



# STRATEGY 2020-2021

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## **ACKNOWLEDGEMENT OF COUNTRY**

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.

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**CONTENTS**

FOREWORD ..... 3

EXECUTIVE SUMMARY ..... 4

OBJECTIVES OF THE SCHEME..... 5

WARRRL'S CORE MISSION ..... 5

KEY PERFORMANCE INDICATORS ..... 6

ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES AND REMOTE COMMUNITIES  
ENGAGEMENT..... 6

OUR VALUES ..... 7

MOBILISATION PHASE..... 7

OUR YEAR ONE STRATEGY ..... 9

STAKEHOLDER PARTNERSHIPS ..... 10

STRATEGIC INITIATIVES..... 11

    SCHEME ACCESSIBILITY AND DEVELOPMENT..... 12

    PRODUCER RESPONSIBILITY ..... 14

    OPTIMISE SUPPLY CHAIN EFFICIENCY AND SCHEME RECYCLING ..... 16

    SCHEME PAYMENTS..... 18

    SCHEME ENGAGEMENT ..... 20

    BUSINESS INTELLIGENCE AND SCHEME INSIGHTS ..... 23

    ORGANISATIONAL GOVERNANCE AND SCHEME INTEGRITY ..... 25

    EMBEDDING AND OPTIMISING SCHEME ID ..... 27

APPENDIX A..... 29

    FUNCTIONS OF COORDINATOR ..... 29

APPENDIX B ..... 31

    MOBILISATION PHASE PROGRESS REPORT (July 2019 to September 2020) ..... 31

GLOSSARY OF TERMS, ABBREVIATIONS AND ACRONYMS ..... 39

CONTACT ..... 40

DISCLAIMER ..... 40

## FOREWORD

October 2020 heralds the commencement of the Western Australian Container Deposit Scheme (**Scheme**), that supports the State Government's vision for Western Australia to become a sustainable, low-waste, circular economy in which the community's health and the environment are protected from the impacts of waste.

Since our appointment as Scheme coordinator, WA Return Recycle Renew Limited (**WARRRL**) has worked hard to mobilise a strong network of refund point operators (**RPOs**), processing and logistics providers. We have established solid foundations and we are ready to embed a Scheme which will fully meet WARRRL's obligations under the *Waste Avoidance and Resource Recovery Act 2007*, the Scheme Coordinator Deed between WARRRL and the State (**State Deed**) and WARRRL's conditions of appointment.

It is with a great sense of pride and purpose, that we deliver WARRRL's first strategic plan for the Scheme outlining our direction for our first year of operations.

We believe this strategy has all the components required to meet the State Government's overarching sustainability objectives and targets as set out in the Waste Strategy 2030.

Our target is to achieve a return rate (redemption) of at least 65% by the end of our first year of operation. To get to that target, we have established eight strategic initiatives. Our values will create the environment for the Scheme to grow to be the most accessible, embraced by the community and respected by Government and industry.

A strong and critical feature of the Scheme is the diversity of our RPOs. 60% of RPOs are not-for-profit organisations. We are working in partnership with 12 Aboriginal Corporations and 20 Local Governments to ensure a service to all Western Australians in rural and remote areas as well as the metropolitan area.

We are particularly proud to support employment opportunities for people with disabilities and the long term unemployed. We will ensure that the jobs promised by our network partners for these high priority target categories are delivered. This strategy will set the path for delivering on these commitments.

WARRRL is honoured to have this opportunity to make a difference in Western Australia and we look forward to ongoing collaborations with our stakeholders. Through this strategy, our stakeholders can be confident that we will deliver a Scheme that has integrity and offers many benefits to the community.

**Sheila McHale**  
Chairperson, WARRRL

**Tim Cusack**  
Chief Executive Officer, WARRRL

## EXECUTIVE SUMMARY

<b>Vision for 2023</b>	A Western Australia that recycles, is free from beverage container litter, and empowers community participation in the circular economy.						<b>Supporting documents</b> <ol style="list-style-type: none"> <li>1. <i>Waste Avoidance and Resource Recovery Act 2007 and Waste Avoidance and Resource Recovery (Container Deposit Scheme) Regulations 2019</i></li> <li>2. Scheme Coordinator Deed</li> <li>3. Conditions of Appointment</li> <li>4. WA Waste Strategy 2030</li> <li>5. Fraud Protection Plan</li> <li>6. Audit Plan</li> <li>7. Investigation Plan</li> <li>8. Aboriginal and Torres Strait Islander Communities and Remote Communities Plan</li> <li>9. Confidentiality Privacy and Information Security Plan</li> <li>10. Public Education and Awareness Plan</li> <li>11. Social Enterprise Engagement Plan</li> <li>12. Transition Out Plan</li> </ol>
<b>Our values</b>	Respect for community Creating opportunity Inclusiveness and diversity Partnership and innovation Accountability, transparency and integrity Sustainability						
<b>Core Mission</b>	Empower communities with the knowledge and motivation to easily recycle. Provide a refund point network that is safe, stable, efficient, widely accessible and financially sustainable. Ensure financial, data and Scheme integrity, delivering excellent customer service for all network partners. Build a culture which recognises and celebrates the positive impact of Containers for Change.						
<b>Objectives of the Scheme</b>	Increase recovery and recycling of empty beverage containers	Reduce the number of empty beverage containers that are disposed of as litter or to landfill	Ensure that first responsible suppliers of beverage products take product stewardship responsibility in relation to their beverage products	Provide opportunities for social enterprise, and benefits for community organisations, through participation in the container deposit scheme	Create opportunities for employment	Complement existing collection and recycling activities for recyclable waste	
<b>First year strategic initiatives</b>	<ol style="list-style-type: none"> <li>1. Scheme accessibility and development</li> <li>2. Producer responsibility</li> <li>3. Optimise supply chain efficiency and Scheme recycling</li> <li>4. Scheme payments</li> <li>5. Scheme engagement</li> <li>6. Business intelligence and Scheme insights</li> <li>7. Organisational governance and Scheme integrity</li> <li>8. Embedding and optimising Scheme ID</li> </ol>						

## OBJECTIVES OF THE SCHEME

Through the *Waste Avoidance and Resource Recovery Act 2007 (WARR Act)*, the State Government articulated clear objectives for the Scheme and the role of WARRRL as the coordinator of the Scheme. The WARR Act, *Waste Avoidance and Resource Recovery (Container Deposit Scheme) Regulation 2019 (Regulations)*, the State Deed and documents made under this regulatory framework give greater substance to the statutory objectives by establishing clear targets, network standards and reporting requirements. These are our permanent guardrails. Our year one strategy has been calibrated by this statutory framework to ensure we deliver fully on our obligations.

## OBJECTIVES OF THE ACT

The objectives of the Scheme, outlined in s. 47A of the WARR Act, are to:

- increase the recovery and recycling of empty beverage containers;
- reduce the number of empty beverage containers that are disposed of as litter or to landfill;
- ensure that first responsible suppliers of beverage products take product stewardship responsibility in relation to their beverage products;
- provide opportunities for social enterprise, and benefits for community organisations, through participation in the container deposit scheme;
- create opportunities for employment; and
- complement existing collection and recycling activities for recyclable waste.

## FUNCTIONS OF COORDINATOR

The functions of coordinator are set out in s. 47Z of the WARR Act, reg. 7(2) of the Regulations and the State Deed. These are detailed in Appendix A of this strategy.

## WARRRL'S CORE MISSION

### **Empower communities with the knowledge and motivation to easily recycle**

- A positive experience for customers and community
- Safe, easily recognisable, conveniently located, efficient and clean Scheme
- Reduce litter in the community, improve recycling rates, empower and connect community groups
- Demonstrate leadership and positively influence recycling outcomes in Western Australia (**WA**) and Australia, problem solve, streamline processes and strengthen the community's ability to recycle
- Working in genuine partnership with network, community organisations and individuals
- Improving community's knowledge of the benefits of and how to engage with the Scheme

### **Provide a refund point network that is safe, stable, efficient, widely accessible and financially sustainable**

- RPOs and other supply chain partners working together with WARRRL to deliver effective and efficient Scheme operations

- Working collaboratively and in partnership with the WARRRL team irrespective of their size of organisational type
- Committed to communities through employment outcomes and fundraising partnerships

**Ensure financial, data and Scheme integrity, delivering excellent customer service for all network partners**

- Highly efficient, cost effective, reliable and flexible
- Supported by systems and processes that make it easy and safe to do business while ensuring integrity in all spheres of operation
- Ensure all Scheme material is sold to approved recyclers

**Build a culture which recognises and celebrates the positive impact of Containers for Change**

- Valuing and supporting all contributions to the Scheme and working in genuine partnership with network, community organisations and individuals
- Operating an efficient and best cost Scheme, improving community's knowledge of the benefits of and how to engage with the Scheme
- Pride in Containers for Change

**KEY PERFORMANCE INDICATORS**

**Realising our vision will be achieved by meeting the following key performance indicators by 30 June 2023:**

- Container redemption is greater than 85% (and 65% by 1 October 2021);
- At least 229 refund points are available to customers;
- Awareness of the Scheme across WA exceeds 80%; and
- All statutory and contracted requirements have been met.

**ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES AND REMOTE COMMUNITIES ENGAGEMENT**

WARRRL's *Aboriginal and Torres Strait Islander Communities and Remote Communities Engagement Plan* informs how we will increase Scheme participation with the Western Australian Aboriginal and Torres Strait Islander communities and remote communities, including mining towns, camps and villages, and transient populations.

We acknowledge the importance of developing a meaningful relationship with Aboriginal and Torres Strait Islander communities. This means listening to and understanding the opportunities, issues and concerns of Aboriginal and Torres Strait Islander peoples and responding to those concerns respectfully and appropriately.

Effective engagement with Aboriginal and Torres Strait Islander organisations and communities, and remote communities, aims to provide opportunities to participate in and benefit from Containers for Change. WARRRL will do this by raising awareness, encouraging participation, creating employment opportunities and reducing barriers to entry to the Containers for Change network for Aboriginal and Torres Strait Islander communities and remote communities.

## OUR VALUES

**WARRRL is committed to delivering on the objectives of the Scheme and are guided by these values:**

- **Respect for community:** Community is core to the Scheme; we value and respect community engagement.
- **Creating opportunity:** We are committed to supporting Scheme participant aspirations.
- **Inclusiveness and diversity:** We will overcome exclusion and promote opportunities for participation to everyone.
- **Partnership and innovation:** We will enable creativity, innovation and growth through constructive engagement with all Scheme participants and stakeholders.
- **Accountability, transparency and integrity:** We build trust and work to a high ethical standard to ensure an ongoing commitment to the Scheme.
- **Sustainability:** We will ensure our economic, environmental and social dimensions are not compromised throughout the implementation and operation of the Scheme to ensure it is available for future generations and creating long-term value.

## MOBILISATION PHASE

WARRRL's successful bid for Scheme Coordinator promised an approach to mobilisation that would establish the best Scheme in Australia. Through the mobilisation phase, WARRRL has developed an understanding of risks and we have focused on our preparedness for operation, driven by customer insight research.

Mobilisation has been undertaken with an eye on our 1 July 2023 redemption target of 85% and the important role of engagement with not-for-profit organisations and the community in helping reach the target.

The success of the collection network procurement strategy completed by WARRRL is set out in Appendix B. Our plans include completing a review of the network after six months of operations of the network to drive further improvements and to achieve the minimum service standards are included in the Scheme network and development strategic initiative contained in this strategy. These measures will ensure WARRRL has met its obligations under Condition of Appointment 3.2.

Mobilisation was based on our initial eight strategic initiatives:

1. Scheme accessibility;
2. Producer responsibility;
3. Recycling of materials;
4. Scheme payments;
5. Scheme awareness;
6. Scheme reporting;
7. Opportunity to participate; and
8. Scheme integrity.

A full progress report on the mobilisation phase can be found in Appendix B of this strategy.

The success of the mobilisation phase has put WARRRL in a strong position to embed the Scheme, which is the focus of our year one strategy.

We have delivered on our commitments since our appointment on 15 July 2019. We are proud of what has been achieved in building the Scheme for commencement and believe we are solidly positioned to make the journey to a cleaner, greener WA. We are working to ensure that it is achieved in ways that maximise the potential of the Scheme to support vulnerable Western Australians specifically and the broader community through jobs, investment and providing an income stream for community focused organisations.

We are now ready for the Scheme's first year of operation, driven by this strategy.



## OUR YEAR ONE STRATEGY

Our year one strategy will embed what we have achieved to date and achieve a successful start to the Scheme in WA.

We will set up a Scheme which will achieve a total redemption rate of not less than 65% by 1 October 2021. We are confident that the breadth of the network at commencement, high Scheme awareness, and demonstrated Scheme performance in other jurisdictions will enable WARRRL to meet this commitment.

Year one is focused on working through challenges and generating critical insights to ensure we are meeting the objectives of this strategy and to inform the development of the next strategy horizon, 2021-2024, whilst supporting the realisation of our vision.

Fundamentally underpinning the success of the Scheme, are sound internal structures and processes that uphold our values, meeting both our regulatory requirements and our stakeholders' expectations.

At the end of our first year, our goal will be to have:

- A successful launch, positive communications and engagement with community, community groups and stakeholders;
- Strong internal structures with a focus on comprehensive training and development of team and Scheme participants, effective internal communications that continue to emphasise our values, detailed operational plans, proactive contract management and being prepared and mitigating risks in line with our overarching objectives; and
- Delivered on our commitments and hold ourselves accountable through the regular monitoring and reporting of our goals, Scheme objectives and the State Government's objectives.

Our key stakeholders including the Board and, staff of WARRRL and the Department of Water and Environmental Regulation (**DWER**) have partnered in the development of this year one strategy.

Our strategy will be widely communicated and will be the focus and driver of our work and priorities. We will report progress regularly to our stakeholders.

We will create customer confidence in and connection to the Containers for Change brand.

## **STAKEHOLDER PARTNERSHIPS**

WARRRL values and respects its stakeholders and recognises the importance of engagement and partnership. We believe their priorities are aligned to the goals of the Scheme.

### **OUR STAKEHOLDERS**

- Board, employees and contractors
- State and Federal Government
- Community
- Local Government
- Peak bodies
- Industry partners
- Network participants

### **STAKEHOLDER PRIORITIES**

- Scheme integrity is upheld to ensure compliance, governance, mitigation and identification of fraud and reporting.
- The objectives of the Scheme are fulfilled, including reaching the target redemption rate and improving WA recycling rates.
- There is a high level of public awareness of and engagement in the Scheme and promotion of its benefits including employment, environmental and income generated for community organisations.
- The Scheme is accessible, safe and efficient.
- Businesses can plan ahead and build in cost recovery.
- Stakeholders are valued, WARRRL leadership is accessible and there is dynamic and constructive contract management.

## STRATEGIC INITIATIVES

Our year one strategy is based on the following strategic initiatives:

1. Scheme accessibility and development
2. Producer responsibility
3. Optimise supply chain efficiency and Scheme recycling
4. Scheme payments
5. Scheme engagement
6. Business intelligence and Scheme insights
7. Organisational governance and Scheme integrity
8. Embedding and optimising Scheme ID

The eight strategic initiatives will ensure WARRRL delivers on the objectives of the WARR Act.

<b>Objectives of WARR Act</b>	Increase the recovery and recycling of empty beverage containers	Reduce the number of empty beverage containers that are disposed of as litter or to landfill	Ensure that first responsible supplier of beverage products take product stewardship responsibility in relation to their beverage products	Provide opportunities for social enterprise, and benefits for community organisations, through participation in the container deposit scheme	Create opportunities for employment	Complement existing collection and recycling activities for recyclable waste
<b>Strategic initiatives</b>	Scheme accessibility and development Optimise supply chain efficiency and Scheme recycling Scheme engagement Business intelligence and Scheme insights Organisational governance and Scheme integrity Embedding and optimising Scheme ID	Scheme accessibility and development Optimise supply chain efficiency and Scheme recycling Scheme engagement Business intelligence and Scheme insights Organisational governance and Scheme integrity Embedding and optimising Scheme ID	Producer responsibility Scheme engagement Organisational governance and Scheme integrity Embedding and optimising Scheme ID	Scheme accessibility and development Scheme payments Scheme engagement Organisational governance and Scheme integrity Embedding and optimising Scheme ID	Optimise supply chain efficiency Scheme payments Scheme engagement Organisational governance and Scheme integrity Embedding and optimising Scheme ID	Scheme accessibility and development Producer responsibility Optimise supply chain efficiency and Scheme recycling Scheme engagement Business intelligence and Scheme insights Organisational governance and Scheme integrity Embedding and optimising Scheme ID

## SCHEME ACCESSIBILITY AND DEVELOPMENT

Led by the Head of Refund Point Operations

Strategic goal	Focus areas	Activity	Action	Oct-Dec 2020	Jan-Mar 2021	Apr-June 2021	July-Sept 2021
The WA community will actively participate in the Scheme, which will achieve a total redemption rate not less than 65% by 1 October 2021	Easy and convenient access to the Scheme	Enhance the point of sale ( <b>POS</b> ) system to include features that will support Scheme growth and Scheme ID initiatives (features such as donation receipt for tax, PayPal option, Scheme ID with bulk collection service fee, Automatic Teller Machine ( <b>ATM</b> ) integration, loyalty scheme)	CS				
		Review the effectiveness of bag drop and mobile refund point locations and infrastructure. Distil insights to increase community use of refund points	RP				
		Engage the mining industry to partner with regional RPOs to support and maximise recycling and the community benefits of the Scheme	PL				
		Engage major Perth stadia and entertainment venues to be actively involved in utilising and promoting the Scheme. Explore partnerships with beverage suppliers to assist in developing stadia Scheme initiatives	AS				
		Identify and establish donation points at selected National Park entries. Review performance and improvements before further rollout	RP				
The WA community can redeem their container deposit by conveniently accessing the network that will have 229 or more refund points operational by 1 October 2021	Expanding the network of RPOs so that we leverage what we have built and continue to enhance	Complete a Perth metropolitan network optimisation review as a requisite to a refund point network procurement process to complete the network to minimum network standards	KB				
		Complete review of regional refund points by engaging with operators and other partners to identify opportunities to further enhance access to the Scheme	TS				

	access to the Scheme						
Successful RPOs actively coached by the contract management team	Develop a COVID-19 business continuity plan to mitigate risks from future outbreaks	TS					
	Develop and roll out a training program for RPOs to operate a successful and sustainable refund point business, including an ongoing focus on the POS. Utilise Green Guide as the basis of the training	TS					
	Update and deploy the Green Guide quarterly capturing key learnings and best practice information	TS					
	Further develop the communication platform "Refund Wrap" to communicate Scheme performance, milestones, share learning and best practices						
	Develop business review template as the basis of ongoing business coaching and contract management	AS					
	Complete six-monthly business reviews with all RPOs to support network sustainability, RPO success and commitments of Scheme objectives (labour outcomes & community engagement)	TS					

## PRODUCER RESPONSIBILITY

Led by the Head of Finance and Commercial

Strategic goal	Focus areas	Activity	Action	Oct-Dec 2020	Jan-Mar 2021	Apr-June 2021	July-Sept 2021
Scheme pricing is maintained at a level that fully covers Scheme costs, meets the terms of the liquidity policy, and minimises frequency of changes	Identification, engagement and contracting of WA First Responsible Suppliers (FRS)	Develop FRS small business engagement strategy, in particular ease of doing business	AL				
		100 FRS contracted	AL				
		300 FRS contracted	AL				
	Contract management of FRS to ensure compliance, including monthly reporting and declarations, and debt recovery	FRS on time payment of invoices (95%)	AL				
	Understanding Scheme performance and flow of eligible containers in and out of WA, to enable monitoring of and maintaining Scheme liquidity in accordance with liquidity policy	Development of robust cashflow forecasting model reflecting Scheme actual costs	RC				
		Liquidity cover ratio of 1	RC				
		Scheme price review timed for review in line with excise tax adjustment. Any changes notified to FRS 14 weeks prior	RC				
The product registry is always current and accurately	Transfer of products registered in WARRRL's name to appropriate supplier	Transfer of all products, insofar as supplier can be identified	AL				

reflects eligible product containers that are sold in the WA market	Develop process for identification of new beverage stock-keeping units ( <b>SKUs</b> )	Establish a process for identifying and registering new SKUs	AL				
Influence producers to use recyclable materials	Assess how WARRRL can use its knowledge and data to support producers in developing business cases to use recyclable materials	Develop key findings report or similar for FRS to understand cost impact of material types and consequential impact on Scheme pricing	RC				

## OPTIMISE SUPPLY CHAIN EFFICIENCY AND SCHEME RECYCLING

Led by the Head of Processing, Logistics, Material Recovery Facilities (**MRFs**) and Recyclers

Strategic goal	Focus areas	Activity	Action	Oct-Dec 2020	Jan-Mar 2021	Apr-June 2021	July-Sept 2021
All Scheme material is sold to approved ethical recyclers in a timely manner	Maximise the number of approved recyclers on the recycling panel, including onboarding Queensland approved recyclers and pursue opportunities to include WA based entities and possibly some small niche regional players, for example glass outlets	Contract targeted recyclers who currently participate in the Queensland container deposit scheme and other recyclers who meet the evaluation criteria	KB				
		Recycle Evaluation Panel established to evaluate recycle applicants against Scheme criteria including recycle material destination, ethical operations, slavery, carbon footprint	MM				
	Work with polyethylene terephthalate and high-density polyethylene plastic recyclers to explore the potential for Scheme material to be recycled in WA	Work with WA industry to actively encourage and nurture the development of WA based recyclers	KB				
	Ensure processed material is sold in a timely and ethical manner and maximises recoverable value and that this is reflected in overall Scheme pricing	90% of Scheme processed material sold to approved recyclers within two months of baling and 100% within six months including liquid paperboard and regional material	MM				
		Pursue opportunities to engage directly with recyclers	KB				
		Regular review of active recyclers to ensure they continue to meet the terms of their Agreement	KB				
		Optimise the sale value and frequency of material sold	Update DWER quarterly on any industry developments regarding recycling of specific	MM			



Ensuring integrity of all material recycling	from regionally based processors	material types and establishment of WA based recycling facilities					
		Establish processes to consolidate material from multiple regional processors and sell regularly to recyclers in the form of combined (mixed) lots	KB				
		Identify opportunities for glass sales to WA based recyclers for sales of regional glass	BR				
Establish an effective logistics and processing network that minimises costs and carbon footprint	Encourage and facilitate Scheme participants introducing innovative logistics solutions	Review of deployed Scheme collection infrastructure to ensure continuous and efficient operations at RPO sites	BR				
		Establish at least one continuous improvement project with each major logistics and processing provider to reduce costs and/or carbon footprint of operations	BR				
		Establish quarterly performance and cost review with logistics and processing providers	BR				
Ensure the logistics network is safe, reliable and scalable	Work with logistics providers to optimise network efficiency and cost	Optimise fleet configuration of logistics service providers for best cost and supply chain efficiency and effectiveness					

## SCHEME PAYMENTS

Led by the Head of Finance and Commercial and the Head of Audit and Verification

Strategic goal	Focus areas	Activity	Action	Oct-Dec 2020	Jan-Mar 2021	Apr-June 2021	July-Sept 2021
Scheme payments are processed accurately and efficiently, and are made on a timely basis, in accordance with contracts, with underlying systems and processes that make it easy to do business with WARRRL	Bedding down Container Exchange (Services) Pty Ltd ( <b>CES</b> ) and WARRRL roles and responsibilities with daily, weekly, monthly tasks for efficient review and approval of payments	Clear design of daily, weekly, monthly financial processes including invoice review	RC				
		Develop and implement a training program to ensure Scheme participants are appropriately supported in POS and portal usage	KB				
	Data and trend analysis to enable prioritisation of customer payments flagged for review, with assessment and approval (or justifiable hold) on a timely basis	Review and refine the established process for identification and review of potentially fraudulent activity by customers	SS				
	Effective partnership with CES, including understanding scope of services, measuring performance including regarding CES's responsibility for data protection and security, and contract review through performance improvement meetings	Quarterly review and contract management meeting to review CES performance and progress to targets, including annual plan reviews	RC				
		Identification of enhancements to CES information technology ( <b>IT</b> ) platform, including to increase use of Scheme ID, PayPal, deductible gift recipients tax receipt	RC				

	Internal policies and processes to ensure good governance and integrity over Scheme payments. Strengthen security around data protection	Complete audits as per internal audit plan and ensure improvements are completed in a timely manner	SS				
		Engage third party auditor to perform internal audit confirming appropriate governance in place	SS				

## SCHEME ENGAGEMENT

Led by the Head of Marketing and Communications

Strategic goal	Focus areas	Activity	Action	Oct-Dec 2020	Jan-Mar 2021	Apr-June 2021	July-Sept 2021
Drive mass Scheme adoption with the most compelling value proposition: financial gain (individual and community)	In partnership with CES, develop and execute a year one marketing strategy that drives mass Scheme adoption and supports WARRRL's first year redemption rate of 65% by 1 October 2021	Execute the Containers for Change 'coin rattle' integrated advertising campaign across TV, press, search, social, radio	HoMC				
		Ongoing development of RPO marketing toolkit and creative assets for local area marketing	HoMC				
		Deliver new website that incorporates customer experience research learnings, drives participation and supports community groups	HoMC				
		Ongoing website development and improvements	HoMC				
		Sustain engagement through always-on social media	SCO				
		Awareness quantitative research	HoMC				
	Generate earned media that shapes positive perceptions of the Scheme	Develop an earned media strategy focussing on proactive positive media generation	HoMC				
		Ongoing media monitoring and reactive media as necessary	HoMC				
	Make the Scheme simple to understand and easy to participate in	Develop and deliver Scheme awareness and understanding assets – such as 'how to' videos, container volume infographics and container eligibility information	HoMC				
		Develop a customer lifecycle retention strategy	SCO				

	Focus on customer retention activities and strategy development	Develop and execute an effective customer on-boarding program	SCO				
Position containers as a community resource, make the Scheme 'more than money' and build the emotional reward	Position Containers for Change as a viable program for fundraising and effectively recruit Scheme fundraising partners	Develop and execute a blueprint and toolkit of creative assets for fundraising activities for community groups	HoMC				
		Execute a major community group fundraising activation including the provision of supporting toolkits that enable community groups to deploy the program effectively	HoMC				
	For FRS and those commercially engaged with the Scheme, position Containers for Change as a means to fulfil corporate social responsibility aims and deliver social licence	Develop and execute a commercial engagement strategy that enables Scheme participation, builds trust and improves the Scheme's commercial and community reach	HoMC				
Create trust in the Containers for Change recycling process and circular economy model	Pursue industry engagement opportunities with aim of building recognition and trust and becoming a recognised recycling spokesperson	Execute industry sponsorship and event participation opportunities	HoMC				
	Deliver a communications strategy that informs, builds trust and activates Scheme participation	Ongoing review and execution of communications strategy	SCO				
		Ongoing communications with government and Ministerial stakeholders	SCO				
Develop community trust and knowledge through intergenerational teaching	Scope the development of an educational program for schools	HoMC					
Partner with Aboriginal and	Ensure engagement with our Aboriginal and Torres Strait	Develop WARRRL's Reconciliation Action Plan ( <b>RAP</b> )	HoMC				

<p>Torres Strait Islander communities to build knowledge, capacity and capability to engage in the Scheme</p>	<p>Islander nations is always in keeping with our pillars of engagement: respect; culturally sensitive engagement; partnership as per WARRRL's <i>Aboriginal and Torres Strait Communities and Remote Communities Engagement Plan</i></p>	<p>Ensure targeted and culturally appropriate marketing and Scheme awareness campaigns</p>	<p>HoMC</p>				
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## BUSINESS INTELLIGENCE AND SCHEME INSIGHTS

Led by the Head of Processing, Logistics, MRFs and Recyclers

Strategic goal	Focus areas	Activity	Action	Oct-Dec 2020	Jan-Mar 2021	Apr-June 2021	July-Sept 2021
Establish a robust analytical platform for use across the Scheme to analyse information and identify opportunities for improvements in network operation	Establish a suite of business intelligence reports across RPOs, processing and logistics providers and MRFs, finance and audit	Targeted reports available to each team that that disseminate Scheme based data provide key information  Half yearly review of information and insights generated from performance reporting structures	JC  Whole team review session				
	Work collaboratively with CES, use reporting tools such as OACS and Power BI to provide timely insights and feedback to Scheme participants	Establish automatic reporting to RPOs and processing and logistics providers and MRFs around key metrics (volumes, peak periods, material type etc.)	JC				
Develop a clear IT strategy for WARRRL with a focus on optimising business Intelligence tools	Establish a suite of business intelligence tools that provide real time information useful to both WARRRL and external stakeholders	Establishment of real time reports and presentation templates that provide insights into Scheme operations and outcomes	KB				
		Consolidate the software used and pursue innovative solutions for WARRRL to optimise performance including data analytics and establishing a platform to capture and disseminate qualitative data (for example feedback captured by RPO contract managers, customer service centre etc.)	KB				
		Work collaboratively with CES and other IT service providers to ensure data security and payment platforms are not compromised	KB				

		Lead and deliver ongoing development and training on business systems	KB			
		Complete an improvement review of the POS system to grow the Scheme, including donation receipt for tax, PayPal option, Scheme ID with bulk collection service fee, ATM integration, loyalty scheme	TS			



## ORGANISATIONAL GOVERNANCE AND SCHEME INTEGRITY

Led by the Chief Executive Officer, the Head of Audit and Verification, and the Head of Finance and Commercial

Strategic goal	Focus areas	Activity	Action	Oct-Dec 2020	Jan-Mar 2021	Apr-June 2021	July-Sept 2021
Ensure 100% compliance with reporting code, State Deed, conditions of appointment and all other statutory reporting requirements	Adhering to reporting code requirements	Reporting framework in place to enable compliance with reporting requirements and timelines	TI				
Scheme integrity and organisational governance is upheld ensuring that customers and beverage suppliers have a high degree of confidence in the Scheme and the cost attributed to each eligible container	Creating public trust through Scheme transparency	Develop reporting framework and processes for providing regular data/reporting for the public (not just what is mandated)	TI				
	Audit, fraud, investigation and safety plans ensure Scheme compliance and safety while gaining insights to enable development of more focused plans and analytics	Plans adhered to with reviews completed every quarter and reported to Audit and Risk Committee and the Board	SS				
		Provide training to all Scheme participants to assist in fraud detection through the provision of information packs and onsite training	SS				
	Enterprise Risk Management Framework that creates the structure, systems and processes to identify, assess and manage risk	Finalise Enterprise Risk Management Policy, plan and activities reported and reviewed monthly by the Audit and Risk Committee and the Board	TC				
Complete the build of policy framework to deliver robust governance for the organisation							

		Implement all new mitigation measures developed in response to identified risks or fraud events in a timely manner	EMT				
		Review all policies to ensure they remain fit for purpose	EMT				
	FRS	Audit FRS declarations ensuring that the audits cover at least 90% of Scheme containers	SS				
	RPOs	Audit at least 50 RPOs each quarter to confirm adherence to verification methodology (container eligibility and counts)	MG				
	Logistics	Audit all logistic providers each quarter through both analytical and physical means to confirm container chain of custody	MG				
	Processors	Audit all metropolitan processors each quarter Audit all regional processors every second quarter	SS				
	Recyclers	Audit recycler declarations each quarter ensuring that the audits cover at least 90% of Scheme containers and confirm containers are recycled (track and trace) and no modern slavery is detected	SS				
		Implement track and trace program to assist in the confirmation of container recycling	SS				
	MRFs	Audit all MRFs in line with the MRF protocol and sampling plan	SS				

## EMBEDDING AND OPTIMISING SCHEME ID

Led by the Head of Marketing and Communications

Strategic goal	Focus areas	Activity	Action	Oct-Dec 2020	Jan-Mar 2021	Apr-June 2021	July-Sept 2021
Expand use of Scheme ID to: <ul style="list-style-type: none"> <li>• reduce reliance on cash handling;</li> <li>• improve safety and efficiency;</li> <li>• improve Scheme integrity;</li> <li>• enable granular analysis of redemptions; and</li> <li>• provide the foundations for an integrated Containers for Change community</li> </ul>	Understand the motivations behind cash being the prevalent refund payment method, with learnings to inform Scheme ID renovation	Conduct research into why cash is the dominant refund payment method, and provide findings in an actionable format	HoMC				
	Improve the cash: Scheme ID ratio of refund payments (current Queensland benchmark is cash 80: Scheme ID 20)	Develop a Scheme ID value proposition strategy	HoMC				
	In consultation with all WARRRL workstreams, drive innovation in the purpose and usage of Scheme IDs	Scope renovation of Scheme ID and process simplification	HoMC				
	Through Scheme ID we can measure participation, gain behavioural insights and inform relationship marketing	Improve ease and convenience for customers in establishing a Scheme ID	Improve Scheme ID sign-up experience	HoMC			
		Deliver a new Scheme ID onboarding process that supports customer lifecycle retention	HoMC				
		Drive adoption of the Scheme ID to enable data collection and reinvestment into customer relationships	Monitor and improve Scheme ID sign-up versus usage (conversion rate)	HoMC			
			Ensure all relevant materials and activities (website, electronic direct mail, creative assets, related campaigns, RPO training)	HoMC			

		are appropriately focussed on Scheme ID: sign-up and benefits of usage					
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## APPENDIX A

### FUNCTIONS OF COORDINATOR

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

#### 47Z. Functions of Coordinator

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

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

- (2) *For the purposes of section 47Z(3)(a) of the Act, the Coordinator has the following additional functions —*

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

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

- I. the Call Centre Functions;
- II. the Coordinator Functions;
- III. the IT Functions;
- IV. the Plastic Bag Management Functions;
- V. the Transition Out Functions; and
- VI. all other functions, things or tasks which WARRRL performs, or is or may be required to perform, to comply with its obligations under this Deed.

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

## APPENDIX B

### MOBILISATION PHASE PROGRESS REPORT (JULY 2019 TO SEPTEMBER 2020)

Strategic initiative	What we promised	What we delivered	Status
Scheme accessibility	Collection network established	100% minimum service standards in regions and 75% in Perth/Peel; and, in some areas, exceeding minimum standards	Completed
	Proactive identification of businesses in target locations	107 applications for 399 refund points resulting in the most diverse RPO Scheme base in Australia	
	Application and tender process management	End-to-end management of initial procurement process consistent with commitments to the State Government, with a Board committee formed (including State Government participation) to oversee completion	
	Mobilisation support	A fully resourced RPOs team driving implementation of agreed plans with RPOs, processing providers and logistics providers across WA	
Producer responsibility	Communication of methodology for setting Scheme price	Published on WARRRL website in March 2020	Completed
	Communication of expected Scheme price for initial Scheme periods	Communication to beverage industry on 14 February 2020 and confirmed on 10 June 2020	
	Leverage and update existing approved container databases	14,909 beverage containers approved by the CEO of DWER, leveraging Queensland database with more to come	
	Leverage and update beverage supplier register	Extensive beverage supplier database created with support from Queensland and New South Wales and communicating with them regularly via electronic direct mail and webinars	
	Finalise and execute beverage supplier	Supply Agreement approved by the CEO of DWER on 17 March 2020 with execution commencing 24 August 2020	

Recycling materials	Contract finalisation and execution for processing, logistics, MRFs and recycling panel	Material Recovery Agreement and Recycle Panel Agreement approved by the CEO of DWER in August 2020	Completed
	Tender process management	A request for proposal process was completed for glass only, which will result in all glass collected by RPOs recycled into new bottles	
	Establishment of panel of recyclers	WARRRL Board approved 14 panel participants in July 2020 who are major recyclers who already transact in the eastern states Schemes approved in July 2020  Established a structure to consolidate small regional lots to ensure timely sale of processed material	
	Validation and testing of the online recycling material sales platform	Online auction platform performance business as usual acceptance completed by September 2020	
	Establishment of operational protocols for collection network participants, including work health and safety and environmental standards and material handling and storage protocol	Protocols and handling and storing of all Scheme materials agreed with processing and logistics providers	
	Implement robust contract governance framework	Contract managers appointed for all contracted Scheme participants	
	IT platform implementation and testing	CES will complete all testing and validation in September 2020	
Scheme payments	Forecast Scheme costs and Scheme price	Business plan submitted with all Scheme costs	Completed
	Ensure initial liquidity of the Scheme	WARRRL Board approved Liquidity Policy in July 2020 Board meeting, which will underwrite the ability of the Scheme to meet all liabilities. State Government loan dedicated to initial working capital requirements of the Scheme approved by the WARRRL Board in June 2020	
	Payments components of IT platform implementation and testing	End-to-end transaction business acceptance testing completed by CES on 7 September 2020	



	Export rebates	Export rebate agreement to be finalised in conjunction with the CEO of DWER prior to Scheme commencement	
Scheme awareness	Development of Scheme brand in conjunction with State Government	Containers for Change approved by State Government as the Scheme brand in May 2019	Completed
	Refinement and implementation of <i>Public Education and Awareness Plan</i>	<p>Public awareness and education have been demonstrated by:</p> <ul style="list-style-type: none"> <li>• development and delivery of an integrated advertising campaign across television, press, search, radio and social media;</li> <li>• completing over 50 in-person and online community information sessions statewide;</li> <li>• delivery of a mobilisation website featuring essential information for Scheme participation;</li> <li>• delivery of an updated website that ensures the Scheme is simple to understand and easy to participate in, positions containers as a community resource and drives trust in the Scheme's circular economy model;</li> <li>• delivery of RPO marketing toolkit and suite of creative assets;</li> <li>• delivery of a community group fundraising toolkit and suite of creative assets;</li> <li>• active social media presence, using channels as a tool for education about the Scheme;</li> <li>• built a customer and community group database that receives regular e-newsletter communications about containers for change;</li> <li>• delivery of a suite of 'explainer' assets to be used cross-platforms and by various network participants for Scheme education purposes, for example 'how to' videos, circular economy infographics and container volume infographics;</li> <li>• utilising logistics providers to become 'moving billboards' with trucks Scheme-branded;</li> <li>• participation and support of industry events, such as WA Local Government Association waste conferences;</li> <li>• generating positive earned media with high population reach; and</li> </ul>	

		<ul style="list-style-type: none"> <li>the final <i>Public Education and Awareness Plan</i> is submitted to the Minister for approval with other business plan documents.</li> </ul>	
	Scheme go-live marketing	A marketing investment in Containers for Change across all media platforms during mobilisation	
	Contact centre establishment	CES is providing contact centre services to WARRRL and has been operational since July 2019	
	Established plan of activities with DWER and the State Government on the lead-up to go-live	A weekly DWER, WARRRL, and State Government steering committee operated from July 2019 to June 2020, to support mobilisation. The Scheme CDS Liaison Group established under regulation commenced meeting weekly in June 2020	
	Establish a close working relationship with State Government to ensure consistency of message around the positive aspects of the Scheme	A monthly meeting with DWER, WARRRL and the State Government is held to review progress and discuss issues relevant to a successful commencement. A communications protocol to support effective messaging was agreed between the parties in January 2020 and provides an appropriate structure to ensure positive messaging to the community through the mobilisation period	
	Successful delivery of in-person and online community information sessions	<p>Community information sessions were developed for March to May 2020. In March 2020, these popular events were cancelled due to the impact of COVID-19. To that point, 10 well attended sessions had taken place.</p> <p>Upon re-mobilisation, a new calendar of in-person and online community information sessions was developed and then delivered throughout August 2020. Attendance at in-person sessions was capped in line with venue capacity restrictions due to COVID-19 social distancing requirements.</p> <p>In-person community information sessions were held in every region of the state, with online sessions also available. WARRRL also partnered with the deaf and hard of hearing community for an accessible event, and waste wise schools for an information session with schools and teachers.</p>	

		By Scheme launch, over 50 community information sessions were completed, with well over 2,500 registrants.	
	Facilitate cultural awareness training ( <b>CAT</b> ) for WARRRL staff, WARRRL Board and refund point network and begin the RAP development project	Reflecting WARRRL's commitment to engage and collaborate with WA Aboriginal and Torres Strait Islander communities in a way that upholds the pillars of engagement outlined in WARRRL's <i>Aboriginal and Torres Strait Islander Communities and Remote Communities Engagement Plan</i> , WARRRL engaged its Aboriginal Advisor, Ingrid Cumming of Kaart Koort Wiern to lead cultural awareness training for WARRRL staff, WARRRL Board members and Containers for Change RPOs and support the development of the WARRRL RAP. WARRRL acknowledged that this important project is a long-term undertaking.	
Scheme reporting	Establish reporting protocols	The CEO of DWER has prepared a reporting code pursuant to the Regulations and all requirements of that code have been met to date	Completed
	Ensure that DWER and the State Government is fully informed of mobilisation performance via regular reporting of milestone achievements	A weekly DWER, WARRRL, and State Government steering committee operated from July 2019 to June 2020, to support mobilisation. The Scheme CDS Liaison Group, established under regulation commenced meeting weekly in June 2020	
	Reporting to DWER and the State Government on Scheme performance	A monthly meeting with DWER, WARRRL and the State Government is held to review progress and discuss issues relevant to a successful commencement	
	Obtain recycling rates of beverage containers prior to Scheme commencement	WARRRL is maintaining an ongoing review of Scheme performance in other jurisdictions and has built an effective relationship with Containers for Change Queensland. This relationship has enabled the sharing of information including recycling rates, learnings and insights that have assisted the development of the WA Scheme	
Opportunities to participate	Direct engagement with social enterprise organisations and enable them to participate in the Scheme  Support social enterprise organisations to understand opportunities for participation in	The 2019 procurement process included 30 state-wide industry information sessions, with attendees representing various potential operators, including social enterprise. WARRRL held three specific social enterprise centred industry information sessions – two webinars with the state-wide network of Community Resource Centres (August 2019); and WARRRL also	Completed

	<p>the Scheme – as RPOs, processing providers, logistics providers, donation points or registered charity groups receiving donations via Customer Scheme Accounts</p>	<p>teamed with peak body, Shelter WA, to hold an industry information session for social enterprises in October 2019.</p> <p>Attendees at the calendar of state-wide in-person industry information sessions comprising: 16% social enterprises, 15% local government and 30% businesses (39% undisclosed).</p> <p>WARRRL visited the Kimberley in October 2019 to meet with Aboriginal organisations and community groups to speak about participation opportunities within the Scheme as RPOs or logistics and processing providers.</p> <p>the establishment of the most diversely operated container deposit scheme in Australia:</p> <ul style="list-style-type: none"> <li>• 36% of refund point sites are set to be operated by social enterprise</li> <li>• 9% of refund point sites are set to be operated by Local Government; and</li> <li>• 55% of refund point sites are set to be operated by commercial business, including a large percentage of small to medium sized entities</li> </ul> <p>All RPOs in the Kimberley are Aboriginal organisations.</p> <p>WARRRL has directly engaged the community through community information sessions, marketing and communications campaigns and network partnerships to educate about participating in the Scheme as donation points, both physical and virtual. Leveraging the Scheme to facilitate effective fundraising campaigns is a highly effective usage of the Scheme's refund potential.</p>	
	<p>Set up and implementation of donations to charity groups via the IT platform</p>	<p>Containers for Change includes a Scheme ID facility which enables individuals and community groups to register and thereby enable a 'virtual donation' capability.</p> <p>In addition to Scheme ID sign-up, the new Containers for Change website features:</p> <ul style="list-style-type: none"> <li>• A charity look-up facility so the public can search for their favourite charity/community group. If that group has registered for a Scheme ID it will appear in the search results and the customer can donate their container</li> </ul>	

		<p>refund to the registered charity via their unique Scheme ID at any refund point across the state; and</p> <ul style="list-style-type: none"> <li>Charities and community groups can access a community group blueprint and toolkit of creative assets to successfully enable fundraising activities.</li> </ul>	
	<p>Training and support to meet mobilisation activities and ensure readiness for RPOs, processing providers and logistics providers</p>	<p>In February 2020, WARRRL hosted a two-day induction event for all RPOs, covering all training and topics needed to successfully mobile and operate a refund point. WARRRL also invited a selection of successful RPOs from Queensland to this event so that local operators could gain valuable first-hand insights into how to operate a successful and safe refund point.</p> <p>Following Scheme delay due to COVID-19, WARRRL completed additional refund point training across July, August and September 2020 through weekly webinars covering all essential subjects necessary for successful mobilisation and operations, including:</p> <ul style="list-style-type: none"> <li>work health safety and environment;</li> <li>creating connections; commercial and community groups (creating social licence and driving redemption);</li> <li>best bang for your buck: marketing tips and tricks;</li> <li>finding strength and stability through staff diversity;</li> <li>customer creation and retention: minimising effort, maximising reward (customer experience, best practice sites, contact centre, handling complaints);</li> <li>creating newsworthy content (earned media generation and a briefing on WARRRL's Media Policy, a contractual obligation);</li> <li>Kart Koort Wiern: cultural awareness training;</li> <li>container eligibility and stopping fraud; and</li> <li>multiple small group training sessions on the POS system.</li> </ul> <p>WARRRL delivered the first ever green guide to RPOs in July 2020. The green guide is a handbook on how to become a successful and profitable recycling partner. The green guide takes results from significant customer experience research undertaken by the Scheme in the last quarter of 2019, together with learnings from the most successful Containers for Change operators, drawing out best practice and the most useful advice, and distils this knowledge into one comprehensive guide.</p>	

		<p>WARRRL also communicates with its network of RPOs through its weekly 'Refund Wrap' e-newsletter, keeping operators up to date with all pertinent mobilisation information and supports.</p> <p>WARRRL regularly communicates with its logistics and processing partners to ensure Scheme readiness and optimised operations.</p> <p>WARRRL has also organised and hosted tours of the Queensland Containers for Change network for potential and contracted RPOs, logistics providers and processing providers.</p>	
Scheme integrity	Develop audit methodology, approach and plan	Fraud Protection Policy approved by the Board at its meeting in August 2020. A Fraud Protection Plan and Confidential Privacy and Information Security Plan have been submitted for approval by the State	Completed
	Engage with external providers in preparation for Scheme commencement	Audit partner, external investigation provider and MRF auditor identified and appointed	

## GLOSSARY OF TERMS, ABBREVIATIONS AND ACRONYMS

Term	Definition
ATM	Automatic Teller Machine
Bag drop	Bag drops are a convenient way to recycle containers and receive a refund
CAT	Cultural Awareness Training
CDS	Container Deposit Scheme
CES	Container Exchange Services
Containers for Change	Containers for Change is 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
DWER	Department of Water and Environmental Regulation
FRS	First Responsible Suppliers
Green Guide	The Green Guide is a handbook on how to become a successful and profitable recycling partner
IT	Information Technology
Mobile refund point	Mobile refund points will provide a scheduled service, allowing customers, community groups and charities to return their containers for a refund either in cash or to the Scheme ID provided
MRFs	Material Recovery Facilities
OACS	Oracle Analytics Cloud Service
POS	Point of Sale
Power BI	Business analytics service by Microsoft
RAP	Reconciliation Action Plan
Refund Wrap	WARRL's e-newsletter to RPOs, keeping operators up to date with all pertinent mobilisation information and supports
Regulations	<i>Waste Avoidance and Resource Recovery (Container Deposit Scheme) Regulation 2019</i>

RPO	Refund Point Operators
Scheme	Western Australian Container Deposit Scheme
Scheme ID	Containers for Change includes a Scheme ID facility which enables individuals and community groups to register and thereby enable a 'virtual donation' capability
SKU	Stock-Keeping Units
Social Enterprise	An organisation that applies commercial strategies to maximise improvements in financial, social and environmental well-being
State Deed	Scheme Coordinator Deed
WA	Western Australia
WARR Act	<i>Waste Avoidance and Resource Recovery Act 2007</i>
WARRRL	WA Return Recycle Renew Limited

## CONTACT

Tim Cusack  
 Chief Executive Officer  
 WA Return Recycle Renew Ltd  
 Unit 2 Ground Floor, 1 Centro Ave, Subiaco, WA 6008  
 08 6183 4712  
 info@warrl.com.au  
 www.warrl.com.au

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