

**WASTE
MANAGEMENT
AND RESOURCE
RECOVERY
ASSOCIATION OF
AUSTRALIA
STRATEGIC
BUSINESS PLAN
2023 - 2026**



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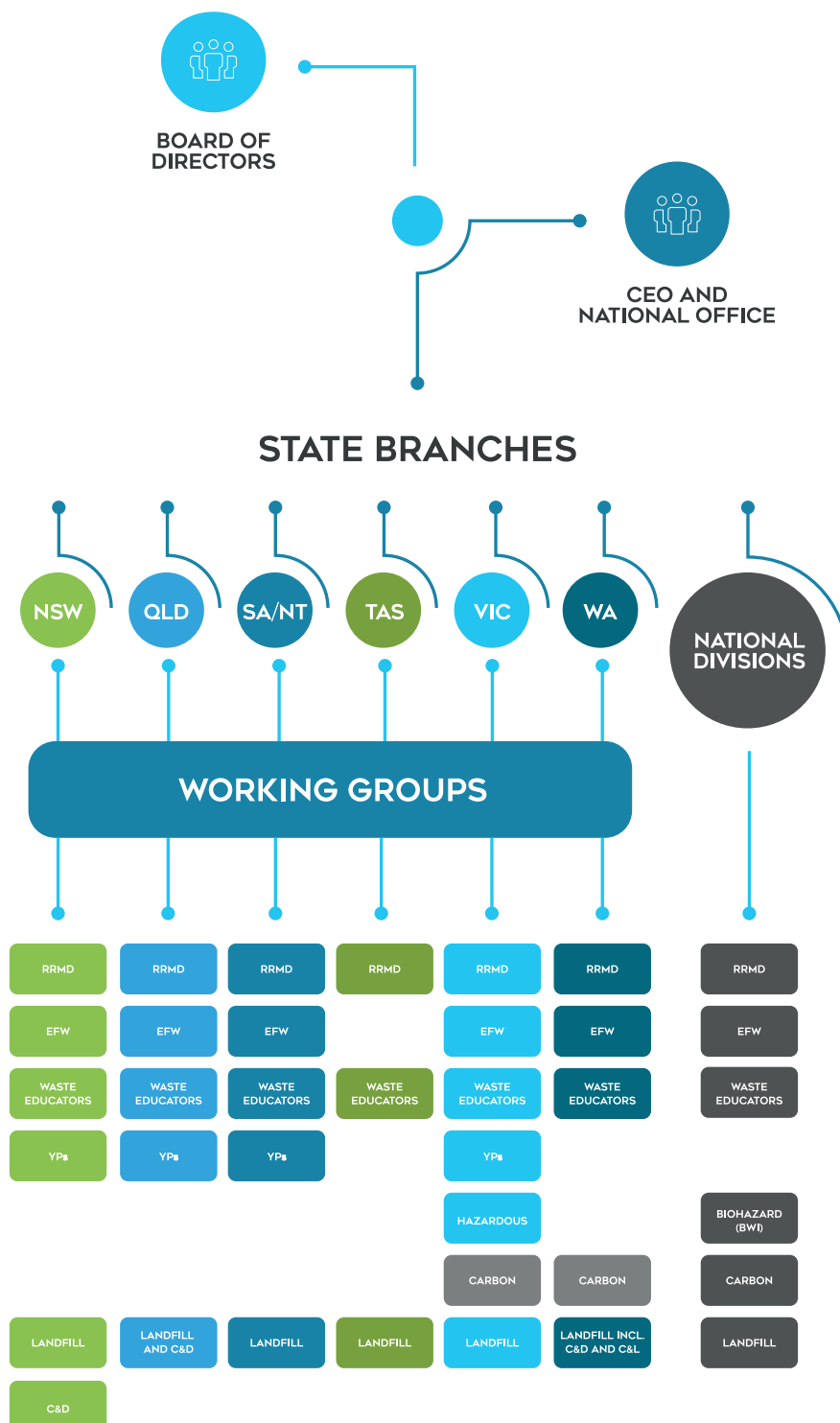


WHO WE ARE

The Waste Management and Resource Recovery Association of Australia (WMRR) is the national peak body for the essential Waste and Resource Recovery (WARR) industry. The industry is valued nationally at \$15.5 billion and employs more than 50,000 people. The WARR sector is a key contributor to Australia's economic, social, and environmental sustainability.

WMRR is a member-driven, CEO-led, not-for-profit organisation that is governed by a Board of Directors.

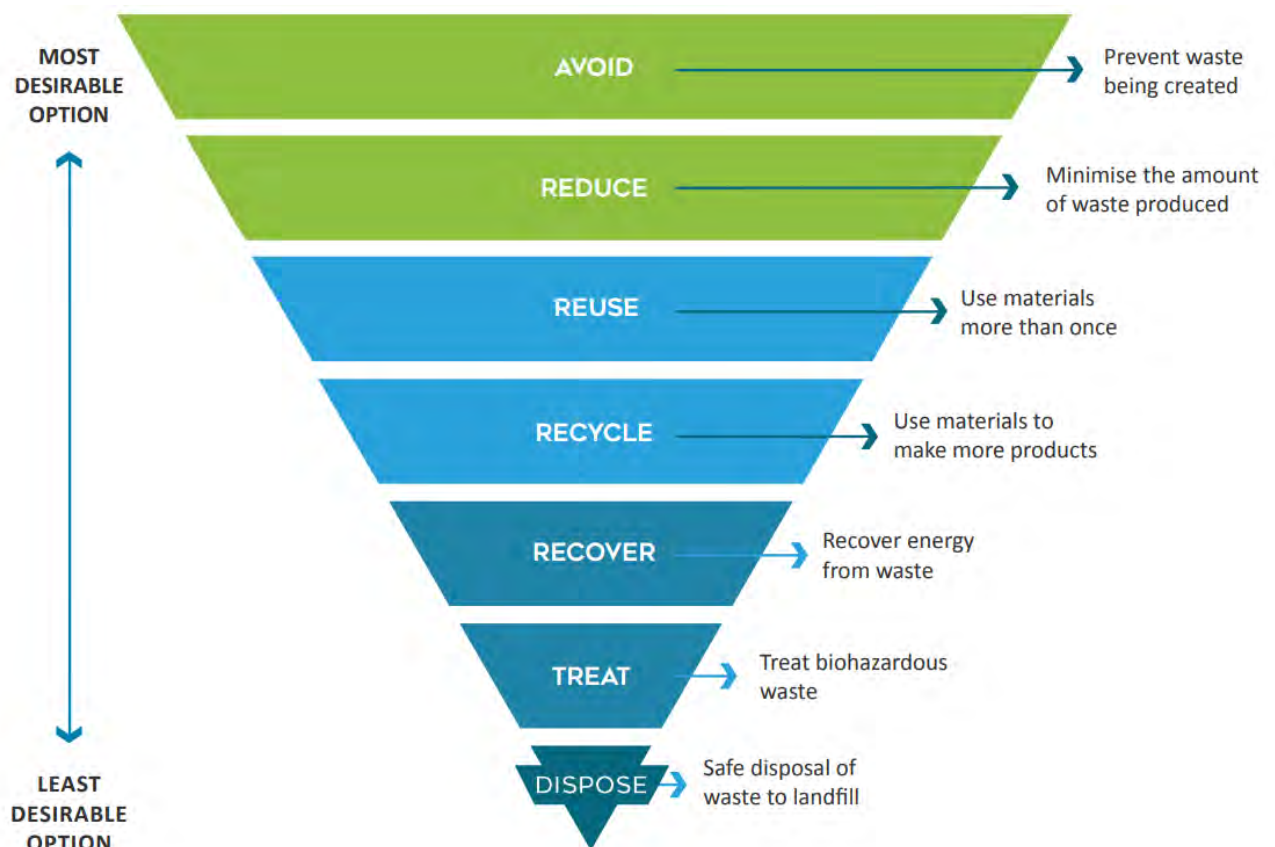
WMRR STRUCTURE



WMRR has more than 2,000 members nationally, representing approximately 500 entities that operate across a broad range of business organisations, the three (3) tiers of government, universities, and NGOs that participate in and around our essential industry. WMRR's members are involved in the breadth and depth of WARR, engaging in significant activities including community engagement and education, infrastructure investment and operations, collection, manufacturing of valuable products from secondary raw materials, mitigating carbon, energy recovery, and responsible management of residual and problematic waste. The WMRR Constitution is what governs our strategy and operations.

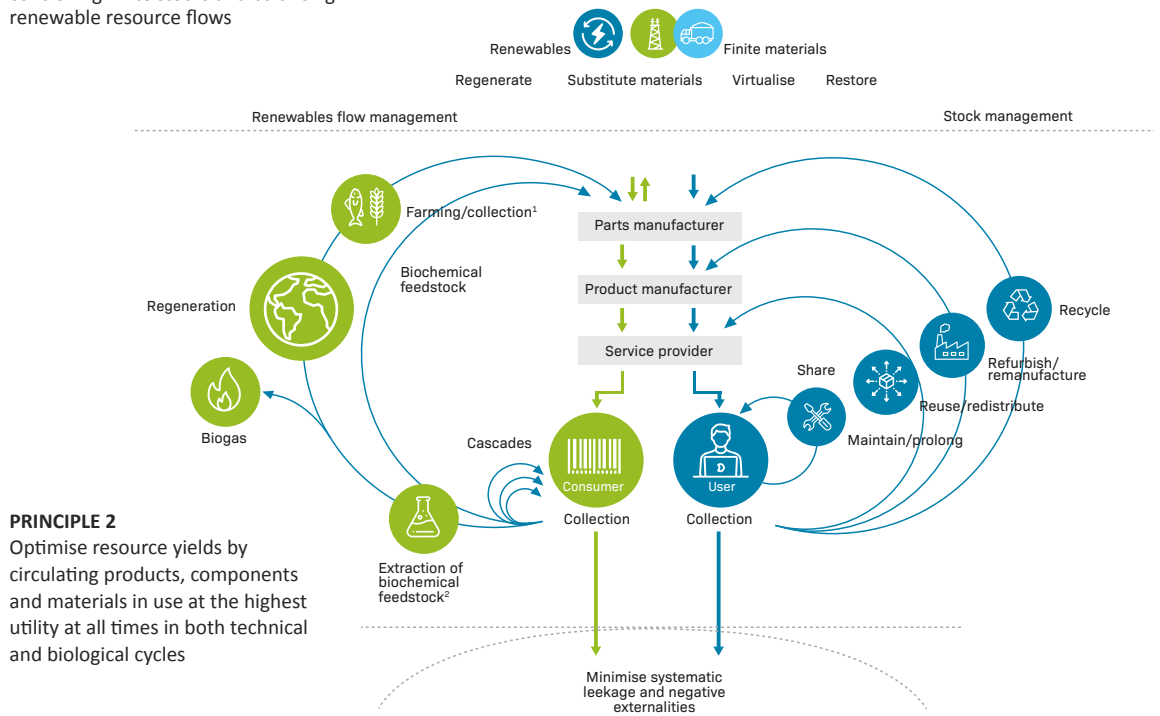
WMRR's strategy and resultant operations observe and comply with the waste management hierarchy at all times.

THE WASTE MANAGEMENT HIERARCHY



PRINCIPLE 1

Preserve and enhance natural capital by controlling finite stocks and balancing renewable resource flows



PRINCIPLE 2

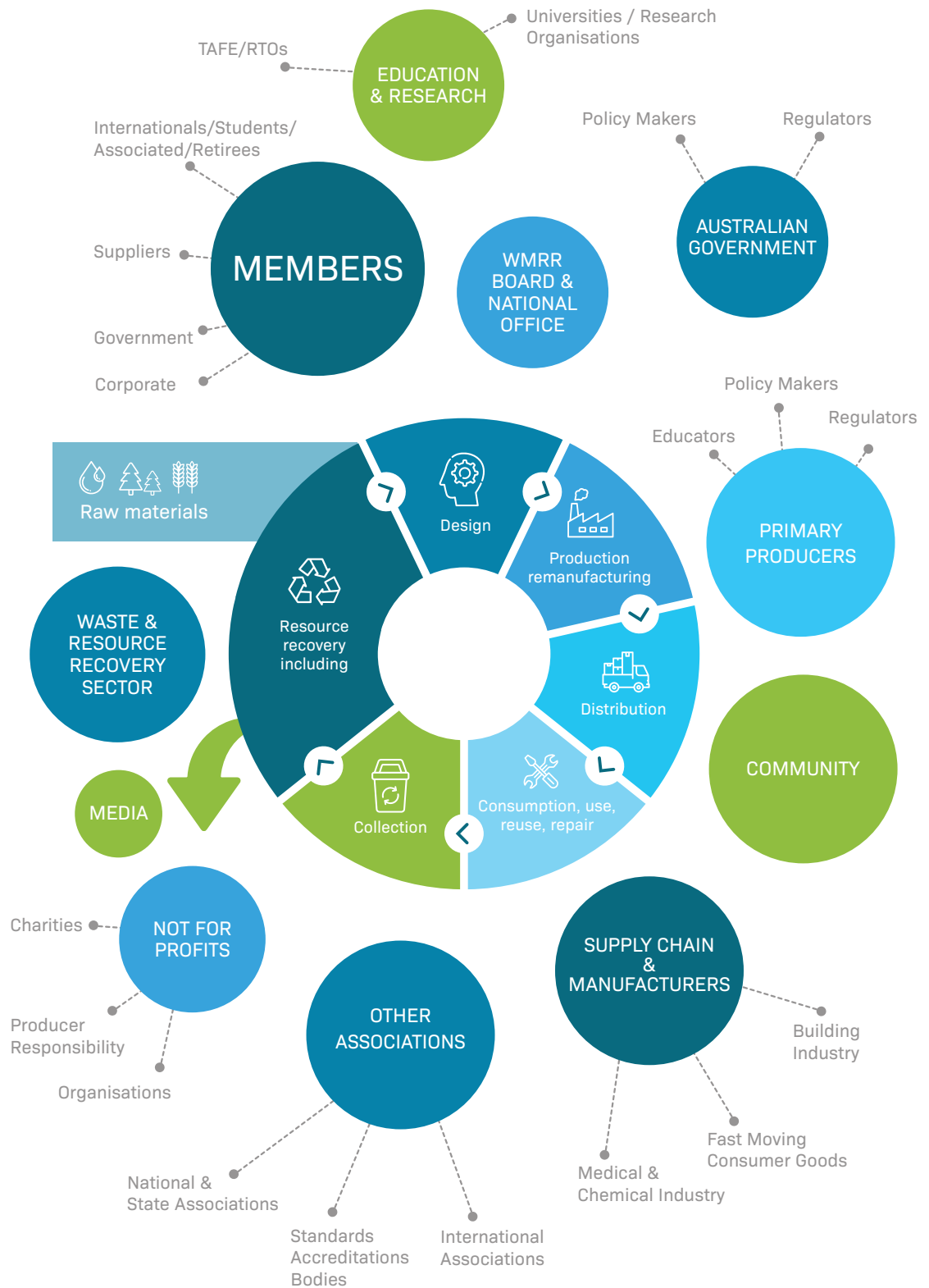
Optimise resource yields by circulating products, components and materials in use at the highest utility at all times in both technical and biological cycles

PRINCIPLE 3

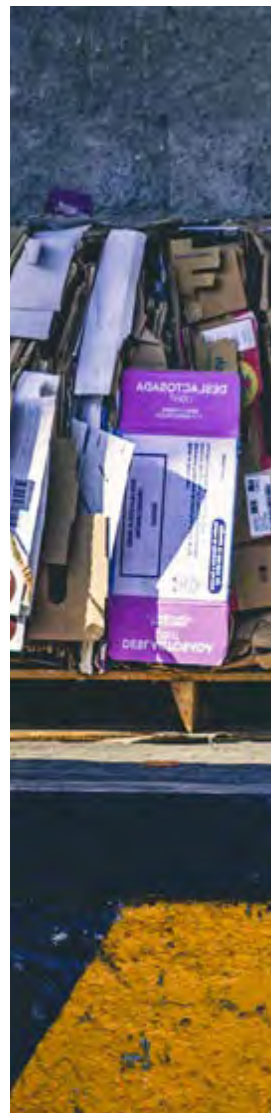
Foster system effectiveness by revealing and designing out negative externalities

1. Hunting and fishing
2. Can take both post-harvest and post-consumer waste as an input

WMRR's mission is to continue to provide the peak national forum to foster the necessary structural and cultural changes within our membership to enable the WARR industry to respond to these demands. WMRR's structure reflects the unique nature of Australia's regulatory environment, operating in every state and nationally, as well as providing technical working groups for members to respond to industry challenges and opportunities, share knowledge, and collaborate to drive improvement for and within our industry.



WHAT WE WILL DO



OUR VISION

WMRR is the national peak body that leads the success of the Waste and Resource Recovery (WARR) industry



OUR MISSION

WMRR advocates for a systems-based WARR approach to responsibly manage material throughout its life cycle, create jobs and investment, support the development of an Australian circular economy, and mitigate the impacts of carbon emissions on climate change.

As the peak industry body, WMRR is the first port of call for members, government, community, and the sector for information and knowledge about our essential industry.

WHAT GUIDES WMRR

GUIDING PRINCIPLES

GP1

Circular economy principles and the waste management hierarchy are consistently adopted and pursued nationally across the supply chain to ensure nationally consistent strong policy settings, and well designed, safe, and appropriate use of materials, including managing carbon impacts.



**GP2**

Waste and resource recovery (WARR) infrastructure is professionally managed and strategically planned, supported, and protected to reflect its role as both an essential community service and an economically viable producer of high value secondary raw materials for use across the productive Australian economy.

GP3

The WARR industry's engagement with the entire supply chain, the community and government are always evidence-led, informed, professional and responsible.



PRIORITY ADVOCACY AREAS (PAAS)

- The national policy framework places a positive obligation across the entire supply chain to create a circular economy in Australia by 2030, reinforcing a systems-based approach to managing materials across the entire waste management hierarchy, resource efficiency and carbon mitigation.
- A nationally consistent and certain regulatory and planning framework ensures a level playing field for high quality professional waste and resource recovery (WARR) facilities across the entire hierarchy.
- The correct mix of regulatory and market based economic levers are utilised nationally to ensure that public and private investment occurs to maximise material value and mitigate carbon. This requires strong and certain levy settings, with at least 50% of levy collected reinvested in the WARR industry by government, producer responsibility for safe products and materials, as well as incentives to reduce reliance on virgin materials.



- Sustainable procurement is adopted across the entire economy to ensure markets for the increased replacement of virgin products and materials by Australian resource recovered materials produced by the lawful Australian WARR industry participants.
- The quality and collection of WARR data is improved nationally to enhance and support consistent and transparent classification and management of materials, as well as build knowledge, and enable the development of informed, high-quality evidence-led policy responses for industry.
- Champion knowledge, standards development, and professionalism within the WARR industry. Foster consistent high-quality knowledge of the industry, for the community, government and business about the waste management hierarchy, circular economy, and carbon impacts.



NATIONAL OFFICE PRIORITIES

IN ACCORD WITH THE GUIDING PRINCIPLES AND PRIORITY ADVOCACY AREAS, WE WILL UNDERTAKE THE FOLLOWING PROJECTS AND SERVICES TO PROGRESS THE SUCCESS OF THE WARR SECTOR FOR BOTH MEMBERS AND INDUSTRY OVER THE FOLLOWING THREE (3) YEARS.

GP1

Positive, professional and responsible engagement with the community, all sectors of business, and government is critical to the success of the WARR industry, building trust in it, and creating social license for the sector.

» **Objective:**

Driving systems-based policy outcomes nationally which support the WARR sector, and WMRR's integral role in the success of the industry and the economy by achieving industry targets.

» **Outcomes:**

We are the peak association that governments at all levels come to when they are considering policy and regulatory change.

» **Measures:**

Consulted, approached, and able to witness our impact in the policy developed.

➤ Key Initiatives:

Action	Timing
1. Stewarding supply chain participants through the complex system around and within the WARR sector, to increase knowledge of opportunities and existing challenges.	Ongoing
2. Driving consistency and harmonisation across the country. Reinforcing the need for material to be developed and designed in a circular economy and managed with a systems-based approach aligned and demonstratable to both circular economy and the waste management hierarchy, in order that WARR can responsibly manage these materials and create value for both the community and the economy.	Ongoing
3. Achieve the following policy improvements:	
Consistent and certain regulatory pathways for material to remain a resource in the productive economy for as long as possible, and for waste to return to the productive economy as simply and safely as possible.	2023
A clear and demonstrable link between regulatory frameworks and education is known and understood. This includes contract specifications reflecting regulatory requirements consistently nationally.	2023
Persistent Organic Pollutants (PoPs), PFAS, and other hazardous materials (including asbestos) are recognised as design issues that require regulatory action, including a labelling and registration program. A consistent management/regulatory approach to their existence in the WARR sector exists in all states across Australia.	2024
WARR policies nationally have a clear link and interrelationship between material and carbon impacts, with a certain pathway for achieving targets set.	2024
Consistent and certain application of landfill levy and policies that operationalise it are in place.	2024
Consistent application of precautionary principle and proximity principle nationally are in place.	2024
High quality and responsive disaster waste management plans exist in every jurisdiction.	2024
4. Advocate for a national education and behavioural campaign about the relationship and importance of the sector to community and environment, linking consumption with material management as well as individual choice and the impacts that individuals/ the community can have of carbon waste.	2024

GP2

The waste management hierarchy and circular economy are consistently adopted and pursued nationally for the safe, strategic and efficient use and management of materials, including the mitigation of carbon impacts.

» Objective:

Increase the use and acceptance of secondary raw materials produced by the WARR sector to reduce reliance on virgin material, carbon impacts and create green jobs.

» Outcomes:

- A significant increase in the amount of sustainable procurement occurring across all relevant industry sectors (government and industry) that includes both secondary raw materials and finished products
- Clear stated targets for sustainable procurement are adopted by all levels of government and industry, which include indicators of both funding and volume of secondary raw material to be purchased
- Consistent standards and specifications are adopted and applied nationally by all levels of government and industry, including product designers and developers

» Measures

- Increase in percentage and amount (dollars and tonnes), of spending on recycled content recovered, reused, remanufactured (national waste data reports).
 - An increase in the overall number of sustainable procurement policies adopted by jurisdiction.
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» Key Initiatives:

Action	Timing
1. Buy recycled expo held biennially (minimum);	Ongoing
2. Advocate for the development and adoption of a clear and consistent triple bottom-line (TBL) assessment process that recognises genuine life cycle assessment, carbon impacts, as well as cost and job creation from utilising secondary raw material as opposed to virgin. This methodology is adopted by all jurisdictions and all levels of government.	2025



GP3

WARR infrastructure is strategically planned and valued given the significance as both an essential service and the producer and remanufacturer of secondary raw materials for the Australian economy. Creating green jobs and building Australia's resilience.

» Objective 1:

Increase knowledge and professionalism of the sector, utilising best practice data analysis and evidence in all that WMRR does.

» Outcomes:

- High quality, evidence-based submissions, publications, and articles that increase the knowledge of our sector are published and presented by WMRR.
- A knowledge hub about/ for the WARR sector that supports industry, government, and the public is available to all.

» Measures:

- WMRR submissions are the highest quality, supported by both evidence and data, and adopted by government.
- A knowledge hub is delivered to members and industry which is considered to be the go-to site by industry for industry knowledge and information.

> Key Initiatives:

Action	Timing
1. Develop and publish fact sheets on industry	Ongoing
2. Create a knowledge hub for WMRR and the industry (a go-to for industry for information), including: • Fact sheets/position papers on sectors • Material standards and specifications for recycled materials • Industry data • Education material • Relevant adopted policies and standards • Media coverage • Consultations • Business directory • Recycled products directory	2023
3. Additional industry-led publication scoped, while resource bulletin and monthly wrap-up continue	2023
4. Website overhauled and upgraded	2023
5. Short course training modules for WARR (general and technical) developed and delivered as part of the ongoing offering to professionalise the sector and increase industry skills and knowledge	2023
6. Industry professional training and accreditation scheme implemented and operating	2024

› Objective 2:

Increase connectivity, engagement, and knowledge within the sector by providing opportunities for members to participate with WMRR, industry peers, and stakeholders.

› Outcomes:

Increased connectivity and sense of belonging and pride for the sector, with increased member participation in WMRR activities.

› Measures:

Continued increase in membership (measured by percentage increase).

Increase in active participation in WMRR activities (measured by percentage increase).

Growing satisfaction with WMRR as measured in annual members surveys.

› Key Initiatives:

Action	Timing
1. Two (2) national conferences held annually by WMRR, as well as one (1) state conference (SA/ QLD), partnerships in WA (Waste & Recycle) and NSW (Coffs Conference), as well as ongoing Tasmanian Forums. Incorporate a Victorian Forum in 2023.	Ongoing 2023
2. Events and webinars continue to be developed and implemented based on networking opportunities (Women of WARR), technical knowledge, increasing awareness and knowledge outside of/ about industry.	Ongoing
3. Differentiated industry awards and recognition program developed.	2023
4. Review of events/conferences program to ensure that it is delivering value to members and meeting member needs.	2023

STATE/TERRITORY INITIATIVES (2023 - 2026)

These initiatives are driven by membership at the State level with the support of National Office.

* National Initiatives (2023-2026) are led and resourced by the National Office with the support of membership across Australia.

NSW

Initiative	Comments
A concerted program of providing accurate information to counter misinformation.	A national initiative; will sit within the main body of the plan under national objective #2.
Clarifying the definition of waste (and when waste stops being a waste) under the respective NSW legislation to facilitate a workable definition that fits within the state's resource recovery framework, and facilitating an understanding of material flows so that materials become part of the manufacturing environment to drive circularity.	NSW initiative #1
Improve asbestos management, including testing and tolerances based on appropriate science-led standards in the NEPM, alongside developing a workable way to manage asbestos within the supply chain to provide certainty for the industry.	NSW initiative #2
Advocate for a review of the supply chain, DAs, and waste classification (C&D and broadly) to streamline the movement of waste through tracking and reporting to ensure certainty of material flows. This includes beefing up DAs, making waste plans stronger, and developing proper linkages between the planning and environmental regimes.	NSW initiative #3

	Initiative	Comments
NSW	Advocate for a strategic state infrastructure strategy that articulates where infrastructure is delivered and planned, site availability, streamlining, and forward planning of infrastructure delivery with government support	NSW initiative #4
	Disaster waste plan in place.	National initiative
QLD	Advocate for robust state policy and regulatory frameworks, including how pathways can be improved to take waste back to a resource, and market development agency in place.	QLD initiative #1 The need for a market development agency and best practice resource recovery framework included as part of WMRR's national advocacy objective.
	Advocate for a consistent state-wide education plan that raises awareness of the importance of WARR facilities and implications of consumption choices that lead to the creation of waste.	QLD initiative #2
	Advocate for sustainable state and local government procurement of products that include secondary raw materials. Procurement policies to include targets and reporting, collaborate with LGAQ to drive council procurement of secondary raw materials.	QLD initiative #3
	Advocate for a strategic state infrastructure strategy that articulates how infrastructure is delivered and planned, site availability, streamlining, and forward planning of infrastructure delivery with government support	QLD initiative #4

VICTORIA

Initiative	Comments
Develop a one (1)-day conference for Victoria in 2023 that will be built on and grown over the next three (3) years.	VIC initiative #1
Advocate for state and local government procurement of secondary raw material, industry collaboration with MAV to formalise an in-principle agreement that will drive council procurement of products containing secondary raw materials.	VIC initiative #2
Market development and engagement.	National initiative
WA	
Advocate for the finalisation of the levy review, including legislative changes to enable proposed allocation of levy monies.	WA initiative #1
Advocate for the progression and finalisation of a consistent and certain resource recovery framework to ensure policy and regulatory pathways enable the circulation of secondary raw materials.	WA initiative #2
Advocate for the procurement of secondary raw materials content at all levels of government and market development.	WA initiative #3
TASMANIA	
Ensure that WMRR is the first port of call for the state government as it finalises policy and regulatory initiatives, including the state waste minimisation and resource recovery strategy, in order to build a robust strategic framework to leverage plans, including the education and communications to drive and support the growth of the Tasmanian WARR sector.	TAS initiative #1

TASMANIA

SA

Initiative	Comments
Advocate for the development of diversion and recovery facilities, as well as the expansion of organics diversion and processing across Tasmania.	TAS initiative #1
Tasmanian wide education and communications plan developed and delivered.	TAS initiative #2
Expansion of organics diversion and processing nationally.	National initiative
Advocate for policies and initiatives that will assist SA in achieving its 70% diversion rate, including the effective use and application of the waste levy.	SA initiative #1
Advocate for consistent and accurate state-wide education including reducing contamination in C&I and MSW streams.	SA initiative #2
Ensure WMRR remains the trusted source of advice for government in SA's ongoing waste reform, and advocate for extended producer responsibility and management of POPs in products the supply chain and at end of life.	National priority project
Advocate for levy hypothecation to ensure it is better applied in the WARR sector, as well as for the development of resources for the industry, including WARR education and circular economy toolkits.	National priority project



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