



Scheme coordinator for the
Western Australia
Container Deposit Scheme

Operational Plan

1 September 2020

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1. Introduction

1.1. 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 people and remote communities in Western Australia through the Container Deposit Scheme.

1.2. Background

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

1.3. Purpose

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

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

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

1.4. Alignment with the Scheme objectives

This plan will support the achievement of the Scheme objectives which are highlighted in the table below. In the presentation of each function, sections 3 to 7 herein, the key areas of responsibility through which the strategic initiatives included in the strategy for 2020/2021 will be achieved are highlighted.

Table 1 – Alignment with the Scheme Objectives

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

1.5. Strategy 2020/21 strategic initiatives

This operations plan will contribute to the delivery of the business plan, as defined under s. 47ZE of the *Waste Avoidance and Resource Recovery Act 2007*, which includes eight strategic initiatives that have been included in WARRRL's strategy 2020/2021 document. Successful implementation of the strategy 2020/2021 will ensure that WARRRL's obligations as coordinator of the Scheme are achieved. All functions of the coordinator, established under various legal instruments, are included in the strategy 2020/21.

Table 2 – Scheme coordinator strategic initiatives

Scheme accessibility and development - led by the Head of Refund Point Operation
The people and organisations of WA will actively participate in the Scheme, which will achieve a total redemption rate of 65% by 1 October 2021.
The people and organisations of WA will be able to redeem their container deposits by conveniently accessing a refund point network that will have more than 229 refund points operational by 1 October 2021.
Producer responsibility - led by the Head of Finance & Commercial
Scheme pricing is maintained at a level that fully covers Scheme costs, meets the terms of the liquidity policy, and minimises frequency of changes.
The product registry is always current and accurately reflects eligible product containers that are sold in the WA market.
Optimise supply chain efficiency and Scheme recycling - led by the Head of Processing, Logistics, MRFs and Recyclers

All Scheme material is sold to approved recyclers in a timely manner.

Establish an effective logistics and processing network that minimises costs and carbon footprint.

Ensure the logistics network is safe, reliable and scalable.

Scheme payments - led by the Head of Finance & Commercial and Head of Audit & Verification

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.

Scheme engagement - led by the Head of Marketing and Communications

Drive mass Scheme adoption with the most compelling value proposition: financial gain (individual and community).

Position containers as a community resource, make the Scheme 'more than money' and build the emotional reward.

Create trust in the Containers for Change recycling process and circular economy model.

Partner with Aboriginal and Torres Strait Islander communities to build knowledge, capacity and capability to engage in the Scheme.

Business intelligence and Scheme insights - led by the Head of Processing, Logistics, MRFs and Recyclers

Establish a robust analytical platform to be used across the Scheme to analyse information and identify opportunities for improvements in network operation.

Develop a clear IT strategy for WARRRL with a focus on optimising business Intelligence tools.

Organisational governance and Scheme integrity - led by the Head of Finance & Commercial, Head of Audit & Verification and CEO

Ensure compliance with Reporting Code, Scheme Coordinator Deed, Conditions of Appointment and all other statutory reporting requirements.

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.

Embedding and optimising Scheme ID - led by the Head of Marketing and Communications

Expand use of Scheme ID to reduce reliance on cash handling through the refund points to improve safety and efficiency, improve Scheme integrity and to enable more granular analysis of redemptions.

Ensure effective set up of Scheme ID facility to enable individuals and community groups to register and thereby enable a 'virtual donation' capability.

1.6. Scope

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

- Overview of the operational structure of WARRRL (refer to **Section 2**);
- A description of each functional area and the roles and responsibilities of the internal resources:
 - CEO and support functions (refer to **Section 3**);
 - External and community relations (refer to **Section** Error! Reference source not found.);
 - Operations (refer to **Section 5**);
 - Finance and commercial (refer to **Section 0**); and
 - Audit and verification (refer to **Section 7**).
 - Other enablers providing key outcomes (refer to **Section 8**)

2. Operational structure

2.1. Introduction

This section aligns with the eight key strategic initiatives that WARRRL has prioritised 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 0**) and the Scheme objectives (**Section 0**), WARRRL has developed four distinct functional areas with clear responsibilities for Scheme delivery, representing four clear work streams and allocation of responsibilities. These functional areas and their key components are outlined in the diagram below.

Table 3 - Functional structure

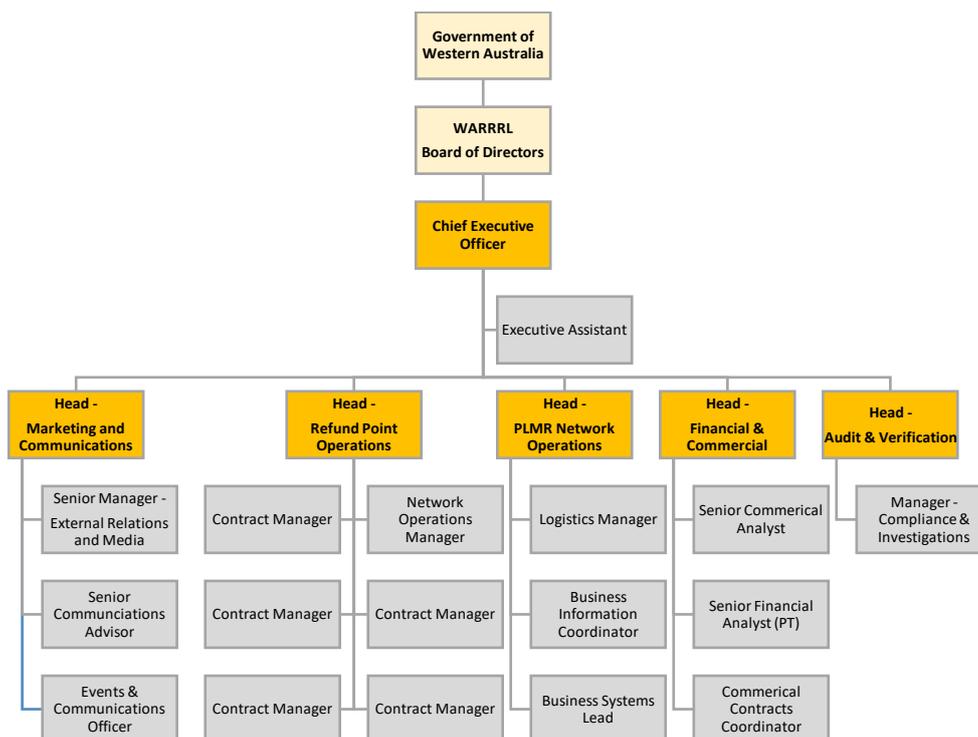
Marketing and Communications	Operations (Refund Point Operations and PLMR)	Finance & Commercial	Audit & Verification
Government relations	Business information analysis & IT	Financial services & analysis	Data analytics & reporting
Community engagement & education	Processing / logistics / MRFO / recyclers management	Beverage supplier contract management	Audit & verification services
Media, marketing & communications	Refund point management	Legal	WHSE & operational audit

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

2.3. Organisational structure

With consideration of the above functional structure and the responsibilities of the Scheme coordinator, WARRRL's resourcing requirements and operational structure is set out below. This represents the resourcing requirement for the first 12 – 18 months of Scheme operations, following the Scheme commencement on 1st October 2020.

Figure 1 - Organisational structure



During the implementation period, WARRRL has employed twenty-three (23) people to deliver Scheme operations.

2.4. Third party support

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

Table 4 - Third party support

Subcontracted service	Description of service	Functional area
Commercial, financial, accounting and tax advice (KPMG)	<ul style="list-style-type: none"> - Ad hoc services focusing on business process and compliance – for example, a review of the Scheme pricing model Accounting and tax – Analysis and advice regarding accounting and tax considerations. - Support for development of an enterprise risk management framework (ERMF) for the Company. 	Operations Financial & Commercial
Legal services (HWL Ebsworth)	<ul style="list-style-type: none"> - Contract management – legal advice on contractual issues as they arise; - Ad hoc advice - 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. 	Financial & Commercial
External audit (Grant Thornton)	<ul style="list-style-type: none"> - Financial audit – Independent audit of financial statements and Scheme accounts for both the WARRRL business accounts and the Scheme payments account. 	Finance and Commercial
Scheme audit support	<ul style="list-style-type: none"> - Scheme participant audit - undertake or support regular quality audit of Scheme participants, including MRFOs, refund points operators, processing providers in accordance with an approved 'Audit Plan'; and - Beverage supplier audit – audit of data provided by beverage suppliers and exporters in their monthly declarations. 	Audit & Verification
Insurance broker (AON)	<ul style="list-style-type: none"> - Insurances - assistance obtaining Statutorily mandated or Board approved insurances. 	Financial & Commercial
Health and Safety (Denise Sawkins)	<ul style="list-style-type: none"> - Design and implement suitable safety framework that aligns to current and new legislation. - Undertake compliance training for every employee. - Update onboarding information as required when new legislation is passed. 	Audit & Verification
Board support and governance (Annette Watkins)	<ul style="list-style-type: none"> - Governance structure and processes managed to ensure they are in line with best practices including the creation of a corporate governance policy. - Board administration including preparation, collation and distribution of Board and Committee agenda, pre-reading materials, 	CEO

	<p>minutes and actions arising from the meetings and fortnightly updates.</p> <ul style="list-style-type: none"> - Compliance calendar monitoring to ensure reporting requirements are met including compliance in regulatory, reporting and administrative matters and requirements outlined in numerous documents including the Constitution, Board Charter, the <i>Waste Avoidance and Resource Recovery Act 2007 (WA) (Act)</i>, the <i>Waste Avoidance and Resource Recovery (Container Deposit Scheme) Regulations 2019 (Regulations)</i>, the Reporting Code as defined in the Regulations, State Coordinator Deed, Conditions of Appointment of the Company as Coordinator under the Act. - Board meeting support to ensure effective meetings and adherence to director and governance obligations and responsibilities. - Maintain company register and associated information and record any conflicts of interest along with assisting in the preparation and authorisation of contracts, Deeds or other relevant documentation. - BoardEffect implementation, training, and ongoing use as a centrepiece of board administration. - Work with the Board and CEO to ensure that appropriate governance support is provided to WARRRL. 	
The Works	<ul style="list-style-type: none"> - Guidance, research and expertise regarding customer experience and branding - Develop creative assets including refund point toolkits, website, community group toolkits, launch activation and the like. 	External Relations

3. CEO and support functions

3.1. Introduction

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

3.2. Overview of function

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

To support the WARRRL functions, an executive assistant coordinates the office activities and provide staff support.

3.3. Internal resourcing

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

Figure 2 - Internal resourcing



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

Table 5 - Position descriptions

Position	Reports to	Key responsibilities
CEO	Board of Directors	<ul style="list-style-type: none">- Public face of the Scheme (along with Chair of the Board of Directors).- Responsibility and oversight of all WARRRL functions.- Day-to-day accountability for Scheme coordinator obligations under the Scheme coordinator Deed and Conditions of Appointment.- Reporting to the Board of Directors and major stakeholders.

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

3.4. Key activities

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

Table 6 - Key activities

OPERATIONAL YEAR 1
CEO
<ul style="list-style-type: none"> - 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
- Reporting to the Board of Directors and Government regarding high level Scheme activities along with and emerging risks and opportunities
- Manage HR policy and recruitment
- Ensuring compliance with legal and regulatory obligations
- Provide strategic and operations plan and operational consistent with obligations to the State
- Manage the WARRRL team, instilling a positive culture, and ensuring individuals within each role are performing to the requisite standards and behaviours

Administrative support

- 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 external relations function of WARRRL.

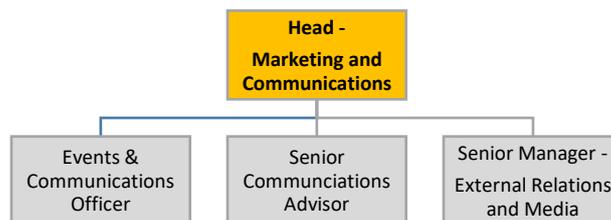
4.2. Overview of function

The external relations function will manage and promote Scheme awareness and encourage participation through community engagement and education programs, corporate & government relations, media & marketing advisory, stakeholder management and external communications.

4.3. Internal resourcing

The external relations function has four resources, as outlined below. The decision to add an additional resource to the team was based on insourcing some external relations functions.

Figure 3 - Internal resourcing



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

Table 7 - Position descriptions

Position	Reports to	Key responsibilities
Head of Marketing and Communications	CEO	<ul style="list-style-type: none"> Oversight and responsibility for delivery of all external relations activities
Senior Manager - External Relations and Media	Head of Marketing and Communications	<ul style="list-style-type: none"> Media management Branding and marketing, ensuring public awareness and community involvement KPIs are met Government liaison support Aboriginal and Torres Strait Islander engagement

Senior Communications Advisor	Senior Manager - External Relations and Media	<ul style="list-style-type: none"> - Coordination of engagement with all external stakeholders supporting their participation in the Scheme, across all available communication channels - Complaints handling - Compliance reporting - Support for contact centre management
Events & Communications Officer	Head of Marketing and Communications	<ul style="list-style-type: none"> - Support and implementation of communications strategy and marketing strategy - Event organisation and delivery - External relations and general workstream support

4.4. Key activities

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

Table 8 - Key activities

OPERATIONAL YEAR 1
Government relations
<ul style="list-style-type: none"> - Communication with Government stakeholders regarding Scheme priorities and objectives, and shared promotional opportunities - Coordination of 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 - Foster and enhance strategic relationships in Government and other external influencing bodies to ensure Government priorities and objectives are met and communicated - Ongoing reporting to DWER and Government stakeholders of progress against Scheme objectives - Help ensure compliance with WARRRL's statutory and contracted obligations
Community, engagement and education
<ul style="list-style-type: none"> - Active targeting of communications to social enterprise organisations to encourage participation in the Scheme as collection network participants or as recipients of customer donations

- Manage key stakeholders, including by not limited to Scheme participants, beverage manufacturers, waste management industry, community and social enterprise groups, local governments, consumers, and Scheme users
- Implementation of integrated communication and stakeholder engagement plans to meet the objectives of the Scheme
- Implementation of relevant plans in line with the conditions of appointment
- Coordination of the education programs within the community, including how to use the Scheme services with a focus on Scheme commencement and the first few months of the Scheme
- Demonstration of the positive outcomes of Scheme participation for community groups
- Develop and implement community engagement, education, and advocacy campaigns to encourage participation and build community capacity, for regional and remote communities and Aboriginal and Torres Strait Island communities to participate in the Scheme
- Identify and develop innovative opportunities to create a diverse but targeted range of corporate partnerships to assist in the delivery of social enterprise participation

Media, marketing & communications

- Measurement and monitoring of Scheme awareness KPIs, including reporting of performance to the public
- 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
- Ongoing management and implementation of the relevant plans in line with conditions of appointment
- Operation of all Scheme communications channels including the Scheme website, social media, and other mediums
- Management of media communication and marketing
- Coordination of all stakeholder communications, including external relations and public relations
- 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)

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

5. Operations

5.1. Introduction

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

5.2. Overview of function

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

Since submission of the initial draft operational plan several changes have been made to the operations team structure so that the function is positioned to provide a high level of contract management services to its contracted partners.

The Scheme is 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 has necessitated a different approach to better support the needs of scheme.

The geographic spread of the network involves a high number of refund points to service the State, with the Scheme scheduled to commenced 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. Local participation in the Scheme requires a higher level of support. To ensure optimal outcomes across the entire network the operations team is now established in two functions.

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

To ensure that WARRRL can harvest insights from Scheme operations a business intelligence function has been established to proactively analyse Scheme participation, redemption rates, network efficiency and potential risks.

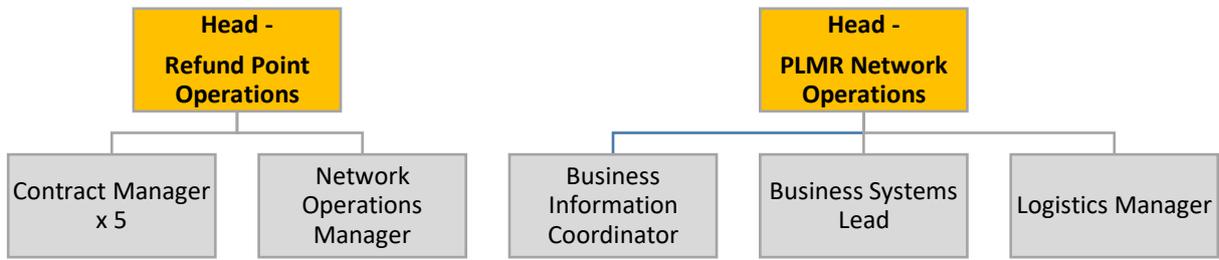
- Business intelligence – managing the flow of data, information and insights across the organisation to ensure both internal and external stakeholders have the best information to enhance the service offering across the network and assist in identifying areas for improvement, or concerns warranting further investigation.

This revised structure is more aligned to service the needs of the Scheme post implementation. It will ensure a greater level of service to Scheme participants and optimal achievement of Scheme outcomes. It will also support the heavy participation of community-based organisations.

5.3. Internal resourcing

The Operations functions has eleven (11) resources, as outlined below.

Figure 4 - Internal resourcing



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

Table 9 - Position descriptions

Position	Reports to	Key responsibilities
Head Refund Point Operations	CEO	<ul style="list-style-type: none"> - Oversight and responsibility for delivery and maintenance of all refund point operations activities and sub-functions to deliver on the minimum service standards - Responsible for ensuring Scheme accessibility - Planning support for collection network participants, including engaging with Government.
Contract Manager	Head Refund Point Operations	<ul style="list-style-type: none"> - Relationship and contract management with refund point operators, consistent with the 'ideal operator blueprint'. - Liaising with collection network participants following the procurement process. - Operational support for collection network participants.
Network Operations Manager	Head Refund Point Operations	<ul style="list-style-type: none"> - Responsible for overall Scheme network, management of Scheme participant interactions, creating an efficient network that will be continually optimised.
Head PLMR Operations	CEO	<ul style="list-style-type: none"> - Relationship management with logistics and processing providers, MRFOs and approved recyclers including operational oversight and performance management. - Oversee the online recycling material sales platform operation and sales of materials on the platform by processing providers and MRFOs to approved recyclers. - Manage communications with all operations service providers. - Work with service providers and team members to identify continuous improvement opportunities with a focus on scheme objectives and efficiencies.
Logistics Manager	Head PLMR Operations	<ul style="list-style-type: none"> - Day to day management of logistics providers. - Monitoring performance of logistics service providers against KPIs and contracted accountabilities. - Provide oversight to contract start-ups, reviews, extensions, and renewals,

		<p>communicating contractual changes, monitor contractual commitments and compliance.</p> <ul style="list-style-type: none"> - Work with service providers to identify and implement continuous improvement opportunities.
Business Systems Lead	Head PLMR Operations	<p>Leading the business intelligence tasks and projects to extract meaningful insights from our data, which enables management to shape strategic direction, growth, and efficiency</p> <ul style="list-style-type: none"> - Working with stakeholders to identify critical information and indicators across the organisation and wider CDS. - Identifying, implementing, and utilising appropriate tools, performing analysis of operational data. - 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. - Provide support to the PLMR team for relationship and performance management of processors, MRFOs and recyclers including operational oversight and contractual management (from an operations perspective).
Business Information Coordinator	Head PLMR Operations	<ul style="list-style-type: none"> - Provide data analytics with insights on how to respond in priority to volume and redemption rate increases across both the refund point and PLMR teams and operational coverage. - Maintain compliance registers and master data. - Manage applications from refund points, recyclers and other parties interested in engaging with the Scheme.

5.4. Key activities

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

Table 10 - Key activities

OPERATIONAL YEAR 1
Scheme accessibility & optimisation
<ul style="list-style-type: none"> - Engagement with the market to deliver the contracted collection network, including identification and resolution of coverage shortages to ensure accessibility across the State - Ongoing business development with suitable organisations to operate refund points, or provide processing or logistics services - Ongoing management of the collection network applications and review process, including awarding of contracts to successful applicants, to ensure gaps are met and to entries and exits of the collection network participants are managed - Oversight and maintenance of the online recycling material sales platform - Execution of contracts with collection network participants for all services - Management of recycling panel application process with recyclers
Refund point operators
<ul style="list-style-type: none"> - Relationship management and coordination support of refund point operators, including contract performance management, compliance, and adherence to contractual obligations - Ongoing contract management to facilitate good practice operations by refund point operators and contract compliance - Drive process improvement and shared learnings throughout the collection network - Coordination and support for on-boarding of new refund point operators. - 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 - Working with refund point operators to maximise Scheme awareness and participation - Monitor and report to audit and verification function on operational anomalies and outliers for refund points



Processing, logistics, MRFO and recycler management

- Facilitate and support integration between processing providers, logistics providers and refund point operators
- Coordination support for contracted processing providers, including supporting integration activities with refund points
- Relationship management of MRFOs and processing providers, including contract performance management, compliance and adherence to contractual obligations
- Operational oversight and coordination of the online recycling material sales platform
- Facilitate and support the management and expansion of approved recyclers who can purchase scheme material
- Monitor and report to audit and verification function on operational anomalies and outliers for MRFOs and other service providers compared to Scheme expectations
- Ongoing contract management to facilitate good practice operations by processing providers, logistics providers and MRFOs
- Drive process improvement and shared learnings throughout the network.
- Coordination and support for on-boarding of new scheme participants

Business intelligence, IT and systems

- Working across the organisation to provide timely insights and reporting capability to enable detailed analysis of Scheme performance
- 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
- Ongoing monitoring of the online recycling material sales platform (from a systems perspective) to support the sale of Scheme materials to approved recyclers to ensure functionality

6. Finance and commercial

6.1 Introduction

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

6.2 Overview of function

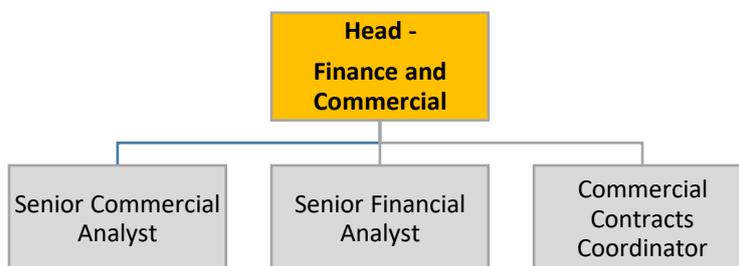
The finance and commercial function will manage the oversight of Scheme payments through management of the Scheme and WARRRL financial services, contract governance and execution, and overall Scheme administration.

The contracts and legal elements focus on beverage suppliers while responsibility for contracts with refund point operators, MRFOs, processors and logistics providers rest with the operations team.

6.3 Internal resourcing

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

Figure 5 - Internal resourcing



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

Table 11 - Position descriptions

Position	Reports to	Key responsibilities
Head Commercial & Finance	CEO	- Oversight and responsibility for delivery of all finance and commercial activities and sub-functions (financial services and analysis, contract management and legal,

		<ul style="list-style-type: none"> - Responsible for ensuring Scheme payments are accurate and made on time - Responsible for overseeing and ensuring Scheme liquidity - Performance management of third-party service providers to ensure delivery of support services - Presents to Audit & Risk Committee directly, Board as required
Commercial Contracts Coordinator	Head Commercial & Finance	<ul style="list-style-type: none"> - Contract management with beverage suppliers, including ensuring contract execution, management of product registration process, and compliance of beverage supplier contractual obligations - Preparing and execution of copies of all contracts, including administrative support - Manage relationship and communication strategy, and day-to-day point of contact for beverage suppliers in conjunction with external relations team, including monitoring commercial@warrrl.com.au inbox
Senior Financial Analyst	Head Commercial & Finance	<ul style="list-style-type: none"> - Prepares GST, FBT returns - Assists with month end financial reporting process including accruals, monthly review with functional heads - Management of manual purchase order process, non-scheme related invoice processing, monitoring accounts@warrrl.com.au inbox
Senior Commercial Analyst	Head Commercial & Finance	<ul style="list-style-type: none"> - Regular monitoring of compliance with reporting and other statutory requirements, including the WARR Act 2007 and Regulations - 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. - 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
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6.4 Key activities

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

Table 12 - Key activities

OPERATIONAL YEAR 1
Financial services & analysis
<ul style="list-style-type: none"> - Oversight and establishment of the Scheme pricing (supply amount) for approved containers, including update to pricing to reflect actual return rates and Scheme costs - Effective communication of the supply amount and supply amount setting methodology - Oversight of commercial, taxation, accounting and external financial audit services including engaging third-party specialist advisors as required - Maintenance and improvement of IT platform for payments in collaboration with the third-party service provider - Ensuring timely and accurate payments of Scheme inflows / outflows - Periodic budget development - Periodic financial and performance management reporting to stakeholders including the CEO, Board of Directors, Government, and other parties as required - Cashflow forecasting and periodic liquidity reviews to ensure Scheme liquidity - Treasury and banking activities including cash management, oversight, and authorisation of Scheme payments to and from all Scheme participants - Reporting on the volume of containers moving through the collection network of refund point operators, logistics providers, processing providers and MRFOs
Contract management and legal
<ul style="list-style-type: none"> - Execute supply agreements for new entrant beverage suppliers - Execute export rebate agreements for new entrant exporters

- Ongoing monitoring of the register of approved containers / beverage suppliers and oversight of approval process
- Management of contractual relationships and commercial terms with collection network participants, including ownership of the CMS
- Management of any issues regarding interpretation of arrangements and provide clarity of requirements, including dispute resolution
- Management and enforcement of contractual obligations, including advice to the operations functions regarding collection network participant adherence to contract obligations
- Monitoring of beverage manufacturer participation and execution of supply agreements
- Engagement with external third-party legal services provider as required
- Management and performance monitoring of third-party service providers, including CES and provision of payment technology platform and payment processing services

7. Audit & Verification

7.1 Introduction

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

7.2 Overview of function

The audit and verification function will oversee and ensure product stewardship for the Scheme, including risk management oversight and compliance. The team will also oversee auditing of Scheme participants, beverage suppliers, RPOs, MRFOs, exporters and other contracted parties. The finance and commercial team will work closely with the audit and verification team to support audit and compliance activities.

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

7.3 Internal resourcing

The audit and verification function comprises two resources, as outlined below.

Figure 5 - Internal Resourcing



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

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

Table 11 - Position descriptions

Position	Reports to	Key responsibilities
Head Audit & Verification	CEO	<ul style="list-style-type: none">- Responsible for ensuring Scheme verification- Oversight and responsibility for delivery of all audit and verification activities and sub-functions

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

7.4 Key activities

The key activities that will be undertaken by the Audit & Verification function during the first year of Scheme operations are outlined in the table below.

Table 12 - Key activities

OPERATIONAL YEAR 1
Audit and verification services
<ul style="list-style-type: none"> - Planning, refining and ongoing execution of the audit plan and associated activities, with a focus on the verification of payments and identification of fraud - Management and oversight of Scheme audits and external audits for all Scheme participants - Management and oversight of audit of beverage supplier and exporter declarations - Oversight and management of audit team members, including engagement of third-party specialist advisors as required - Surveillance of non-compliant Scheme participants and reporting instances of non-compliance - Forensic investigations as required - Establishment of high standards across the audit team members and activities, delivering Scheme verification - Ongoing refinement of audit policies and procedures
Data analytics and reporting
<ul style="list-style-type: none"> - Analysis of Scheme data, including payment inflows and outflows, to identify risks of fraud, and trend analysis - Reporting of audit findings and recommendations to stakeholders including the Board of Directors and the CEO - Ongoing research, scoping, and data management of beverage container litter rates and return rates, in partnership with Government - Trend analysis of return rates and beverage container litter rates - Reporting litter and recycling data to key stakeholders and within WARRRL
Welfare health safety environment (WHSE) and operational audit
<ul style="list-style-type: none"> - Oversight of Scheme participant compliance with legislation and WHSE regulations - Development and management of policies and procedures for Scheme participants related to quality standards, safety, and environment - Implementation of WHSE & operational audit plan and audits of refund points

- Development and implementation of continuous improvement program for Scheme participants
- Collaboration and engagement with local councils and regulatory bodies on environmental standards

8. Other enablers

8.1 Introduction

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

8.2 Overview of functions

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

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

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

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

8.3 Key activities

Table 5 - Key activities

OPERATIONAL YEAR 1
CES
<ul style="list-style-type: none">- Provide an annual support plan in line with the terms of agreement outlining the scope of work and functions to be provided to WARRRRRL. This will be rereviewed by WARRRL for consistency and alignment. - IT platform – Provide access to the fit-for-purpose IT Platform designed specifically to support the operations of the Scheme. The functionality of the IT platform includes:<ul style="list-style-type: none">o customer scheme accounts;o payment processing;o Point of sale (POS) system;o web portals for Scheme participants;o register of approved containers / beverage supplier register;o online recycling material sales platform;o chain of custody tracking;o financial and Scheme reporting;o customer relationship management (CRM) platform; ando self-service training. - Accounting and finance support;

- Scheme brand, marketing and communications – support WARRRL in undertaking media, marketing and communications activities for the Scheme, including development and management of the Scheme marketing and brand strategy;
- Contact centre – 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; and
- Logistics strategy and optimisation services – provide strategic logistics route planning, optimisation and reporting and provide advice and support in relation to the sale of processed materials through the online recycling material sales platform.

Pauline Tarrant Consulting

- Work towards a core theme of 'embed and optimise' to maximise people potential and performance across the organisation in a manner that aligns to WARRRL values and culture.
- Work closely with the People and Culture Committee (WARRRL Board subcommittee) to design an appropriate HR policy framework to meet compliance requirements (including employment laws and Scheme objectives).
- Implement and embed endorsed HR policies including providing advisory and investigative support as required to resolve grievance or dispute matters.
- 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.
- Ongoing review of workforce plans and organisational design to offer guidance on optimising people utilisation and identifying potential gaps.
- Undertaking activities to enhance diversity and inclusion in the workplace including special measures for identified disadvantaged groups (including Aboriginal or Torres Strait Islander people and people with a Disability).
- Design capacity building programs to align staff skills to future required capabilities and provide general guidance to RPOs as required.

Ingrid Cumming

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

9. Glossary of terms, abbreviations and acronyms

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

Board	means the board of Directors of the Company.
CDS	means Container Deposit Scheme
CEO	means the Chief Executive Officer of the Company.
CES	means Container Exchange Services
Company	means WA Return Recycle Renew Ltd ACN 629 983 615.
CMS	means contract management system
Director	means a Director of the Company.
Employees	includes employees (full time, part time, and casual).
FAQ	means frequently asked questions
HR	means human resources (HR)
MRFO	means materials recovery facility operator
Plan	means operational plan outlining herein the delivery of Scheme coordinator functions and operations of the Scheme
PLMR	means processing, logistics, MRFs and recyclers
Policies	means all policies, procedures, guidelines, and protocols of the Company.
RAP	means reconciliation action plan
RPO	means refund point operator
Scheme	means the Western Australian Container Deposit Scheme
WARRRL	means WA Return Recycle Renew Ltd ACN 629 983 615.