



Western Australian Waste Authority Business Plan 2014-15



Foreword from the Chairman

The Waste Authority is pleased to present its 2014-15 Business Plan, our third in support of the *Western Australian Waste Strategy: Creating the right environment*.

We note the significant progress made on major projects and the uptake of programs and opportunities by our stakeholders, since the release of the last business plan. Working in partnership with government, industry and community groups has continued to inform the design of our programs and shape our advice to the Minister for Environment. It is a vital aspect of how we do business and we thank you for your ongoing engagement with us.

Following the State Government's decision to increase landfill levies from 1 January 2015, more than \$130 million will be available over five years for reinvestment in key program areas that deliver on-ground infrastructure and services. Additional focus and resources have been allocated to levy-related compliance activities and to a targeted illegal dumping team to ensure that those adhering to appropriate standards are not disadvantaged by individuals and organisations that do not adopt compliant practices.

The Authority looks forward to implementing one of its most significant projects for 2014-15, which will be to support local governments that to take up the Better Bins Program. This pilot program specifically 'puts the rubber on the road' when it comes to demonstrating the Authority's firm conviction about the efficacy of source separation. This pilot program will allow implementation issues associated with the new initiative to be ironed out - before an ongoing program of aligning local government waste collection systems is embarked upon. The financial outlook in the business plan identifies that almost \$30 million has been earmarked over the next five years for best practice initiatives including the Better Bins program.

Over the past two years the Waste Authority has transformed its way of communicating with our stakeholders and has funded many engagement programs. While we rightly celebrate our achievements, we also take great delight in celebrating the work of others who contribute to achieving the aims of the Waste Strategy. I hope you see the proof of this in our newsletter *Too Good to Waste*.

I would also like to acknowledge that the Waste Wise Schools Program is, for the first time, an integrated program in the Business Plan. The Waste Wise Schools website is now integrated into the Waste Authority website and I encourage you to visit it and see for yourselves why we value the program so highly. You won't fail to be delighted and inspired by what the State's children and teachers are achieving.

I am confident that the Business Plan 2014-15 is one that consolidates the gains made in the past couple of years. It also marks a new phase of very significant reinvestment of funds in collection and processing infrastructure. This reinvestment will change the financial and operational context in which the disposal of waste to landfill is viewed, so that it is recognised for what it is – a waste of valuable resources. Authority members and staff are working hard on projects and advice to Government but in a large part, the success of this Business Plan and the Waste Strategy relies on participation by everyone. I invite you to commit your time, energy and expertise to the programs outlined in this Business Plan.



Marcus Geisler
CHAIRMAN



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 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.

Reflecting the requirements of the WARR Act, which 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, the Waste Authority has a policy position confirming the need for a clear link between funds provided from the WARR Account and these activities. It has also been identified that supporting infrastructure development offers a more sustainable approach than funding ongoing operations. 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 business plan sets out the programs that will be pursued 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.

	Performance 2012/13	Targeted Performance 2014/15	Targeted Performance 2019/20
Metropolitan	45%	50%	65%
Non- Metropolitan Regional Centres*	16%	30%	50%
Commercial and Industrial	45%	55%	70%
Construction and Demolition	40%	60%	75%

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 www.wasteauthority.wa.gov.au.

BUSINESS PLAN ACTIVITY AREA	ANNUAL BUDGET 2014-15	FIVE YEAR PROJECTION
<p>1 PLANNING <i>Initiate and maintain long-term planning for waste and recycling processing to cater for the State's waste management needs.</i></p> <p>Program Areas 1.1 - Waste and Recycling Infrastructure Planning 1.2 - Strategic Site Accessibility 1.3 - Planning Horizons</p>	\$350,000	\$1,980,000
<p>2 REGULATION <i>Enhance regulatory services to ensure consistent performance is achieved at landfills, transfer stations and processing facilities.</i></p> <p>Program Areas 2.1 - Regulatory Framework Review 2.2 - Waste & Recycling Inspection & Compliance 2.3 - Best Practice Operation Guidelines 2.4 - Recycled Product Specifications</p>	\$1,560,000	\$10,705,000
<p>3 BEST PRACTICE <i>Develop best practice guidelines, measures and reporting frameworks and promote their adoption.</i></p> <p>Program Areas 3.1 - Best Practice Outcomes and Systems Identification 3.2 - Best Practice Implementation Incentive Scheme 3.3 - Funded Programs</p>	\$8,030,000	\$29,480,000
<p>4 ECONOMIC INSTRUMENTS <i>Use existing economic instruments to support the financial viability of actions that divert waste from landfill and recover it as a resource.</i></p> <p>Program Areas 4.1 - Waste Processing Infrastructure Investment Fund 4.2 - Grant Programs</p>	\$1,020,000	\$58,780,000*

<p>5 ENGAGEMENT <i>Communicate messages for behaviour change and promote its adoption, and acknowledge the success of individuals and organisations that act in accord with the aims and principles in the Strategy and assist in its implementation.</i></p> <p>Program Areas 5.1 – State Waste Engagement Strategy Implementation and Evaluation 5.2 - Strategic Partnerships and Programs 5.3 - Waste Wise Schools 5.4 - Awards and Sponsorships 5.5 - Corporate Communications and Website</p>	<p>\$3,245,000</p>	<p>\$12,120,000</p>
<p>6 DATA AND MEASUREMENT <i>Collect and analyse data on waste and recycling services and performance across Western Australia to allow assessment of progress against Waste Strategy targets and meet reporting requirements.</i></p> <p>Program Areas 6.1 - Annual Local Government Waste and Recycling Census 6.2 - Total Recycling Activity in WA 6.3 - Local Government Waste and Recycling Data Collection and Reporting 6.4 - Data Analysis and Dissemination 6.5 - Sector and Stream Information and Audits</p>	<p>\$85,000</p>	<p>\$965,000</p>
<p>7 STRATEGY AND POLICY DEVELOPMENT AND REVIEW <i>Regular review and updating of the Waste Strategy elements in response to emerging issues, changing market circumstances, national waste policy development and implementation of initiatives, such as producer responsibility schemes.</i></p> <p>Program Areas 7.1 - Waste Strategy Review and Evaluation 7.2 - Emerging Issues 7.3 - National Waste Policy and Initiatives</p>	<p>\$80,000</p>	<p>\$730,000</p>
<p>8 PROGRAM AND ADMINISTRATION SUPPORT <i>Administrative and program delivery staff salaries, office and management overheads, Waste Authority sitting fees, committee and sub-committee support and on-costs.</i></p> <p>Sub Total</p>	<p>\$4,350,000</p>	<p>\$24,450,000</p>
<p>Totals</p>	<p>\$18,720,000</p>	<p>\$139,210,000</p>

1 PLANNING

Program Area Budget 2014-15: \$350,000 | 2014-15 to 2018-19: \$1,980,000

Key Actions in 2014-15

- Continued integration of waste considerations into the State planning system through development of consistent waste facility definitions
- Development of a high level waste planning policy (such as a draft State Planning Policy)
- Work with local government to support the development of waste management plans for construction and demolition sites, multi-unit dwellings and commercial premises

RELATIONSHIP TO WASTE STRATEGY AND TARGETS

Effective coordination of waste management demands that critical **infrastructure** is available at all times. Large infrastructure projects 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 failures.

PROGRAM AREAS

1.1 Waste Infrastructure Planning

Work in this program area will analyse and advise Government on waste infrastructure requirements, initially in the Perth and Peel regions.

1.2 Strategic Site Accessibility

Work in this program area will focus on actions that support the continued operation of existing strategic waste processing sites or that identify mechanisms to better access existing appropriately-sited land for future waste processing facilities.

1.3 Planning Horizons

Work in this area will focus on how waste management outcomes can be improved by developing more integrated approaches to town planning schemes, local laws, and management plans.

2 REGULATION

Program Area Budget 2014-15: \$1,560,000 | 2014-15 to 2018-19: \$6,235,000

Key Actions in 2014-15

- Support the development of a framework under which waste materials can be classified as products and no longer treated as wastes
- Provide advice to Government on options for improving the regulatory systems that apply to the management of the landfill levy
- Increased inspection and compliance activities at waste disposal and processing sites and dedicated resources for managing the impacts of levy-related illegal dumping
- Support the development of guidelines for fill, construction products and other classes of product, including close liaison and consultation with industry.

RELATIONSHIP TO WASTE STRATEGY AND TARGETS

Enhanced compliance and enforcement functions provide an **incentive** to responsible operators 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 Regulatory Framework Review

Work in this program area will build on the independent investigation into the regulation of landfill (including waste acceptance criteria and best practice for landfills) and the application of landfill levies in different jurisdictions in Australia and abroad. The Waste Authority will support the consultation phase on any proposed amendments.

2.2 Waste and Recycling Inspection and Compliance

Work in this program area comprises focussed inspection and compliance activities within the Department of Environment Regulation. 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 *Environmental Protection Act 1986*.

2.3 Best Practice Operation Guidelines

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

2.4 Recycled Product Specifications

Work in this program area will support the development of process guidelines and product specifications for specific recycled products, such as 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.

3 BEST PRACTICE

Program Area Budget 2014-15: \$8,030,000 | 2014-15 to 2018-19: \$29,480,000

Key Actions in 2014-15

- Develop benchmarks for best practice MSW verge-side and drop off services
- Develop benchmarks for Material Recovery Facilities and aerobic composting processes
- Complete allocation of funding for the Better Bins Kerbside Collection pilot program
- Review the WA Transitional E-Waste Program and Household Hazardous Waste Program

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 Outcomes and Systems

Work in this program area will develop a set of best practice outcomes for categories of collection/processing systems (eg kerbside recycling, greenwaste collections) in Western Australia having regard to relevant issues including geographical, demographic, cultural and seasonal factors.

3.2 Best Practice Implementation Incentives

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. Initially this will focus on the outcomes achieved by local government kerbside collection services through the Better Bins pilot program and will include consideration of educational and promotional activities.

3.3 Funded Programs

Work in this program area will support the delivery of new or existing programs such as the Household Hazardous Waste Program, Regional Funding Program, Western Australian Transitional E-waste Program (WATEP), Asbestos Levy Subsidy Scheme and the Asbestos Sampling and Testing Subsidy Scheme.

3.4 Priority Products

Work in this program area will complement initiatives at the national level to develop product stewardship approaches for problematic materials. Analysis of issues associated with the management of materials such as packaging waste, domestic hazardous materials (paints, chemicals, batteries etc), tyres, used oil, etc, will be undertaken on an as needs basis.

4 ECONOMIC INSTRUMENTS

Program Area Budget 2014-15: \$1,020,000 | 2014-15 to 2018-19: \$58,780,000*

Key Actions in 2014-15

- Conduct two rounds of the Strategic Waste Initiatives Scheme targeting specific products or waste streams, and two rounds of the Community Grants Scheme
- Provide advice to government on improvements to the regulatory regime that applies to waste and specifically as it applies to the application of the landfill levy
- Establish the operating frameworks under which financial support from the Waste Processing Infrastructure Fund is applied to align and coordinate decision making for waste collection and processing

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 Processing Infrastructure Investment Fund

Work in this program area is focussed on developing schemes that link payments from the WARR Account to entities that undertake aligned and coordinated collection and processing decision making consistent with waste infrastructure planning. Funding may be applied to relevant activities including specialist advice, procurement services, legal services, contract development, and financial assessment and reporting. The bulk of funding in this area will be provided to activities that directly result in on-ground infrastructure investments.

4.2 Grant Programs

Work in this program area will include grants for innovative projects and initiatives. The Strategic Waste Initiatives Scheme will continue to provide for focussed grants that target key industry sectors, material types such as mattress recycling or approaches that directly improve performance. The Community Grants Scheme will continue to support a range of smaller community initiatives that reflect the varied ways in which individuals and groups positively engage on how to manage waste better.

**Provisional allocation only*

5 ENGAGEMENT

Program Area Budget 2014-15: \$3,245,000 | 2014-15 to 2018-19: \$12,120,000

Key Actions in 2014-15

- Development of a State Waste Engagement Strategy
- Continuation of the Engagement in Action program for projects that demonstrate success
- Developing targeted resources to support the implementation of community, government and business engagement activities
- Support engagement by strategic partners, such as those targeting construction and demolition waste being undertaken by the Master Builders' Association

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 State Waste Engagement Strategy will provide an incentive to adopting more efficient and effective practices.

PROGRAM AREAS

5.1 State Waste Engagement Strategy Implementation and Evaluation

Work in this program area will involve development of a State Waste Engagement Strategy to guide the actions of all key groups involved in improving waste behaviours, and the evaluation of the effectiveness of selected programs.

5.2 Strategic Partnerships and Programs

This program area involves supporting partnerships and programs with key stakeholders to deliver a range of initiatives and activities in support of the Waste Strategy.

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 and Sponsorships

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 2014-15: \$85,000 | 2014-15 to 2018-19: \$965,000

Key Actions in 2014-15

- 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 Annual Local Government Waste and Recycling Census

Work in this program area involves regular conduct of the census as well as forums and workshops on annual survey issues as they arise.

6.2 Total Recycling Activity in WA

Work in this program area ensures an annual assessment of recycling activity across the State is undertaken. It is a key component of assessing total waste generation and percentage of waste diverted from landfill.

6.3 Local Government Waste and Recycling Data Collection and Reporting

Work in this program area will continue to deliver improvements in the way waste data is collected collated and managed within local government.

6.4 Data Analysis and Dissemination

Work in this program area supports ongoing analysis and interpretation of existing data sources to allow wide distribution to the industry in a timely manner. Key fact sheets will be produced and updated on a regular basis so that quality data is available to external parties.

6.5 Sector and Stream Information and Audits

Work in this program area will concentrate on government funded actions to collect information on waste streams and may include landfill audits or audits of the Commercial and Industrial sector to allow more targeted approaches to reducing waste to landfill.

7 STRATEGY AND POLICY DEVELOPMENT AND REVIEW

Program Area Budget 2014-15: \$80,000 | 2014-15 to 2018-19: \$730,000

Key Actions in 2014-15

- Provide input into the review of the Waste Avoidance and Resource Recovery Act 2007
- Develop a position statement on landfills
- Assess the implications of reviews of major funded programs to determine future approaches
- Undertake investigations into what changes key policy positions such as increased investment in infrastructure development and better coordinated planning will demand of the next version of the Waste Strategy
- Participate in the development 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 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 Waste Authority. 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 be represented 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 emerging national e-waste collection program and other national initiatives considered a priority.

8 PROGRAM AND ADMINISTRATION SUPPORT

Program Area Budget 2014-15: \$4,350,000 | 2014-15 to 2018-19: \$24,450,000

Key Actions in 2014-15

- Maintain average of 95% of budgeted staff occupancy
- Track progress of projects in the Business Plan to ensure key milestones are met
- Restructure support services into a single Waste Authority Services Unit
- Develop support services necessary to assist in the delivery of consistent and high quality support to a range of committees and working groups to assist in the development and implementation of planning and infrastructure investment functions

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 AREA

8.1 Waste Authority

This program area supports the 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, training and direct office expenses. Sitting fees, meeting and professional development expenses, travel and accommodation for the Waste Authority members are also covered in this work area.

