

WARRRRL STRATEGIC PLAN 2025 - 2027



ACKNOWLEDGEMENTS

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



The WARRRL board and executive would also like to extend our appreciation to:

The staff of WARRRL

For their creativity, effort and passion in coordinating the WA Container Deposit Scheme (CDS).

WARRRL's supply chain partners

For their contribution to the stability and efficient performance of the Scheme and to the community of WA who in ever increasing numbers have embraced it.

All the social enterprises, community groups and related peak bodies, that form an essential part of realising the social impact objectives of the Scheme.

Ensuring that WA delivers social investment and strong employment outcomes through its CDS.

WARRRL has proudly been coordinating the Western Australian Container Deposit Scheme (CDS) for nearly four years. Since we launched our first three-year strategic plan in 2021, we have developed and supported a strong, diverse network of 270 refund points, providing employment opportunities through social enterprise and not for profit and for-profit organisations. Over 3.1 billion containers have been saved from landfill, refunded \$310 million to Western Australians including \$11.2 million donated to charities and community groups. Eight in 10 adult Western Australians have now participated in Containers for Change. Our success is echoed by the container recovery rate increasing from 33% to 63.8% in the three years of our first strategic plan. We have cemented a place in and are a significant part of the circular economy.

In presenting WARRRL's next three-year plan, we are acutely aware of the expectations upon us from the State Government, our diverse stakeholders, and the community, as well as the 70 refund point operators, logistics and beverage partners who support the Scheme.

We are grateful for the positive feedback from stakeholders who expressed extensive goodwill towards WARRRL, acknowledging our leadership and credibility, investment in the Containers for Change brand, an enduring focus on customer experience and our flagship recycling capacity. We are particularly gratified by the recognition of our role in social enterprise and social impact. We have delivered a wide program of innovation through digital platforms (Collect, consumer App, customer toolkits and Drop and Go), all of which

are intended to grow the container recovery rate by improving customer experience and accessibility and support the ongoing success of our network partners.

Moving into our next strategic phase, we will continue to focus on our primary concern of achieving an 85% container recovery rate. With the experience of the last three years, and supportive feedback from stakeholders, we have developed our key strategic intent and choice of priority focus areas to drive container recovery 'out of home', strengthen network optimisation and performance and be ready for container eligibility expansion. Four strategic pillars support our vision to provide a circular outcome for our containers, promoting positive social and environmental impact. Our commitment to RPOs and all stakeholders will be demonstrated by our efforts to support an optimised and resilient CDS network, developing innovative measures to grow participation to drive container recovery, accelerating the transition to the circular container economy and providing Scheme Coordinator operational excellence, whilst remaining focused on providing value for money for First Responsible Suppliers and consumers alike. It is an exciting time to be immersed in creating the most accessible and innovative Container Deposit Scheme for the community of Western Australia.

As the Scheme matures, our stakeholders can feel confident that WA's Container Deposit Scheme is strongly embedded and supported in the community. However, we do not want to stop there. This strategy is designed to ensure a long and successful future for Western Australia's CDS, for many years to come.



Hon. Sheila McHale AM

WARRRL
Chair of the Board



Tim Cusack

WARRRL
Chief Executive Officer

WARRRL STRATEGIC PLAN 2025-2027 | OVERVIEW

WHO WE ARE

A not-for-profit organisation appointed to the statutory position of Coordinator for the Western Australian container deposit scheme.

OUR PURPOSE

To coordinate the WA container deposit scheme to recover all eligible containers.

OUR VISION

A circular outcome for containers, promoting positive social and environmental impact.

OUR VALUES

Respect for community

Inclusiveness and Diversity

Transparency and Integrity

Partnership and Innovation

Accountability

Sustainability

STRATEGIES

1. An optimised and resilient CDS network.

2. Grow participation to drive container recovery.

3. Accelerate the transition to the circular container economy.

4. Scheme Coordinator operational excellence.

KEY STRATEGIC INITIATIVES

- a. CDS network model optimisation program.
- b. Evolve Scheme compliance, safety support and fraud analytics.
- c. Scheme performance and social impact evaluation program.

- a. Embed behaviour science principles.
- b. Deliver brand growth strategy for in-home and out of home settings.
- c. Drive 'out of home' participation in Containers for Change.
- d. Compelling member experience.

- a. Accelerating growth in container recovery rate.
- b. Scheme expansion.
- c. Promoting positive environmental outcomes.

- a. People and culture program.
- b. Strengthen innovation, change and assurance model.

STRATEGIES

KEY STRATEGIC INITIATIVES

1. An optimised and resilient CDS network.

- a. **CDS network model optimisation program:** Review refund point model (gaps, expansion, disability access, cost optimisation); complete supply chain and network contract reviews.
- b. **Evolve Scheme compliance, safety support and fraud analytics:** Co-develop a scalable, risk-based and right sized approach to Scheme compliance monitoring; enhancing and extending on fraud prevention / detection efforts and safety support across the Scheme network.
- c. **Scheme performance and social impact evaluation program:** Develop and conduct a Scheme performance evaluation framework including social impact assessment, to further support and promote equity, participation and benefits to the WA community.

2. Grow participation to drive container recovery.

- a. **Embed behaviour science principles:** Develop and utilise behaviour science principles to deliver increased participation in Containers for Change.
- b. **Deliver brand growth strategy for in-home and out of home settings:** Increase Scheme awareness, drive expanded participation including incentivisation and harness loyalty for the Containers for Change brand.
- c. **Drive 'out of home' participation in Containers for Change:** Increase participation of commercial, retail, hospitality, events, mining, public venues/spaces/locations, through sector specific interventions.
- d. **Compelling member experience:** Enhance the member value proposition, providing seamless sign-up and interactions, creating greater value for individuals and the Scheme.

3. Accelerate the transition to the circular container economy.

- a. **Accelerating growth in container recovery rate:** Clear focus on contributing to evidence-based policy development and collaboration with the research sector, related peak bodies and aligned government interventions. Support national efforts to harmonise First Responsible Supplier (FRS) CDS compliance requirements. Embed WARRRL as a trusted voice in the recycling ecosystem.
- b. **Scheme expansion:** Prepare for CDS eligible container expansion, subject to enabling legislation.
- c. **Promoting positive environmental outcomes:** Define and implement a sustainability strategy for WARRRL and the Scheme, aligned with maximising positive environmental outcomes including circularity outcomes for container recycling.

4. Scheme Coordinator operational excellence.

- a. **People and culture program:** Leadership and people development, review and embed values, and organisational development review. Progress WARRRL's RAP from 'Reflect' to 'Innovate'.
- b. **Strengthen innovation, change and assurance model:** Strengthen internal governance framework across project and change management, innovation, cyber security, and internal compliance and assurance.

In 2023, the circularity of the global economy was 7.2%.¹ According to recent material flow analysis produced by the CSIRO, Australia's circularity rate is 3.7% – noting the current average recycling rate is 58.7% (excluding mining waste).²

The Recycling and Waste Reduction Act 2020 Act (Cth), provides a framework for managing Australia's recycling and waste reduction objectives including:



Reduce the impact of human and environmental health of products.



Realise the community and economic benefits of taking responsibility for products.



Develop a circular economy.



Contribute to Australia meeting relevant international obligations.

Product stewardship in Australia includes extended producer responsibility (EPR) schemes, whereby entities that import, design, produce, sell, use and dispose of products have a shared responsibility to reduce the environmental and human health impacts of those products. With the exception of Tasmania (anticipated commencement in FY25), all states and territories across Australia, now provide a container deposit scheme (CDS).

The materials recovered from eligible containers under these schemes are sent to recycling facilities across Australia and overseas, with the view these materials are processed into products that help avoid the extraction of virgin materials.

1. Fraser, Matthew et. al., (2024) 'The Circularity Gap Report 2024', Circle Economy Foundation, available at: circularity-gap.world/2024/#download

2. Citation Miatto A, Emami N, Goodwin K, West J, Taskhiri S, Wiedmann T, and Schandl H (2024)

A comprehensive material flow account for the Australian economy to support the assessment of Australia's progress towards a circular economy. CSIRO, Australia.

The WA Department of Water and Environmental Regulation (DWER) is the Western Australia (WA) Government agency responsible for the Container Deposit Scheme (CDS or Scheme), under Part 5A of the *Waste Avoidance and Resource Recovery Act 2007* (“the Act”), and the *Waste Avoidance and Resource Recovery (Container Deposit Scheme) Regulations 2019*.

The key objectives of the WA CDS include:

1. Increase recovery and recycling of empty beverage containers.
2. Reduce the number of empty beverage containers that are disposed of as litter or landfill.
3. Ensure that first responsible suppliers of beverage products take product stewardship responsibility in relation to their beverage products.
4. Provide opportunities for social enterprise, and benefits for community organisations, through participation in the CDS.
5. Create opportunities for employment.
6. Complement existing collection and recycling activities for recyclable waste.

WARRRL was registered with the Australian Charities and Non-for-profits Commission (ACNC) on the 22 November 2018 and contracted as Scheme Coordinator of the WA Scheme, branded as Container for Change (C4C). The Scheme commenced on 1 October 2020. WARRRL was established consistent with the product stewardship principle noted above. Beverage companies fund the WA Scheme, responding to and delivering on all six objectives of the Act.

Following a period of rapid growth in establishing the WA CDS, WARRRL is nearing the completion of its first strategic plan since inception.

At the highest level, benchmarked performance to date in relation to the container recovery rate, has been similar or better than other Australian States and Territories over the same start-up horizon.

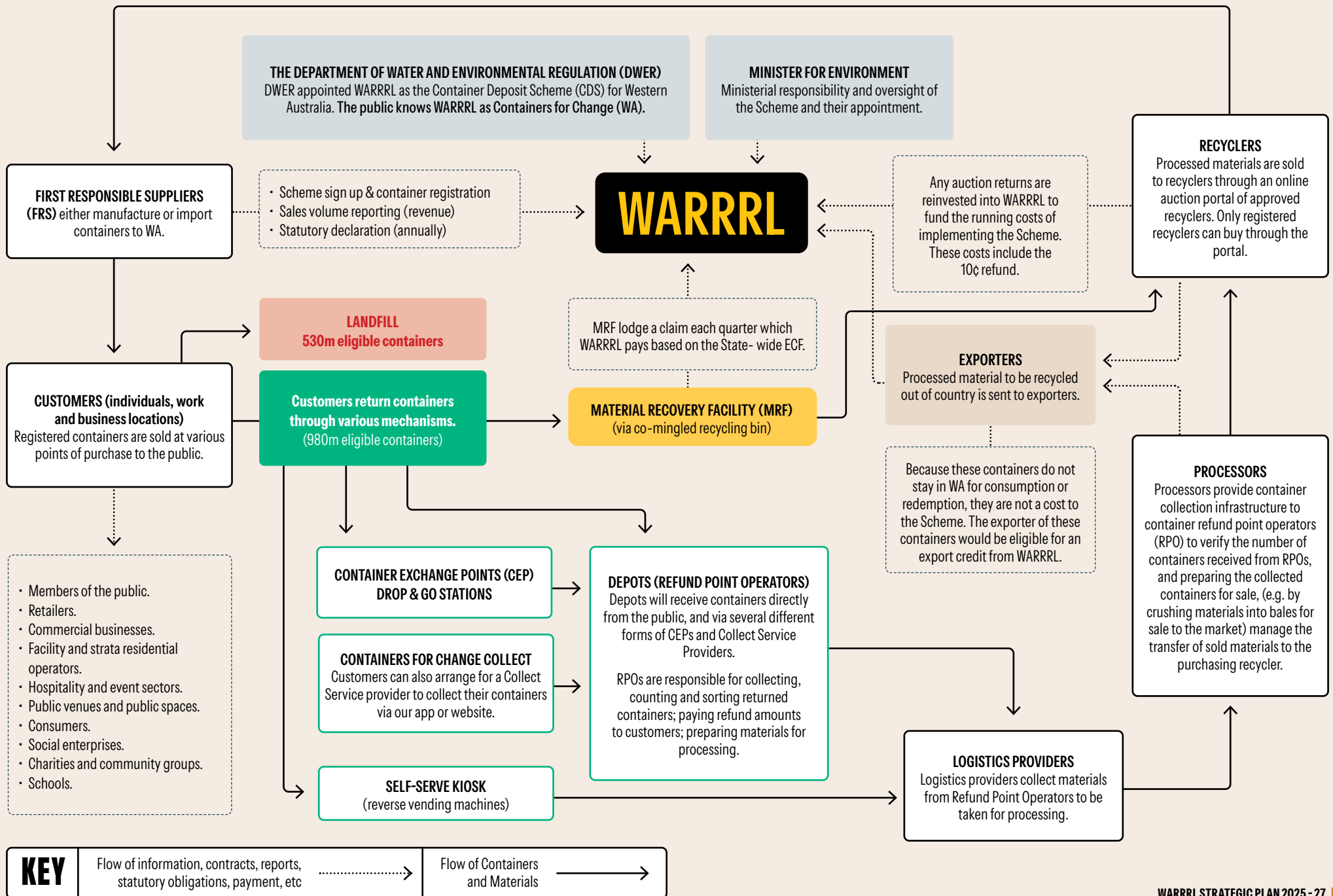
The outlook moving forward is to consolidate, optimise, leverage and grow the Scheme from a position of strong foundations. Remaining in focus is delivering a container recovery rate of 85%, noting that to achieve it all behaviour change levers will need to contribute to the meeting this challenge.

Our response to the context is presented in this strategic plan, spanning a three-year horizon to FY27. It has been developed by drawing upon independent external research commissioned by WARRRL as well as our internal research which gave valuable information and feedback. From this we have distilled key opportunities which are identified on page 8.

KEY STRATEGIC OPPORTUNITIES

THEME	OPPORTUNITIES TO DEVELOP THE CDS HIGHLIGHTED BY WARRRL STAKEHOLDERS
1. Operational excellence.	<ul style="list-style-type: none"> • Such rapid growth has tested WARRRL staff and as such this strategy focusses on supporting and empowering them to effectively coordinate the WA CDS on a sustainable way to deliver WARRRL's goals. • The cost effectiveness of the WA CDS is a critical success factor over the next strategic horizon. • A key focus remains on capturing, monitoring and assessing data that supports WARRRL's approach to Scheme effectiveness innovation and development.
2. Trust in recycling and sustainability leadership.	<ul style="list-style-type: none"> • Validating and further understanding the social, environmental and economic impact of the WA CDS. • Stakeholder feedback confirmed there is still uncertainty, confusion, and lack of transparency across the end-to-end container recycling value chain. Focusing on building further trust in recycling will support consumer and waste sector engagement. • Establishing a clear understanding of WARRRL's sustainability performance and that of the WA CDS is a need highlighted by stakeholders.
3. CDS network optimised for access and convenience.	<ul style="list-style-type: none"> • Equitable Scheme access, convenience, safety, transactional integrity and the return experience remain key desired outcomes of the WA CDS. • Feedback received highlighted the needs: <ul style="list-style-type: none"> » Partnering closely with existing refund point operators. » Building more diversity of return options across the network. » Continuing to provide disability and vulnerable socio-economic employment opportunities. » Criticality of generational behaviour change to achieve the goals of the Scheme. » Consideration of the differences across metropolitan, regional and remote settings.
4. Containers disposed of 'out of home'.	<ul style="list-style-type: none"> • Containers still going to landfill are primarily consumed and disposed 'out of home', particularly as commercial and industrial waste sector, and are estimated at approximately 400 million eligible containers per annum. Whilst confidence in the data, assumptions and segmentation underlying this estimate is still maturing, a focus on growing participation, supporting reverse logistics efforts and 'out of home' eligible container recovery is a key focus area going forward. • Along with continuing to apply behaviour science principles towards recycling, specific and targeted stakeholder groups that form 'out of home' container recovery include retailers, commercial businesses, hospitality and event sectors, public venues, public spaces, mining; other industry.

WARRRL CDS SCHEME OVERVIEW



GLOSSARY OF TERMS

Term	Definition
CDS	Container deposit scheme
CEP	Container exchange point
C4C	Containers for Change is the consumer-facing brand managed by WARRRL for WA's container deposit scheme
Coordinator	Oversees the operation of container refund points, logistics and processing providers, the online auction portal for the sale of processed containers and other service providers required to deliver the Scheme
Drop & Go	Drop & Go's are a convenient way to recycle containers and receive a refund
DWER	Department of Water and Environmental Regulation
ECF	Eligible Container Factor
FRS	First responsible suppliers
IT	Information technology
MRF	Material recovery facility
POS	Point of sale
RAP	Reconciliation action plan
RPO	Refund point operator
Member Number	Containers for Change includes a Scheme ID facility which enables individuals and community groups to register and thereby enable a 'virtual donation' capability
Social enterprise	An organisation that applies commercial strategies to maximise improvements in financial, social and environmental well-being
State Deed	Scheme Coordinator Deed
Strategic Plan	WARRRL's three-year Strategic Plan 2021-2024: Embedding Containers for Change in the lives of Western Australians
WA	Western Australia
WARRRL	WA Return Recycle Renew Limited





WA RETURN RECYCLE RENEW LIMITED

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