

Questions from Hansard:

1. Senator Urquhart: I'm interested about the elements of the education program that you just spoke about. If you're able to put that on notice, that would be great.

Response:

In 2020, APCO was awarded a \$1.1 million grant under the Federal Government's Environment Restoration Fund to develop and deliver a new project – A National Approach to Consumer Education for Sustainable Packaging. The project will enable development of a consistent national approach to consumer education on reducing, reusing and recycling packaging. The ARL Program, which is outlined in our written submission, is the flagship consumer education program and therefore the campaign will focus heavily on this program. This activity will be supplemented by messaging that educates consumers about how to engage in responsible consumption, including reuse, and related issues such as food waste. Key messages of the campaign, which will be publicly launched in October, will be to check the ARL before disposing of packaging, and selecting packaging options based on sustainability factors such as recycled content and reusability. At the same time, APCO is working with our Members to increase the use of the ARL and to increase use of recycled content and reusable packaging. We have a detailed strategy in place to guide the project and will provide a copy of this to the Committee secretary.

2. Senator Urquhart: A number of submissions—and one is from the Australian Local Government Association—have said that targets should be set on the basis of comprehensive data and that APCO has not yet collected all the baseline data. I guess I want to know how you respond to that and the assertion that targets should be designed by government and not by groups who represent industry.

Response:

APCO has established an extensive program of data collection and analysis that has produced clear baselines against which the 2025 National Packaging Targets have been benchmarked. The process will be repeated annually, enabling us to track progress towards targets. The benchmark data shows that in 2017-18: 88 per cent of all Australia's packaging was recyclable, reusable or compostable, compared to the target of 100 per cent; 16 per cent of Australia's plastic packaging was recycled or composted, compared to the target of 70 per cent; and the average recycled content of all Australia's packaging was 35 per cent, against the revised target of 50 per cent. Further detail is available in Our Packaging Future, which is available on APCO's website at <https://www.packagingcovenant.org.au/documents/item/3214>. With regard to whether the targets should have been designed by government rather than industry. APCO is an independent, apolitical, non-profit organisation that deploys a strategic model of collective impact. This requires a planned collaborative approach across the packaging value chain which is inclusive of government, industry and consumers. It's important to note that the ability of APCO to independently engage industry, government and consumers was key to the early establishment of ambitious targets which has driven action by APCO's Members to achieve the targets that is additional to what would have occurred in the absence of those targets. We also note that the initial target of 100 per cent of packaging being recyclable, reusable or compostable by 2025 was agreed by all jurisdictions through the Meeting of Environment Ministers in 2018, and that Ministers also asked APCO to develop further targets. We note also that we consulted with all tiers of governments on the remaining three

targets during 2018, and they were announced by the Commonwealth Environment Minister in 2018 and endorsed by all jurisdictions in 2019 as part of the National Waste Policy Action Plan. It should also be recorded that ALGA was present at the 2018 Meeting of Environment Ministers and also agreed to the 100 per cent target and actively participated during the follow up consultation process in 2019.

3. Chair: Earlier this month, there was a commitment of \$190 million to a recycling modernisation fund, with the intent to generate \$600 million for recycling investment. Could you comment on that fund and how you see that particularly addressing some of the issues around waste separation et cetera.

Response:

APCO supports investment by governments to improve Australia's recycling capacity. To ensure this investment is effective, it will be important to coordinate it with other activities, including support for the development of end markets for recycled materials, implementation of input and output standards for material recovery facilities and recyclers to ensure that recycled materials meet the needs of the end markets, and a nationally consistent approach to consumer education about recycling.

4. Chair: I'd also interested in your comments on the National Waste Policy Action Plan and the recycling and waste reduction bill 2020. What role have you had in consulting towards those and how will that update the approach to product stewardship?

Response:

APCO participated in the Industry Reference Group for the development of the National Waste Policy Action Plan during 2018 and 2019. In relation to the development of the recycling and waste reduction bill, APCO provided written submissions and participated in an Industry Roundtable in December 2019 on the waste export ban, and provided a written submission and participated in consultation on the review of the Product Stewardship Act. APCO strongly supports the approach taken in the draft legislation to both the waste export bans and product stewardship. In particular, we welcome provisions that give effect to recommendations of the review of the Product Stewardship Act, including: inclusion of product design in the objects of the Bill; inclusion of recommended actions and timeframes and provision for consultation in relation to the Minister's priority list; opportunity to seek accreditation of voluntary arrangements at any time; greater flexibility for the Department to manage the Product Stewardship Logo; provision for the Minister to table information in Parliament about the performance and coverage of accredited voluntary arrangements; the application of compliance and enforcement provisions to the accrediting authority for voluntary arrangements, which will be an important accountability mechanism in the event that a central clearinghouse is established; provisions for mandatory product stewardship rules in relation to product design and the durability and repairability of products.

5. The very first principle in the Australian National Waste Policy Action Plan 2019 is to avoid waste. I'd be particularly keen for the witnesses to provide, on notice, how they're doing that.

Response:

APCO recognises the highest priority in achieving sustainable packaging outcomes is reduction and avoidance. APCO's approach to reducing waste is defined in *Our Packaging Future*, which was published in April 2020 and is available at:

<https://www.packagingcovenant.org.au/documents/item/3214>.

Our Packaging Future shows that total packaging placed on the market (POM) in Australia is estimated at approximately 5.5 million tonnes. Current trends indicate that in the absence of major changes, packaging consumption will increase to 6.5 million tonnes by 2025, a 19% increase on 2017-18. This projection for large increases in packaging consumption reinforces the need to reduce overall packaging. With that in mind, the first three strategies address reduction in packaging, including: Strategy 1.1 Reduce packaging through design and innovation; Strategy 1.2 Phase out problematic and unnecessary single-use plastic packaging; Strategy 1.3 Increase the proportion of reusable packaging. *Our Packaging Future* details APCO's commitments to implementing each of these strategies, as well as mutually reinforcing activities by other participants in the value chain.

Questions received after the hearing:

1. Senator Van to APCO

What percentage of Australia's packaging industry do your members represent?

Response:

Although we are improving our data collection on packaging material flows, we are not yet able to accurately estimate the percentage of total packaging that our Members represent. Challenges in doing so include the whole-of-supply chain nature of the Australian Packaging Covenant, which means that specific packaging may pass through the hands of multiple Members, including packaging manufacturers, brand owners and retailers. Some indication of the market share of APCO's Members can be derived from analysis of APCO's Membership and the number of non-Member companies identified by APCO as eligible for Membership. There are 522 APCO Members with annual turnover above \$50 million, and APCO has identified a further 169 eligible companies in this turnover bracket. This suggests that APCO's Members may account for up to 75 per cent of eligible companies with annual turnover above \$50 million, which account for the majority of the packaging impact in Australia.

2. Senator Van to APCO

How many Australian businesses does APCO estimate would be captured under the Bill's proposed mandatory scheme and can they distinguish in that estimate between small and large businesses?

Response:

The number of businesses that would be captured under the Bill is difficult to estimate. The definition of 'packaging' in the Bill is different to that in the National Environment Protection (Used Packaging Materials) Measure, which establishes that packaging includes primary, secondary and tertiary packaging. Due to the inconsistent definitions we are not able to provide an estimate of the number of potentially eligible companies under the Bill with any confidence.

National Consumer Education Campaign

April 30, 2020



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Context

In 2020, APCO was awarded a grant under the Federal Government’s Environment Restoration Fund to develop and deliver a new project – A National Approach to Consumer Education for Sustainable Packaging.

The purpose of the project is to contribute to a consistent approach to consumer education on reducing, reusing and recycling packaging. It will also increase awareness of sustainable packaging options and educate consumers on the purpose/benefits of packaging, recycled content and how to consume responsibly and sustainably.

A national approach to consumer education and engagement on reducing, reusing and recycling packaging is fundamental to achieving increased recycling rates and reduced contamination in recycling and composting systems.

The Australasian Recycling Label Program (the ARL Program) is the flagship consumer education program and therefore the campaign will focus heavily on this program to kick-start the national conversation about the importance of recycling and how to ‘recycle right’. This activity will be supplemented by messaging that educates consumers about how to engage in responsible consumption (including reuse) and demonstrates the life cycle impacts of sustainable packaging in relation to food waste.

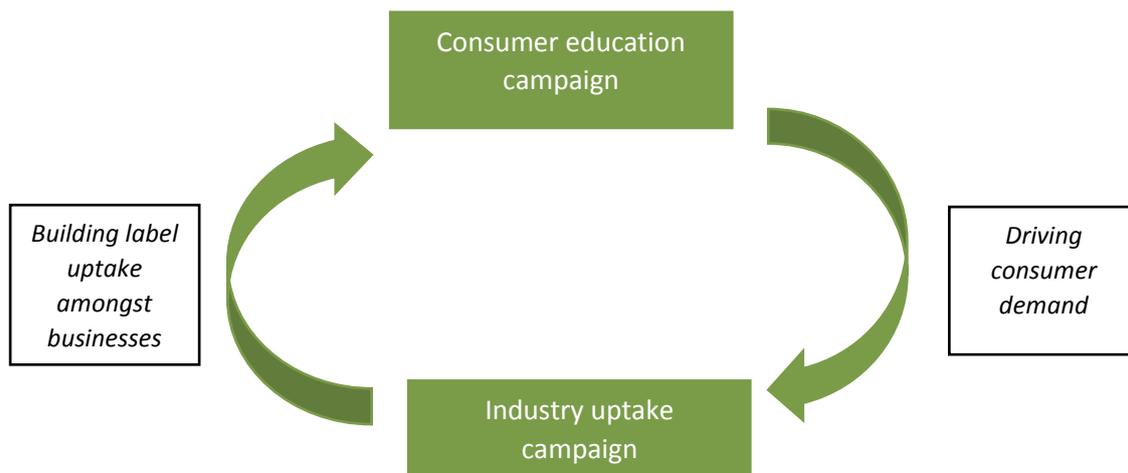
The ARL Program is a national recycling education scheme launched in 2018 by the Australian Packaging Covenant Organisation (APCO) in partnership with Planet Ark Environmental Foundation (Planet Ark) and Packaging Recyclability Evaluation Portal (PREP) Design. The ARL Program consists of two components - PREP which assists brand owners to design packaging that is recyclable at end-of-life, and the Australasian Recycling Label (ARL), an evidence-based, on pack labelling scheme that clearly shows consumers how to correctly recycle packaging in the kerbside system.

As a consumer engagement and education tool, the ARL Program drives two important environmental outcomes - greater packaging recyclability at the design phase, and more accurate recycling behaviours from the general public.

Effective delivery of the campaign requires a two-pronged approach – industry engagement and consumer education.

Situational analysis - where are we now

Since its public launch in 2018, the ARL has been supported by two communications campaigns delivered in partnership: an industry uptake scheme (managed by APCO) designed to drive program adoption amongst Australian businesses, and a consumer education campaign (delivered by Planet Ark) working to build consumer awareness and understanding of the program.



Structured within the foundation phase (2018 – 2019) of the ARL Program, the following outcomes have been achieved:

- Established and scaled the Program adoption among the Australian business community – recruiting 300 businesses through the PREP program and ARL adoption,
- Built awareness and advocacy for the Program among key stakeholder groups, including all levels of government and within industry associations,
- Developed an effective governance process and feedback loop in the form of the Technical Advisory and Marketing Advisory Committee,
- Developed a baseline metric for consumer awareness, attitudes and understanding of the label,
- Partnered with the Australian Government on an awareness advertising push in National Recycling Week (NRW) 2019,
- Delivered a preliminary consumer education campaign.

Given the success of the foundation phase of the campaign, including wide-spread industry engagement and having reached a saturation point for a volume of SKUs on shelf, the communications and engagement program is now ready to enter a new phase and be communicated more broadly to the Australian public.

What do we want to achieve in the next two years?

In order to deliver a nationally consistent approach to consumer education on reducing, reusing and recycling packaging, we must achieve wide-spread awareness of the ARL and leverage this to achieve the broader project objectives including increased recycling rates and reduced contamination in the recycling and composting systems.

It is important to note, as best practice behaviour change methodology tells us, repetition of simple messages is critical to driving real change. Therefore, encouraging understanding and use of the ARL in the first instance is a critical first step in introducing more complex messages and actions – such as encouraging consumers to reduce and reuse packaging, purchase recyclable products and products made with recycled content.

Therefore, the overarching strategic objective of the communications campaign is:

- *To increase the general public's participation in sustainable and responsible behaviours in relation to packaging. This includes checking the ARL in order to recycle right, avoiding and reusing packaging wherever possible, and selecting packaging options based on sustainability factors such as recycled content.*

This widespread consumer awareness of, and participation with, the ARL and its instructions will require a range of secondary objectives, including:

- To grow the public's understanding of sustainable packaging – and the importance of reducing, reusing and recycling,
- To continue to grow the ARL Program uptake among Australian and New Zealand businesses,
- To empower critical industry, community and government stakeholders to become ARL champions and advocates (to ensure consistent consumer recycling messages)
- To encourage the public to purchase recyclable products and products made with recycled content,
- Grow public understanding of and support for consuming responsibly and sustainably.

Introduction to consumer education campaign

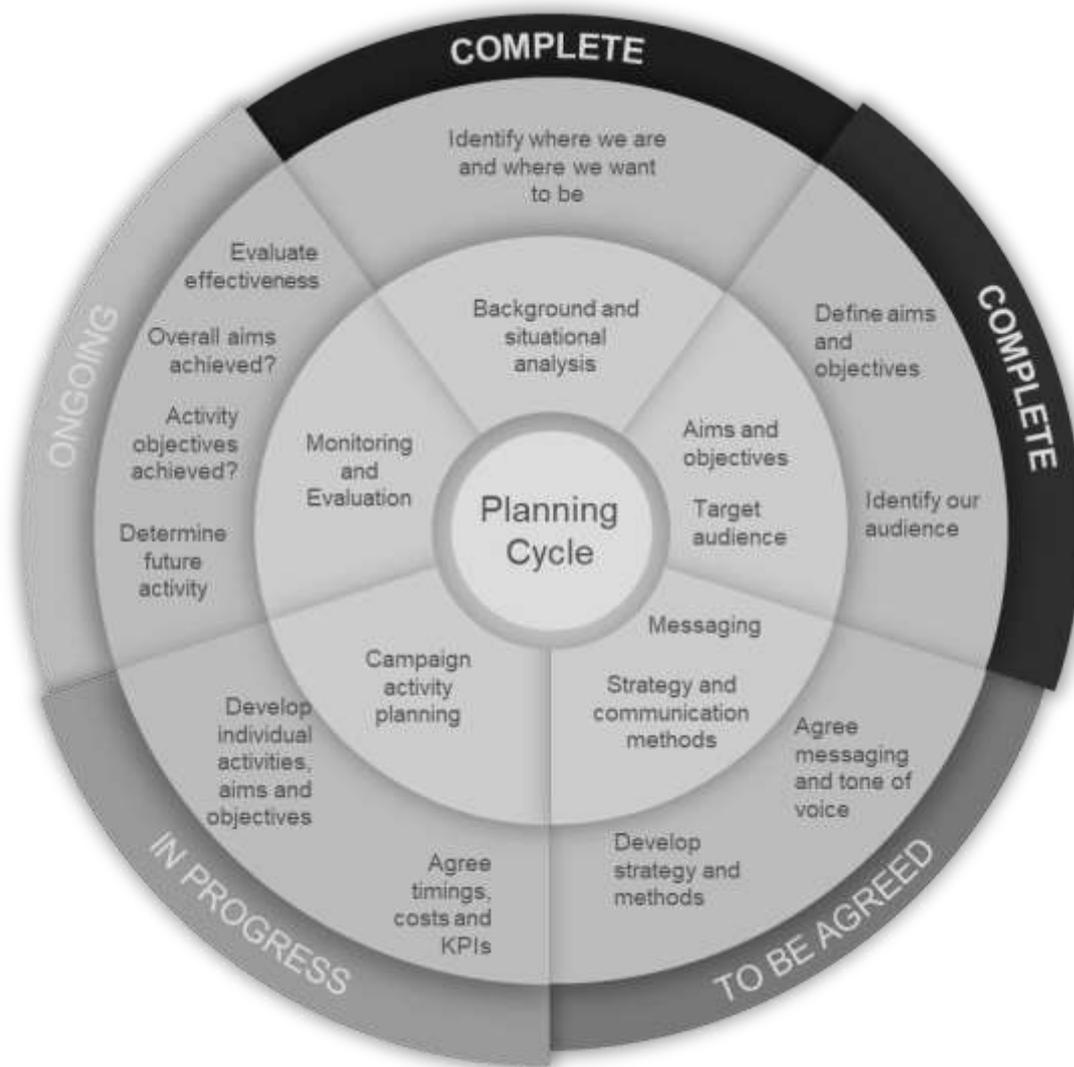
Purpose

The fundamental aim of this campaign is to increase the number of Australians who know about the label, increase the number of Australians who look for it and say they use it, and to reduce the public's perceived barriers to participation. Concurrently the campaign must increase understanding of sustainable packaging and responsible consumption (including reducing and reusing).

The purpose of this strategy document is to:

- Provide a clear, agreed strategic direction and approval process – to facilitate faster and easier planning and execution of campaign activities,
- Deliver clear, targeted key messages to clearly defined audiences,
- Ensure clarity and consistency across campaign activities making it easier to understand leverage points are available,
- Define clear roles and responsibilities,
- Clearly define objectives across all campaign activities.

Planning cycle for the consumer education campaign



Roles and responsibilities

In order to ensure seamless delivery of the consumer education campaign communications activities, a supporting breakdown of key roles and responsibilities has been created.

Holistic roles and responsibilities:

- APCO: Project owner, strategic and implementation decision maker,
- Horizon: Communications lead and strategic advisor,
- Planet Ark: Subject matter expert and strategic advisor.

Specific breakdown of roles and responsibilities per activity:

ACTIVITY	APCO	Horizon	Planet Ark
Key messages/ campaign slogans	Provide support through development process. Final approval and sign-off of message house, campaign slogans.	Task lead: develop primary key messages and campaign slogans.	Provide input and feedback on key messages/campaign slogan.
Research	Provide support through development process. Final approval and sign-off of research agency, research briefs and questionnaires.	Task lead: Coordinate and engage appropriate research agency to support the campaign. Develop research briefs and questionnaires.	Provide input and feedback on research briefs and questions.
Content development	Provide support through content development process. Final approval and sign-off of any new content before it enters the market.	Task lead: Oversee the development of all new content. Oversee any updates to existing content. First line of approvals for any Planet Ark owned resources. Approval of social media content.	Provide insights and recommendations for new content types. Development of social media content. Updates to any Planet Ark owned resources relating to the ARL (must still undergo approvals process).
Media relations	Share insights and ideas for bi-monthly outreach themes. Sign off of bi-monthly outreach themes, media interviews, and article content. Spokesperson participation in media interviews when required (availability and briefings to be developed on an	Task lead: Development and execution of media relations activities: - Soft, joint media launch release and outreach. Bi-monthly themed content media outreach. Identification of additional (reactive) media opportunities.	Spokesperson participation in media interviews when required (availability and briefings to be developed on an interview-by-interview basis). Collaborate with HCG on development of bi-monthly outreach themes, media content and pitch ideas.

	interview-by-interview basis).		Subject matter expert spokesperson availability and briefing.
Social media	Final sign off of monthly themed content packs.	Feedback and first round approval on monthly themed content packs.	<p>Task lead: Development of monthly themed social media content packs (leverage of Planet Ark social media channels).</p> <p>Posting of content from monthly themed content packs on channels.</p> <p>Moderation of social media channels.</p>
Digital advertising	Final sign off of monthly digital spend plans.	Feedback and first round approval on monthly digital spend plans.	<p>Task lead: Development and execution: - Facebook.</p>
Ambassador engagement	Final sign off of proposed ambassador list, briefing documents and agreements.	<p>Task lead: Manage overarching ambassador list – continue to build/add to it as required.</p> <p>Oversee ambassador execution/engagement.</p>	Provide ongoing ambassador recommendations. Support on ambassador strategy delivery.
Events program	<p>Shared lead:</p> <p>Development and execution of industry-facing events.</p> <p>Final approval of event plans.</p>	<p>Shared lead:</p> <p>Support (to APCO’s internal events team) on relevant industry-facing events (that feed into the themes of this campaign e.g. reuse.</p> <p>Support to PA team on consumer events planning.</p>	<p>Shared lead:</p> <p>Development and execution of all consumer-facing events.</p> <p>Support industry activity.</p>
Maximising member participation	<p>Sign off prior to any member engagement.</p> <p>Oversee all initial Member outreach (unless delegated otherwise) –</p>	<p>Task lead: Oversee calendar of Member engagement approach.</p> <p>Provide direction and insights for opportunities.</p>	Delivery of Member engagement mini campaigns and activity e.g. social media, advertising activations.

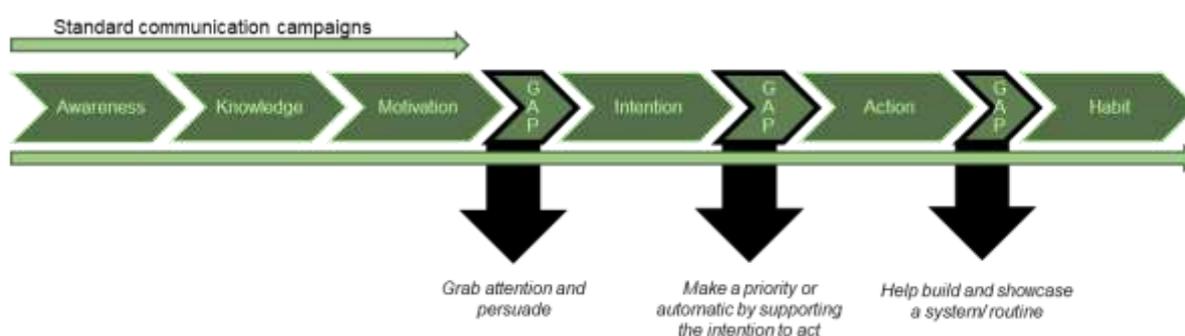
	<p>gatekeeper role to avoid double-ups.</p> <p>Provide direction and insights for opportunities.</p>		
Community Service Announcement (CSA)	<p>Share insights and ideas for CSA.</p> <p>Final sign off of CSA plan, storyboard and final CSA product before distribution.</p>	<p>Task lead:</p> <p>Manage CSA production.</p>	<p>Support on CSA development</p> <p>Distribution of CSA to broadcast channels.</p>
Australian Film and Television School Partnership	<p>Share insights and ideas.</p> <p>Final sign off of all partnership deliverables.</p>	<p>Task lead:</p> <p>Management of partnership delivery</p>	<p>Support and feedback (where relevant).</p>
Intermediary outreach	<p>Share insights and ideas.</p> <p>Final sign off of all intermediary lists and packs.</p>	<p>Task lead:</p> <p>Development of materials to support intermediary/stakeholder outreach:</p> <ul style="list-style-type: none"> - Intermediary list - Intermediary packs. <p>Intermediary outreach.</p>	<p>Support and feedback (where relevant).</p> <p>Planet Ark to share recommended intermediaries (if applicable).</p>
Government relations	<p>Manage overarching government stakeholder relations and engagement calendar.</p> <p>Work with HCG team to brief on ARL activity as required.</p>	<p>Task lead: Manage ARL activity within the government engagement calendar.</p> <p>Coordinate outreach efforts to work with APCO and PA government relations activities and avoid double up.</p> <p>Identify opportunities to leverage.</p>	<p>Feedback (where applicable).</p>
Council engagement program	<p>Oversight of monthly planned activity and reporting.</p> <p>Final sign off council engagement program</p>	<p>Support and feedback.</p>	<p>Task lead:</p> <p>Development and execution of council engagement program.</p>

Schools engagement program	Final sign off of school program.	Support and feedback.	Task lead: Development and execution of schools engagement program.
Reporting and measurement	Task lead: Coordination of overall reporting development. Final review and approval of reports. Participating in regular WIP meetings.	Reporting for HCG activities. Participating in regular WIP meetings.	Reporting for PA led activities. Participating in regular WIP meetings.

A behavioural insights approach

To achieve the program’s targets, a campaign has been developed and is underpinned by a behavioural insights approach that draws on the EAST behaviour change framework developed by the Behavioural Insights Team.

A behavioural insights approach recognises that decision making psychology and processes and seeks to influence our decision-making contexts – the environment within which we make decisions and respond to cues. As illustrated in the model below, there are a range of barriers that need to be bridged within the decision-making process in order to inform long lasting behavioural change.



Shaping programs more closely around our inbuilt responses to the world offer a potentially powerful way to improve individual wellbeing and social welfare. By exploring people’s decision-making habits and processes, behavioural insights enable policy makers and communicators to recognise and address any barriers preventing changes in behaviour.

By applying the above principles and using them as a framework to inform communication strategies, a campaign’s tactics and messaging will be more effective in achieving behavioural change.

Communications in 2019 was driven by the first three phases of the decision-making process: **awareness** building, creating **knowledge** and inspiring **motivation**.

In 2020, the strategic focus will expand to include exploration of the next three phases: fostering **intention**, inspiring **action** and building **habits**. In addition, the campaign will address the **gaps** and illustrate (to consumers and businesses) how to bridge them.

Utilising the EAST behaviour change framework, the model emphasises the need for a desired behaviour to be:

Easy

- Harness the power of defaults – *what behavioural habits do people naturally fall into when recycling product packaging.*
- Reduce the ‘hassle factor’ of taking up an activity – *what factors are making the use of the label a challenge.*
- Simplify messages – *what simple catchphrase or slogan can we deploy to make the label as accessible as possible.*

Attractive

- Attract attention – *how can we take people out of ‘fast brain’ mentality when they are at the bins and get their attention long enough to get them to stop and think (‘slow brain’ mentality) about their actions i.e. use ambassadors.*

Social

- Show that most people perform the desired behaviour – *making using the label a social norm that most businesses and consumers are following.*
- Use the power of networks – *making as many people and organisations champions of the label.*
- Encourage people to make a commitment to others – *empowering people to publicly commit to improving their recycling behaviours with the ARL.*

Timely

- Prompt people when they are likely to be most receptive – *delivering ARL messages in-situ at the bin.*
- Consider the immediate costs and benefits – *demonstrate the immediate impact their incorrect recycling has by contaminating the bale. Demonstrate the power of correct recycling by illustrating the importance of end markets.*
- Help people plan their response to events – *addressing the main life situations and environments where they would consider recycling.*

Understanding barriers to recycling correctly

Understanding the barriers to recycling is critical in planning a successful communication strategy. Common barriers to recycling are outlined below:

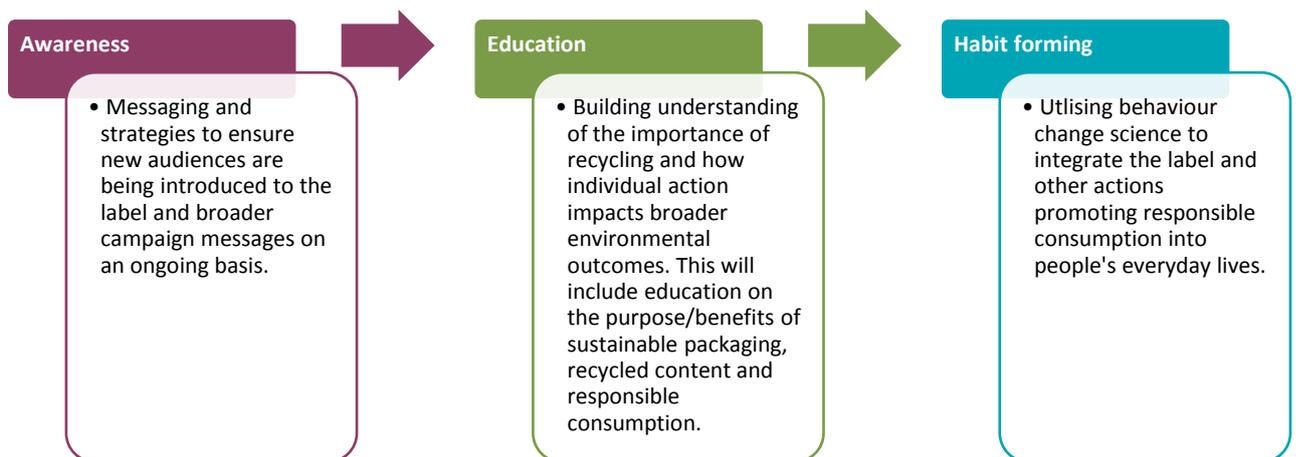
<p>Situation barriers</p>	<p>Not having adequate bins/a lack of space for proper system, unable to get to bring sites (i.e. to store to return soft plastics).</p>
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Behaviour	Not having the space or systems in place in the home or workplace to recycle, being too busy with other activities, difficulty establishing a routine for correctly recycling due to other constraints.
Lack of knowledge	Not knowing which materials to put in which bin due to perceived knowledge and a lack of understanding of the basics of how the ARL works.
Attitudes and perceptions	Not accepting that they – the individual – can make a difference by recycling correctly, being resistant to sorting or not getting a personal motivational reward from recycling, not knowing what happens to recycled material i.e. what it gets turned into.
Lack of trust	Using the psychological principles of the 3Cs of building trust i.e. show Competency, Character and Caring.

Pillars

In order to foster intention, inspire action and build habits, activities will be delivered under the following communications framework.

The pillars aim to reach the audience at all points of their journey – from achieving a level of awareness of the label (and understanding how and why to use it), to making use of the label a regular behaviour (and everyday habit) to reducing and reusing packaging and purchasing recyclable products as well as those made from recycled content. It is important to remember that new people will be continually discovering the label for the first time and so we must communicate at all points of the journey throughout the strategy.



Objectives of each pillar

Awareness

- Increase awareness of sustainable packaging options, including reusable packaging and recycled content,

- Increase the number of products that have the label on them,
- Ensure the ARL is included in all conversations about recycling,
- Reach new audiences through increased mainstream channels.

Education

- Increase understanding of the purpose and benefits of sustainable packaging,
- Increase understanding of how-to consume responsibly (reduce and reuse) and sustainably,
- Increase understanding of how to practically use the label,
- Increase understanding of why the label is important (and the outcomes of using it or not using it),
- Tell stories about how recycled material is being used to make new products,
- Use visuals to build recognition of the label and demonstrate how to use it.

Habit-forming

- Educate about the various ways to develop recycling systems to suit individuals in the locations they recycle most – including their homes, their workplaces,
- Deliver habit forming messages in situ / at the point of action (e.g. in the home, at the bin),
- Encourage consumers to purchase products made from recycled content where possible,
- Encourage consumers to avoid or reuse packaging wherever possible.

Audience

This strategy represents a mass consumer behaviour change campaign that aims to reach the entire population of Australia. During the development of this strategy, a number of recycling reports were reviewed to understand different recycling behaviours, attitudes and priority groups.

Research consistently shows that Australians are passionate and engaged recyclers and recognise that recycling is an important process – with most people recycling either weekly or bi-weekly. While almost all respondents tend to have some level of confidence in their recycling abilities (with 59% very or extremely confident), an alarming 94% are throwing items that cannot be recycled into the recycling bin.

To date, the people who have engaged with the ARL campaign would more traditionally be categorised as recycling champions i.e. individuals with a high level of understanding and engagement with the issue. Through this phase of the campaign, we will target a broader and more diverse audience to include people who have less understanding of the issues and the importance of correct recycling behaviours. Our overarching communication model will allow us to reach consumers at different stages of the ARL 'journey' from a point of no awareness through to people with a preliminary awareness but a lack of in-depth understanding (how to use the ARL and why it is important) to people with strong awareness and motivation who are struggling to develop habitual recycling behaviours.

Further to this, we have identified a small number of priority groups who will benefit from targeted messages and tactics based on their current behaviours i.e. they are recycling incorrectly / don't understand the ARL or how to recycle correctly. Please note, not all tactics are relevant to all targeted groups. These groups are:

- Residents of Multi-Unit Dwellings (MUDs) - Research indicates that people living in MUDs require additional support and communication strategies to drive recycling behaviours. Residents in Single Unit Dwellings (SUDs) are typically more committed to recycling than those in Multi-Unit Dwellings (MUDs). Less people live in MUDs than SUDs (one in five), however, the increase of MUDs is growing quicker than SUDs (one in seven in 1991),
- Older people (55+) – The 2019 Pollinate Research tells us that older people 45-64 are the most likely to be unaware of the label. This group will be best reached via the 'grey media', Facebook advertising and through a potential ambassadorial partnership with Mrs Hurley,
- Young people – According to NSW Environment Protection Authority research, young people were of the opinion that if the benefits of recycling were more clearly explained to them, this might motivate them to be more vigilant in their recycling practices. They also felt that this would spur others into recycling more often.
- Women aged 25-55 – Anecdotal feedback from Planet Ark shows that women aged 22-55 are most likely to share new knowledge with family and friends.

Messaging

ARL program

An initial ARL messaging house was developed in 2018 and was reviewed and approved by the Marketing Advisory Committee (MAC). The ARL messaging was later consumer tested in 2019 as part of a Federal Government advertising initiative. Drawing on the findings of this consumer testing process, we have reviewed and updated the existing messaging house to suit the objectives of the strategy moving forward.

Research shows that consumers want to understand how to recycle correctly and why it makes a difference. These factors have been considered in the development of the messages as well as the below strategic approach.

The Australasian Recycling Label				
<p>Key messages:</p> <ul style="list-style-type: none"> • Know which bin to recycle in, • Look for the label on your packaging today, • The Australasian Recycling Label makes it easier for you to put the right packaging in the right bin, • When you recycle correctly, the materials we collect can be reused. 				
Audiences	Pillar 1: WHY <i>Social need</i>	Pillar 2: HOW <i>Scientific method</i>	Pillar 3: WHAT <i>Outcomes</i>	Pillar 4: Take away message
Consumers	<p>Australians care about the environment and want to recycle correctly.</p> <p>When we recycle correctly, we can reuse the materials again in the future.</p> <p>But when we get it wrong, our packaging ends up in landfill.</p>	<p>The Australasian Recycling Label provides easy to understand instructions about how to correctly dispose of all parts of your product’s packaging.</p> <p>Look for the label today to see which parts belong in recycling, the rubbish or can be recycled, when you follow the instructions.</p>	<p>When we recycle correctly</p> <ul style="list-style-type: none"> - we keep our packaging out of landfill, - we have a clean supply of material that can be used again in future products, - we put less pressure on finite natural resources. 	<p>Know which bin to recycle in.</p> <p>Look for the label on your packaging today.</p> <p>The Australasian Recycling Label makes it easier for you to put the right packaging in the right bin.</p> <p>When you recycle correctly the materials we collect can be reused.</p>

Additional consumer messaging

As the landscape is constantly changing, the program will regularly review the campaign messages and adapt them to suit the changing environment.

Two key messages that will need to be incorporated into the program include:

Recycled content: Increasing the uptake of recycled content in packaging is a critical step in improving the circularity of Australia’s waste and recycling system - and is a priority outlined in both the 2025 National Packaging Targets and the National Waste Policy. In 2020 APCO will deliver a series of projects designed to address the existing barriers and challenges impairing the use of recycled content, including materials specification and design guidelines, recycled content traceability and verification. Another important project focus will be building consumer education and understanding about the value of recycled content. In 2020 APCO and the MAC will develop artwork for a new version of the ARL which specifically identifies recycled content usage. The label is scheduled to launch to consumers

in 2021 and to support this process, the 2020 campaign will include messaging and tactics designed to educate consumers about the importance of recycled content and closing the loop by purchasing recycled content products. This will feed into our Lifting the Lid content series – see below.

Container Deposit Scheme (CDS): Disparity between CDS and ARL messaging has been a significant challenge that the MAC and Technical Advisory Committee (TAC) has been working to manage to date. In 2020 APCO is facilitating a new CDS focused working group to try and build a nationally consistent approach for the CDS program and to explore how best to align ARL and CDS program messaging. One option may be to integrate the CDS refund message into the ARL. As this comes into play, the program will also incorporate CDS messaging as a recycling option into the campaign.

Building a consistent voice among industry

For consumer education to be successful, consistent messaging is required from all organisations and institutions. In order to build this consistent national approach to recycling communications, an additional Sustainable Packaging messaging house (addressing broader issues and ideas not addressed in the ARL messaging) will be developed to provide a proposed common messaging approach. This message house will be incorporated into all resource and toolkits kits and supplied to an agreed list of supply chain intermediaries, who can in turn utilise it to educate their consumers on sustainable packaging initiatives. This activity is outlined in more detail in the industry uptake and engagement section.

Tone, style and branding

Consistency is critical in the delivery of the national consumer education campaign across owned channels and the channels of stakeholders and intermediaries to ensure accurate messaging. As such all content and materials developed to support the campaign must undergo a rigorous approval process – see approvals section of document.

Tone: Messaging must be simple, conversational and practical. All content should consider the mainstream target audience and be easily understandable and actionable. Where possible, jargon and industry specific language should be avoided and/or translated into plain English.

Style and branding: All ARL messages should be communicated alongside a visual representation of the label (people are 55% more likely to remember a message if it has an image) preferably on pack.

It is critical that the label is visually communicated accurately and consistently. As such, the ARL branding and style guide must be followed in the development of all content to support the campaign.

Campaign slogan

A campaign slogan is effectively a mini statement about a business or initiative that seeks to resonate with the target audience and stay in a consumer’s mind – long after they’ve heard it.

It is necessary to develop a simple, clear and memorable campaign slogan to focus the messaging for the ARL. It is important the campaign has a contemporary feel, resonates with audiences and consistently reminds them of what we’re asking them to do (and ultimately how to form better recycling habits).

While there are a number of important actions and behaviours this campaign needs to engender (for example, to consider the recyclability of a product before purchasing it), the most critical one in the first instance is to inspire audiences to stop and look at the label before putting things in the bin. As such, the campaign slogan for testing is:

“Don’t just chuck it – check it.”

The use of the phrase ‘check it’, speaks to the importance of encouraging people to check the label every time as a repeat behaviour (as packaging recyclability continues to evolve and change).

The phrase ‘don’t just chuck it’, also connects the slogan to broader ideas of responsible environmental behaviour (chucking it evokes connotations of littering, consumerist behaviour and irresponsible consumption/disposal of products). As such, checking the label is elevated into an example of an ethical, environmental action.

This is every day, colloquial language that people can use to tell themselves the message or tell someone else. This message can be easily brought to life through our campaign materials - video, ambassadors etc.

There is also an option to build on the slogan in future campaign messaging to include the term “Choose it” (Don’t just chuck it – check it and choose it). As audience awareness of the label grows and consumers become more sophisticated in their understanding of sustainable packaging, choosing products based on their adoption of the label will become an important sub-message. This message can also connect to broader responsible consumption ideas – and the power consumers have when choosing to make the right environmental decisions.

Please note, a number of different variations of this, such as “Before you chuck it – check it” will be tested for resonance and effectiveness.

Research

Two key research components will inform the campaign.

Message testing/consumer research

Consumer research will be developed to test the campaign slogan (see above) and broader campaign key messages. For example, testing terms such as recyclability vs recyclable and conditionally recyclable to determine effectiveness and understanding.

In preparation for the launch of the recycled content label consumer testing will be conducted around terminology in this space.

Benchmarking research

Since the inception of the program in 2018, benchmarking research has been conducted annually to track changes in consumer awareness and understanding of the label.

This process will be repeated in 2020, with planning and questionnaire development to commence in June 2020 for MAC approval.

Additional activity

In conjunction with APCO and the MAC, Horizon will explore opportunities to participate in member conducted research. For example, incorporating ARL themed questions in scheduled member (e.g. Nestle) consumer research activities.

Content strategy

Objectives

The objectives of the content development strategy are:

- Develop a suite of content and resources that clearly and effectively communicate the ARL and broader campaign messages – including:
 - Build awareness of the ARL Program,
 - Educate about the ARL’s benefits and how to use it,
 - Build positive recycling habits at a behaviour change level,
 - Drive awareness of sustainable packaging options as well as, more generally, the purpose and benefits of packaging,
 - Encourage consumers to purchase products made using recycled materials.
- Ensure content reaches the relevant audiences.

As this is a two-year strategy, there will need to be a comprehensive bank of relevant content – including images, video and case studies that can be continually shared.

Throughout 2018 -19, a significant portion of time and budget has been spent on developing content to effectively tell the ARL brand story. The focus for the 2020 – 2022 period will be on updating existing resources, developing new resources as required, and finding more effective ways to distribute the content to key stakeholder audiences.

Historically, content creation was managed separately by Planet Ark and APCO. Moving forward, as a part of the review process, the program will assess whether content created to date is aligned and consistent from a brand and messaging perspective.

The below table identifies all existing content and material, an assessment of how effectively it aligns with this strategy’s agreed communication pillars and revised messaging. It also identifies recommended changes and additional content opportunities for development.

Review of existing material

Content type	Use	Changes required
Created by APCO		
Media Toolkit	Media use	Messaging review, content review, removal of industry-focused material, addition of consumer-focused material.

Whiteboard Explainer Video	Media use	N/A – will only be used if required to support business focused content.
ARL Explainer Animation	Media use	N/A – will only be used if required to support business focused content.
Created by Planet Ark		
ARL Website (including FAQ page)	To support all campaign activities.	Messaging review
ARL Fact Sheet	To support all campaign activities.	Messaging review
PREP Fact Sheet	Intermediary kits	Facilitate easier access from the website.
School Activity Sheets https://recyclingnearyou.com.au/documents/doc-1880-activity-sheet-arl-f.pdf	Schools engagement program	Current - applicable for primary schools only.
FAQs	Intermediary outreach (Inclusion in intermediary kits)	Needs review
Intermediary Kit- Councils	Council engagement program (Contains multiple resources)	Needs activity calendar update, fresh social posts and new resources (see below).
Intermediary Kit- Waste Groups	Intermediary outreach (Contains multiple resources)	Needs activity calendar update and fresh social posts.
Intermediary Kit- Educators	Intermediary outreach (Contains multiple resources)	Needs activity calendar update and fresh social posts.
Intermediary Kit- NGOs & community groups	Intermediary outreach (Contains multiple resources)	Needs activity calendar update and fresh social posts.
Image library	To support all campaign activities.	Use new products. Update when kits get updated.
Posters	To support all campaign activities.	Facilitate easier access from the website as currently is only available if you go to the Intermediary Kit.
Key Holiday Calendar	Intermediary outreach (Inclusion in intermediary kits)	Update for 2020 activities.
School Lessons	Cool Australia Website https://www.coolaustralia.org/activity/national-recycling-week-introducing-australias-new-recycling-labels-years-7-10/	N/A

	Schools engagement program (distribution process via partnership – see below)	
Social Media Tiles/Graphics	Social media – Intermediaries, owned channels.	New product imagery required.
Train Ad Creative	Co-branded partnership opportunities.	Possible to use these again and swap products. Would recommend changing the blue words on the black background as train lights can shine too bright and make it hard to read. If we do use other types of messages (like 'flip it'), then we would need a new design.
ARL Video https://www.youtube.com/watch?v=oYVfA8mGJYg&list=PLtKAPP_wtQxJqb5DLe8T_OAOaNSE3-g1k	YouTube, intermediary kit, social media.	No changes needed.
CSA	TV advertising, social media – owned and paid.	No changes needed to existing CSA. New, additional CSA will be produced for 2020.
Webinar	Council engagement program, intermediary engagement.	Will need review late 2020.
Costa Ambassador Video	Social media, ambassador engagement strategy.	Create better quality video if possible.
Magdalena Roze Ambassador Video	Social media, ambassador engagement strategy.	No updates required.

Materials to be created (this is not a finite list and the quantities will be determined by the available budget).

Content type	Topic/message	Use
New slogan artwork and materials	TBD	Throughout all campaign materials.
Comprehensive suite of bin stickers	Look for the label.	To be added to Intermediary Kit - Councils

		- Waste Groups
Fridge magnets	Look for the label.	To be added to Intermediary Kit - Councils - Waste Groups
Video(s)	Lifting the lid on the recycling industry – your decisions matter (engage spokespeople from the recycling companies to explain what happens when you put the wrong thing, in the wrong bin).	- Media, - Social, - Intermediary kits
Photography/image library	- Label on packaging, - Parts of packaging (genericised where possible), - Packaging in situ/on shelf.	- Media, - Social, - Intermediary kits, - Website.
Animation(s)	- Animation showing the impact of incorrect recycling, contamination and why proper recycling matters. The animation will show the journey of a product that has been recycled incorrectly vs the journey of a product that has been recycled correctly and is reused. - Animation showing how the ARL and how it connects to APCO and Planet Ark, the targets and the bigger system it is part of.	- Media, - Social, - Intermediary kits, - Website.
Case studies – to represent different target audience groups	- “People like me recycle”. - How to choose the right sustainable packaging - When to reuse and when to avoid	- Media
Community Service Announcement (CSA)	- CSA to incorporate new campaign slogan.	- Media - Social
Social media graphics/example social media posts	- Look for the label. - Understanding reuse - Understanding packaging sustainability - Understanding recycled content	- Social media - Intermediaries, owned channels

Media relations

Objectives

The objectives of the media relations program include:

- Ensure the ARL and broader campaign messages are included in the conversation (recycling and waste),
- Secure media coverage with identified key target media,
- Build consumer awareness and understanding of core education themes – including the ARL program as a vehicle to recycle right, the purpose/benefits of sustainable packaging, responsible consumption, reuse, sustainable packaging and its relationship to food waste.
- Increase understanding of the niche elements of the ARL (i.e. conditionally recyclable),
- Ensure call-to-action is included in **all** media articles.

Recycling and related waste issues have been high on the media agenda throughout 2019 and it is essential that we continue to have a high level of interest in and coverage of the issue to provide future opportunities to promote the ARL and broader campaign messages.

Reactive

Horizon will manage reactive media opportunities throughout the campaign period, supporting Planet Ark and APCO by acting as a conduit between the media, Planet Ark and APCO. All reactive opportunities will be presented to the broader team along with recommended actions and/or responses.

Proactive

Horizon will monitor the media and proactively respond to educate journalists/media outlets about the ARL.

Media content will also be developed throughout the life of the strategy to ensure that the key messages are seeded through traditional media, online media and social media consistently. Where possible, we will link activity with key national dates or events to generate positive local PR.

All content will feature the campaign key messages and the call-to-action will direct people to the resources available and either the APCO or ARL website for further information (the URL will vary based on the intended target audience). Published content will also be amplified by sharing links (in accordance with copyright laws) through our social media channels.

Timing

While media will be always on, there will be news interest at key times during the year including:

- Global Recycling Day (March 18),
- Campaign launch,
- World Environment Day (June 5),
- National Recycling Week (November),
- Launch of recycled content to be included in ARL,
- Supporting relevant announcements re the National Packaging Targets.

We will also explore broader media interest on a bimonthly cycle in specialist media that is more lifestyle oriented and targets our special audiences.

For example:

Proposed story angles	How to build a recycling system that suits you and your home. Building a beautiful recycling system at home.	Profile of local recycling hero.	How recycled content is being turned into fashion.	How big business is getting into the sustainability game - profile members initiatives with an emphasis on the label.	Recycled content turned into cool products.	Partner with Sherrin to make an AFL ball that has been made of 100% recycled plastic.	New ambassador announcements.
Target media publications	Lifestyle publications (e.g. Home Beautiful).	News local.	Major metro – fashion sections.	Business media AFR.	Lifestyle media.	News.	TBC.

Horizon will maintain a matrix of media opportunities throughout the life of the two-year campaign. The matrix will be broken down into the following sections:

- Timing,
- Master theme/topical hook,
- Proposed story angle,
- What's being pitched (e.g. editorial, case study, interview),
- Target media publications,
- Accompanying content assets (e.g. video and photography).

Social media

Objectives

The objectives of the campaign social media strategy are to:

- Create shareable content that will extend the reach of our messages,
- Build consumer awareness and understanding among new audiences of core education themes – including the ARL program as a vehicle to recycle right, the purpose/benefits of sustainable packaging, responsible consumption, reuse, sustainable packaging and its relationship to food waste.
- Educate people about how to use the ARL to improve their recycling and the benefits of it as well as the purpose and benefits of packaging,
- Support people to make using the ARL a regular habit and incorporate it into their everyday routine,
- Encourage people to purchase products made from recycled content,
- Drive traffic to the ARL website where audiences can access more information about the program,
- Extend the reach of campaign activities (e.g. post photos from events and share links to media coverage).

Overview

The program will leverage Planet Ark’s social media channels to communicate the campaign messages. All content created for social media will be developed in line with the above message house, tone, style and branding guidelines.

Facebook and Instagram are heavily consumer focused and highly visual so the tone of messages must remain simple, practical and conversational and be accompanied by strong imagery (or video content). Images must be selected carefully to ensure that the ARL has been used correctly, the brands highlighted have signed up to the program and provided approval and that no brand is given preferential treatment. When demonstrating non-recyclable products, this should either be done using animation (so that brands aren’t identifiable) or products demonstrated should feature an array of components (some recyclable, some not).

Twitter has a high user base and is an *effective* channel to reach stakeholders and media, who are increasingly sourcing content and requesting comment through Twitter. Content produced for this channel can link to more detailed information about the ARL program, including assets originally designed to support industry engagement (i.e. for business media).

Effective community management and moderation across all channels will be critical to addressing perceived barriers to following the instructions on the label. The program must be flexible and responsive, ensuring consumer questions and concerns are addressed as and when they are raised.

Delivery

Delivery of the social media strategy will be split between Horizon and Planet Ark in consultation with APCO.

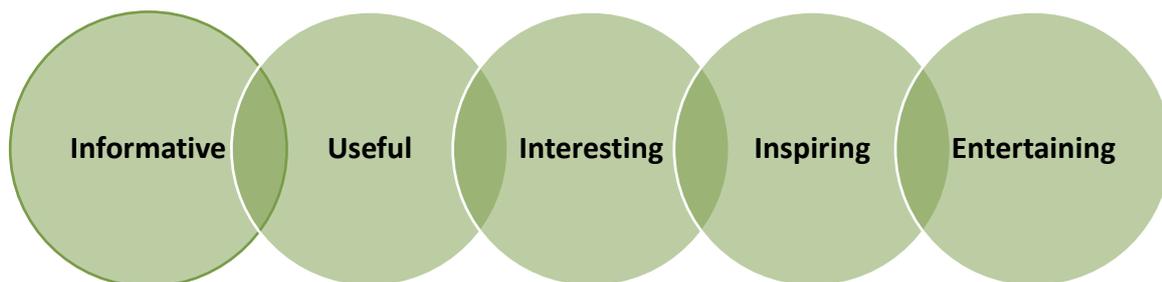
Horizon will drive the strategy and run monthly planning meetings with Planet Ark to determine content in advance. This will ensure content aligns with broader campaign activities, in particular media relations and ambassador engagement.

Given content is housed on the Planet Ark channels, the social outreach calendar needs to be flexible to accommodate other campaign requirements and priorities. As such, social media specific content development and implementation will remain the responsibility of Planet Ark (except where there is integration with other campaign activities).

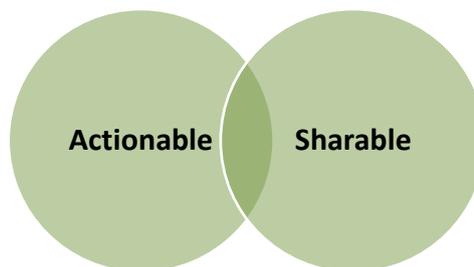
Social media content best practice

In the development of content for social media, the following must be considered.

Social media posts should fit into at least one of the following categories:



And should also be:



Approach

Social media activity is divided into two main streams of activity:

1. Organic activity

Organic social media activity, or unpaid activity, incorporates both content development (as per the content development strategy) and distribution. The majority of distribution will take place across Planet Ark’s owned social media channels (there are no separate ARL pages).

These include:

- Planet Ark Twitter,
- Planet Ark Facebook,
- Planet Ark Instagram.

Utilising the campaign’s three overarching communications pillars – *awareness building*, *education*, and *habit forming* – Horizon will assist Planet Ark in developing and scheduling content (one post per channel, per week), using a monthly content calendar template. While activity will be planned, the program will remain responsive to topical issues and can turn-around related content quickly to ensure all opportunities are leveraged.

These content calendars will draw heavily on the messaging, topics and themes deployed in the media relations campaign and will align with the distribution timings to maximise the impact and reach of each message.

Organic activity will also be guided by a number of best practice social media principles, including:

- Leveraging key calendar dates, trends and issues to highlight the connection of the ARL to the current affairs agenda,
- Creating content that meets the two criteria for “great content” – interesting and useful (the education pillar provides strong opportunities to meet these criteria),
- Leveraging what people are saying about us – even if comments aren’t directed at us, we will monitor what people are saying about the ARL program in general and use this intel to create new, relevant content.

Additional activity – Instagram stories – leveraging topical issues

In addition to posting standard content via Facebook, Instagram and Twitter, Horizon recommends creating Instagram stories linked to posts published on the Instagram feed. Stories will run across both Instagram and Facebook to maximise the audience exposure and target those who aren’t active across both channels. The stories will unpack topical issues and invite the audience to engage. This engagement positively impacts the Instagram algorithm, which as a result positions content at the top of the engaged audience’s feed. Call to action messaging to the ARL website should be included where possible.

Paid activity

The program will invest in Facebook and Instagram advertising to support the campaign. Splitting test creative (still imagery, videos ad carousel imagery) and ad copy (varied headlines, CTAs, question vs stat) to determine the most effective ad set.

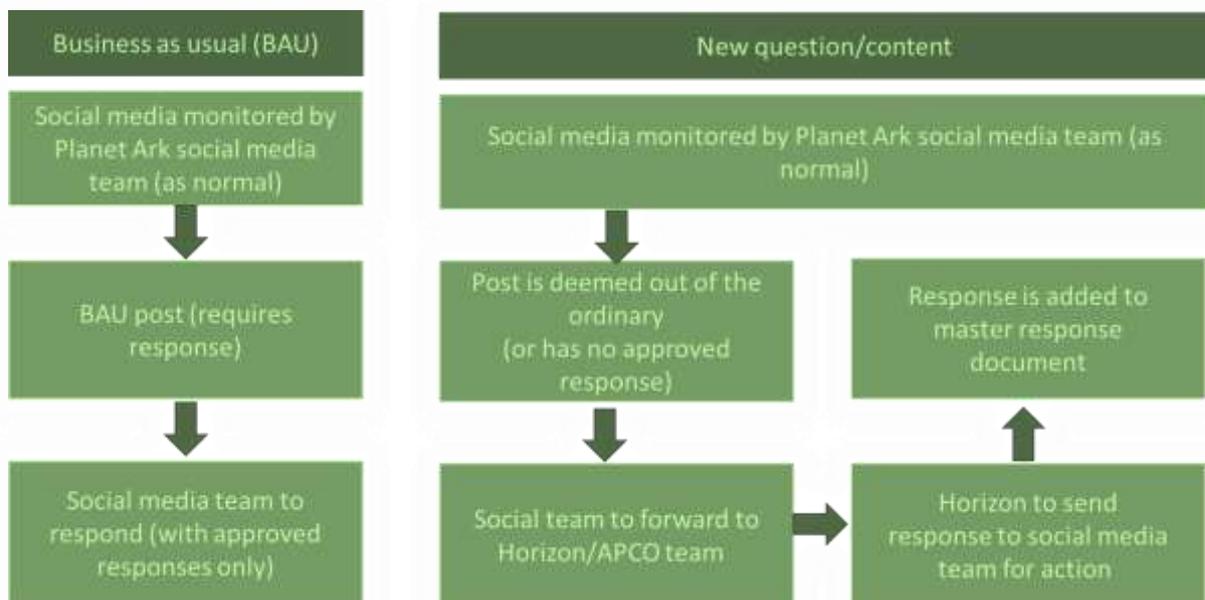
The program will run ad sets with 2-4 x different creative options simultaneously to test the engagement levels and determine which creative performs best in order to improve future campaigns.

The audience will be targeted based on interests, behaviours and demographics and, as outlined in the audience section above, having a weighted focus on older people and young people.

The advertising will have various goals including to increase brand awareness and drive engagement. Results will be monitored and analysed in real time and underperforming ads edited to optimise results (e.g. update creative, copy, audience etc).

Community management and moderation

The following process will be followed by Planet Ark when responding to comments and enquiries on social media.



In order for the above process to be effective, a master social media Q&A document will be developed which includes a list of questions asked on social media and is regularly updated. This will inform ongoing responses and ensure consistency of message. Responses will only be added to this document following sign-off by both APCO and Planet Ark.

In addition to Planet Ark’s owned channels, social media is also used in the industry engagement strategy, primarily through the sharing of content on APCO’s LinkedIn and Twitter pages to drive program participation among Australian businesses.

Social media resources are also a key feature of all intermediary resource kits, to encourage stakeholders to share material on their own social media networks, and in the ambassador engagement program.

Ambassador engagement

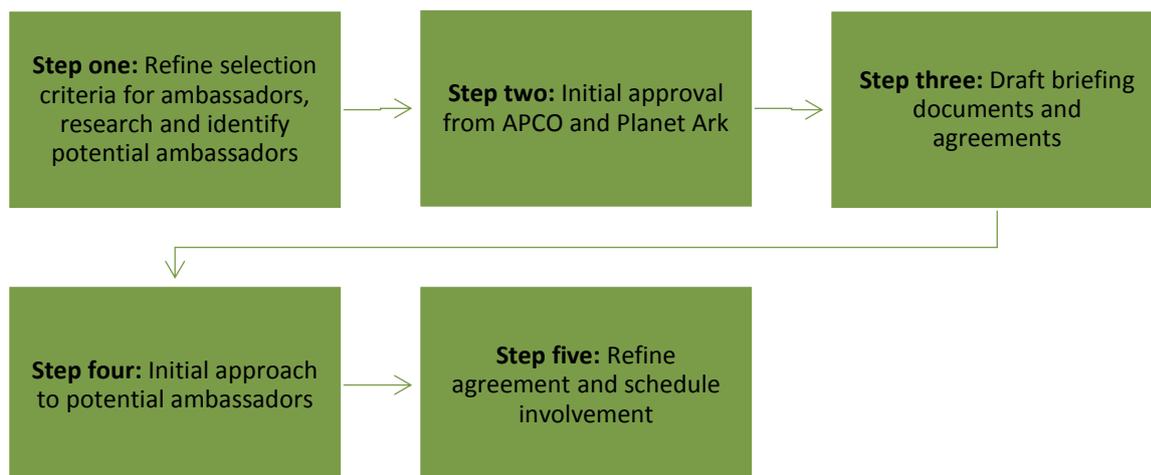
Objectives

The objectives of ambassador engagement include:

- Increase awareness of the ARL and sustainable packaging with new audiences (both specific niche audiences as well as a more mainstream consumer audience),
- Adding credibility to the ARL program through third-party endorsement,
- Educate people about how to use the ARL to improve their recycling and the benefits of this,
- Educate people about sustainable packaging, the purpose and benefits of packaging and recycled content,
- Demonstrate how to practically use the ARL in situ.

Please note, the primary focus of this activity will be the ARL program due to the complexity of other campaign messages (for which APCO or Planet Ark must remain subject-matter experts to ensure accurate information is disseminated at all times). However, supplementary campaign messages may be increasingly introduced as awareness and understanding of the ARL increases.

Program approach for engaging ambassadors:



Step one: Refine selection criteria, research and identify potential ambassadors

The reach of the ARL will be significantly extended through the use of high-profile ambassadors.

Engagement must take the form of a perceived value the ambassador will gain from being connected to the campaign and/or leverage personal empathy which the ambassador has with the key issues. Keeping this in mind, the following set of criteria will be applied to evaluate potential ambassadors on a weighted basis:

- **Criteria 1 – Public profile.** How well-known is the potential partner? Will they attract further interest in the topic just through their association? If so, can we leverage their association with media to identify further opportunities,

- **Criteria 2 – Social reach.** Ambassadors may not possess mainstream appeal or be unknown outside their specialities but still possess enormous social reach,
- **Criteria 3 – Risk.** Do they represent any reputational risk to the campaign, the Australian Government or any other stakeholder?

A key component of the campaign is to prioritise research and background checks on potential ambassadors and their public and social media profiles. By engaging with these ambassadors, they are in fact an extension of APCO and Planet Ark and therefore their behaviour must align with the mutual values of these organisations and the campaign.

Step two: Initial approval from APCO and Planet Ark

It is essential that prior to any contact with a potential ambassador that both APCO and Planet Ark are consulted and give approval to proceed. To facilitate this, APCO and Planet Ark will be provided with a comprehensive profile of and rationale for proposed ambassadors who meet the above criteria.

Step three: Draft briefing documents and agreements

Horizon will develop briefing and agreement templates to be tailored prior to any ambassador outreach. These documents will outline the campaign, its purpose, objectives and detail ways to be involved. It will be approved by APCO and Planet Ark prior to each individual outreach.

Step four: Initial approach to potential ambassadors

Once a list of potential ambassadors has been approved, Horizon will make contact by way of briefing meetings (either tele-con or in-person) to get buy-in from ambassadors.

A two-pronged approach will be deployed:

1. Directly contact potential ambassadors and/or their management to discuss their involvement using the comprehensive briefing document and a tiered list of opportunities for involvement,
2. Leverage strong member relationships to access member's existing ambassadors and negotiate support for this project. It is critical that a comprehensive briefing document and tiered list of opportunities for involvement is provided to members. Further, to anticipate and mitigate potential concerns or barriers (i.e. leverage opportunities already in their schedule by asking them to film an additional 30 sec video while they are participating in another project for the member).

Following confirmation of initial interest, Horizon will interview potential ambassadors to understand their commitment to the issue and get insight into their knowledge and perspectives, which will inform activity.

Step five: Refine agreement and schedule involvement

In consultation with the potential ambassador, APCO and Planet Ark, Horizon will detail the specific deliverables under the agreement as it relates to each individual.

Once agreement is reached, activities related to each ambassador will be scheduled into the timeline of activity.

Events program

Objectives

- Increase awareness of the ARL, sustainable packaging, recycled content and responsible consumption with new audiences,
- Extend the reach of campaign activities,
- Educate people about how to use the ARL to improve their recycling and the benefits of this.

Consumer events

The program will ensure messaging is promoted at a series of events throughout the two-year campaign period. A full recommended events list will be developed. Detailed plans will be developed for each event, with clear roles and responsibilities allocated.

A sample event list can be seen below:

- Global Recycling Day (postponed due to COVID-19)
- Earth Day – Great Global Clean-up event,
- World Environment Day,
- Science Week,
- Keep Australia Beautiful Week,
- Sustainable House Day,
- National Recycling Week,
- National Youth Week,
- Local Government Week,
- School's Recycle Right Challenge,
- Webinars.

Industry events (APCO events)

APCO delivers a range of industry focused events every year that focus on bringing together the packaging value chain to address key sustainability and circular economy issues. A number of these events will directly address the core educational themes within this campaign, including;

- The purpose/benefits of sustainable packaging
- How to engage in responsible consumption
- How to 'recycle right'
- Reuse systems
- Information on life cycle impacts of sustainable packaging and food waste.

Maximising member participation

Objectives

- Provide a coordinated program of marketing and communications initiatives that brand owner members can participate in and, where suitable, co-fund,
- Leverage the reach of participating members, their communications channels and networks,

- Secure additional program funding to broaden the scope of the program initiatives.

Leveraging the considerable influence and reach of APCO’s member organisations’ marketing and communications channels remains a significant opportunity for the program. It’s an area of focus that will feature in both future strategies, including:

- **The industry engagement strategy:** supporting members to share the ARL message with their suppliers and staff. Initiatives include providing resource kits, personalised briefings and workplace training sessions,
- **The consumer education strategy:** identifying high profile consumer engagement opportunities within our members’ marketing and communications channels.

To date, member participation in consumer facing ARL communications has generally included:

- Branded content and social media campaigns delivered by Planet Ark during key retail holidays (e.g. Nestle Christmas campaign, Unilever),
- Brands participating in ARL case studies (industry facing), media opportunities and events,
- Brands sharing ARL content on their channels (generally in an ad hoc way).

The 2019 Sydney Trains OOH advertising campaign was one of the first larger scale member sponsored projects, delivered in partnership with Unilever, Coles and Woolworths. Feedback received in 2019 indicated that members would be willing to participate in and fund more of these co-branding opportunities, provided they were coordinated in advance, with a clear value proposition that aligns with their CSR objectives.

In response, in 2020 we will coordinate a program of highly tailored tier 1 member engagement opportunities. Delivery will be shared between APCO, Planet Ark and Horizon and will need to complement the tier 1 member engagement strategy, delivered by the APCO member services team.

These will be scheduled to coincide with key environmental calendar dates to leverage broader community discussion and engagement taking place about waste and recycling issues. This will also incorporate a selection of engagement opportunities available to provide enough flexibility to engage member brands with different budgets and capacity. Before any member partnership, Horizon will review brands for their suitability and assess any potential risk or issues they may present to the ARL brand.

Co-branded advertising opportunities

Following the success of the trains advertising in 2019, Horizon will seek further co-branded advertising opportunities in 2020 to deploy the updated slogan and messages on a larger scale.

To date, Torch Media have provided an updated proposal for train advertising which will be considered in the first instance.

Members will be approached for participation in co-branded advertising opportunities in May/June 2020.

Resource sharing

Horizon will develop a resource kit for brand owner members to share on their channels.

Retail focus

The APCO team conduct monthly catch-ups with key retail members Coles, Woolworths and Aldi. Horizon will incorporate a line item on these agendas to specifically discuss communications opportunities. Recommendations will include:

- POS initiatives – branding and signage for the ARL at check-outs in store,
- Access to publications – exploring content opportunities in retail publications like Coles magazine, Fresh magazine (Woolworths) and catalogues like Aldi’s Special Buys,
- Access to brand ambassadors – as outlined in the ambassador section.

Social media partner campaign

Planet Ark will continue to offer partner opportunities to members to run co-branded campaigns via Planet Ark’s social media channels. These partner campaigns will be considered in monthly content calendars and content will fall into one or more of the three content pillars. Where possible, members will be encouraged to share content through their owned channels to maximise engagement.

Community Service Announcement (ARL focus)

Objectives

- Extend the reach of the ARL message through commercial channels,
- Provide broadcast quality content for members to share on their channels.

Community Service Announcements (CSA), planned and distributed by Planet Ark, have been effective in communicating the ARL messages.

A new CSA will be produced to support the campaign that includes the new slogan, broader campaign messages as well as any new ambassadors.

Anecdotal feedback suggests the CSAs have the greatest coverage in regional/rural areas. This provides an opportunity to tailor the message to ensure that the CSA features the broader key messages as well as specific reference to the challenges experienced in those areas. The program will secure a high-profile ambassador(s) to feature in it, which will increase the likelihood of placement.

Australian Film Television and Radio School (AFTRS) partnership

Objectives

- Facilitate the development of audience-generated content.

The Australian Film, Television and Radio School (AFTRS) is Australia’s national screen arts and broadcast school. In 2019 AFTRS approached APCO and Planet Ark with a partnership opportunity to create a competition giving participating AFTRS students, graduates and alumni the opportunity to pitch for the production funding to make a cinema advertisement to support the ARL campaign. The advertisement must build brand awareness, educate consumers and feature a call to action for the ARL’s key message.

Project overview

AFTRS students, graduates and alumni are invited to pitch for production funding of \$30,000 to produce a cinema advertisement. The \$30,000 would be paid in three tranches: \$15,000 upon

announcement of the winners; \$5,000 on preview of the advertisement rough cut; and \$5,000 on completion of the film, paid upon delivery of the final cut.

Students, graduates and alumni will be required to organise themselves into production teams of a minimum of three crew members and are invited to pitch their concept for the cinema advertisement targeted at generating behavioural change by helping consumers put their packaging in the right bin based on information provided on the new product information label.

Project timing

A cinema partner is secured prior to the competition going live. The competition winner will be announced during National Recycling Week. A full project timeline is available in the implementation plan.

Maximising the opportunity

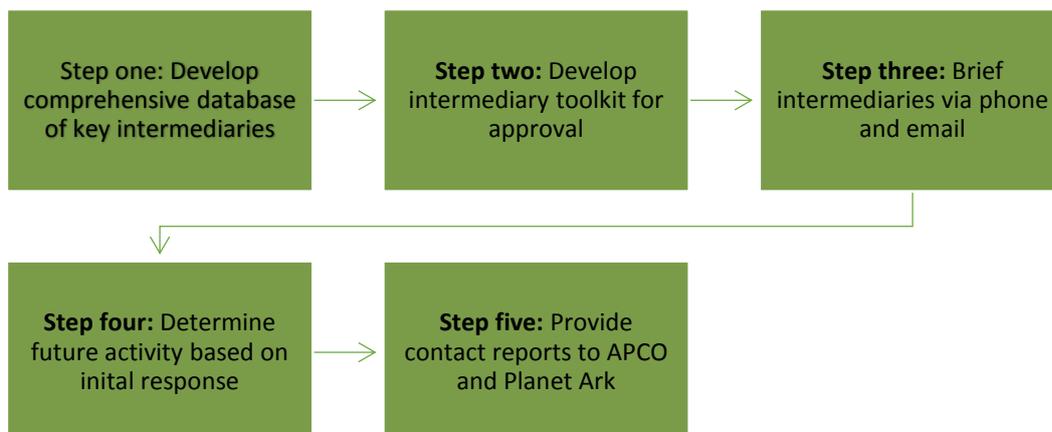
The program will build on the AFTRS proposal to develop the competition idea into a key focal point of the campaign. Supporting initiatives to be considered include:

- Brand partnership,
- Screening event,
- Ministerial involvement,
- Social media support.

Intermediary outreach

Objectives

- Increase awareness of the ARL, sustainable packaging, recycled content and responsible consumption with new audiences with new audiences,
- Encourage third-party endorsement of the ARL through intermediary organisations,
- Educate people about how to use the ARL to improve their recycling and the benefits of this.



There are a number of key organisations that are critical to increasing the visibility and reach of the ARL. These intermediaries, if engaged and willing to help, will be a key vehicle in delivering important

information about the ARL, including why it exists and how to use it, and provide valuable third-party endorsement.

As public awareness is increased, it will be beneficial for intermediaries to be well informed about the resources available. If contacted by someone from the community, they will be able to answer questions, refer inquiries to the appropriate people and positively support the ARL.

Step one

Horizon will work with APCO and Planet Ark to form a comprehensive database of potential intermediaries. This will be segmented into organisations who are key influencers within the broader community, have a current profile within the environment/recycling space and could be seen as “go to” destination for questions about the ARL.

Key intermediary groups

- Local councils,
- Federal and State government departments,
- Waste groups,
- Community groups (i.e. libraries, community centres, leisure centres, elderly support groups),
- NGOs (e.g. 1 Million Women, WWF Australia),
- Real estate/housing groups (i.e. real estate franchises, tenants associations, housing associations),
- Strata management organisations (e.g. Strata Community Association (NSW)),
- Commercial developers,
- Universities,
- Sporting Organisations (e.g. Sports Environmental Alliance).

The program will define the level of priority for each intermediary, how each organisation should be contacted and the likely impact of their support.

Step two

Following approval of the list, Horizon will develop an intermediary toolkit to support intermediaries to talk about and promote the ARL. This toolkit will include:

- Background of the ARL program, the consumer education campaign and how it will be implemented,
- Key messages/facts about the ARL,
- Tailored copy for inclusion in newsletters,
- Suggested social post copy and images (Facebook, Twitter, Instagram),
- Frequently asked questions,
- Web banners for use on internal and external website/intranet.

Step three

Following approval of the toolkit, Horizon will brief the priority intermediaries as per the attached implementation plan.

If requested, Horizon will help each intermediary to customise the available information to fit their individual requirements (i.e. if they mainly reach their members via social media, we will tailor a post/tweet/infographic to best reach/suit their members (up to 10)).

Step four

Depending on the level of support received, Horizon may recommend further rounds of engagement. It is likely this will not be to the full group.

All contact will be documented in contact reports and provided to APCO and Planet Ark.

Government outreach and relations

Objectives

- Build awareness of and advocacy for the ARL, sustainable packaging, recycled content and responsible consumption among key department and Ministerial stakeholders,
- Extend campaign messages by sharing resources through Ministerial and department channels,
- Provide a regular source of environmental ‘wins’ and announceables for Ministerial and department spokespeople to utilise (reinforcing trust and support in the relationship).

Fostering strong relationships between the ARL program and key government stakeholders at all levels is critical to ensuring its long-term success. Government support for the program provides a number of benefits: when government stakeholders share ARL resources they can help to extend the reach of the program messages and resources to a significantly larger audience. Government support for the program also legitimises its credibility to key industry stakeholders and reinforces the ARL as an essential consumer education tool to be utilised more widely. At a state and local government level support for the program can come through on-the-ground waste education and communications and by integrating the ARL within their existing delivery programs.

The ARL has already received strong support from government stakeholders, including:

- The Federal government OOH advertising campaign,
- ARL launch in 2018 attended by Minister Price,
- ARL fridge magnet developed and distributed by Minister Evans to his Brisbane constituents in 2020

To continue to build awareness and support for the campaign across all levels of government, Horizon will develop a program of government relations engagements, briefings and partnership opportunities. These opportunities will also allow communication of the broader campaign messages.

APCO and Planet Ark both have strong government relations programs already in place with regular briefing sessions focusing on both the ARL and their wider network of programs. As such, the government relations calendar needs to coordinate with their existing activity in order to maximise resources and avoid repetition.

The process for engagement will include:

- Identify a list of priority government stakeholders, including key department and ministerial teams,
- Identify most effective engagement process for each stakeholder,
- Develop a briefing calendar of key dates and campaign timings,
- Update resource kit for government, which can be shared following briefing calls and meetings,
- Regularly review the events calendar for ministerial attendance opportunities.

Government level	Specific audience	Tactics
Federal government – ministerial	Minister Evans (and his team)	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging / resources, - Joint announcements (e.g. ARL program anniversary).
	Minister Ley (and her team)	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources, - Joint announcements (e.g. ARL program anniversary), - Opportunity to participate in peak campaign times (e.g. NRW).
	Prime Minister Morrison (and his team)	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources, - Joint announcements (e.g. ARL program anniversary), - Opportunity to participate in peak campaign times (e.g. NRW).
Federal government – department (Department of Agriculture, Water and the Environment).	Communications team	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources for department, communications channels, - Opportunity to participate in peak campaign times (e.g. NRW).
State government – ministerial	Minister Matthew Kean - NSW Minister for Energy and Environment	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources, - Joint announcements (e.g. ARL program anniversary),

		<ul style="list-style-type: none"> - Opportunity to participate in peak campaign times (e.g. NRW). - Highlighting and supporting ARL member organisations in their State
	Lily D'Ambrosio - Vic Minister for Energy, Environment, and Climate Change	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources, - Joint announcements (e.g. ARL program anniversary), - Opportunity to participate in peak campaign times (e.g. NRW). - Highlighting and supporting ARL member organisations in their State
	Leeanne Enoch – Qld Minister for Environment and the Great Barrier Reef	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources, - Joint announcements (e.g. ARL program anniversary), - Opportunity to participate in peak campaign times (e.g. NRW). - Highlighting and supporting ARL member organisations in their State
	David Speirs – SA Minister for Environment and Water	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources, - Joint announcements (e.g. ARL program anniversary), - Opportunity to participate in peak campaign times (e.g. NRW). - Highlighting and supporting ARL member organisations in their State
	Matthew Groom – Tas Minister for Environment, Parks and Heritage	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources, - Joint announcements (e.g. ARL program anniversary), - Opportunity to participate in peak campaign times (e.g. NRW).

		<ul style="list-style-type: none"> - Highlighting and supporting ARL member organisations in their State
	Stephen Dawson – WA Minister for Environment	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources, - Joint announcements (e.g. ARL program anniversary), - Opportunity to participate in peak campaign times (e.g. NRW). - Highlighting and supporting ARL member organisations in their State
State government – department	NSW EPA	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources for department, communications channels, - Opportunity to participate in peak campaign times (e.g. NRW). - Highlighting state-based case studies and success stories from ARL members.
	NSW DPIE (Department of Planning, Industry and Environment)	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources for department, communications channels, - Opportunity to participate in peak campaign times (e.g. NRW) Highlighting state-based case studies and success stories from ARL members.
	Sustainability Victoria	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources for department, communications channels - Opportunity to participate in peak campaign times (e.g. NRW) - Highlighting state-based case studies and success stories from ARL members.

	<p>VIC DELWP (Department of Environment, Land, Water and Planning)</p>	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources for department, communications channels - Opportunity to participate in peak campaign times (e.g. NRW) - Highlighting state-based case studies and success stories from ARL members.
	<p>Queensland Department of Environment and Science</p>	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources for department, communications channels, - Opportunity to participate in peak campaign times (e.g. NRW), - Highlighting state-based case studies and success stories from ARL members.
	<p>SA – EPA</p>	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources for department, communications channels, - Opportunity to participate in peak campaign times (e.g. NRW), - Highlighting state-based case studies and success stories from ARL members.
	<p>Green Industries SA</p>	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources for department, communications channels, - Opportunity to participate in peak campaign times (e.g. NRW), - Highlighting state-based case studies and success stories from ARL members.
	<p>WA EPA</p>	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources for

		department, communications channels, - Opportunity to participate in peak campaign times (e.g. NRW) - Highlighting state-based case studies and success stories from ARL members.
	EPA Tasmania	- Regular briefings and sharing ARL messaging/resources for department, communications channels, - Opportunity to participate in peak campaign times (e.g. NRW), - Highlighting state-based case studies and success stories from ARL members.
Local government (see council engagement plan below)	Waste educators	- Intermediary kits, - Road show, - National General Assembly Of Local Government 2020, - ALGA intermediary outreach.
	Council communications teams	- Intermediary kits, - National General Assembly Of Local Government 2020, - ALGA intermediary outreach.
	Mayors	- National General Assembly Of Local Government 2020, - ALGA intermediary outreach.

Council engagement program

Objectives

- Extend the reach of ARL messages,
- Identify cross-promotional opportunities.

Planet Ark will run a council engagement program to further educate key decision makers in local government about the label and encourage them to promote it to their constituents. Where possible,

we will partner with local council on promotional activities (i.e. inclusion of ARL messages on council websites, joint media releases, social media posts or newsletter articles).

Planet Ark have undertaken an analysis of councils in Australia and their population breakdowns and categorised them into the below groups:

Brisbane	1,184,215	5%
9 Largest Councils (excl Bris)	3,393,845	14%
Large Councils (68)	11,025,670	46%
Medium Councils (51)	3,681,276	15%
Small Councils (173)	4,168,723	17%
Smallest Pop> 10,000 (238)	789,570	3%

This activity will be undertaken in three stages:

Stage 1:

- Face to face sessions with large councils (over 100K inhabitants) which account for 65% of Australia’s population.*

Stage 2:

- Mix of face to face and online sessions with medium and small councils (32% of population).

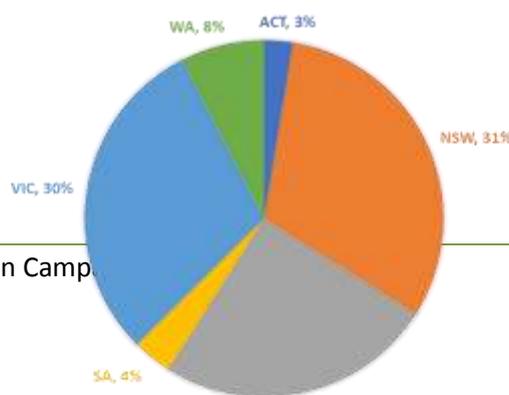
Stage 3:

- Online sessions with mini councils,
- Review any missing councils from stage 1 and 2 to secure their online participation.

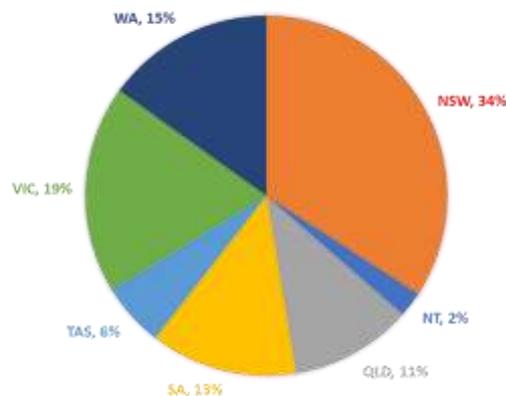
**WA councils will be compressed for Stage 1 and 3. During stage 1, if a session is delivered via a group instead of an individual visit, smaller councils will be invited.*

A further breakdown of each stage can be seen below:

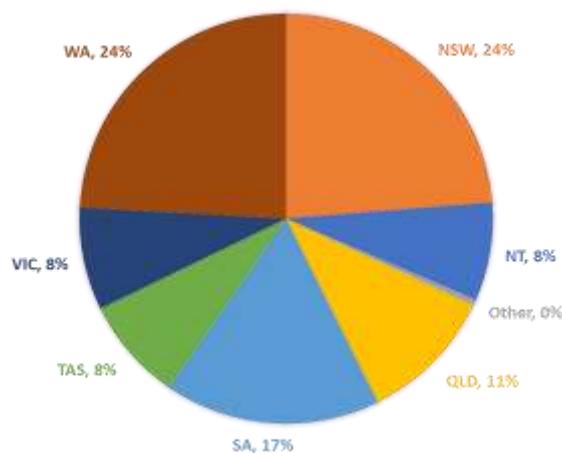
Stage 1: The pie chart breaks down state representation by councils with over 100K inhabitants. As it will not be possible to reach each individual council, council groups like SSROC will be contacted to arrange such sessions. Councils with large populations may be eligible for individual sessions. There may be councils with populations lower than 100K that are members of these groups and could be reached organically in the first stage.



Stage 2: During Stage 2, councils with larger populations will be prioritised for face to face sessions. Smaller councils will be encouraged to attend those sessions as well. For Tasmania and the Northern Territory, sessions will be delivered in one week and two to three sessions will be available at different locations.



Stage 3: Any council that has not been reached at this stage will be invited to an online session via targeted email and one to two follow ups.



Waste Group outreach and relations

Objectives

- Drive awareness of and advocacy for the ARL, sustainable packaging, recycled content and responsible consumption among key waste organisations and waste industry associations,

- Extend campaign messages by sharing resources with key waste organisations and waste industry associations
- Provide a regular source of environmental ‘wins’ and announceables to promote the positive work of the waste and recycling sector (reinforcing trust and support in the relationship).

Consistent and unified messaging from all sectors in the packaging value chain is essential to achieving reduced contamination in packaging. Support from the waste and recycling sector provides multiple benefits: when waste groups/organisations share ARL resources they amplify and legitimise the program to other key stakeholders. Support for the program can come through on-the-ground waste education and communications and by integrating the ARL within the existing delivery programs of both waste groups/organisations.

To date the ARL has already received support from waste and recycling stakeholders, including:

- Engagement with Cleanaway NSW, who include the ARL as part of their school’s presentations
- Suez and Veolia supporting the 2018 ARL launch
- Participation in the TAC and the MAC from waste representatives including Cleanaway, Visy Recycling, VWMA and WasteMinz

To continue to build awareness and support for the campaign, Horizon will develop a program of waste and recycling stakeholder relations engagements, briefings and partnership opportunities. These opportunities will also allow communication of the broader campaign messages.

APCO and Planet Ark will develop a waste and recycling relations programs with regular briefing sessions focusing on both the ARL and their wider network of programs.

The process for engagement will include:

- Identify a list of priority waste and recycling stakeholders, including key personnel
- Identify most effective engagement process for each stakeholder,
- Develop a briefing calendar of key dates and campaign timings,
- Update resource kit for waste groups, which can be shared following briefing calls and meetings,
- Regularly review the events calendar for waste group attendance opportunities.

Waste & Recycling Groups	Specific audience	Tactics
Waste & Recycling Associations	WMRR – CEO & Board	<ul style="list-style-type: none"> - Sharing ARL messaging/resources, - Joint announcements (e.g. ARL program anniversary), - Opportunity to participate in peak campaign times (e.g. NRW).
	WMRR – State Branches	<ul style="list-style-type: none"> - Regular briefings and sharing ARL messaging/resources, - Joint announcements,

		- Opportunity to participate in peak campaign times.
	ACOR – CEO & Board	- Regular briefings and sharing ARL messaging/resources, - Joint announcements, - Opportunity to participate in peak campaign times.
	NWRIC – CEO & Board	- Regular briefings and sharing ARL messaging/resources, - Joint announcements, - Opportunity to participate in peak campaign times.
	NWRIC – State Branches	- Regular briefings and sharing ARL messaging/resources, - Joint announcements, - Opportunity to participate in peak campaign times.
Waste and Recycling – Key organisations	Cleanaway, Remondis, SUEZ, Veolia, OI, Close the Loop, Redcycle, Terracycle, Visy Recycling, Bingo Industries, Re-Group, JJ Richards & Sons, Sims Metals, Astron Sustainability, NAWMA	- Regular briefings and sharing ARL messaging/resources, - Joint announcements (e.g. ARL program anniversary), - Opportunity to participate in peak campaign times (e.g. NRW). - Highlighting and supporting ARL member organisations in their State

Schools engagement program

Objectives

- Raise awareness and understanding of the label at an early stage,
- Promote behaviour change/action when students are exposed to the label after they leave the classroom.

Planet Ark has been supporting environmental education in schools through National Tree Day for more than 20 years. The development of the Schools Recycle Right Challenge, introduced in 2011 as part of National Recycling Week (NRW), saw this presence extended even further. In both cases, Planet Ark has found that providing curriculum-based lessons and resources has led to increased participation from teachers.

Audience

Students (year levels)

The table below shows year levels and the average age. However, children's ages can vary quite a lot within classes. The development of teaching resource suppliers should map age-appropriate resources which teachers in the classroom usually adapt according to abilities/ages etc.

	Year	Age	Priority
Early learning	-	4	Medium
	Kindergarten/Foundation	4-5	
Primary	1	6-7	High
	2	7-8	
	3	8-9	
	4	9-10	
	5	10-11	
	6	11-12	
Secondary	7	12-13	Medium
	8	13-14	
	9	14-15	
	10	15-16	
	11	16-17	Low
	12	17-18	

Each state has its own curriculum and any lessons developed will be curriculum based, using the Australian curriculum. While there is the possibility that some resources do not map out 100% against a state-based curriculum, this is not considered a barrier.

Teachers

While the purpose of the school program is to reach students, teachers will deliver the lessons and should be considered a key intermediary between the ARL and the student audience.

Lessons, activities and communication materials about the label will be delivered in a timely manner through different channels, including: Planet Ark school's newsletters (GreenSchools), education providers newsletters, social media, podcast and face to face presentations.

Teachers will be incentivised to use the ARL lesson plans by running competitions during key campaign periods or on relevant key dates.

Waste providers

Many waste providers have their own school’s education programs. These programs are generally quite broad or tailored to the waste streams which the school has.

Planet Ark, in collaboration with Horizon, will investigate partnering with waste providers to incorporate ARL messaging as a part of the activities that they are currently delivering. This activity has been proven through engagement with Cleanaway NSW, who have already included the ARL as part of their school’s presentations.

Context/rationale

Cool Australia

Cool Australia is an organisation that creates curriculum-based lessons and activities and distributes them free of charge to teachers. Planet Ark has had an ongoing agreement with Cool Australia since 2012. Under this agreement, both parties have worked together to develop and promote Australian curriculum-based lessons that support Planet Ark’s campaigns and since then a wide range of students have taken a Planet Ark lesson.

Independent research¹ tells us that through Cool Australia lessons (focused on initiatives such as National Recycling Week):

- 90% of students increased their awareness and knowledge of the topics covered,
- 80% of students changed their attitudes toward the topics covered,
- 70% of students’ preparedness to act and have changed their behaviours around the topics covered.

In 2019, Planet Ark commissioned two lessons for the ARL under the learning area: ‘Design and Technology’ for years 7-8. Due to similarities in the curriculum, the lessons were created so that they are also applicable to years 9-10.

The lessons were developed to support National Recycling Week and were published on the 11th of September 2019. The popularity of National Recycling Week’s lessons is evident, as they ranked in the top 10 for the 2019 fourth quarter and four lessons ranked in the top 25 in November 2019 (this ranking is based on the most visited lessons on Cool Australia’s website). More than 900 lessons are currently available. Please note, Unilever has provided funding to create two additional lessons in 2020.

The program will leverage National Recycling Week and the School’s Recycle Right Challenge to develop additional curriculum-based lesson plans that prominently feature ARL messaging. Developing at least one lesson for early learning and three lessons for years 1-6 (more than one lesson

¹ Munoz, S., Goeruy A. & Zeng R. (2017), ‘Cool Australia’s Social Impact’. Sydney: Lonergan Research.

can be applicable for more than two-year levels). It would take approximately six months for their development.

Planet Ark will develop a comprehensive brief to support the development of the lesson plans and oversee the activity at all points from lesson scoping, to reviewing draft materials and finalising materials used. The draft materials will be provided to APCO for review prior to final approval.

The scope of this activity may be extended in 2021 based on the results of this first phase.

School's Recycle Right Challenge

From the beginning of October to the end of National Recycling Week, Planet Ark promotes the School's Recycle Right Challenge (SRRC). It is a great opportunity to promote the use of the lessons developed. During this time, NRW's lessons plans get the most downloads. However, these lessons remain accessible throughout the entire school year and beyond.

The NRW educational material, reached over 182K students in 2019 (cumulative Cool Aus + SRRC).

The School's Recycle Right Challenge awards prizes for early learning, primary and secondary students/schools who participate in the challenge which helps motivate teachers to download and use the lessons. The program will run this competition again from the end of September to the second week of November to allow enough time for teachers to organise the lessons and include them in their planning.

Teach Starter

Planet Ark has engaged Teach Starter to develop additional resources for their campaigns. Teach Starter, a membership-based organisation (where teachers/school pay to be members), focus strongly on primary school lessons and have been identified as a key partner to increase the reach of key educational messaging.

While the partnership is new and the final scope is yet to be determined, Planet Ark has already negotiated for lessons to be available free of charge. Additional work will be undertaken in the coming months to further leverage this relationship. Ideas for increased scope include encouraging Teach Starter to promote the lessons through their owned channels, such as through their social media channels, or directly to their large membership base of over 200K teachers.

Influencer engagement (social media)

There is a large community of teachers on social media, especially Instagram. As such, there is great opportunity to recruit influencers through social media to promote ARL resources. Leveraging peak campaign times, such as during National Recycling Week, will ensure increased interest in the ARL messaging.

Other supporting activities to be explored include:

- Inclusion in Cool Australia’s newsletter,
- Promotion through Planet Ark’s newsletters,
- Public relations activities during NRW (media/social media),
- Intermediary outreach/exploration of other networks (e.g. NSW Sustainable Schools, Australian Association for Environmental Educators) – see intermediary outreach activities section above.

Reporting and evaluation

The program will continually monitor the success of each activity and as the content is developed, identify specific KPIs for each.

Reporting templates will be created and shared to ensure each stakeholder report accurately and consistently across all activities.

Horizon will prepare a report incorporating clear recommendations addressing project objectives. It will also include:

- A summary of each activity, its outcomes against set targets and future recommendations,
- An evaluation of all media achieved, including key message penetration, reach and tone,
- Pending availability through social media monitoring, an evaluation of all social media conversations and reach of campaign messages, including a breakdown of positive neutral and negative mentions and steps taken to correct misinformation (if any),
- Examples of all resources used in the campaign, the number disseminated, where and when,
- A comprehensive review of the budget.

Reporting will be delivered to align with the Department/s milestone reporting schedule, including:

Milestone	Description	Deadline
Submission of ERF progress report 1	Completed Progress Report with evidence of reported activities and outcomes achieved. Period 01/04/2020 – 31/08/2020	30/09/2020
Submission of ERF progress report 2	Completed Progress Report with evidence of reported activities and outcomes achieved. Period 01/09/2020 – 28/02/2021	30/03/2021

Submission of ERF progress report 3	Completed Progress Report with evidence of reported activities and outcomes achieved. Period 01/03/2021 – 31/07/2021	30/08/2021
Submission of ERF progress report 4	Completed Progress Report with evidence of reported activities and outcomes achieved. Period 01/08/2021 – 30/01/2022	28/02/2022
ERF End of project report	Completed End of Project Report with evidence of reported outcomes and achievements, Independent audit report	31/07/2022

An abridged version of the report will also be prepared for the APCO board meeting packs.

Horizon will manage the delivery of the strategy in consultation with APCO and Planet Ark. Horizon will host fortnightly work in progress meetings. These meetings will happen by teleconference calls on most occasions. At these meetings, issues addressed will include:

- Work completed to date,
- Key achievements,
- Responsibilities and approvals required,
- Issues arising,
- Forecasting for the week ahead,
- Budget update.

Budget

Please see attached budget.

Timeline and Monitoring

The comprehensive program timeline, key performance indicators and program milestones will be developed as part of the detailed APCO operational activities.