity and disaster recovery planning. - Internal audit process and review. 	
<p>Legal services (HWL Ebsworth)</p>	<ul style="list-style-type: none"> - Contract management – legal advice on contractual issues as they arise. - Fraud management – legal advice on matters relating to the detection of fraud and drafting of associated information to support legal proceedings as they arise. - Board governance – ad hoc legal advice relation to Board governance matters. - Ad hoc advice. 	Financial & commercial
External audit (Grant Thornton)	<ul style="list-style-type: none"> - Financial audit – independent audit of WARRRL’s consolidated financial statements for both the Scheme business unit and WARRRL operations business unit. 	Financial & commercial
Scheme audit support	<ul style="list-style-type: none"> - Scheme participant audit - undertake or support regular quality audit of Scheme participants, including MRFs, refund points operators, processing providers in accordance with an approved ‘Audit Plan’. - Ongoing oversight of whistle-blower facility and process. - First responsible supplier (FRS) audit – audit of data provided by FRS and exporters in their monthly declarations. 	Scheme integrity
Insurance broker (AON)	<ul style="list-style-type: none"> - Insurances - assistance obtaining Statutorily mandated or Board approved insurances. 	Financial & commercial
Low Carbon Australia Carbon footprint assessment	<ul style="list-style-type: none"> - Undertaking ongoing carbon footprint assessment to establish a baseline and evaluation of offset options. 	Financial & commercial
Health and Safety (Denise Sawkins)	<ul style="list-style-type: none"> - Implement and optimise suitable safety framework that aligns to current and new legislation. - Provide compliance training for every employee. - Update onboarding information as required when new legislation is passed. - Undertake safety audits for operators in accordance with contractual obligations. 	Scheme integrity
Board support and governance (Annette Watkins)	<ul style="list-style-type: none"> - Governance structure and processes managed to ensure they are in line with best practices including the creation of a corporate governance policy. - Board administration including preparation, collation and distribution of Board and Committee agenda, pre-reading materials, minutes and actions 	CEO

	<p>arising from the meetings and fortnightly updates.</p> <ul style="list-style-type: none"> - Compliance calendar monitoring to ensure reporting requirements are met including compliance in regulatory, reporting and administrative matters and requirements outlined in numerous documents including the Constitution, Board Charter, the <i>Waste Avoidance and Resource Recovery Act 2007 (WA) (Act)</i>, the <i>Waste Avoidance and Resource Recovery (Container Deposit Scheme) Regulations 2019 (Regulations)</i>, the Reporting Code as defined in the Regulations , State Coordinator Deed, Conditions of Appointment of the Company as Coordinator under the Act. - Board meeting support to ensure effective meetings and adherence to director and governance obligations and responsibilities. - Maintain company register and associated information and record any conflicts of interest along with assisting in the preparation and authorisation of contracts, Deeds or other relevant documentation. - BoardEffect implementation, training, and ongoing use as a centrepiece of board administration. - Work with the Board and CEO to ensure that appropriate governance support is provided to WARRRL. 	
The Brand Agency (WPP)	<ul style="list-style-type: none"> - Development of brand strategy. - Media buying and planning. - Creative messaging aimed at consumers. - Guidance, research and expertise regarding customer experience and branding. - Develop creative assets including refund point toolkits, website, community group toolkits, launch activation and the like. 	Marketing & communications
EPIC IT	<ul style="list-style-type: none"> - Delivery of Microsoft Office 365 environment. - Provide data protection including firewall and spam filtering. - Supply of IT equipment. 	Information & technology
Integral	<ul style="list-style-type: none"> - Developing the organisational strategy for WARRRL. 	CEO

Rowe Group	<ul style="list-style-type: none"> - Provide planning consultancy services to support selection of suitable refund point locations. - Provide advisory services to refund points on zoning issues. 	Operations
Opteamise Solutions Simon Hickmott	<ul style="list-style-type: none"> - Review chain of custody in logistics and refund point network. - Mapping critical control points. - Support for audit design and enhancements. 	CEO
Natasha Rogers	<ul style="list-style-type: none"> - Support for community education initiatives to broaden the reach of the team. - Identification of redemption improvement and recycling opportunities. 	Operations

3. CEO and support functions

3.1. Introduction

This section describes the resourcing and key activities that are undertaken by the Chief Executive Officer (CEO) and support functions of WARRRL.

3.2. Overview of function

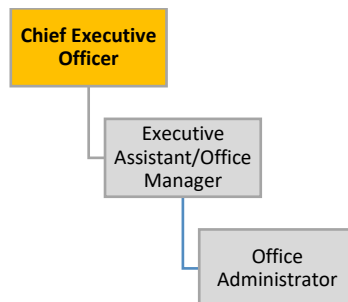
A Chief Executive Officer (CEO) was appointed by the Board of Directors on 15 July 2019. This role has responsibility and oversight for WARRRL’s day to day operations, and for meeting the Scheme coordinator’s responsibilities and performance targets.

To support the WARRRL functions, an Executive Assistant/Office Manager supports the leadership team and an Officer Administrator coordinates the office activities and provide staff support.

3.3. Internal resourcing

The CEO and support function consists of three resources, as outlined below.

Figure 2 - Internal resourcing



A brief position description of each of the roles is provided in the table below:

Table 5 - Position descriptions

Position	Reports to	Key responsibilities
CEO	Board of Directors	<ul style="list-style-type: none"> - Act as the public face of the Scheme (along with Chair of the Board of Directors). - Enact responsibility and oversight of all WARRRL functions. - Provide day-to-day accountability for Scheme coordinator obligations under the Scheme coordinator Deed and Conditions of Appointment.

		<ul style="list-style-type: none"> - Report to the Board of Directors and major stakeholders. - Recommend key policies, and protocols to the WARRRL Board. - Represent WARRRL in various industry forums. - Deliver the strategic priorities determined by the Board to deliver Scheme operations and including through the development and recommendation of annual strategic and operational plans. - Implement all approved plans, policies, and programmes as determined by the Board. - Ensure compliance with all legal and regulatory obligations. - Manage Scheme coordinator recruitment and HR policies. - Manage WARRRL as an organisation, including all personnel within the WARRRL team.
Executive Assistant/Office Manager	CEO	<ul style="list-style-type: none"> - Provide support for leadership team members, key events and reporting activities.
Office Administrator	CEO	<ul style="list-style-type: none"> - Enact office coordination including management of on-boarding staff, secretarial tasks and general office management and administrative tasks.

3.4. Key activities

The key activities that are undertaken by the CEO and support functions during the second year of Scheme operations are outlined in the table below.

Table 6 - Key activities

OPERATIONAL YEAR 2
CEO
<ul style="list-style-type: none"> - Enact day-to-day responsibility and accountability for WARRRL discharging its obligations as Scheme coordinator and delivering its strategic initiatives and goals, including the Scheme objectives. - Ensure the business operations of WARRRL are managed smoothly and appropriately, ensuring suitable resources are deployed to deliver on its statutory and contracted responsibilities. - Represent WARRRL, and more generally the WA CDS, in dealings with Government and other major stakeholders.

- Ensure WARRRL is represented in the relevant industry associations to press the continued and successful development and integration of the Scheme into the WA waste and recycling industry.
- Implement all approved plans, policies, and programmes.
- Report to the Board of Directors and Government regarding high level Scheme activities along with and emerging risks and opportunities.
- Manage HR policy and recruitment.
- Ensure compliance with legal and regulatory obligations.
- Provide strategic and operations plan and operational consistent with obligations to the State.
- Manage the WARRRL team, instilling a positive culture, and ensuring individuals within each role are performing to the requisite standards and behaviours.

Administrative support

- Provide support to the leadership team for key activities including meetings, team events and external events.
- Office management including liaising with service providers, maintenance of office furnishings and equipment.
- Administration and coordination tasks as required, including supporting the CEO's schedule and appointments and making travel arrangements for WARRRL employees.
- Support on-boarding of new employees.

4. Marketing and communications

4.1. Introduction

This section describes the resourcing and key activities that will be undertaken within the Marketing and Communications function of WARRRL.

4.2. Overview of function

The Marketing and Communications function is focused on achieving 85% redemption through raising awareness and driving participation in the Scheme.

This will be achieved through:

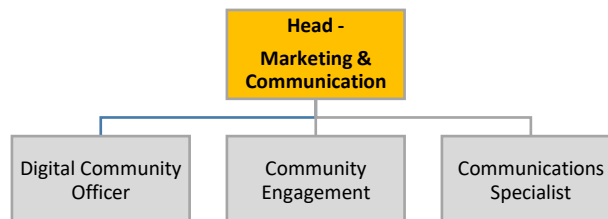
- engaging and inspiring the WA public to participate in the scheme;
- educating the general public and stakeholders on the details of the program including container eligibility and process;
- identification of market opportunities to achieve redemption rate; and
- delivering change in consumer long term behaviour.
- Working with government stakeholders to deliver the Scheme objectives and identify opportunities for Scheme development in line with Scheme requirements and other recycling initiatives.

To support the in sourcing of activities previously undertaken by CES a number of external contractors have been engagement to support campaign and brand management, graphic design and communication support.

4.3. Internal resourcing

The Marketing and Communications function has four resources, as outlined below:

Figure 3 - Internal resourcing



A brief position description of each of the roles is provided in the table below.

Table 7 - Position descriptions

Position	Reports to	Key responsibilities
Head - Marketing & Communications	CEO	– Provide oversight and responsibility for delivery of all Marketing and Communications activities,

		<p>marketing and branding that drive participation in the Scheme.</p> <ul style="list-style-type: none"> - Enact development of the WA positioning in collaboration with CES and management of stakeholder relationship with CES in relation to the Containers for Change Brand. - Sponsor education business team to identify and execute ways to assist the community to participate in the Scheme. - Arrange appropriate research to review the effectiveness of Scheme awareness and participation. - Be responsible for planning and buying media and creative messaging
Communications Specialist	Head - Marketing & Communications	<ul style="list-style-type: none"> - Media management including development of earned media, both proactive and reactive. - Government liaison. - Third party stakeholder engagement. - Development and innovation to drive usage of Scheme ID. - Aboriginal and Torres Strait Islander engagement including delivery of the RAP plan.
Community Engagement	Senior Manager - Marketing and communication & Media	<ul style="list-style-type: none"> - Identify and execute opportunities to drive and enable Scheme participation across school community groups and charities. - Work with Department of Education Sustainable Schools WA and DWER Waste Wise schools to identify opportunities to incorporate the container deposit scheme into their ongoing communications. - Manage refund point communications.
Digital Community Officer	Head - Marketing & Communications	<ul style="list-style-type: none"> - Grow online audience on a variety of platforms. - Create suitable content to educate the general public on the ease of use of the scheme. - Manage electric direct mail and social media posts to maximise engagement. - Provide support for event organisation and delivery. - Provide Marketing and Communications and general workstream support.

4.4. Key activities

The key activities that will be undertaken by the marketing and communications function during the second year of Scheme operations are outlined in the table below:

Table 8 - Key activities

OPERATIONAL YEAR 2
Government relations
<ul style="list-style-type: none"> - Communicate with Government stakeholders regarding Scheme priorities and objectives, and shared promotional opportunities. - Coordinate approvals, reporting and other interactions with Government, including performance of the Scheme against the key targets (i.e., Scheme objectives) and performance of WARRRL at the strategic level. - Continue to build strategic relationships in Government and other external influencing bodies to ensure Government priorities and objectives are met and communicated - Provide ongoing reporting to DWER and Government stakeholders of progress against Scheme objectives
Community engagement
<ul style="list-style-type: none"> - Enact active targeting of communications to social enterprise organisations to encourage participation in the Scheme as collection network participants or as recipients of customer donations. - Implement integrated communication and stakeholder engagement plans to meet the objectives of the Scheme. - Coordinate education resources within the community, including how to use the Scheme services with a focus on Scheme commencement and the first few months of the Scheme. - Demonstrate the positive outcomes of Scheme participation for community groups. - Develop and implement community engagement, education, and advocacy campaigns to encourage participation and build community capacity, for regional and remote communities and Aboriginal and Torres Strait Island communities to participate in the Scheme. - Identify and develop innovative opportunities to create a diverse but targeted range of corporate partnerships to assist in the delivery of social enterprise participation.
Media, marketing and communications
<ul style="list-style-type: none"> - Provide measurement and monitoring of Scheme awareness KPIs, including reporting of performance to the public. - Provide oversight development and deployment of Scheme marketing materials and campaigns. - Manage WARRRL Scheme media and public relations including the development of proactive and reactive media plans and external-risk mitigation plans.

- Develop and implement the relevant plans in line with conditions of appointment.
- Manage operation of all Scheme communications channels including the Scheme website, social media, and other mediums.
- Manage media communication and marketing.
- Coordinate all stakeholder communications, including Marketing and Communications and public relations.
- Provide oversight of the contact centre to manage enquiries from Scheme participants, including management of key issues/trends, messages and FAQs, and ensuring contact centre capacity is managed to adjust and react to peaks in volume (e.g., around Scheme commencement and initial period post-Scheme commencement).
- Ensure brand integrity and compliance of network participants in maintaining the brand reputation.

5. Operations

5.1. Introduction

This section describes the resourcing and key activities that are undertaken within the Operations function of WARRRL.

5.2. Overview of function

The operations function manages the coordination of Scheme accessibility, logistics, processing and recycling of materials through management of the collection network and Scheme participants.

Since the previous operational plan, streamlining of the current structure has taken place to focus on Scheme compliance. As mobilisation is almost complete the team's time is transitioning to focus on volume growth of the scheme.

The Scheme continues to be the most diverse in the country with the largest number of social enterprise and not for profit organisations approved as refund point operators, and a lower level of participation by major commercial operators than is the case in other jurisdictions. The broad cross section of community organisations represented in Scheme operators continues to necessitate a different approach to better support the needs of the Scheme.

The geographic spread of the network involves a high number of refund points to service the State, with the Scheme scheduled to commence with the highest ratio of refund points to population or any jurisdiction in Australia. Further to this, the focus on maximising community benefit from the Scheme across indigenous engagement, employment of people who live with a disability and long term unemployed requires a higher level of support. To ensure optimal outcomes across the entire network the operations team continues to be split across two functions.

- Refund point operations – overseeing the refund point collection network to ensure Scheme objectives are met consistent with their obligations under the refund point agreement.
- PLMR operations – managing the transportation, processing, and recycling of Scheme materials post-redemption at refund points as well as management of the material recycling facility stream for eligible containers consistent with Scheme objectives.

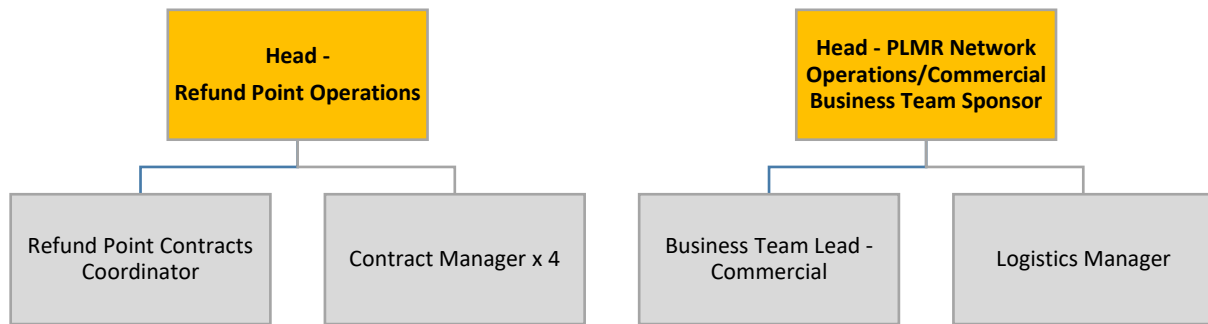
Further to this, to help drive increased redemption WARRRL has established a business team structure to better target sectors including education, strata, local government, commercial and icon destinations and venues. The intent of the business teams is to directly engage with third parties who are active in these channels and understand how containers currently flow through them and identify opportunities to leverage the refund point network to optimise Scheme participation, redemption and increase overall Scheme awareness.

This structure has evolved to recognise the need to focus on expanding active participation and awareness of the Scheme. It will also support the heavy participation of community-based organisations.

5.3. Internal resourcing

The Operations functions has nine (9) resources, as outlined below.

Figure 4 - Internal resourcing



A brief position description of each of the roles is provided in the table below:

Table 9 - Position descriptions

Position	Reports to	Key responsibilities
Head Refund Point Operations	CEO	<ul style="list-style-type: none"> - Provide oversight and responsibility for delivery and maintenance of all refund point operations activities and sub-functions to deliver on the minimum service standards. - Ensure appropriate monitoring is in place to review contractual obligation compliance across the refund point network. - Provide support for collection network participants, including engaging with Government. - Provide guidance for relevant business team activities to boost Scheme redemption rates. - Provide oversight of WHSE framework and activities including contract management.
Contract Manager	Head Refund Point Operations	<ul style="list-style-type: none"> - Develop relationships and contract management with refund point operators, consistent with the 'ideal operator blueprint'. - Liaise with collection network participants following the procurement process. - Provide operational support for collection network participants. - Support business team activities to boost Scheme redemption rates.
Refund Point Contract Coordinator	Head Refund Point Operations	<ul style="list-style-type: none"> - Provide coordination support to the refund point team. - Relationship and contract management with a small number of refund point operators, consistent with the 'ideal operator blueprint' - Operational support for collection network participants
Head PLMR Operations/ Commercial Business Team Sponsor	CEO	<ul style="list-style-type: none"> - Relationship management with logistics and processing providers, MRFs and approved recyclers including operational oversight and performance management.

		<ul style="list-style-type: none"> - Oversee the online recycling material sales platform operation and sales of materials on the platform by processing providers and MRFs to approved recyclers. Work with the Scheme integrity team to verify the recycling of Scheme material - Manage communications with all operations service providers. - Work with service providers and team members to identify continuous improvement opportunities with a focus on scheme objectives and efficiencies. - Oversee commercial business team initiatives to ensure these are deployed in an effective manner to support achievement of Scheme objectives.
Logistics & Processing Manager	Head PLMR Operations	<ul style="list-style-type: none"> - Provide day to day management of logistics and processing providers. - Monitor performance of logistics service providers against KPIs and contracted accountabilities. - Provide oversight to contract start-ups, reviews, extensions and renewals, communicating contractual changes; monitor contractual commitments and compliance. - Work with service providers to identify and implement continuous improvement opportunities.
Business Team Lead - Commercial	Head PLMR Operations	<ul style="list-style-type: none"> - Identify and assess opportunities within the commercial channel (e.g., petrol & convenience, retail, cafes, hotels, associations, etc.) - Identify and assess opportunities within the iconic destinations such as Rottnest Island, Kings Park, Optus stadium, Perth Zoo, RAC arena. - Identify and assess opportunities within the iconic venues such as Optus Stadium, RAC Arena, Perth Zoo, Boola Bardip museum and WACA.

5.4. Key activities

The key activities that will be undertaken by the Operations function during the second year of Scheme operations are outlined in the table below.

Table 10 - Key activities

OPERATIONAL YEAR 2
PLMR
<ul style="list-style-type: none"> - Engage with the contracted collection network to optimise operations across the state. Continue to troubleshoot any issues as necessary and implement efficiency measures (e.g., compaction). - Provide ongoing management of the collection network including contract management and pursuing opportunities to improve collection and processing leading to gains in efficiency and safety across the network. - Work with logistics service providers and refund point operators to pursue innovative solutions e.g., on site compaction. - Prepare key stakeholders for peaks in demand such as festive season and Easter, particularly the logistics providers to ensure they have the necessary infrastructure, systems and processes to deal with Scheme volume increases and variability. - Engage with MRFs to maximise their participation in the scheme. - Provide oversight and maintenance of the online recycling material sales platform. - Manage recycling panel application process with recyclers and continue to pursue new approved recyclers, particularly those based in WA.
Refund point operators
<ul style="list-style-type: none"> - Provide support/advice for refund point operators to assist with adapting to volume and redemption rate increases, including the promotion of operational efficiencies across the collection network. - Provide relationship management and coordination support of refund point operators, including contract performance management, compliance, and adherence to contractual obligations. - Provide ongoing contract management to facilitate good practice operations by refund point operators and contract compliance. - Drive process improvement and shared learnings throughout the collection network. - Coordinate and support on-boarding of new refund point operators. - Work with refund point operators to maximise Scheme awareness and participation.

- Monitor and report to Scheme integrity function on operational anomalies and outliers for refund points.

Business Team - Commercial

- Work with the Business Team sponsor to identify and prioritise key activities to drive engagement and support Scheme volume increase both through presence within commercial enterprises and through them, helping to grow scheme awareness.
- Develop, implement, and execute a channel plan by facilitating effective supply chain solutions with Scheme partners including commercial enterprises and refund point operators and logistics providers where applicable.
- Undertake ongoing assessment and research to guide priority focus areas to enable redemption volumes to be maximised and scheme awareness increased.
- Design and deliver key presentations to stakeholders including the community, government industry associations, and corporate partners as required.
- Work closely with the refund point operations team and other WARRRL functions to provide the best possible support including supply chain efficiency, scheme information, merchandise, training, and other supports as required.
- Provide training and guidance to staff, refund point operators, and relevant partners to ensure smooth implementation of initiatives across the network.

Welfare health safety environment (WHSE) and operational audit

- Provide oversight of Scheme participant compliance with legislation and WHSE regulations.
- Develop and manage policies and procedures for Scheme participants related to quality standards, safety, and environment.
- Implement WHSE & operational audit plan and audits of refund points.
- Develop and implement continuous improvement program for Scheme participants.
- Stimulate collaboration and engagement with local councils and regulatory bodies on environmental standards.

Processing, logistics, MRFs and recycler management

- Facilitate and support integration between processing providers, logistics providers and refund point operators.
- Coordinate support for contracted processing providers, including supporting integration activities with refund points.
- Provide relationship management of MRFs and processing providers, including contract performance management, compliance and adherence to contractual obligations.

- Provide operational oversight and coordination of the online recycling material sales platform.
- Facilitate and support the management and expansion of approved recyclers who can purchase scheme material.
- Monitor and report to Scheme integrity function on operational anomalies and outliers for MRFs and other service providers compared to Scheme expectations.
- Provide ongoing contract management to facilitate good practice operations by processing providers, logistics providers and MRFs.
- Drive process improvement and shared learnings throughout the network.
- Coordinate and support on-boarding of new scheme participants.

6. Finance and commercial

6.1 Introduction

This section describes the resourcing and key activities that will be undertaken within the Finance & Commercial function of WARRRL.

6.2 Overview of function

The finance and commercial function will manage the oversight of Scheme payments through management of the Scheme and WARRRL financial services, contract governance and execution, and overall Scheme administration.

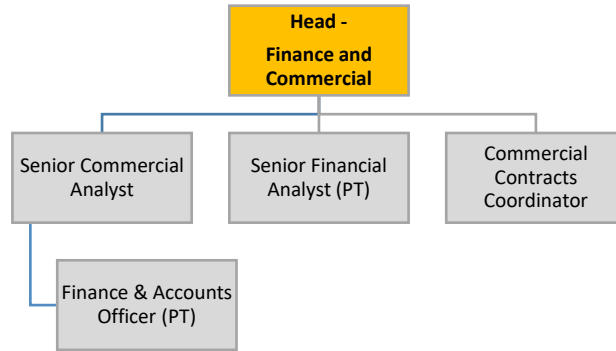
The contracts and legal elements focus on FRS and general commercial advice required for the WARRRL business as a whole, while responsibility for contracts with refund point operators, MRFs, processors and logistics providers rest with the operations team.

Enterprise risk management, governance and compliance reporting within the Scheme regulatory framework also sit within this function along with managing the Agreement with Container Exchange Services.

6.3 Internal resourcing

The finance and commercial function is established with four resources, as outlined below:

Figure 5 - Internal resourcing



A brief position description of each of the roles is provided in the table below:

Table 11 - Position descriptions

Position	Reports to	Key responsibilities
Head Finance & Commercial	CEO	<ul style="list-style-type: none"> - Provide oversight and responsibility for delivery of all finance and commercial activities and sub-functions (financial services and analysis, contract management and legal). - Be responsible for overseeing Scheme payments to ensure accuracy and timeliness of payments. - Be responsible for overseeing and ensuring Scheme liquidity including regular review and recommendations regarding scheme pricing (Supply Amount) for Board approval. - Oversee performance management of third-party service providers to ensure delivery of support services - Oversee compliance and enterprise risk management. - Present to Audit & Risk Committee and Board on matters relating to the function.
Commercial Contracts Coordinator	Head Finance & Commercial	<ul style="list-style-type: none"> - Enact contract management with FRS, including ensuring contract execution, management of product registration process, and compliance of beverage supplier contractual obligations. - Prepare and execute copies of all contracts, including administrative support. - Manage relationship and communication strategy and day-to-day point of contact

		for FRS in conjunction with Marketing and communications team, including monitoring commercial@warrri.com.au inbox.
Senior Financial Analyst	Head Finance & Commercial	<ul style="list-style-type: none"> - Prepare GST, FBT returns. - Be responsible for budget development and financial management of the WARRRL operational business unit (includes financial reporting process, accruals, monthly review with functional heads). - Manage insurance and salary packaging providers. - Manage manual purchase order process, non-scheme related invoice processing, monitoring accounts@warrri.com.au inbox.
Senior Commercial Analyst	Head Finance & Commercial	<ul style="list-style-type: none"> - Regularly monitor compliance with reporting and other statutory requirements, including the WARR Act 2007 and Regulations. - Be responsible for budget development and financial management of the Scheme business unit (includes financial reporting process, accruals, monthly review with functional heads). - Provide regular performance analysis and reporting in accordance with reporting requirements for submission to various stakeholders including the Department of Water and Environmental Regulation and WARRRL Board. - Be responsible for daily, weekly monthly and quarterly workflow approval for Scheme payments.
Finance and Accounts Officer	Senior Commercial Analyst	<ul style="list-style-type: none"> - Prepare monthly reports and analysis of data in relation to service delivery. - Maintain master data. - Undertake credit applications and set up of suppliers. - Coordinate claims and undertake supplier reconciliations. - Maintain fixed asset register. - Provide internal reporting of amounts payable to refund point operators.

6.4 Key activities

The key activities that will be undertaken by the finance and commercial function during the second year of Scheme operations are outlined in the table below:

Table 12 - Key activities

OPERATIONAL YEAR 2
Financial services & analysis
<ul style="list-style-type: none"> - Provide oversight and establishment of the Scheme pricing (supply amount) for approved containers, including update to pricing to reflect actual return rates and Scheme costs. - Develop effective communication of the supply amount and supply amount setting methodology. - Provide oversight of commercial, taxation, accounting and external financial audit services including engaging third-party specialist advisors as required. - Ensure timely and accurate payments of Scheme inflows / outflows. - Initiate periodic budget development. - Provide periodic financial and performance management reporting to stakeholders including the CEO, Board of Directors, Government, and other parties as required. - Provide cashflow forecasting and periodic liquidity reviews to ensure Scheme liquidity. - Report on treasury and banking activities including cash management, oversight, and authorisation of Scheme payments to and from all Scheme participants.
WARRRL entity and FRS contract management and legal
<ul style="list-style-type: none"> - Monitor beverage manufacturer participation and execution of supply agreements with FRS. - Execute export rebate agreements for new entrant exporters. - Provide ongoing monitoring of the register of approved containers / FRS and oversight of approval process. - Manage contractual relationships and commercial terms with stakeholders. - Manage any issues regarding interpretation of WARRRL entity legal arrangements and provide clarity of requirements, including dispute resolution. - Manage and enforce contractual obligations, including advice to the operations functions regarding collection network participant adherence to contract obligations - Engage with external third-party legal services provider as required. - Provide management and performance monitoring of third-party service providers, including CES and provision of payment technology platform and payment processing services
Risk and governance

- Be responsible for development and ongoing updates to enterprise risk management framework including business continuity and disaster recovery processes.
- Provide monthly compliance reporting to the Audit and Risk Committee.
- Report against Scheme regulatory framework.

7. Scheme Integrity

7.1 Introduction

This section describes the resourcing and key activities that will be undertaken within the Scheme integrity function of WARRRL. This function has been retitled to reflect the proactive focus of the department as development work has been undertaken to assess and understand critical control and risk points.

7.2 Overview of function

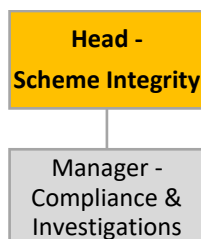
The Scheme Integrity function will oversee and ensure product stewardship and compliance for the Scheme. The finance and commercial team will work closely with the Scheme integrity team to support audit and compliance activities.

The risk management and the enterprise risk management framework is a shared responsibility across the WARRRL executive team and Board. Within this the Scheme integrity team play a role in design and implementation of the framework.

7.3 Internal resourcing

The Scheme integrity function comprises two resources, as outlined below:

Figure 5 - Internal Resourcing



The internal team is to be supplemented by consultants and contractors as required in addition to support from CES.

A brief position description of each of the roles is provided in the table below:

Table 11 - Position descriptions

Position	Reports to	Key responsibilities
Head Scheme Integrity	CEO	<ul style="list-style-type: none">- Be responsible for ensuring Scheme verification.- Provide oversight and responsibility for delivery of all Scheme integrity activities and sub-functions.

		<ul style="list-style-type: none"> - Provide oversight of data analytics and reporting sub-function. - Enact the operationalising of the fraud plan and audit plan.
Manager Compliance & Investigations	Head Scheme integrity	<ul style="list-style-type: none"> - Enact the investigation plan to support the Scheme integrity strategy. - Conduct scheme audits and investigations as required. - Detect, investigate, and prevent fraudulent activities. - Continue to develop preventative protocols and make recommendations to improve processes and controls to enhance the prevention of fraud and increase scheme integrity.

7.4 Key activities

The key activities that will be undertaken by the Scheme integrity function during the second year of Scheme operations are outlined in the table below:

Table 12 - Key activities

OPERATIONAL YEAR 2
Scheme integrity services
<ul style="list-style-type: none"> - Enact planning, refining and ongoing execution of the audit plan and associated activities, with a focus on the verification of payments and identification of fraud. - Provide oversight and management of audit team members, including engagement of third-party specialist advisors as required. - Enact surveillance of non-compliant Scheme participants and reporting instances of non-compliance. - Provide forensic investigations as required. - Maintain continuous improvement of standards across the audit team members and activities, delivering Scheme verification. - Develop ongoing refinement of audit policies and procedures.
Data analytics and reporting
<ul style="list-style-type: none"> - Provide design of suitable algorithms to identify potential fraud and other high-risk activities. - Provide analysis of Scheme data, including payment inflows and outflows, to identify risks of fraud, and trend analysis. - Report audit findings and recommendations to stakeholders including the Board of Directors and the CEO. - Provide ongoing research, scoping, and data management of beverage container litter rates and return rates, in partnership with Government.

8. Information and technology

7.2 Introduction

This section describes the resourcing and key activities that will be undertaken within the information and technology function of WARRRL, created since Scheme commencement.

7.2 Overview of function

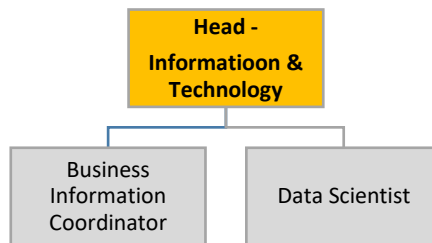
The information and technology function will oversee data, systems and hardware for the Scheme in conjunction with CoEx Services and third-party providers. The team will also oversee service and software development within the Scheme. The information and technology team work closely with the Scheme integrity team to support audit and compliance activities.

The function also proactively analyses Scheme participation, redemption rates, network efficiency and potential risks. Business intelligence is also a core focus managing the flow of data, information and insights across the organisation to ensure both internal and external stakeholders have the best information to enhance the service offering across the network and assist in identifying areas for improvement, or concerns warranting further investigation.

7.3 Internal resourcing

The information and technology verification function comprises three resources, as outlined below.

Figure 6 - Internal Resourcing



The internal team is to be supplemented by consultants and contractors as required in addition to support from CES.

A brief position description of each of the roles is provided in the table below:

Table 13 - Position descriptions

Position	Reports to	Key responsibilities
Head Information & Technology	CEO	<ul style="list-style-type: none"> - Lead the technology strategy for WARRRL ensuring technical projects are delivered on time and within budget. - Work with stakeholders to identify critical information and indicators across the organisation and wider CDS. - Identify, implement, and utilise appropriate tools and technology. - Manage all technical relationships with CES and external service providers providing or supplying information or software solutions. - Ensure that the requirements of the Privacy and Confidential Information Plan are met. - Lead Scheme ID solution improvements to increase uptake and usage rates. - Manage the IT development fund with CES including defining projects to be funded and working with CES to implement these projects.
Data Scientist	Head Information & Technology	<ul style="list-style-type: none"> - Undertake business intelligence tasks and projects to extract meaningful insights from Scheme data to enable WARRRL to shape strategic direction, growth, and efficiency. - Develop machine learning and artificial intelligence to identify trends, opportunities and threats within the Scheme and support audit and risk analysis.
Business Information Coordinator	Head Information & Technology	<ul style="list-style-type: none"> - Provide data analytics with insights on how to respond in priority to volume and redemption rate increases across both the refund point and PLMR teams and operational coverage. - Maintain compliance registers and master data. - Manage applications from recyclers and other parties interested in engaging with the Scheme.

7.5 Key activities

The key activities that will be undertaken by the Information & Technology function during the second year of Scheme operations are outlined in the table below:

Table 14 - Key activities

OPERATIONAL YEAR 2
Data analytics and reporting
<ul style="list-style-type: none"> - Provide analysis of Scheme data to identify risks of fraud, and trend analysis. - Work across the organisation to provide timely insights and reporting capability to enable detailed analysis of Scheme performance. - Conduct trend analysis of return rates and insights to support prioritisation of WARRRL activities to raise the profile of the Scheme. - Provide modelling of logistics data to optimise logistics spend. - Report on the volume of containers moving through the collection network of refund point operators, logistics providers, processing providers and MRFs.
IT and systems
<ul style="list-style-type: none"> - Work with CES to ensure effective management of the IT platform, including the delivery of ongoing updates to the IT platform to ensure good customer interface. - Conduct training sessions to train new refund point operators in using the IT platform. - Conduct ongoing monitoring of the online recycling material sales platform (from a systems perspective) to support the sale of Scheme materials to approved recyclers to ensure functionality. - Provide project management of key business and systems implementation and/or improvement projects. - Identify and implement process improvement initiatives to streamline process and improve data accuracy. - Provide maintenance and improvement of IT platform for payments in collaboration with the third-party service provider.

9. Other enablers

8.1 Introduction

This section describes the key activities that will be undertaken by external parties contracted to WARRRL to support WARRRL's achievement of Scheme objectives.

8.2 Overview of functions

Three core partners have been contracted to provide additional services to WARRRL. These are CES, Pauline Tarrant Consulting and Ingrid Cumming.

CES now provide external support for IT systems, accounting and finance support, branding and the contact centre.

Pauline Tarrant Consulting provides support for people and culture activities. This includes recruitment, people performance optimisation and people risk mitigation.

Ingrid Cumming provides strategic advice relating to engagement of people who identify as Aboriginal and Torres Strait Islander, cultural awareness training and guidance for the WARRRL reconciliation action plan.

8.3 Key activities

Table 5 - Key activities

OPERATIONAL YEAR 2	
CES	
-	Provide an annual support plan in line with the terms of agreement outlining the scope of work and functions to be provided to WARRRL. This will be rereviewed by WARRRL for consistency and alignment.
-	Provide access to the fit-for-purpose IT Platform designed specifically to support the operations of the Scheme. The functionality of the IT platform includes: <ul style="list-style-type: none">○ customer scheme accounts;○ payment processing;○ Point of sale (POS) system;○ web portals for Scheme participants;○ register of approved containers / beverage supplier register;○ online recycling material sales platform;○ chain of custody tracking;○ financial and Scheme reporting;○ Fright Management System/driver app;

- data warehouse;
 - customer relationship management (CRM) platform; and
 - self-service training.
- Provide accounting and finance support.
 - Undertake reviews of marketing materials to ensure these comply with CES brand guidelines.
 - Manage operation of a contact centre to co-manage customer-facing Scheme social media accounts; reply to customer email queries; respond to call centre queries and complaints and provide general support to the public and Scheme participants regarding the Scheme and its operations.

An IT Development Fund is now also included in contract for WARRRL, this is directed at IT development/enhancement projects.

Pauline Tarrant Consulting

- Work with a continuous improvement mindset to maximise people potential and performance across the organisation in a manner that aligns to WARRRL values and culture.
- Work closely with the People and Culture Committee (WARRRL Board subcommittee) to design an appropriate HR policy framework to meet compliance requirements (including employment laws and Scheme objectives).
- Implement and embed endorsed HR policies including providing advisory and investigative support as required to resolve grievance or dispute matters.
- Design and deploy employee engagement metrics and other staff feedback mechanisms (e.g., exit interviews).
- Draw from cutting edge methodologies and frameworks to design work support mechanisms to boost staff performance, engagement, and retention. This includes design of highly flexible workplace practices to help people work at their best and bring their whole self to work.
- Design suitable remuneration practices to attract high calibre staff and reward outstanding performance whilst also ensuring workplace terms and conditions exceed minimum standards.
- Provide professional and efficient recruitment support to enhance the WARRRL employer brand and hire a diverse workforce.
- Provide ongoing review of workforce plans and organisational design to offer guidance on optimising people utilisation and identifying potential gaps.
- Undertake activities to enhance diversity and inclusion in the workplace including special measures for identified disadvantaged groups (including Aboriginal or Torres Strait Islander people and people with a Disability).
- Design capacity building programs to align staff skills to future required capabilities and provide general guidance to RPOs as required.

Ingrid Cumming

- Support the implementation of the Aboriginal and Torres Strait Islander and remote communities engagement plan.
- Deliver cultural awareness training and recommended actions to provide an inclusive organisational culture for employees and other stakeholders.
- Perform Welcome to country at WARRRL events to help ensure an inclusive and respectful event.
- Provide guidance on attraction and retention of Aboriginal/Torres Strait Islander employees.
- Provide guidance on marketing and communications materials.
- Provide guidance on inclusion of Aboriginal and Torres Strait Islander communities and organisations in ongoing procurement activities to promote involvement in the Scheme.

10. Glossary of terms, abbreviations and acronyms

General abbreviations used in this document have the following meanings set out below:

Board	means the board of Directors of the Company.
CDS	means Container Deposit Scheme.
CEO	means the Chief Executive Officer of the Company.
CES	means Container Exchange Services.
Company	means WA Return Recycle Renew Ltd ACN 629 983 615.
CMS	means Contract Management System.
Director	means a Director of the Company.
Employees	includes employees (full time, part time, and casual).
FAQ	means Frequently Asked Questions.
HR	means Human Resources (HR).
MRFS	means Materials Recovery Facility Operator
Plan	means draft operational plan outlining the delivery of Scheme coordinator functions and operations of the Scheme
PLMR	means Processing, Logistics, MRFs and Recyclers.
Policies	means all policies, procedures, guidelines, and protocols of the Company.
RAP	means Reconciliation Action Plan.
RPO	means Refund Point Operator.
Scheme	means the Western Australian Container Deposit Scheme.
WARRRL	means WA Return Recycle Renew Ltd ACN 629 983 615.