



Western Australian Waste Authority  
**BUSINESS PLAN 2016–17**

## ANNUAL BUSINESS PLAN

The *Waste Avoidance and Resource Recovery Act 2007* (WARR Act) is the principal legislation for the management of waste in Western Australia. It establishes a five member Waste Authority which advises government and administers the Waste Avoidance and Resource Recovery Account (WARR Account).

The WARR Act requires the Waste Authority to prepare a draft Waste Strategy and a draft annual business plan for the approval of the Minister for Environment.

The business plan sets out the Waste Authority's objectives, priorities and financial projections for the next five financial years as well as its budget and the programs it intends to deliver over the next financial year.

WARR Account funds are applied in accordance 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 made through open and 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 requires 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 a 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 focused on encouraging investment in infrastructure and by creating the demand environment where infrastructure investments are more likely to be made. Funds are also applied to the development and delivery of a range of initiatives to promote waste avoidance, reuse and recycling which support attitude and behaviour change to enhance waste avoidance and resource recovery.

Construction and demolition waste (processed and unprocessed) was stockpiled from the second half of 2014–15 in response to landfill levy increases. This resulted in reduced revenue to the WARR Account. A significant proportion of these materials has the potential to be recovered, consistent with the objectives of the WARR Act. Forecast decreases in landfill levy revenue reflect observed changes in industry practice in processing and storage of materials.

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 2014–15	Target 2014–15	Target 2019–20
Municipal solid waste—metropolitan	40%	50%	65%
Municipal solid waste—major regional centres	30%*	30%	50%
Commercial and industrial	52%	55%	70%
Construction and demolition	42%	60%	75%

Data sourced from the *Recycling Activity Review 2014–15*

\*Preliminary estimate which will be finalised and reported in the *Local Government Waste and Recycling Census 2014–15*.

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 2016–17 \$m	FIVE YEAR PROJECTION \$m
<b>1. PLANNING</b>  Develop and maintain the necessary resources to deliver waste plans and waste planning advice.	\$0.140	\$0.685
<b>Program Areas</b>  1.1 Local government waste plans 1.2 Waste planning advice		
<b>2. REGULATION</b>  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.	\$2.150	\$10.760
<b>Program areas</b>  2.1 Levy inspection, compliance, enforcement and illegal dumping 2.2 Recovery and disposal operations guidelines 2.3 Recycled product specifications		
<b>3. BEST PRACTICE</b>  Develop best practice benchmarks, guidelines, measures and reporting frameworks and establish support programs that lead to their implementation.	\$2.240	\$14.084
<b>Program Areas</b>  3.1 Best practice systems and outcomes—evaluation and review 3.2 Best practice implementation incentive schemes		
<b>4. ECONOMIC INSTRUMENTS</b>  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.	\$4.970	\$28.495
<b>Program Areas</b>  4.1 Waste market and infrastructure development fund 4.2 Funded programs 4.3 Grant programs		

BUSINESS PLAN ACTIVITY AREA	ANNUAL BUDGET 2016–17 \$m	FIVE YEAR PROJECTION \$m
<b>5. ENGAGEMENT</b>  Communicate messages for behaviour change and promote its adoption, and acknowledge and support individuals and organisations that align their actions with the Waste Strategy.  <b>Program Areas</b> 5.1 Engagement programs and implementation 5.2 Waste Wise Schools 5.3 Corporate communications and website	\$2.440	\$12.416
<b>6. DATA AND MEASUREMENT</b>  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.  <b>Program Areas</b> 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	\$0.375	\$1.875
<b>7. STRATEGY AND POLICY DEVELOPMENT AND REVIEW</b>  Regular review and updating of the Waste Strategy and associated regulations 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.  <b>Program Areas</b> 7.1 Waste strategy, legislation and policy review and evaluation 7.2 Emerging issues 7.3 National waste policy and initiatives	\$0.780	\$4.005
<b>8. PROGRAM DELIVERY AND SUPPORT</b>  Staffing costs directly incurred to deliver the programs in this business plan in a manner that meets the jurisdictional and legislative responsibilities of the Minister for Environment, Waste Authority and Department of Environment Regulation and associated indirect and administrative costs.	\$4.239	\$21.195
<b>Totals</b>	\$17.334	\$93.515

# 1. PLANNING

Program area budget 2016–17: \$140,000 | 2016–17 to 2020–21: \$685,000

## Key actions in 2016–17

- Provide input to support the consideration of waste management and waste infrastructure planning by relevant authorities within the Western Australian planning system to improve waste outcomes
- Assist local government in the review, development and implementation of waste plans to align them more closely with implementation of the Waste Strategy and State planning initiatives

## RELATIONSHIP TO WASTE STRATEGY AND TARGETS

Effective coordination of waste management demands that appropriate 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 waste management and waste infrastructure.

## 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 activities relating to waste management and the development of waste plans so they are consistent with the objectives of the WARR Act, demonstrate how they are implementing the Western Australian Waste Strategy and are aligned to State planning initiatives. Access to Waste Avoidance and Resource Recovery Account funding may be linked to the development and implementation of waste plans.

### 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 as required.

## 2. REGULATION

Program area budget 2016–17: \$2,150,000 | 2016–17 to 2019–20: \$10,760,000

### Key actions in 2016–17

- Resource the review and development of standards and guidelines that support use of products made from recycled waste
- Continue to support improved compliance and illegal dumping capacity to ensure entities do not 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 focused 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 illegal dumping activities managed under the provisions of the *Environmental Protection Act 1986*. Services delivered by DER will be managed through a service level agreement 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.

## 3. BEST PRACTICE

Program area budget 2016–17: \$2,240,000 | 2016–17 to 2020–21: \$14,084,000

### Key actions in 2016–17

- 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
- Implement the \$20 million Better Bins Kerbside Collection program
- Encourage engagement and behaviour change actions to drive source separation and maximise public participation
- Review the Household Hazardous Waste 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 (for example, kerbside recycling, green waste collections and 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. Best practice programs may include direct financial incentives or be linked to access to existing areas of activity funded through the landfill levy. Programs will include the integration of engagement activities or development of complementary engagement and behaviour change programs.

## 4. ECONOMIC INSTRUMENTS

Program area budget 2016–17: \$4,970,000 | 2016–17 to 2020–21: \$28,495,000

### Key actions in 2016–17

- Establish priorities for the Waste Processing Infrastructure Fund 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 facilitate infrastructure investments funded through the private sector. The current Recycled Construction Products Program aims to increase the use of recycled construction products in civil projects and drive increased recycled product purchasing practices.

#### 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, Community and Industry Engagement Program and Infrastructure Funding Program.

#### 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 a 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 2016–17: \$2,440,000 | 2016–17 to 2020–21: \$12,416,000

### Key actions in 2016–17

- Develop, use and promote consistent messaging
- Integrate education and engagement into on-ground programs for behaviour change
- Improve access to resources and tools to support engagement on waste avoidance and resource recovery
- Work with stakeholders to deliver effective behaviour change programs
- Develop a community engagement and education campaign to reduce illegal dumping.

### 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 Engagement programs and implementation

Work in this program area will deliver 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.

The efficiency and effectiveness of specific interventions will be evaluated.

Activities that promote avoidance, reuse and recycling through waste education and community building, such as the Garage Sale Trail which co ordinates garage sales across the nation on a designated day will be supported.

#### 5.2 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.

#### 5.3 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.

A community engagement and education campaign to reduce illegal dumping will be developed.

## 6. DATA AND MEASUREMENT

Program area budget 2016–17: \$375,000 | 2016–17 to 2020–21 \$1,875,000

### Key actions in 2016–17

- Scope and develop a waste 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 and facility audits to assess the quantity 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 information needs and establish a staged approach to improving the ability to access relevant, accurate and timely data to allow effective development, review and evaluation of programs, policy and strategy.

#### 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 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.

This work will include the publication of waste data fact sheets on the Waste Authority's website as well as other relevant government websites such as the Department of Local Government and Communities MyCouncil website.

## 7. STRATEGY AND POLICY DEVELOPMENT AND REVIEW

Program area budget 2016–17: \$780,000 | 2016–17 to 2020–21: \$4,005,000

### Key actions in 2016–17

- **Participate in the development and implementation of national product stewardship initiatives**
- **Identify and prepare information resources required to support the legislated review of the Western Australian Waste Strategy**

### 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.

This includes the statutory review of the Waste Strategy which will be undertaken in 2016–17 as required by section 33 of the WARR Act.

#### 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 and 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 PaintBack and battery waste initiatives.

## 8. PROGRAM DELIVERY AND SUPPORT

Program area budget 2016–17: \$4,239,000 | 2016–17 to 2020–21: \$21,195,000

### Key actions in 2016–17

- Staffing costs directly incurred to deliver the programs in this business plan in a manner that meets the jurisdictional and legislative responsibilities of the Minister for Environment, Waste Authority and Department of Environment Regulation and associated indirect and administrative costs

### 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 includes the direct costs of program development and delivery required to support acquittal of the legislative and governance responsibilities of the Waste Authority and to meet the Minister for Environment and DER's jurisdictional responsibilities in relation to waste matters.

It includes the costs incurred in managing the programs outlined in this business plan including: establishing funding agreements and ensuring grant recipients comply with funding requirements; policy and planning; and work related to the development and promotion of consistent messages to change waste management behaviour.

It also includes sitting fees, meeting and professional development expenses and travel and accommodation expenses for the Waste Authority members.

Associated indirect and administrative costs such as, accommodation, overheads, travel, training and direct office expenses are also covered in this program area.

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