



Western Australian Waste Authority BUSINESS PLAN 2015–16

ANNUAL BUSINESS PLAN

The *Waste Avoidance and Resource Recovery Act 2007* (WARR Act) is the key piece of legislation dealing with the management of waste in Western Australia and complements the operations of the *Environmental Protection Act 1986* (EP Act) which focuses on the direct environmental impacts of a wide range of activities, including waste management.

The WARR Act establishes a five member Waste Authority that is charged with providing advice to government and administering the Waste Avoidance and Resource Recovery Account (WARR Account). The WARR Act requires the Waste Authority to produce a Waste Strategy, and annual business plans that are consistent with it, for the approval of the Minister for Environment.

The annual business plan sets out the expenditure the Waste Authority will administer from the WARR Account on behalf of the State Government. WARR Account funds are applied consistent with the *Financial Management Act 2006*, requirements of the State Supply Commission and government policy. Grants, other than those applied for the purposes of sections 16 and 17 of the WARR Act, are run through open competitive processes, assessed against financial and technical capability and risk, and measured against the objects of the WARR Act and delivery of the Waste Strategy.

The WARR Act stipulates that funds from the WARR Account will be applied to support waste management activities and the diversion of waste from landfill through the recycling and recovery of waste. To support this aim the Waste Authority has established a broad policy position that confirms the need for a clear link between funds provided from the WARR Account and these activities.

The application of funds from the WARR Account will be focussed on encouraging investment in infrastructure either directly or by creating the demand environment where infrastructure investments are more likely to be made. The Waste Authority will complete more detailed work on a set of funding principles and procedures for the assessment and application of WARR Account funds during 2015 for use in future business planning cycles.

The business plan sets out the key program areas where actions will be taken to implement the Waste Strategy. The Waste Strategy targets for the diversion of waste from landfill in 2014–15 and 2019–20 are set out below alongside the most recent performance data available.

Waste Stream	Performance 2013–14	Target 2014–15	Target 2019–20
Metropolitan Municipal Solid Waste	41%	50%	65%
Non-Metropolitan Regional Centres	26%*	30%	50%
Commercial and Industrial	45%	55%	70%
Construction and Demolition	38%	60%	75%

Data sourced from the Recycling Activity Review 2013/14. *As reported by local governments through the Local Government Census 2013/14.

Further information on the programs and projects administered by the Waste Authority, as well as more detailed information on the performance of the waste sector, can be found in the Waste Authority's Annual Report and on its website at <http://www.wasteauthority.wa.gov.au>.

BUSINESS PLAN ACTIVITY AREA	ANNUAL BUDGET 2015-16	FIVE YEAR PROJECTION
<p>1. PLANNING Develop and maintain the necessary resources to deliver Waste Plans and waste planning advice.</p> <p>Program Areas 1.1 Local Government Waste Plans 1.2 Waste Planning Advice</p>	\$145,000	\$970,000
<p>2. REGULATION Enhance regulatory services to ensure consistent performance is achieved at landfills, transfer stations and processing facilities and that compliance and enforcement resources are matched to the emerging challenges associated with increased landfill levies and waste diversion targets.</p> <p>Program Areas 2.1 Levy Inspection, Compliance, Enforcement and Illegal Dumping 2.2 Recovery and Disposal Operations Guidelines 2.3 Recycled Product Specifications</p>	\$2,175,000	\$11,785,000
<p>3. BEST PRACTICE Develop best practice benchmarks, guidelines, measures and reporting frameworks and establish support programs that lead to their implementation.</p> <p>Program Areas 3.1 Best Practice Systems and Outcomes—Evaluation and Review 3.2 Best Practice Implementation Incentive Schemes</p>	\$8,030,000	\$33,230,000
<p>4. ECONOMIC INSTRUMENTS Use existing economic instruments to support the financial viability of actions that divert waste from landfill and recover it as a resource, promote the adoption of programs that support the recovery of resources or the management of problematic products, and support individuals and groups that contribute to meeting the objectives of the Waste Strategy.</p> <p>Program Areas 4.1 Waste Market and Infrastructure Development Fund 4.2 Funded Programs 4.3 Grant Programs</p>	\$11,067,000	\$56,075,000

BUSINESS PLAN ACTIVITY AREA	ANNUAL BUDGET 2015–16	FIVE YEAR PROJECTION
<p>5. ENGAGEMENT Communicate messages for behaviour change and promote its adoption, and acknowledge and support individuals and organisations that align their actions with the Waste Strategy.</p> <p>Program Areas</p> <ul style="list-style-type: none"> 5.1 Waste Engagement Strategy—Development and Implementation 5.2 Behaviour Change Research and Program Evaluation 5.3 Waste Wise Schools 5.4 Awards 5.5 Corporate Communications and Website 	\$3,245,000	\$12,790,000
<p>6. DATA AND MEASUREMENT Collect and analyse data on waste and recycling services and performance across Western Australia to measure progress against Waste Strategy targets, assist program evaluation and meet national reporting requirements.</p> <p>Program Areas</p> <ul style="list-style-type: none"> 6.1 Data and Information Strategy Development and Implementation 6.2 Annual Data Collection 6.3 Periodic Data Collection 6.4 Data Analysis and Dissemination 	\$150,000	\$2,300,000
<p>7. STRATEGY AND POLICY DEVELOPMENT AND REVIEW Regular review and updating of the Waste Strategy in response to emerging issues, legislative and policy movements, changing market circumstances, national waste policy development and implementation of initiatives, such as producer responsibility schemes.</p> <p>Program Areas</p> <ul style="list-style-type: none"> 7.1 Waste Strategy, Legislation and Policy Review and Evaluation 7.2 Emerging Issues 7.3 National Waste Policy and Initiatives 	\$100,000	\$700,000
<p>8. PROGRAM AND ADMINISTRATION SUPPORT Administrative and direct report program delivery staff salaries, office and management overheads, Waste Authority sitting fees, committee and sub-committee support and on-costs.</p>		
Sub Total	\$4,800,000	\$25,400,000
Totals	\$29,712,000	\$143,230,000

1. PLANNING

Program Area Budget 2015–16: \$145,000 | 2015–16 to 2019–20: \$970,000

Key Actions in 2015–16

- Provide waste planning input (policy or guidelines etc.) to the State Government, as required.
- Assist local government in the development, implementation and review of Waste Plans to bring them into line with local and State planning.

RELATIONSHIP TO WASTE STRATEGY AND TARGETS

Effective coordination of waste management demands that infrastructure is available at all times. Significant infrastructure, such as alternative waste treatment facilities, can take five to ten years to develop so must be planned well in advance of demand. It is important to ensure that sufficient knowledge is available to support effective planning for infrastructure requirements in the short, medium and long term and to support contingency planning for when facilities suffer operational failures. The Waste Authority supports the State Government through advice on developing policy and guidelines in planning for infrastructure in the waste sector.

PROGRAM AREAS

1.1 Local Government Waste Plans

Work in this program area will support local governments in the development, implementation and review of their various activities relating to waste management and Waste Plans to be in accordance with the WARR Act and to bring them into line with local and State planning.

1.2 Waste Planning Advice

Work in this program area will deliver policy and waste sector advice to the State Government and comment on local government and industry initiatives, as required. Projects will be developed and implemented on an as needs basis.

2. REGULATION

Program Area Budget 2015–16: \$2,175,000 | 2015–16 to 2019–20: \$11,785,000

Key Actions in 2015–16

- Resource the development of standards that support the end-of-waste framework and resource work necessary to support amendments to the Waste Avoidance and Resource Recovery legislation.
- Continue to support improved compliance and illegal dumping capacity to ensure entities don't benefit from reduced compliance performance.
- Investigate options to ensure sufficient data on waste is provided to track performance against waste strategy targets and measure the impacts of funded programs and regulatory initiatives.

RELATIONSHIP TO WASTE STRATEGY AND TARGETS

Enhanced compliance and enforcement functions provide an **incentive** to responsible operators already demonstrating high performance standards to keep operating at this level in the knowledge that poor performance will be addressed through good regulatory practices. Clear standards, information and guidelines on expectations for processing and disposal operations are important to provide the requisite **knowledge** and decision making **infrastructure** that operators need to operate at best practice.

PROGRAM AREAS

2.1 Levy Inspection, Compliance, Enforcement and Illegal Dumping

Work in this program area comprises focussed inspection and compliance activities within the Department of Environment Regulation (DER). These services will provide targeted inspections and related enforcement activities at waste and recycling processing sites across the State associated with the implementation of the WARR and WARR Levy Acts and associated regulation, and for levy-related illegal dumping activities managed under the provisions of the EP Act. Services delivered by DER will be managed through service level agreements with the Waste Authority.

2.2 Recovery and Disposal Operation Guidelines

Work in this program area will focus on the development of guidelines for facilities such as transfer stations, material recovery facilities and crushing and screening operations.

2.3 Recycled Product Specifications

Work in this program area will support the development and maintenance of process guidelines and product specifications for recycled products, such as clean fill and construction products for roadbase and drainage rock; C&I materials such as plastics for reprocessing; or organic materials for composting and soil improvement uses.

3. BEST PRACTICE

Program Area Budget 2015–16: \$8,030,000 | 2015–16 to 2019–20: \$33,230,000

Key Actions in 2015–16

- Develop best practice guidance on the principles used to apply funding from the WARR Account in support of the Waste Strategy and Government priorities.
- Develop benchmarks for best practice MSW verge-side and drop off services.
- Develop and roll out phase two of the \$20M Better Bins Kerbside Collection program.
- Review the WA Transitional E-Waste Program, Household Hazardous Waste Program and Regional Funding Program.
- Establish best practice guidelines for the operations of charitable recycling organisations and commence the operation of related best practice support programs.

RELATIONSHIP TO WASTE STRATEGY AND TARGETS

Improved collection systems are a key part of the **infrastructure** needed to improve rates of diversion from landfill. Generally investments in collection infrastructure are likely to continue to deliver outcomes for at least five to seven years consistent with current contracting periods. Provision of funding to implement better practice systems is a significant **incentive** to local governments to update and improve the efficiency and effectiveness of their systems. The development of guidelines and information that identify better practice benchmarks provides improved **knowledge** of what various systems can deliver.

PROGRAM AREAS

3.1 Best Practice Systems and Outcomes—Evaluation and Review

Work in this program area will prioritise and develop best practice benchmarks and outcomes (e.g. kerbside recycling, greenwaste collections, charitable recycling organisations) having regard to relevant issues including geographical, demographic, cultural and seasonal factors. The benchmarks will be used to support the development and measurement of programs and initiatives designed to promote improved performance measured against the benchmarks.

3.2 Best Practice Implementation Incentive Schemes

Work in this program area will support the trialling, adoption and expansion of systems that deliver best practice outcomes for collection and processing in metropolitan and non-metropolitan areas. Following the roll out of the Better Bins pilot program, vergeside and drop off programs will be developed, as will programs that support the best practice operation of charitable recycling organisations. These programs will include the integration of engagement activities or development of complementary engagement and behaviour change programs.

4. ECONOMIC INSTRUMENTS

Program Area Budget 2015–16: \$11,067,000 | 2015–16 to 2019–20: \$56,075,000

Key Actions in 2015–16

- Establish the governance and operational frameworks under which financial support from the Waste Processing Infrastructure Fund is applied to drive coordinated decision making for waste collection and processing consistent with the Waste Strategy.
- Run two rounds of the Community Grants Scheme and make funds available through the Resource Recovery Grants Scheme to encourage demonstrations and trials of high performing systems.
- Develop detailed guidance on the procedures used to apply funding from the WARR Account in support of the Waste Strategy and Government priorities.

RELATIONSHIP TO WASTE STRATEGY AND TARGETS

The operation of the landfill levy provides a direct market **incentive** for increased diversion of waste from landfill. Maintaining the landfill levy at an optimum rate is important to support the significant investments in **infrastructure** that divert waste from landfill. The recently announced increases in levy rates are expected to provide the necessary financial incentives to support increased infrastructure investment. Enhancing the **knowledge** of the market's likely response to levy increases is critical to reviewing the currency of levy rates. The provision of targeted funding through reinvestment of landfill levy revenue can offset market anomalies and provide important **incentives** to investment, especially where this leads to waste being offered to the market in a predictable and planned manner.

PROGRAM AREAS

4.1 Waste Market and Infrastructure Development Fund

Work in this program area will support mechanisms for the better alignment of waste management planning, waste services and waste contracts across local and State Government and industry. Funding may be applied to relevant activities including specialist advice, the bulk of funding in this area will be provided to activities that directly result in on-ground infrastructure investments funded through the private sector or through the support of infrastructure investments by driving increased recycled product purchasing.

4.2 Funded Programs

Work in this program area will support the delivery of new or existing programs, based predominantly on funding support, such as the Household Hazardous Waste Program, Regional Funding Program, Western Australian Transitional E-waste Program (WATEP II) and strategic partnership agreements.

4.3 Grant Programs

Work in this program area will include grants for innovative projects and initiatives. The Resource Recovery Grants Scheme will replace the Strategic Waste Initiatives Scheme to provide an increased focus on projects that encourage demonstrations and trials of high performing systems that have the potential to directly improve performance if implemented more widely. The Community Grants Scheme will continue to support a range of smaller community initiatives that reflect the varied ways in which individuals and groups manage waste better.

5. ENGAGEMENT

Program Area Budget 2015–16: \$3,245,000 | 2015–16 to 2019–20: \$12,790,000

Key Actions in 2015–16

- Continue to engage with stakeholders on the work of the Waste Authority.

RELATIONSHIP TO WASTE STRATEGY AND TARGETS

Improved waste behaviours are needed to complement **infrastructure** investments if additional waste diversion is to be achieved. Engagement will be especially important in ensuring that source separation and collection participation is maximised and steadily improved over time. Developing **knowledge** on how best to influence behaviours will contribute directly to the design and implementation of engagement programs and the performance of collection infrastructure. Provision of funding to support actions that complement those in the Waste Engagement Strategy will provide an **incentive** to adopting more efficient and effective practices.

PROGRAM AREAS

5.1 Waste Engagement Strategy—Development and Implementation

Work in this program area will provide the foundation for a Waste Engagement Strategy to guide and inform the actions of key groups involved in improving waste behaviours, and support the delivery of consistent messaging.

5.2 Behaviour Change Research and Program Evaluation

Work in this area will provide the evidence base for the evaluation of the efficiency and effectiveness of specific approaches or combinations of approaches, including trials of specific interventions, and inform the communication of their relative costs and benefits. Evaluation will be undertaken on the Better Bins Kerbside, Vergeside and Dropoff programs, the C&D Product Procurement Incentive Program and the Charitable Recycling Organisations Better Practice Program.

5.3 Waste Wise Schools

The Waste Wise Schools program provides resources and support for primary and secondary schools to plan, implement and maintain waste minimising projects, aimed at changing attitudes and behaviour, for example source separation and waste reuse, in regard to waste avoidance and resource recovery.

5.4 Awards

Work in this program area increases the recognition awarded to organisations and individuals that undertake practical steps to support the Waste Strategy. The Infinity Awards will continue to develop the level of peer recognition provided to committed organisations and individuals.

5.5 Corporate Communications and Website

Work in this program area will ensure appropriate information on the work of the Waste Authority and entities that work in support of the Waste Strategy is captured and made available to a wide audience.

6. DATA AND MEASUREMENT

Program Area Budget 2015–16: \$150,000 | 2015–16 to 2019–20: \$2,300,000

Key Actions in 2015–16

- Identify key drivers for the development of a Data and Information Strategy.
- Maintain high response rate to the annual Local Government Census.
- Provide the industry with timely access to key data collected by the Waste Authority.
- Commence scoping a series of sector/landfill/facility audits to ground truth the quantum and composition of materials at key points in the waste generation, processing and disposal cycle.

RELATIONSHIP TO WASTE STRATEGY AND TARGETS

Data measurement and reporting are required functions to allow performance against the Waste Strategy to be assessed.

PROGRAM AREAS

6.1 Data and Information Strategy Development

Work in this program area will identify current and future data and information related needs and establish a staged approach to improving the ability to access relevant, accurate, timely data and information to allow effective program, policy and strategy review and evaluation to be undertaken.

6.2 Annual Data Collection

Work in this program area includes the regular conduct of the Local Government Census and the state-wide annual recycling activity review processes.

6.3 Periodic Data Collection

Work in this program area will concentrate on specific waste streams or sectors and may include landfill waste composition studies, or more detailed information on the generation, recovery and disposal practices of subgroups within the Municipal Solid Waste, Commercial and Industrial, and Construction and Demolition waste sectors to inform more targeted approaches to reducing waste to landfill.

6.4 Data Analysis and Dissemination

Work in this program area will concentrate on maximising the knowledge that can be gained from data and information collected by the Waste Authority through its programs to improve information for markets and inform the development of specific approaches to waste streams or materials of interest.

7. STRATEGY AND POLICY DEVELOPMENT AND REVIEW

Program Area Budget 2015–16: \$100,000 | 2015–16 to 2019–20: \$700,000

Key Actions in 2015–16

- Provide support for amendments to the Waste Avoidance and Resource Recovery legislation.
- Develop a position statement on the recovery and reuse of Construction and Demolition waste.
- Participate in the development and implementation of national product stewardship initiatives.

RELATIONSHIP TO WASTE STRATEGY AND TARGETS

Review and assessment of the key elements in the Waste Strategy will be required as new approaches and challenges arise, and as milestones and targets are reached.

PROGRAM AREAS

7.1 Waste Strategy, Legislation and Policy Review and Evaluation

Work in this program area will provide for ongoing waste policy and strategy evaluation in response to issues arising out of the Waste Strategy implementation. Specialised economic, technical and social advice will be sourced and incorporated into the refining of the Waste Strategy and Business Plan program priorities to allow a comprehensive review of the Waste Strategy and associated programs to be undertaken by 2017.

7.2 Emerging Issues

Work in this program area will provide funding to access information and the development of options to intervene on issues deemed to be critical and urgent by the State Government. Market assessments, technical analysis of waste streams or short term financial interventions are some of the options which will be considered under this program area.

7.3 National Waste Initiatives

Work in this program area will ensure Western Australia maintains its ability to participate on national groups tasked with implementing the National Waste Policy. Jurisdictional funding commitments and associated resources are provided for to allow participation in national approaches such as the Australian Packaging Covenant, the National Television and Computer Recycling Scheme, and developing paint and battery waste initiatives.

8. PROGRAM AND ADMINISTRATIVE SUPPORT

Program Area Budget 2015–16: \$3,245,000 | 2015–16 to 2019–20: \$12,790,000

Key Actions in 2015–16

- Continue to engage with stakeholders on the work of the Waste Authority.

RELATIONSHIP TO WASTE STRATEGY AND TARGETS

Effective program delivery and administrative support is critical to the operation of the Waste Authority and performance of government business in support of the Waste Strategy.

PROGRAM AREAS

8.1 Waste Authority

This program area supports the direct report project staffing resources required to deliver services to the Waste Authority, Minister for Environment and to meet DER's jurisdictional responsibilities. It includes staff, accommodation, overheads, travel, and training and direct office expenses. Sitting fees, meeting and professional development expenses, and travel and accommodation expenses for the Waste Authority members are also covered in this work area.

