WESTERN AUSTRALIA
RETURN
RECYCLE
RENEW

OPERATIONAL PLAN

2022 – 2023

WA RETURN RECYCLE RENEW LIMITED

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.

CONTENTS

1. INTRODUCTION

1.1 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.

1.2 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 operational plan focuses on delivering year two of the company's 'Strategic Plan 2021-2024:Embedding Containers for Change in the lives of Western Australians'.

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

1.3 ALIGNMENT WITH THE SCHEME OBJECTIVES

The Scheme objectives to which this plan aligns is included in Table 1:

Table 1 – Alignment with the Scheme Objectives

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

1. INTRODUCTION

1.4 ALIGNMENT WITH SCHEME COORDINATOR OUTCOMES

The approach to strategy implementation by the company includes regular assess and progress process to ensure key goals are achieved. Following the successful launch of the Scheme it has become apparent that achievement of our goals would be assisted by some elements of organisation redesign including enhanced resourcing in some areas. This has included the introduction of a business development team focused on building business to business relationships so that redemption is maximised across all out of home channels. They are also responsible for community engagement to build and strengthen Scheme champions across the state.

This continues the focus on our core objective - achieving a 85% redemption rate within the 2023/2024 fiscal year. Our 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

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.

1. INTRODUCTION

1.5 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 4**);
  - » Refund point development (refer to **Section 5**);
  - » Finance and commercial (refer to **Section 6**);
  - » Scheme integrity (refer to **Section 7**);
  - » Information and technology (refer to **Section 8**);
  - » Business development (refer to **Section 9**); and
  - » Other enablers providing key outcomes (refer to **Section 10**).

2. OPERATIONAL STRUCTURE

2.1 INTRODUCTION

This section outlines the structure WARRRL has designed 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 six functional areas with clear responsibilities for Scheme management and development. These functional areas and their key components are outlined in the diagram below:

Table 3 - Functional structure

MARKETING & COMMUNICATIONS	REFUND POINT DEVELOPMENT	FINANCE, COMMERCIAL, MRFs & RECYCLERS	SCHEME INTEGRITY	INFORMATION, TECHNOLOGY, LOGISTICS & PROCESSING	BUSINESS DEVELOPMENT
Government relations and stakeholder engagement	Refund point development	Financial services & analysis	Audit & verification services	Business information analysis & IT	Donation network expansion
Consumer marketing & communications	Network expansion	Beverage supplier contract management	WHSE & operational audit	Delivery of insights via data analytics & data mining	Physical support infrastructure to support redemption rates
Media relations & engagement		Legal	Governance & compliance	Project management of solutions providers	Community events and engagement
		Management of MRFs & Recyclers		Management of logistics and processing	

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

2. OPERATIONAL STRUCTURE

2.3 ORGANISATIONAL STRUCTURE

WARRRL currently employs thirty six (36) people.

Figure 1 - Organisational structure
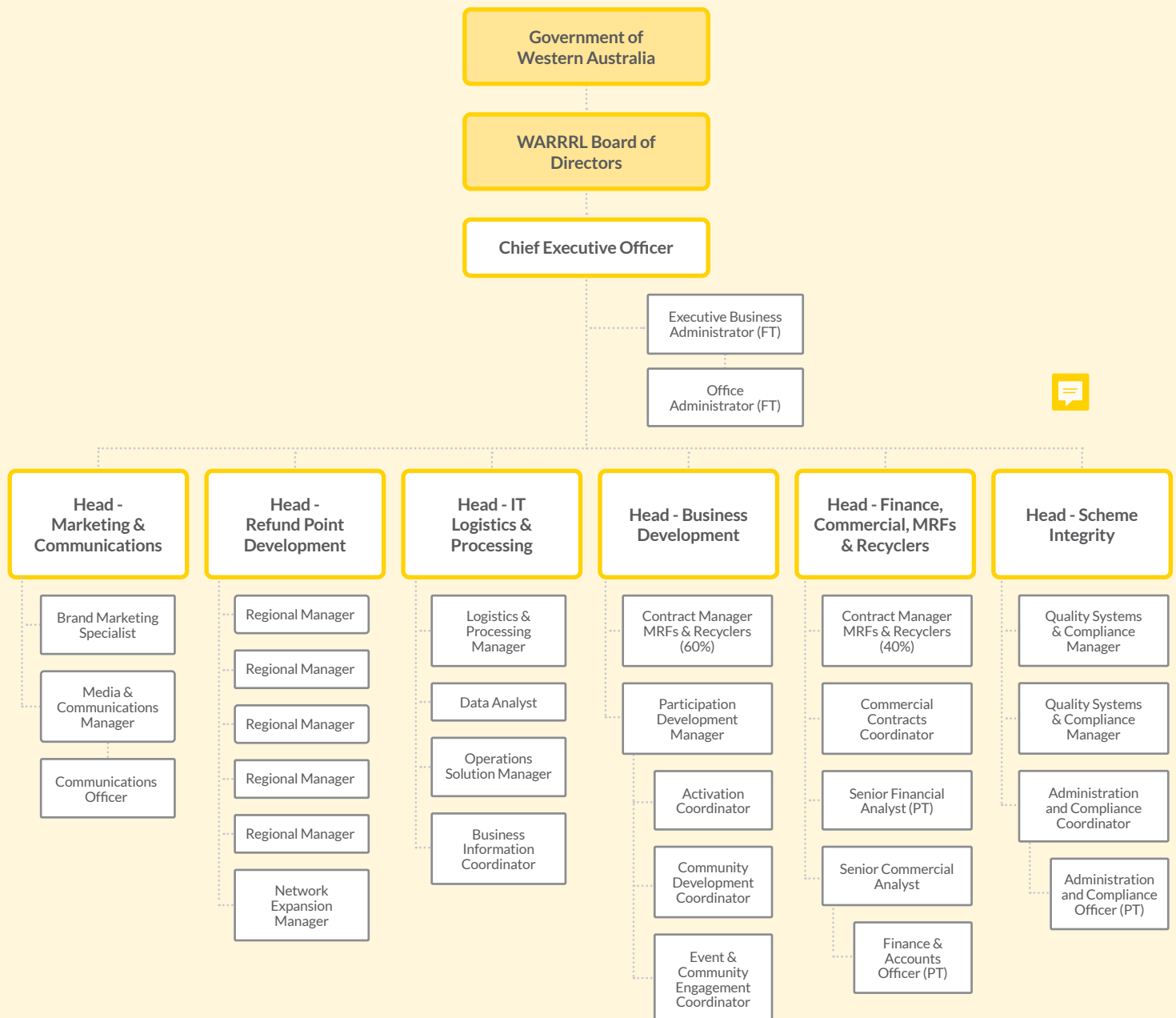
The additional employees engaged over the past twelve months have boosted compliance activities under Scheme integrity, increased the focus on redemption rates via the business development and refund point development teams and insourced marketing and communication activities

2. OPERATIONAL 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
Board support, governance and Company Secretary (Annette Watkins)	• Governance structure and processes managed to ensure they are in line with best practices including adherence of a corporate governance policy. • Board administration including preparation, collation and distribution of Board and Committee agenda, pre-reading materials, minutes and actions arising from the meetings and fortnightly updates. • 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 Waste Avoidance and Resource Recovery Act 2007 (WA) (Act), the Waste Avoidance and Resource Recovery (Container Deposit Scheme) Regulations 2019 (Regulations), 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. • Effect 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.	CEO
Commercial, financial, accounting and tax advice (KPMG)	• 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	• Payroll services	Financial & commercial

2. OPERATIONAL STRUCTURE

2.4 THIRD PARTY SUPPORT (CONTINUED)

Table 4 - Functional structure (continued)

SUBCONTRACTED SERVICE	DESCRIPTION OF SERVICE	FUNCTIONAL AREA
Legal services (HWL Ebsworth)	• 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)	• Financial audit – independent audit of WARRRL's consolidated financial statements for both the Scheme business unit and other WARRRL operational business units.	Financial & commercial
Scheme audit support (PKF)	• First responsible supplier (FRS) audit – audit of data provided by FRS and exporters in their monthly declarations.	Scheme integrity
Insurance broker (AON)	• Insurances - assistance obtaining Statutorily mandated or Board approved insurances.	Financial & commercial
Carbon footprint assessment (Thinkstep ANZ)	• Undertaking ongoing carbon footprint assessment to establish a baseline and evaluation of offset options.	Financial & commercial
Health and Safety (Denise Sawkins)	• Optimise suitable safety framework that aligns to new legislation. • Provide compliance training for every employee. • Update onboarding information as required when new legislation is passed.	Scheme integrity
Health and Safety (Epigroup)	• Undertake safety audits for operators in accordance with contractual obligations and provide safety coaching to RPOs as required.	Scheme integrity
Fraud investigations (aR-eS Legal and Investigative Services)	• Conducting investigations into potentially fraudulent activities as required.	Scheme integrity

2. OPERATIONAL STRUCTURE

2.4 THIRD PARTY SUPPORT (CONTINUED)

Table 4 - Functional structure (continued)

SUBCONTRACTED SERVICE	DESCRIPTION OF SERVICE	FUNCTIONAL AREA
The Brand Agency (WPP)	• Development of Containers for Change consumer brand strategy. • Media strategy, planning and buying. • Development of consumer facing creative messaging. • Development of customer experience plans. • Development of creative assets including refund point toolkits, website, community group toolkits, launch activation and the like.	Marketing & communications Business development
EPIC IT	• Delivery of Microsoft Office 365 environment. • Provide data protection including firewall and spam filtering. • Supply of IT equipment	Information & technology
SEC Newgate	• Developing the organisational strategy implementation review for WARRRL.	CEO
Rowe Group	• Provide planning consultancy services to support selection of suitable refund point locations. • Provide advisory services to refund points on zoning issues.	Refund Point Development
Opteamise Solutions (Simon Hickmott)	• Conduct operational efficiency reviews across the refund network.	Refund Point Development

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 Business Administrator 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 (3) resources, as outlined below:

Figure 2 - Internal resourcing
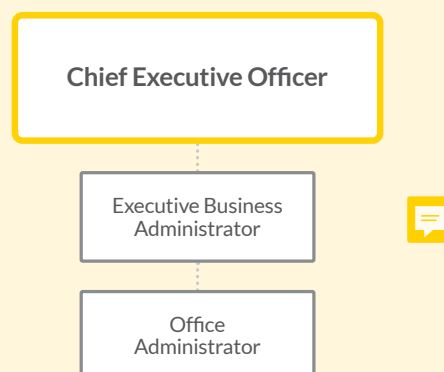
3. CEO AND SUPPORT FUNCTIONS

3.3 INTERNAL RESOURCING (CONTINUED)

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	• 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. • Report to the Board of Directors and major stakeholders. • Recommend key policies, and protocols to the WARRRL Board. • Represent WARRRL in various industry forums. • Aboriginal and Torres Strait Islander engagement including delivery of the RAP plan. • 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 Business Administrator	CEO	• Provide support for leadership team members, the WARRRL board, key events and reporting activities.
Office Administrator	CEO	• Enact office coordination including management of on-boarding staff, secretarial tasks and general office management and administrative tasks.

3. CEO AND SUPPORT FUNCTIONS

3.4 KEY ACTIVITIES

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

Table 6 - Key activities

OPERATIONAL YEAR 3 - CEO

- 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.
- Reconciliation action plan

OPERATIONAL YEAR 3 - 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 remains focused on achieving 85% redemption through raising consumer awareness and driving participation in the Scheme.
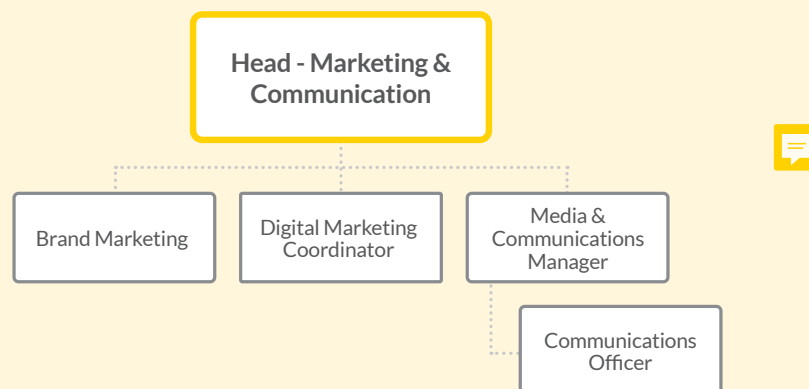
This will be achieved through:

- promoting consistent messaging to WA public in areas of recycling;
- 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;
- 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; and
- working with government and waste industry stakeholders to drive awareness of consistent recycling messaging.

To support these activities some refinements to the team structure have occurred. A number of external contractors are also engaged to provide extra communications support including copy writing and editing along with content production, and graphic design.

4.3 INTERNAL RESOURCING

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

Figure 3 - Internal resourcing

4. MARKETING AND COMMUNICATIONS

4.3 INTERNAL RESOURCING (CONTINUED)

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	• Responsible for delivery of all Marketing and Communications activities, communication, and marketing and branding that drive participation in the Scheme. • 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. • Execute ways to assist the community to participate in the Scheme. • Develop appropriate research insights to review the effectiveness of Scheme awareness and participation. • Responsible for strategic planning, development and delivery of marketing plans, brand positioning and development of bought, earned and owned media tactics.
Media & Communications Manager	Head - Marketing & Communications	• Media management including development of earned media, both proactive and reactive. • Government liaison. • Messaging and approvals for presentations and speeches. • Third party stakeholder engagement. • Development and innovation to drive usage of Scheme ID. • Reporting and analysis.
Communications Officer	Media & Communications Manager	• Electronic direct mail content plans and distribution. • Website content for WARRRL and Containers for Change WA. • Content creation and curation for communication across key channels. • Creation of stakeholder presentations. • Management of initial media contacts and collaborating on pitches.
Brand Marketing	Head - Marketing & Communications	• Execution of bought media plans. • Brand usage approvals. • Sponsorship management. • Iconic venue activation execution. • Signage and collateral for refund points and other key stakeholders.

4. MARKETING AND COMMUNICATIONS

4.3 INTERNAL RESOURCING (CONTINUED)

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

Table 7 - Position descriptions (continued)

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Digital Marketing Coordinator	Head - Marketing & Communications	• Grow online audience on a variety of platforms. • Create and curate suitable content to educate the general public on the ease of use of the Scheme. • Manage social media posts to maximise engagement. • Social media reporting and analysis. • Support for collateral completion. • 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 third year of Scheme operations are outlined in the table below:

Table 8 - Key activities

OPERATIONAL YEAR 3 - GOVERNMENT RELATIONS

- 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
- Working closely with Local Government Authorities and the State Government to drive participation across the Scheme.

OPERATIONAL YEAR 3 - MEDIA, MARKETING AND COMMUNICATIONS

- 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.
- Ensure brand integrity and compliance of network participants in maintaining the brand reputation.

5. REFUND POINT DEVELOPMENT

5.1 INTRODUCTION

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

5.2 OVERVIEW OF FUNCTION

The refund point development function manages the coordination of Scheme accessibility via the refund point network.

Since the previous operational plan, the structure has been enhanced by additional resources in the Scheme Integrity area including oversight of the safety and contractual elements.

The network continues to expand with 260 refund points currently in place and more planned in the near future. 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 key focus for the team is overseeing the refund point collection network to ensure Scheme objectives are met consistent with their obligations under the refund point agreement.

This structure has evolved to recognise the need to focus on expanding the reach of the network and enhancing existing operations. It will also support the heavy participation of community based organisations.

5.3 INTERNAL RESOURCING

The Operations functions has three (3) resources, as outlined below:

Figure 4 - Internal resourcing
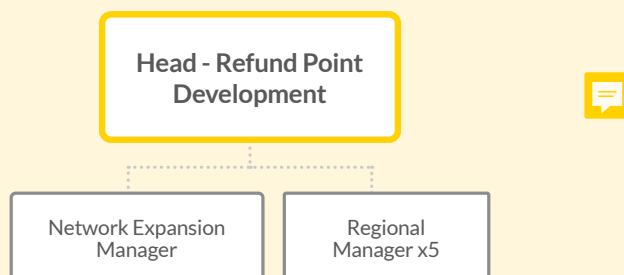
5. REFUND POINT DEVELOPMENT

5.3 INTERNAL RESOURCING (CONTINUED)

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 Development	CEO	- Provide oversight and responsibility for delivery and maintenance of all refund point operations activities and sub-functions to continue to deliver on the minimum service standards. - Provide support for collection network participants, including engaging with Government. - Delivery of strategic initiatives around the RPO information resources, network expansion and RPO efficiency improvements. - Manage relationship with CES contact centre. - Ensure appropriate monitoring is in place to review contractual obligations around refund point responsibilities for volume growth and customer service.
Network Expansion Manager	Head - Refund Point Development	- Expansion of Perth metro RPO network incorporating work with participation development team to incorporate network of donation points. - Reduction of network implementation barriers including local government planning guidelines. - Develop reverse vending machine kiosks strategy including building relationships with manufacturers. - Review bag drops network and regional network accessibility to identify continuous improvement opportunities. - Review of network to assess RPO network capability improvements and risk.
Regional Managers	Head - Refund Point Development	- Develop relationships and contract management with refund point operators. - Liaise with RPOs to conduct on site visits and inspections. - Provide operational support for collection network participants. - Support participation development activities to boost Scheme redemption rates. - Work on continuously improving customer experience and addressing any customer complaints.

5. REFUND POINT DEVELOPMENT

5.4 KEY ACTIVITIES

The key activities that will be undertaken by the Refund Point Development function during the third year of Scheme operations are outlined in the table below:

Table 10 - Key activities

OPERATIONAL YEAR 3 - REFUND POINT OPERATION
• 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.
• Focus on expanding the network to improve Scheme accessibility to the public including an increase in reverse vending machines, bag drops and enhancing the regional network.
• Provide relationship management and coordination support of refund point operators, including contract performance management, volume growth and customer service.
• Provide ongoing contract management to facilitate good practice operations by refund point operators utilising the RPO portal.
• 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. Conduct on-site inspections as directed by Scheme Integrity.
• 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).

6. FINANCE, COMMERCIAL, MRFs AND RECYCLERS

6.1 INTRODUCTION

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

6.2 OVERVIEW OF FUNCTION

The finance, commercial MRFs & recyclers 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. This includes reporting in accordance with external obligations including ACNC and Scheme legislation, along with managing the Agreement with Container Exchange Services.

The contracts and legal elements focus on FRS, CES contract, MRFs recyclers and general commercial advice required for the WARRRL business as a whole.

The function now also covers management of stakeholders across the MRF and recycler network.

6.3 INTERNAL RESOURCING

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

Figure 5 - Internal resourcing
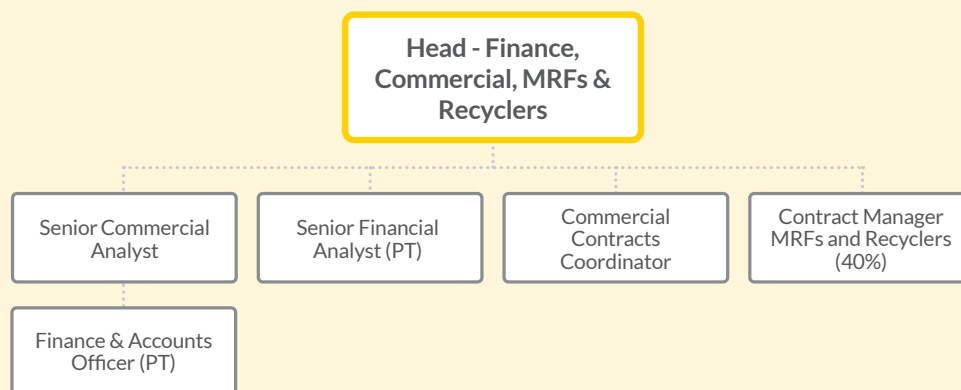
6. FINANCE, COMMERCIAL, MRFs AND RECYCLERS

6.3 INTERNAL RESOURCING (CONTINUED)

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, MRFs & Recyclers	CEO	• 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. • Present to Audit& Risk Committee and Board on matters relating to the function. • Local Government stream engagement lead activities including communication, trial activities and standardising best practice for Containers For Change. • Oversee engagement and participation of MRFs and Recyclers to maximise redemption and enhance the 'Greener Guarantee' to optimise recycling outcomes to help promote trust in the Scheme.
Contract Manager MRFs & Recyclers	Head - Finance, Commercial, MRFs & Recyclers	• Engage with MRFs to maximise their participation in the scheme and contract the last outstanding MRF. • Engage with current and actively pursue the participation of more approved recyclers for sale of Scheme material. • Actively monitor and explore opportunities for minor material such as liquid paperboard and soft plastics. Monitor impacts of recycling developments both domestically and globally on potential longer-term outlets for Scheme material.
Commercial Contracts Coordinator	Head - Finance, Commercial, MRFs & Recyclers	• 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@warrrl.com.au inbox

6. FINANCE, COMMERCIAL, MRFs AND RECYCLERS

6.3 INTERNAL RESOURCING (CONTINUED)

Table 11 - Position descriptions (continued)

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Senior Financial Analyst	Head - Finance, Commercial, MRFs & Recyclers	• 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 purchase order process, non-scheme related invoice processing, monitoring accounts@warrrl.com.au inbox.
Senior Commercial Analyst	Head - Finance, Commercial, MRFs & Recyclers	• Regularly monitor compliance with reporting and other statutory requirements, including the WARRRL 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	• 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. FINANCE, COMMERCIAL, MRFs AND RECYCLERS

6.4 KEY ACTIVITIES

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

Table 12 - Key activities

OPERATIONAL YEAR 3 - FINANCIAL SERVICES & ANALYSIS

- Provide oversight of the Scheme pricing (supply amount) for approved containers, including update to pricing to reflect actual return rates and Scheme costs.
- 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.
- Annual budget development.
- Provide periodic financial and performance management reporting to stakeholders including the CEO, Board of Directors, Government, and other parties as required.
- Provide cash flow 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.

OPERATIONAL YEAR 3 - WARRRL ENTITY AND FRS CONTRACT MANAGEMENT AND LEGAL

- 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.
- 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.
- Report against Scheme regulatory framework.

OPERATIONAL YEAR 3 - MRFs AND RECYCLER MANAGEMENT

- Prepare key stakeholders for peaks in demand such as festive season and Easter, particularly the recyclers to ensure they have the necessary forward sales and shipping schedules prepared to handle peak volumes.
- 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.
- Provide relationship management of MRFs including contract performance management, compliance and adherence to contractual obligations.

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 team is focused on promoting internal and external excellence by encouraging best practice approaches and monitoring both performance and compliance.

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.

Enterprise risk management, governance (including internal audit) and compliance reporting within the Scheme regulatory framework also sit within this function.

7.3 INTERNAL RESOURCING

The Scheme integrity function comprises five (5) resources, as outlined below:

Figure 6 - Internal resourcing
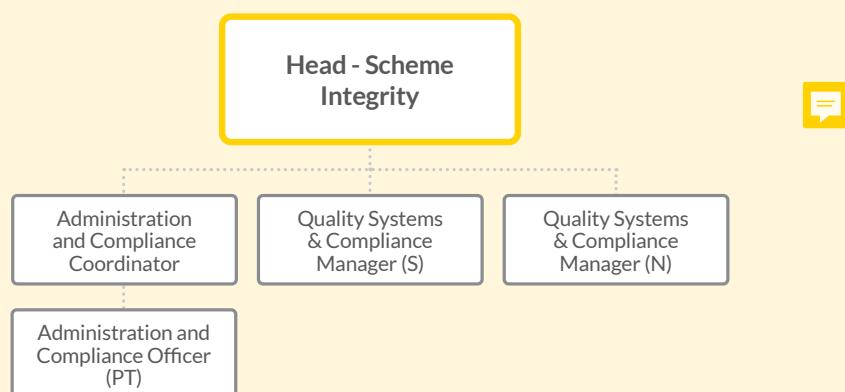
The internal team is to be supplemented by consultants and contractors as required.

7. SCHEME INTEGRITY

7.3 INTERNAL RESOURCING (CONTINUED)

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 - Scheme Integrity	CEO	- Scheme Integrity Strategic leadership and WARRRL Risk Manager. - Oversight of WARRRL Internal Audit function. - Management of Scheme Integrity operational budget. - Key contract manager for external service providers. - Delegated decision maker for adverse actions taken by WARRRL in response to Scheme Participant non-compliance or fraudulent activities in accordance with compliance and enforcement protocol. - Manage education and training content provided to internal staff and external stakeholders. - Liaise with external stakeholders within the supply chain.
Quality Manager Systems & Compliance	Head - Scheme Integrity	- Manage RPO contractual requirements through proactive data analysis & compliance monitoring activities. - Support PLMR with compliance monitoring activities and contractual compliance for Logistics, Processors, Recyclers and MRF's. - Conduct assessments on intelligence / suspected fraud or corruption. - Report on conducted compliance activities & assess rectifications. - Develop and maintain education materials & self-assurance tools to assist all stakeholders to maintain compliance. - Develop and deliver internal and external training of fraud risks and best practice methods. - Liaise with external stakeholders within the supply chain.
Administration & Compliance Coordinator	Head - Scheme Integrity	- Data entry and initial assessment of compliance logs and registers. - Maintain the risk management register and coordinate monthly meetings with Executive team members. - Assist coordinating audit activities. - Designated Whistleblower Protection Officer. - Management of audit team mailbox. - Follow up and review statutory declarations and declared breaches. - Coordinate the adherence to the Scheme Integrity. - Calendar through scheduling activities. - Coordination of WARRRL reporting to DWER. - Supervision of Administration & Compliance Officer. - Liaise with external stakeholders within the supply chain.

7. SCHEME INTEGRITY

7.3 INTERNAL RESOURCING (CONTINUED)

Table 13 - Position descriptions (continued)

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Administration & Compliance Officer	Administration & Compliance Coordinator	• Assist with conducting physical RPO audits at Osborne Park and onsite. • Conducting onsite RPO inspections using iAuditor • Assist Quality systems and compliance managers coordinate audit activities. • Organise the day-to-day operations of the Osborne Park facility (including; deliveries and collection of stock / audit material / maintenance / Inspections; Managing stock levels). • Report to Commercial contract manager all non-registered products identified during audits by self and team. • Assist with data entry of intelligence/information relating to scheme participants across the supply chain • Liaise with external stakeholders within the supply chain.

7. SCHEME INTEGRITY

7.4 KEY ACTIVITIES

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

Table 14 - Key activities

OPERATIONAL YEAR 3 - FRAUD AND CORRUPTION

- Establish where WARRRL currently is with respect to fraud (including corruption) prevention and understand where we want to be (comfort level).
- Establish a culture of integrity and shared responsibility
- Maintain adequate oversight and model exemplary behaviour.
- Provide external and internal intelligence reporting options.
- Monitor for fraud through data analysis and audit activities.
- Respond in a proportionate, fit for purpose manner.
- Be open and transparent with communication of information regarding fraud matters.

OPERATIONAL YEAR 3 - COMPLIANCE AND RISK

- Establish a culture of excellence and co-operation (internal excellence & external excellence)
- Establish a culture of accountability.
- Monitor for contractual compliance through audit and data analysis activities.
- Respond to suspected or confirmed non-compliances in a proportionate, fit for purpose manner.
- Ensure that WARRRL systems and controls operate effectively for ongoing compliance, good governance, and quality.
- Contribute to WARRRL risk management by managing the risk management framework.
- Oversee continuous improvement initiatives to identify opportunities for making changes that help WARRRL meet its targets, reduce costs, or accelerate innovation.

OPERATIONAL YEAR 3 - WELFARE HEALTH SAFETY ENVIRONMENT (WHSE) AND OPERATIONAL AUDIT

- Ongoing work health and safety planning.
- Ongoing work health and safety consultation.
- Ongoing work hazard and risk control consultation.
- Work health and safety competency and training.
- Officer of a Company Due Diligence Obligation.
- Scheme Participant WHSE Audits.

8. INFORMATION AND TECHNOLOGY

8.1 INTRODUCTION

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

8.2 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 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.

This department now also oversees logistics and processing activities which are now in the phase of optimising the current network and expanding the reach to new parts of the network.

8.3 INTERNAL RESOURCING

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

Figure 7 - Internal resourcing
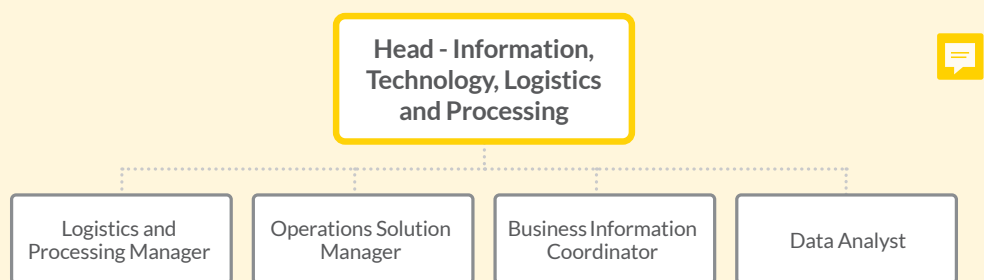
The internal team is to be supplemented by consultants and contractors as required in addition to support from CES.

8. INFORMATION AND TECHNOLOGY

8.3 INTERNAL RESOURCING (CONTINUED)

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

Table 15 - Position descriptions

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Head - Information Technology Logistics and Processing	CEO	• 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.
Logistics & Processing Manager	Head - Information Technology Logistics and Processing	• 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.
Data Analyst	Head - Information Technology Logistics and Processing	• 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.
Operation Solutions Manager	Head - Information Technology Logistics and Processing	• Identify new solutions to support the workplace. • Implement solutions and train staff on best practice use of software tools. • Provide project managing support for teams undergoing process creation or change.
Business Information Coordinator	Head - Information Technology Logistics and Processing	• Provide reporting with insights on how to respond in priority to volume and redemption rate increases across operations. • Maintain compliance registers and master data.

8. INFORMATION AND TECHNOLOGY

8.4 KEY ACTIVITIES

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

Table 16 - Key activities

OPERATIONAL YEAR 3 - DATA ANALYTICS AND REPORTING

- 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.
- Provide forecasting models for Finance and Operations.

OPERATIONAL YEAR 3 - IT AND SYSTEMS

- 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.
- 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.
- Provide support for escalation of critical business services with Scheme service providers.

OPERATIONAL YEAR 3 - PROCESSING & LOGISTICS

- 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.
- Facilitate and support integration between processing providers, logistics providers and refund point operators.

9. BUSINESS DEVELOPMENT

9.1 INTRODUCTION

This section describes the resourcing and key activities that will be undertaken within the newly created business development function of WARRRL, created recently to boost redemption rates.

9.2 OVERVIEW OF FUNCTIONS

Business development is a newly created function for WARRRL designed specifically to help drive increased redemption rates. The team structure was created to better target sectors including education, community groups, events, local government, commercial and iconic destinations/venues and strata.

The intent of participation development 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.

Figure 8 - Internal resourcing

9. BUSINESS DEVELOPMENT

9.2 OVERVIEW OF FUNCTIONS (CONTINUED)

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

Table 17 - Position descriptions

POSITION	REPORTS TO	KEY RESPONSIBILITIES
Head - Business Development	CEO	• Set the strategic direction for the participation development team to shift containers from landfill to through the Scheme. • Oversee participation and development team initiatives to ensure these are deployed in an effective manner to support achievement of Scheme objectives. • Work with service providers and team members to identify continuous improvement opportunities with a focus on scheme objectives and efficiencies.
Participation. Development Manager	Head - Business Development	• Identify and assess opportunities within the commercial channel (e.g., petrol & convenience, strata, retail, cafes, hotels, associations, etc.) • Identify and expand opportunities for participation within the education and community group sectors including sporting clubs. • Identify and assess opportunities within the strategic locations and venues such as Rottnest Island, RAC arena, Optus stadium, Perth Zoo, Boola Bardip museum, WACA and Kings Park.
Contract Manager MRFs & Recyclers	Head - Business Development	• Work to project manage key projects including container exchanges across local government areas. • Continue to develop relationships across waste industry and local development.
Community Development Coordinator	Participation Development Manager	• Promoting awareness, knowledge and participation among community groups, parent associations and schools to optimise participation. • Work with refund point operators to provide support and materials to help engage and enlist community groups in Containers For Change including creation of toolkits. • Analyse and report any key outcomes and findings around participation approaches and success. • Work with industry bodies and Department of Education Sustainable Schools WA and DWER Waste Wise schools to identify opportunities to incorporate the container deposit scheme into their ongoing communications.
Activation Coordinator	Participation Development Manager	• Supporting the delivery of WARRRLs strategic objectives to build and optimise access to participation in Containers For Change.
Event & Community Engagement Coordinator	Participation Development Manager	• Event organisation and management along with community support to optimise Containers For Change awareness and participation.

9. BUSINESS DEVELOPMENT

9.3 KEY ACTIVITIES

Table 18 - Key activities

OPERATIONAL YEAR 3 - BUSINESS DEVELOPMENT

- Identity 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.
- 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.
- Provide training and guidance to staff, refund point operators, and relevant partners to ensure smooth implementation of initiatives across the network.
- 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.
- 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.

10. OTHER ENABLERS

10.1 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.

10.2 OVERVIEW OF FUNCTIONS

Two core partners have been contracted to provide additional services to WARRRL. These are CES and Pauline Tarrant Consulting. We are currently seeking an Indigenous partner to progress our RAP as our previous partner had limited capacity.

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.

10.3 KEY ACTIVITIES

Table 19 - Key activities

OPERATIONAL YEAR 3 - 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 reviewed 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:
    - » 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;
    - » Freight 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 still included in the contract for WARRRL, this is directed at IT development/enhancement projects.

10. OTHER ENABLERS

10.3 KEY ACTIVITIES (CONTINUED)

Table 19 - Key activities (continued)

OPERATIONAL YEAR 3 - 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 continually improve HR policy framework to meet compliance requirements (including employment laws and Scheme objectives).
- Embed endorsed HR polices including providing advisory support on employment relations matters and investigative support as required to resolve grievances or disputes.
- 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.

OPERATIONAL YEAR 3 - TBC – PLANNED SCOPE OF WORK FOR AN INDIGENOUS CONSULTING PARTNER

- 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.

11. GLOSSARY OF TERMS, ABBREVIATIONS AND ACRONYMS

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

TERM	DEFINITION
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
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.

WA RETURN RECYCLE RENEW LTD (WARRRL)