

**National Food Waste Partnership**  
**PARTNERSHIP WAYS OF WORKING**

**1. GENERAL**

The Australian Government's Department of Agriculture, Water and Environment and a consortium ('the Consortium Partners') led by Fight Food Waste Limited with The Waste and Resources Action Programme, collectively, 'the Partners', are together working to realise, design and implement the **National Food Waste Partnership (name subject to change)**. This Ways of Working (WoW) document was co-created over a series of partnership meetings held online in November 2020 and is intended to guide all Partners' teams in their day-to-day engagement with each other. It captures the intent, guiding principles, objectives, contributions, communications, governance arrangements, responsibilities, and risk assessment for the partnership. It may be updated and reviewed at least annually as part of the partnership health check, and if needed will be revised by mutual agreement to ensure it remains relevant. This document is not legally binding.

**2. BACKGROUND & CONTEXT**

2.1 The **National Food Waste Partnership** (NFWP) is being established, with seed funding from the Australian Government and further resources from the above Partners, as an independent, long-term entity to play a key role in delivering the National Food Waste Strategy to halve food waste by 2030. The NFWP will drive collaboration among relevant organisations and implement innovative solutions to achieve the 2030 food waste goal. As a priority, the NFWP will deliver Target 2.1 of the [2019 National Waste Policy Action Plan](#) to establish a "*voluntary commitment program for businesses across the supply and consumption chain to engage in food waste reduction activities and to encourage industry-led action*". The NFWP will also be responsible for a range of other food waste reduction activities including developing sector action plans, stimulating active stakeholder engagement and key data reporting.

2.2 The **Department of Agriculture, Water and the Environment** (DAWE) is the Australian Commonwealth Department responsible for policy and support for reducing food waste in Australia and has issued a call for the establishment of a partnership to create and implement the NFWP.

2.3 **Fight Food Waste Limited** (FFWL) is a commercially focussed and industry-led organisation whose vision is to achieve an Australia without food waste. Its main targets are to reduce food waste in Australia by 30 MT and increase industry profitability by \$2B by 2033 through integrating research, development and extension provided by the Fight Food Waste Cooperative Research Centre (FFW CRC) to assist its participants achieve their food waste reduction goals. FFWL has a depth of expertise in food waste and will lead the NFWP.

2.4 **The Waste and Resources Action Programme** (WRAP) is a UK based organisation that works in over 20 countries with governments, businesses and NGOs to create a world where resources are used sustainably. WRAP has 15 years of experience in food waste voluntary commitments, sector action plans and national level behaviour change. WRAP will be providing support for the NFWP through co-leading several key projects, including providing

critical advice, support and background IP on the establishment of the voluntary commitment program and sector action plans.

2.6 A grant agreement to cover the Australian Government's financial contribution to the program will be drawn up between the Community Grants Hub, part of the Department of Social Services and FFWL as the lead partner (the Grant Agreement). This non-binding Ways of Working (WoW) is supplementary to the Grant Agreement (which is a legally binding agreement).

### **3. SHARED AND INDIVIDUAL PARTNER OBJECTIVES**

3.1 The Partners' shared objectives in partnering effectively together are to:

- a. Deliver the National Food Waste Strategy to halve food waste by 2030.
- b. Create an independent, long-term governance entity that will drive collaboration among relevant organisations and implement innovative solutions to achieve the 2030 target, and which is financially sustainable and successful beyond its seed funding.
- c. Establish a voluntary commitment program for businesses across the supply and consumption chain to engage in food waste reduction activities and to encourage industry-led action.
- d. Deliver two existing sector action plans with the food rescue and food cold chain sectors and establish up to five new industry-led sector action plans to support the delivery of the halving food waste target.

In addition, the Partners have the following individual objectives they are seeking to achieve from the partnership:

3.2 FFWL aims to:

- a. Accelerate the adoption of research, development and extension activities of the FFW CRC and convert these into action by working with food businesses on the voluntary commitment program and sector action plans
- b. Forge deeper engagement of relevant organisations both nationally and internationally including industry and state governments;
- c. Work across the whole value chain (farm to fork approach) to drive innovation and reduce food waste and food insecurity and achieve the 2030 target.
- d. Maximise the economic, environmental and social returns from food waste for industry participants and to develop a more circular food economy.
- e. Seek additional funding from new sources to establish a national behaviour change campaign in line with the fourth pillar in the Framework for Action in the National Food Waste Strategy, to raise consumer awareness and reduce the amount of food wasted in Australian homes.
- f. Support DAWE in delivering national policy targets through close partnership working, including sharing evidence and data, building strong relationships, and committing to open dialogue.

3.3 WRAP aims to:

- a. Drive reductions in global food waste by building on the initiatives developed by WRAP in the UK and in other countries, including the voluntary commitment programs, and adapt and implement these internationally.
- b. Implement a successful voluntary commitment program in Australia, using experience and understanding of challenges in implementing similar VCPs in other countries.

3.4 DAWE aims to:

- a. Achieve national policy targets set out in the 2019 National Waste Policy Action Plan, including the VCP and 2030 target to halve food waste.
- b. Establish interim targets (in discussion with partners) that help track progress toward the 2030 target.
- c. Use the best available evidence to help shape policies and make policy decisions that support the work of the NFWP and the delivery of the halving food waste target.
- d. Respect the independence of the NFWP, while ensuring an open dialogue to ensure there are no ‘surprises’.
- e. Support the NFWP through promotion and communication with relevant Ministers and working with colleagues in the Department and across the Australian Government to influence policy directions where possible, while relying on FFWL and WRAP as independent experts on what’s needed.

**4. GUIDING VALUES & PRINCIPLES**

In order to continue to work together effectively in support of the partnership, Partners are committed to abiding by the following agreed principles and values when working with each other, and will hold each other to account accordingly:

Our Principles	<i>For example, by this we mean:</i>
<b>1. RESPECTING &amp; VALUING ALL CONTRIBUTIONS</b>	<ul style="list-style-type: none"> <li>• Genuinely listening to and acknowledging each other’s views</li> <li>• Appreciate the value that others bring to the table</li> <li>• Respecting the different perspectives we each bring to the partnership.</li> <li>• Appreciating that others may come to the table with different priorities, drivers and needs.</li> </ul>
<b>2. OPENNESS &amp; SHARED UNDERSTANDING</b>	<ul style="list-style-type: none"> <li>• Providing a safe space to explore uncomfortable discussions and to share concerns and new ideas</li> <li>• Regular open conversations about what’s going well/not and raising issues early</li> <li>• Ensure there are no surprises and that sensitive issues, e.g. policy changes, are flagged early</li> <li>• Sharing information and data where possible, acknowledging that there will be times where information cannot be shared (e.g. sensitive individual company data). Assume any information shared with the Department could be obtained under FOI (may need to share data in aggregated form)</li> <li>• Heads-up to partners about any requests for data of information (e.g. FOI requests)</li> </ul>
<b>3. COLLABORATIVE AND NOT COMPETITIVE</b>	<ul style="list-style-type: none"> <li>• Ensure a pre-competitive approach with business partners. If unsure, before committing – check ACCC / competition law compliance. Raise the partners approach to maintaining compliance with competition law at the start of any meetings with signatory companies.</li> <li>• Keeping a view to business needs (going with the grain of business), while encouraging and inspiring change and collaboration where needed to reach the 2030 target (helping businesses go further, faster)</li> <li>• Partners are fully engaged and invested in the outcomes</li> <li>• Respect that all Partners bring their respective goodwill, &amp; reputations for honesty and trustworthiness</li> </ul>

<p><b>4. EVIDENCE-BASED</b></p>	<ul style="list-style-type: none"> <li>• Use the best available evidence to help shape policy and policy decisions, as well as to prioritise the actions of the GE, its supporting partners and industry.</li> <li>• Adopt and evolve as evidence changes, acknowledging challenges and priorities will change over time</li> <li>• Maintaining a flexible approach to our work</li> <li>• Be mindful that evidence may not align with existing policy</li> </ul>
<p><b>5. OPEN-MINDEDNESS</b></p>	<ul style="list-style-type: none"> <li>• Maintain a sense of curiosity, particularly in a situation of imperfect knowledge; consider the wants and needs of each partner</li> <li>• Assume that partners have good intentions – we all make mistakes, leave space to reflect on what went wrong and how we can learn from it</li> <li>• Work through challenges and issues together</li> <li>• An appetite to learn from each other and a commitment to mutual learning</li> <li>• Evolve and adapt our approach and management on the basis of new experience and learning, acknowledging there may be changes in policy priorities</li> </ul>
<p><b>6. BOLD LEADERSHIP</b></p>	<ul style="list-style-type: none"> <li>• Maintaining and sharing our bold ambition towards achieving agreed targets, including key milestones and the 2030 target (in line with the strategic plan)</li> <li>• Be focussed on problem solving, not blaming</li> <li>• Hold each other accountable in line with the Ways of Working document</li> <li>• Having each other's backs when going into discussions with businesses and ministers</li> <li>• Each partner playing to their respective strengths, supporting the partnership by contributing what they can</li> <li>• Use opportunities to promote the NFWP, including to relevant Ministers and business leaders</li> <li>• Communicate achievements of the NFWP to stakeholders and other waste recovery sectors</li> <li>• Work through challenges and issues together – have each other on speed dial</li> <li>• Celebrate success</li> </ul>
<p><b>7. ACTIONS SHOULD HELP TO MOVE FOOD WASTE OR SURPLUS FOOD UP THE FOOD RECOVERY HIERARCHY AND MAKE THE FOOD SYSTEM MORE CIRCULAR</b></p>	<ul style="list-style-type: none"> <li>• Partners will ensure actions prioritise the prevention of food waste as the highest priority, followed by reuse, recycling, recovery of value, with disposal to landfill being the least desirable option</li> <li>• Partners actions will be further guided by circular economy principles including 1) designing out waste and pollution, 2) keeping products and materials in use and 3) regenerating natural systems</li> </ul>

**5. MUTUAL ACCOUNTABILITIES AND EXPECTATIONS**

The Partners discussed what they need from each other to successfully implement the program, together, captured as follows:

*The Consortium Partners expect:*

- Support for the importance of regular communication about the NFWP and its work with State and Territory governments, including through the State and Territory governments group/roundtable

- All Partners are committed and contributing to the goals of the NFWP and that DAWE remains supportive of the program
- DAWE will support the NFWP by applying other policy levers (where possible) and providing clear lines of communication with relevant Ministers, as well as managing cross-departmental engagement
- Partnership and grant reporting requirements for DAWE and the Community Grants Hub (Department of Social Services) are streamlined.
- To ensure that all Partners manage sensitive data and information (e.g. business data) appropriately.
- Regular open conversations about what’s going well/not and raising issues early
- To flag early with the Partners, any issues or changes in food waste policy or external environment (e.g. plastics/packaging/agricultural policy) that may impact negatively or positively on the NFWP or its activities.
- Support to organise and host a NFWP launch event, and National Food Waste Summit(s), including mobilising Ministers and the relevant communications teams.

DAWE expects:

- To work together early to promote the NFWP to Ministers and seek their support (with a view to future policy reviews or new policy proposals).
- To be able to call on the support of the NFWP formally and informally to support discussions, submissions to ministers, evidence gathering, etc.
- That consideration is given to the potential involvement of new partners (e.g. OzHarvest and SecondBite, ACT No Waste and the WA Department of Water and Environmental Regulation), with a view to contributing to the VCP, sector action plans and other NFWP activities.
- Establish clear milestones for deliverables, and report on progress against these and the 2030 targets (quarterly internal and annual external reports).
- To flag in advance with DAWE, any policy issues which may be sensitive or have major implications for the Government before they are made public.
- To achieve better-informed government policy as a result of the dialogue and engagement this partnership will bring.

## 6. JOINT AND RESPECTIVE CONTRIBUTIONS

The Partners each have access to substantial financial and non-financial resources which are critical to the successful implementation of the program, including a range of value-added resources (human, technical, financial), knowledge, expertise, networks, contacts and platforms, outlined below.

	<b>KNOWLEDGE &amp; EXPERTISE</b>	<b>NETWORKS, CONTACTS &amp; INFLUENCE</b>	<b>FINANCE, PHYSICAL RESOURCES, OTHER</b>
<b>FFWL</b>	<ul style="list-style-type: none"> <li>• 15 years’ experience in food waste voluntary commitments in other countries.</li> <li>• Instrumental in delivering the framework for the voluntary commitment program and sector action plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Parent company of the Fight Food Waste CRC, the largest public-private partnership focused on food waste R&amp;D globally</li> <li>• FFW CRC connected directly or indirectly to all major food waste reduction activities in Australia</li> </ul>	<ul style="list-style-type: none"> <li>• Independent board and established board committees</li> <li>• Dedicated CEO that has a long association with the Australian Government</li> </ul>

	<ul style="list-style-type: none"> <li>• FFWCRC Impact Model (can be used to track the impact of the NFWP)</li> <li>• Research, development and extension activities through the FFW CRC</li> <li>• Deep practical expertise in design &amp; implementation of programs and projects, including education campaigns</li> <li>• Stakeholder engagement &amp; facilitation</li> <li>• Research foundations</li> <li>• Financial/grant management</li> </ul>	<ul style="list-style-type: none"> <li>• FFW CRC collaborating with over 60 organisations committed to reducing food waste</li> <li>• Existing FFW CRC communications – fortnightly eNewsletter, social media, annual corporate report, research reports that will support NFWP activities and actions.</li> </ul>	<ul style="list-style-type: none"> <li>• Shared services including accounting, legal, communications, project management, monitoring and evaluation, and administration</li> <li>• Policies, procedures and frameworks for GE operation</li> <li>• Management/ governance personnel</li> <li>• Additional resources (both financial and in-kind) leveraged from the FFW CRC and industry partners</li> <li>• Reporting framework</li> </ul>
<b>WRAP</b>	<ul style="list-style-type: none"> <li>• World-leading expertise in voluntary commitment programs and sector action plans as well as citizen behaviour change</li> <li>• International expertise on the whole food system</li> <li>• WRAP-designed <i>Love Food Hate Waste, Your Business is Food and Guardians of Grub</i> campaigns</li> <li>• Detailed food waste evaluation framework</li> <li>• Business relationship management expertise</li> <li>• A network of other organisations setting up and implementing voluntary commitment programs to share experiences and learnings</li> </ul>	<ul style="list-style-type: none"> <li>• Connection to existing food waste initiatives in NSW, Vic, ACT and QLD plus the 2020/21 feasibility study</li> <li>• International reach through experience implementing waste initiatives around the world</li> <li>• Ability to share knowledge &amp; experience of food waste initiatives (&amp; challenges) in other countries</li> <li>• Respect &amp; reputation as a leading organisation in food waste behaviour change</li> </ul>	<ul style="list-style-type: none"> <li>• Management/ governance personnel</li> <li>• Existing resources to support the VCP</li> <li>• Ongoing cascade of new resources</li> <li>• A desire to establish an arm in Australia</li> </ul>
<b>DAWE</b>	<ul style="list-style-type: none"> <li>• Grant management (via Community Grants Hub, Department of Social Services)</li> <li>• Keeping NFWP informed of Govt policy</li> </ul>	<ul style="list-style-type: none"> <li>• Endorsement/govt credibility with industry &amp; consumers in support of NFWP</li> <li>• State &amp; Federal Govt relationships &amp; intelligence to inform NFWP workings</li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Influence with key stakeholders</li> <li>• Streamlined reporting &amp; other processes</li> </ul>

<ul style="list-style-type: none"> <li>• Partnering support via the Partnership Team</li> <li>• Line of communication between the GE and relevant Ministers</li> </ul>	<ul style="list-style-type: none"> <li>• Access/referral to other departments and portfolios as relevant/possible</li> <li>• Provision of Ministerial briefings on NFWP</li> <li>• Help to influence policy directions (where possible) in support of NFWP objectives</li> <li>• Links to food regulation systems and supporting Minister for food regulation (via Food &amp; Wine Team)</li> </ul>	<ul style="list-style-type: none"> <li>• Convening powers (i.e. summits, etc)</li> </ul>
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## 6. RESPECTIVE RESPONSIBILITIES AND KEY CONTACTS

Key contacts noting specific accountabilities and preferred contact personnel for each organisation are listed below and will be updated as any changes occur.

Partner	Responsible for?	Key Contacts
FFWL	<ul style="list-style-type: none"> <li>• Implementing the VCP in Australia</li> <li>• Developing new, and implementing existing, sector action plans to reduce food waste</li> <li>• Business networks and engagement</li> <li>• Policy advice and expertise</li> <li>• Project &amp; contract management</li> <li>• Partnership management</li> <li>• Day-to-day management</li> <li>• Progress/financial reporting on grant</li> <li>• Formal engagement/requests for information from the broader consortium (industry bodies)</li> <li>• Business networks and engagement</li> </ul>	<p>Main contact: Steve Lapidge,  <a href="mailto:steven@fightfoodwastecrc.com.au">steven@fightfoodwastecrc.com.au</a>                      +61(0)401 990 367</p> <p>Cc: Mark Barthel,  <a href="mailto:mark@fightfoodwastecrc.com.au">mark@fightfoodwastecrc.com.au</a>                      +61(0)499 051 251</p> <p>contacts to be provided for the following areas once project has commenced</p> <ul style="list-style-type: none"> <li>• Communications lead Tanya Wilkins</li> <li>• Individual Project leads [to be advised]</li> <li>• Admin/Finance Ian Hardwick</li> </ul>
WRAP	<ul style="list-style-type: none"> <li>• Supporting the:                             <ul style="list-style-type: none"> <li>○ implementation of the VCP in Australia</li> <li>○ Development new, and implementation of existing, sector action plans to reduce food waste</li> <li>○ Business networks and engagement</li> <li>○ Policy advice and expertise</li> </ul> </li> </ul>	<p>Main contact: Claire Kneller,  <a href="mailto:claire.kneller@wrap.org.uk">claire.kneller@wrap.org.uk</a>                      +44 (0) 7974 450239 (UK business hours, or via What's App after hours. Note Claire will be moving to Australia)</p> <p>Cc: Richard Swannell,  <a href="mailto:richard.swannell@wrap.org.uk">richard.swannell@wrap.org.uk</a>                      +44 (0) 7950 937174 (UK business hours)</p>

	<ul style="list-style-type: none"> <li>Liaison with the global network of practitioners</li> </ul>	
DAWE	<ul style="list-style-type: none"> <li>Communication/ briefing to relevant Ministers and other Departments</li> <li>Support for influencing policy change to assist the NFWP in meeting its goals</li> <li>Support for partnering process</li> <li>Secretariat support for the State Government roundtable meetings</li> </ul>	<p>Plastics, Packaging and Food Waste Team: Sarah Lenarduzzi: <a href="mailto:sarah.lenarduzzi@awe.gov.au">sarah.lenarduzzi@awe.gov.au</a> 61 (0) 6275 9345</p> <p>Cc: Callum Murison, <a href="mailto:Callum.Murison@environment.gov.au">Callum.Murison@environment.gov.au</a> 0468 417 072</p> <p>Partnering issues: Zoe Knapp, <a href="mailto:partnerships@environment.gov.au">partnerships@environment.gov.au</a> 02 6274 2076</p>
Community Grants Hub (Dept Social Services)	<ul style="list-style-type: none"> <li>Grant management including financial &amp; project progress reporting</li> </ul>	<p>Megan Taylor (Assistant Director, Program Design), 02 6146 4237, <a href="mailto:megan.taylor@dss.gov.au">megan.taylor@dss.gov.au</a></p> <p>cc: DAWE (Sarah Lenarduzzi in the Plastics, Packaging &amp; Food Waste Team)</p>

## 7. COMMUNICATIONS

### 7.1 Internal communications

In all communications between the Partners, good intent will be assumed. Communications won't always be perfect, despite everyone's best efforts, but Partners understand the value-add that respectful, robust discussion and diverse opinions can contribute. If in any doubt, the principles are to *ask, don't presume* and to *avoid surprises*.

### 7.2 External communications

A communication strategy will be developed and agreed by partners in early 2021, as part of a broader Strategic Plan. The communication strategy will consider NFWP branding, website, social media, partner visibility and acknowledgement.

## 8. GOVERNANCE & OPERATIONS

A governance framework is provided at Annex B.

### 8.1 Decision-making

The Strategic Plan would be supported by an Annual Operating Plan, both would have been developed with and approved by the Partnership Committee. FFWL is responsible for day to day decisions regarding the management and operation of the NFWP. COO would have certain delegated limits relating to decision-making and spend. Papers generated by the NFWP will be circulated to partners for input and feedback prior to publication. An action register (shared One Note file) will be maintained recording all key decisions.



## 8.2 Staffing

Wherever possible, staff required to undertake the Partnership activities will be seconded, contracted, or provided in kind by partnering organisations. For example, it is expected that personnel from peak food industry representative bodies will be heavily involved in developing Sector Action Plans. The preferred approach will be to contract services where required rather than building a large workforce with an inflexible and costly overhead structure.

The cash funded core delivery team is expected to comprise of 2-3 full time equivalents with key account managers added as required to service the signatories to the Voluntary Commitment Program. The core delivery team will be highly skilled and will have directly relevant prior experience and will thus represent excellent value for money. All cash funded personnel will be provided by FFWL and partnering organisations at cost. Office space in Adelaide will also be provided in-kind by FFWL but it is expected that the personnel involved will mostly operate as a virtual team which will further reduce overheads.

The initial (cash funded) core delivery team is anticipated to be as follows:

Role	Name	Employer Organisation
Chief Operating Officer	Mark Barthel	FFWL
Manager, VCP & SAP's	Claire Kneller	WRAP and/or FFWL
Key account manager. VCP & SAP's	Sam Oakden	FFWL (formerly FIAL)
Gov't & stakeholder engagement	Carolyn Cameron	Contracted to FFWL

The proposed cash funded core delivery team all have highly relevant prior experience and are well known to most of the Partners.

## 8.3 Partnership Meetings

The Partnership meetings as outlined here will be focussed and on-time. Key points, decisions and actions arising will be recorded and shared with all Partners. Decision-making, communication and problem-solving will be a mutual exchange and collaborative. Meeting agendas to be developed jointly to help build equity and engagement. If a delegate of the usual representative has to attend the meeting, Partners commit to ensure they are well briefed so as not to inadvertently delay implementation and decision-making.

Meeting:	Purpose/Agenda:	Attended by:	Frequency & process
<b>Partnership Committee meeting</b>	Key decisions Progress review Update on Govt priorities Feedback on proposed activities Check in on partnership Upcoming comms and events Keep everyone on the same page	Representatives from each partnering organisation, refer to NFWP Committee Charter for full details	Monthly initially, moving to quarterly once NFWP activities are established
<b>Stakeholder Advisory Committee Meeting</b>	The need for such a committee to is to be assessed after NFWP establishment. Anticipated purpose is to be a technical advisory committee.	TBD	TBD

<b>Core partner check-ins</b>	Informal check-in Progress review Any decisions to be circulated to all partners in email and added to shared OneNote file	FFWL, WRAP, DAWE	Weekly (30 minutes to 1 hour) (may be less frequent post-launch)
<b>Partnership Healthcheck</b>	Review how well the partnership (using this WoW as a reference) is working together; hold each other to account; review whether expectations are being met; update where needed, and agree what might need to change to add more value	Key representatives and staff of all partners	Each 6 months or more frequently if needed  (Could be done as part of extended quarterly meeting)

#### **8.4 Managing transitions/inductions**

The Partners recognise that the transition of key individuals in a partnership can be disruptive and slow down implementation unless well-managed. To minimise potential disruption, all Partners commit to:

- Use this Ways of Working (and emphasise the partnering principles) as a key induction document, including socialising its content and intent with their wider teams;
- Maintain good note summaries/records of actions agreed
- Take responsibility to induct and orient each other's team members into the partnership.

#### **8.5 Admission, retirement, removal of Partners**

##### **Admission of new Partners**

Subject to the Grant Agreement and the prior approval from a 75% majority of existing Partners, FFWL may, from time to time decide to admit any organisation as a Partner in the NFWP and set the terms of the new Partner's admission.

##### **Retirement from the Partnership**

A Partner may retire from the NFWP by giving three (3) months' notice to FFWL or earlier if agreed by a 75% majority of Partners.

##### **Removal from the Partnership**

Subject to the Grant Agreement and the prior approval from a 75% majority of existing Partners, a Partner may be removed from the NFWP by FFWL, provided that Due Cause has arisen with respect to the Defaulting Partner and remains unremedied after 21 days following notice to the Defaulting Partner.

For the purposes of the above Due Cause means:

- failure to make Contributions when agreed;
- unauthorised disclosure of confidential information;
- unauthorised publication of information or material;
- unauthorised use of NFWP IP or of another Partner’s IP;
- in the reasonable opinion of FFWL, the Partner is not conducting the activities of the Partnership in a competent and diligent manner;
- the Partner fails to notify FFWL of a conflict of interest, or in the opinion of the FFWL a conflict of interest exists which would have a material adverse effect on the Partner’s performance with respect to the Partnership activities;
- such other serious matters as at least 75% of the Partners at that time (other than the Party being removed) reasonably and properly declare to be a Due Cause.

### **8.6 Conflict resolution**

The Partners jointly commit to preventing disputes escalating and understand that minor irritations and frustrations are a normal part of working in partnership. Difference of opinion and healthy, constructive debate is an important element of healthy, innovative partnerships, and is a key principle of this collaboration. However, when working through disputes, all Partners’ team members commit to doing their best to abide by the principles in this Ways of Working, and to work openly and consultatively to find a mutually agreeable way forward, including discussion through the monthly meeting feedback loop. Where this is unsuccessful, formal escalation points are listed below.

Escalation Pathway	DAWE	FFWL	WRAP	Other Consortium members
Step 1	Sarah Lenarduzzi / Cameron Colebatch	Once NFWP COO (Mark Barthel) in place raise with FFWL CEO (Steven Lapidge)	Claire Kneller	Partnership Committee would need the ability remove a signatory from the VCP.
Step 2	Matt Ryan / Kate Lynch (Division Head)	Raise with Chair of FFWL (John Webster)	Richard Swannell/ Marcus Gover (CEO)	May need a process for removing or adding Supporting Partners

Should these steps fail to resolve conflict, prior to triggering any final contractual dispute resolution clauses, Partners will seek neutral facilitation via the DAWE Partnerships Team (partnerships@environment.gov.au), to try to help them work through any disagreement. If the Partners agree, the Partnerships Team may engage an external partnering specialist or facilitator to assist.

### **8.7 Intellectual Property**

Intellectual property (IP) is a legal consideration and as such is reflected in any supporting grant and sub-contracting arrangements, however it will be informed by the following shared principles:

- General principle that any IP generated will be shared with Partners under a non-exclusive license.

- However, where new IP is generated that has the potential to generate income for the NFWP, the NFWP reserves the right to commercially exploit this IP to generate additional income as part of a financially self-sustaining business model.
- There may need to be a degree of flexibility with respect to access where this involves third party organisations' tools, sensitive data, etc.

### **8.8 Risk management**

A jointly developed partnership risk register specific to the partnership is attached at Annex A, and will be reviewed at the partnership health check, or more regularly if necessary. Any updated risk register will be later appended to this Agreement. Note that this does not replace any project specific risk register.

## **9. PARTNERSHIP SUCCESS & VALUE-ADD**

This partnership will be considered successful when the Partners achieve their shared and individual partner objectives, and when the following value-add indicators of success are achieved:

- a. Reaching agreed milestones in the Strategic Plan
- b. There will be a sense of shared success by the partner organisations and other audiences in the NFWP achievements;
- c. There is wide industry, public and government awareness of food waste issues and the benefits of reducing food waste;
- d. A successful voluntary commitment program is implemented in Australia
- e. State Governments will be genuinely and actively engaged in the NFWP;
- f. Organisations across the food value chain ('from paddock to plate') are engaged with the NFWP and actively contributing to food waste reduction
- g. The NFWP will achieve Australia's target of halving food waste by 2030;
- h. The NFWP will be self-sustaining beyond the initial seed-funding period;
- i. Partners' reputations are protected and enhanced; and
- j. Partners will want to work together again.

## **10. AMENDMENTS**




This Ways of Working is intended to be a living document and as such may be amended at any time by mutual agreement in writing between the Partners.

## **12. NO LEGAL STATUS OF THIS AGREEMENT**

The Partners acknowledge and agree that this document is a description of intent and understanding between the Partners and describes the way the teams will work with each other. It is not legally binding. It is not the Partners' intention to create, and nothing contained in this Agreement shall be construed as creating, legal commitments, or legal rights and obligations.

**13. DURATION**




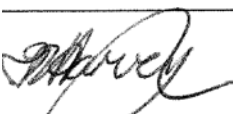
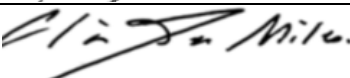

This Ways of Working document will take effect from the date of signing by the final signatory and will remain in effect through to the end of the NFWP project funding period, and may be extended by mutual agreement of all Partners.

<b>For WRAP:</b>		<b>For FFWL:</b>	
Name:	Dr Marcus Gover	Name:	Dr Steven Lapidge
Title:	CEO	Title:	Chief Executive Officer
Signature:		Signature:	
Date:	14-12-2020	Date:	10-12-2020
<b>For DAWE:</b>			
Name:	Cameron Colebatch		
Title:	Director – Plastics, Packaging and Food Waste Section		
Signature:			
Date:	10-12-2020		

**Agreement of consortium members**

The NFWP will be delivered through an extensive cross-sector partnership involving many different organisations from across government, industry and the not-for-profit sector. Involvement of the partnering organisations is essential for creating change across the food value chain to achieve the 2030 food waste target. This Ways of Working document has been co-created by WRAP UK, FFWL and DAWE, who will be primarily responsible for leading the NFWP. Agreement is sought from all partnering organisations to the partnering approach outlined in this Ways of Working document, particularly to the guiding values and principles in Section 4.

<b><u>Organisation</u></b>	<b><u>Name</u></b>	<b><u>Title</u></b>	<b><u>Signature</u></b>	<b><u>Date</u></b>
Australian Food Cold Chain Council (AFCCC)	Greg Picker	Executive Director		10-12-2020
Australian Institute of Packaging (AIP)	Nerida Kelton	Executive Director		10-12-2020
Australian Food and Grocery Council (AFGC)	Tanya Barden	CEO		17-12-2020

Foodbank Australia	Brianna Casey	CEO		16-12-2020
National Farmers Federation (NFF)	Tony Maher	CEO		17-12-2020
National Retail Association (NRA)	David Stout	Director, Policy		14-12-2020
OzHarvest	Ronni Kahn	CEO and Founder		15-12-2020
Second Bite	Jim Mullan	CEO		16-12-2020
Environment Protection Authority (NSW)	Kathy Giunta	Director, Circular Economy Programs		16-12-2020
Department of Environment and Science (Qld)	Kylie Hughes	Director – Waste Policy and Legislation		11-12-2020
Green Industries SA	Ian Harvey	Director, Strategy and Policy		16-12-2020
Sustainability Victoria	Claire Ferres Miles	CEO		15-12-2020
No Waste ACT	Anthony Haraldson	Executive Branch Manager – ACT NoWaste		16-12-2020
Department of Water and Environmental Regulation (WA)	Marcelle Broderick	Director Waste Avoidance and Resource Recovery		21-12-2020

**ANNEX A – PARTNERSHIP RISK REGISTER**

Partnership Risks identified by the Partners are listed below (L = Low; M= Medium; H= High, as self-assessed by the Partners). The risk register will be monitored at least annually, and risks in the High category, reviewed regularly.

	Risk	Likelihood L-M-H	Consq L-M-H	Risk Rating L-M-H	Risk Treatment/ Strategy	Residual Risk Rating after Treatment
1	Ministerial changes and maintaining direction/ resulting policy directions	M	M	M	<ul style="list-style-type: none"> <li>Grant agreement provides security for the funding period. Payments spread evenly across the funding period</li> <li>Promote the work of the partnership</li> <li>Get Ministers on board early with the goals of the partnership</li> <li>Explore potential for agreement across Ministers / portfolios about approaches to food waste – seeking commitments beyond the current term of government</li> <li>NFWP to become self-sustaining</li> </ul>	L
2	Managing Minister expectations and working to different Ministers	M	M	M	<ul style="list-style-type: none"> <li>DAWE to manage</li> <li>Transparency &amp; regular updates</li> <li>Having a clear identity of the NFWP as distinct from the FFW CRC</li> </ul>	L
3	Potential for scope creep, e.g. currently GE not funded to deliver behaviour change campaign				<ul style="list-style-type: none"> <li>Go back to agreements in place</li> <li>Ways of Working document and strategic plan and annual operating plan</li> </ul>	
4	Failure to attract signatories to the VCP, so unable to become self-sustaining				<ul style="list-style-type: none"> <li>Engage the best people that we can</li> <li>Leveraging membership of peak industry bodies</li> <li>Working with the State Governments</li> <li>Demonstrate value to signatories through pilot projects</li> </ul>	
5	Key personnel risks				<ul style="list-style-type: none"> <li>Corporate knowledge</li> <li>Rebuilding the relationship with all partners</li> <li>Build some redundancy into the WRAP technical support team (2-3 people with shared understanding of the program)</li> </ul>	
6	Maintaining the independence of the NFWP				<ul style="list-style-type: none"> <li>Independent branding</li> <li>Impartial toward signatories and being evidence focused / based</li> </ul>	
7	Not acting on the best evidence, or evidence conflicts with policy or business activities				<ul style="list-style-type: none"> <li>Agreed principles in Ways of Working principles</li> <li>Partners to raise with Partnership Committee – scenario modelling</li> <li>DAWE to support discussions with relevant APS contact</li> <li>Business - Setting levels of ambition, leadership role, using relationship with government to participate in discussions</li> <li>Having peak industry bodies on board</li> <li>VCP guidelines</li> </ul>	
8	External communications				<ul style="list-style-type: none"> <li>Maintaining impartiality toward signatories (e.g. ensuring no external criticism)</li> <li>Managing confidentiality and addressing challenges with individual signatories through internal, confidential discussions</li> </ul>	

**ANNEX B – PARTNERSHIP GOVERNANCE FRAMEWORK**

This diagram outlines the governance framework for the National Food Waste Governance Entity (National Food Waste Partnership), and its distinction from the Fight Food Waste Cooperative Research Centre. NB. The Partnership Committee will include a DAWE representative/s.

