



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



# TABLE OF CONTENTS

---

**01  
WHO  
WE ARE**

Page | 4

**02  
WHAT WE  
WILL DO**

Page | 10



**03**  
**NATIONAL OFFICE**  
**PRIORITIES**

Page | 16

**04**  
**STATE/ TERRITORY**  
**INITIATIVES**

Page | 23

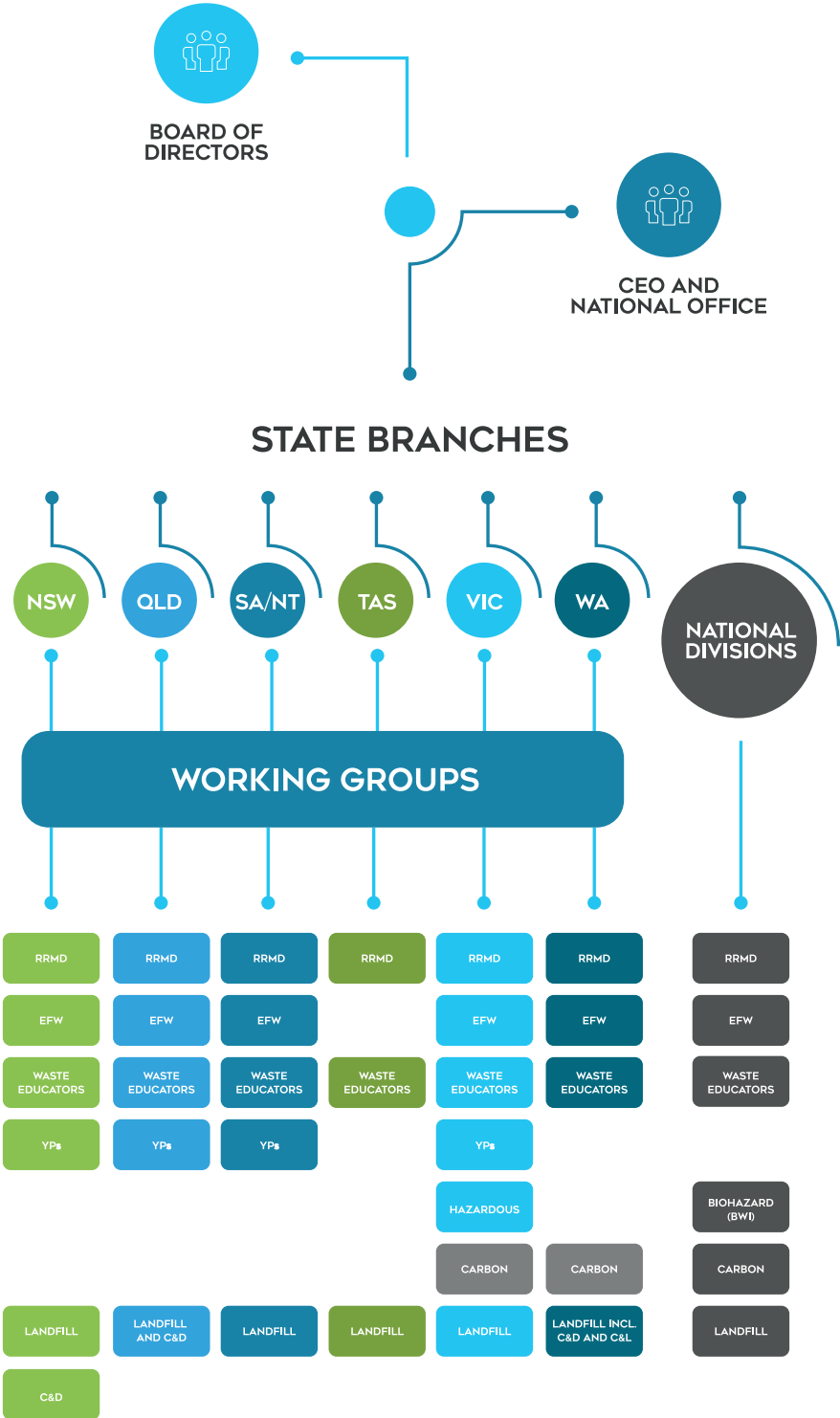


# WHO WE ARE

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.

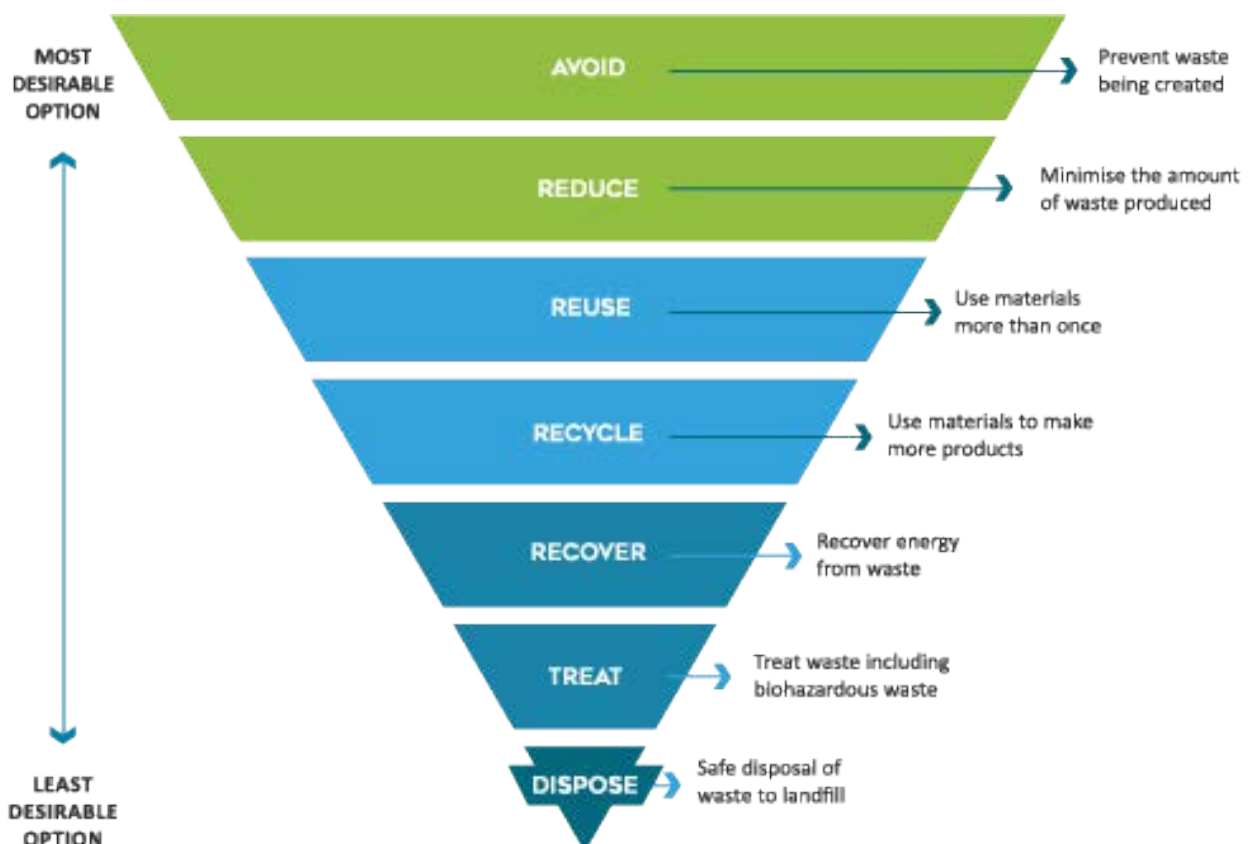
# WMRR STRUCTURE



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





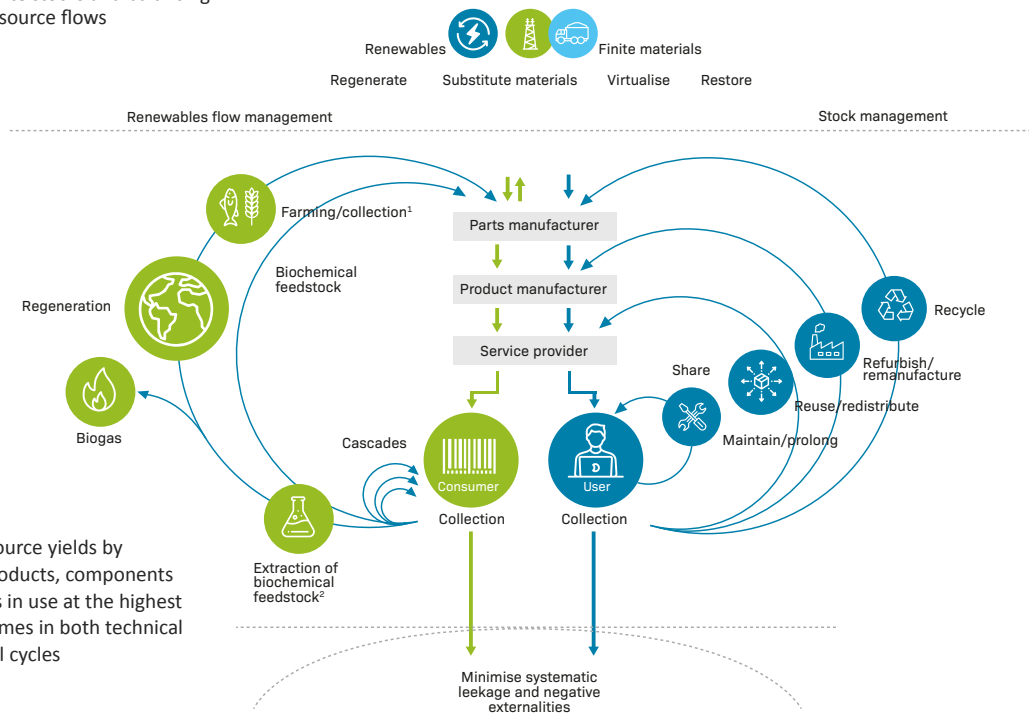
## WE RECOGNISE THAT FULL IMPLEMENTATION OF THE WASTE MANAGEMENT HIERARCHY IN AUSTRALIA WILL RESULT IN A NUMBER OF BENEFITS, SUCH AS:

- lowering the levels of greenhouse gas emissions and pollution;
- promoting resource efficiency;
- contributing to more sustainable energy consumption;
- stimulating the development of new technologies; and
- boosting the economy and creating new jobs in resource management.

Further, we recognise that as an industry, WARR has a leading role to play in mitigating carbon impacts and transitioning Australia to a circular economy.

At present, much of the Australian economy is linear - we harvest virgin materials, make them into products, sell them, throw them away, and start again. Virgin materials are a finite resource. The WARR industry, as the leader in providing technology, infrastructure, and investment to create secondary raw materials, is key to this transition to circularity, as we enable the reduced reliance on virgin materials and the prolonging of materials at their highest and best use for as long as possible.

**PRINCIPLE 1**  
 Preserve and enhance natural capital by  
 controlling finite stocks and balancing  
 renewable resource flows



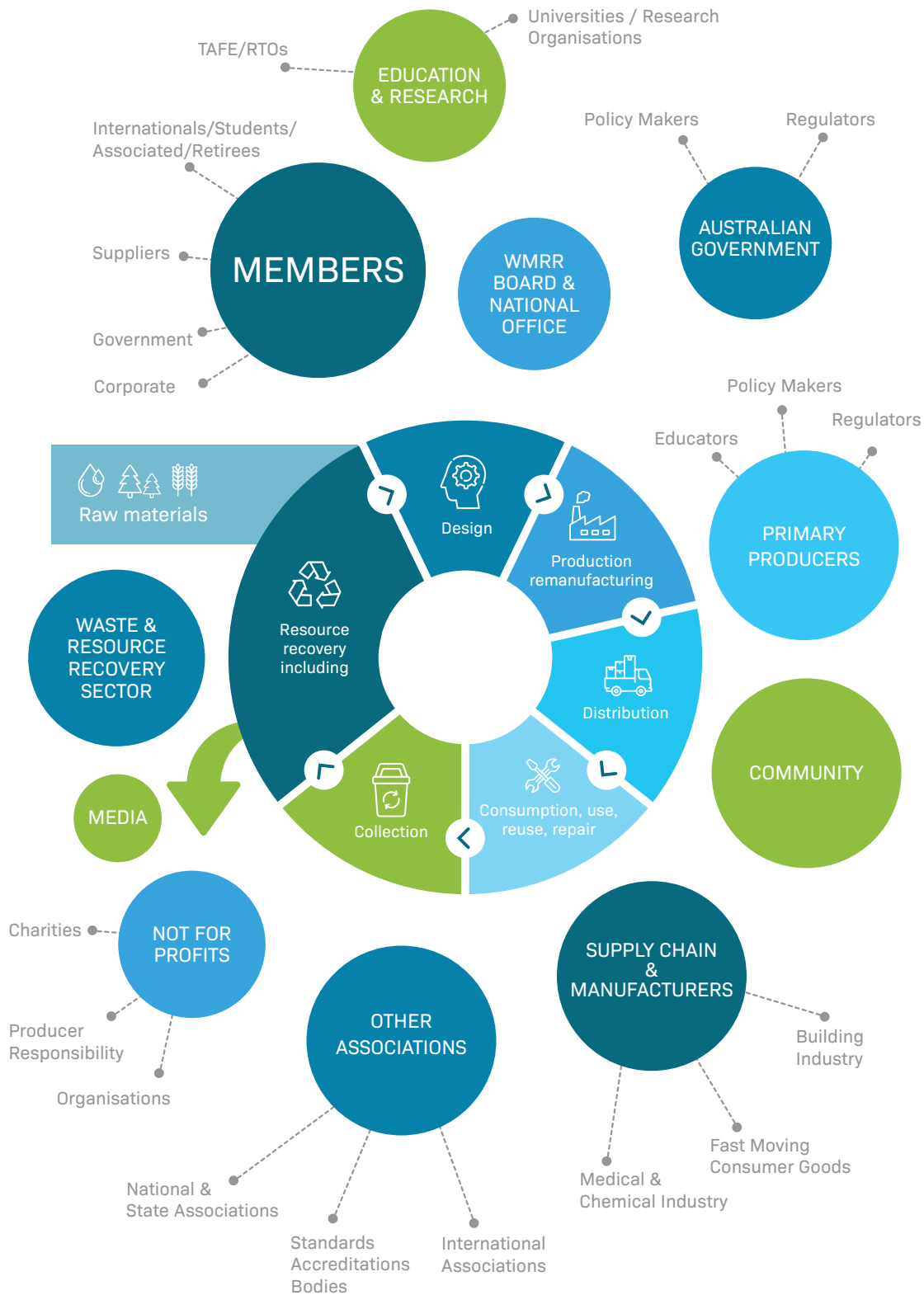
**PRINCIPLE 2**  
 Optimise resource yields by  
 circulating products, components  
 and materials in use at the highest  
 utility at all times in both technical  
 and biological cycles

**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

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.

**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.

**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.



## PRIORITY ADVOCACY AREAS (PAAS)

---

- Utilise WMRR's national remit and **knowledge** to drive improved government coordination across Australia and deliver consistent and appropriate evidence-based policy and regulatory settings for the WARR industry.
- Improve the **quality** and collection of **WARR data** nationally to enhance and support consistent and transparent classification and management of materials and build knowledge of **evidence-led** policy for the sector.
- Champion the importance and high standards of the WARR sector and support the **professionalism** of the individuals working within it to the community, business, and government.
- Foster consistent **high-quality education, standards, and knowledge** for the industry, the community, government and business about the **waste management hierarchy, circular economy, and carbon** impacts.
- Influence and engage in consistent, proactive, and ongoing reform of state and national **regulatory and policy** frameworks to ensure a responsive **level playing field** that provides certainty for industry.



- Ensure that the **regulatory and policy framework** which underpins the WARR sector is supportive and responsive to the entire waste management hierarchy, including mechanisms that support the creation of a **circular economy, market development, and the management of carbon impacts**.
- Drive **knowledge** and understanding of the value a systems-based approach to material management plays in addressing **greenhouse gas (GHG) emissions and carbon abatement for achieving net zero** within the community and economy.
- Champion knowledge that facilitates the creation of **secondary raw materials**, investment in resource recovery and remanufacturing, and **sustainable procurement** is necessary across all sectors of the community, government, and business.
- Advocate that to support the **essential role** that the WARR industry provides, at least **50% of funding** derived by government must be returned to the industry to ensure ongoing development and growth of the sector to meet the state and national resource recovery targets.



# 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:	
<ul style="list-style-type: none"> <li>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.</li> </ul>	2023
<ul style="list-style-type: none"> <li>A clear and demonstrable link between regulatory frameworks and education is known and understood. This includes contract specifications reflecting regulatory requirements consistently nationally.</li> </ul>	2023
<ul style="list-style-type: none"> <li>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.</li> </ul>	2024
<ul style="list-style-type: none"> <li>WARR policies nationally have a clear link and interrelationship between material and carbon impacts, with a certain pathway for achieving targets set.</li> </ul>	2024
<ul style="list-style-type: none"> <li>Consistent and certain application of landfill levy and policies that operationalise it are in place.</li> </ul>	2024
<ul style="list-style-type: none"> <li>Consistent application of precautionary principle and proximity principle nationally are in place.</li> </ul>	2024
<ul style="list-style-type: none"> <li>High quality and responsive disaster waste management plans exist in every jurisdiction.</li> </ul>	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.

› **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: <ul style="list-style-type: none"> <li>• Fact sheets/position papers on sectors</li> <li>• Material standards and specifications for recycled materials</li> <li>• Industry data</li> <li>• Education material</li> <li>• Relevant adopted policies and standards</li> <li>• Media coverage</li> <li>• Consultations</li> <li>• Business directory</li> <li>• Recycled products directory</li> </ul>	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
<p>1. Two (2) national conferences held annually by WMRR, as well as one (1) state conference (SA/ QLD), partnerships in WA (Waste &amp; Recycle) and NSW (Coffs Conference), as well as ongoing Tasmanian Forums.</p> <p>Incorporate a Victorian Forum in 2023.</p>	<p><b>Ongoing</b></p> <p><b>2023</b></p>
<p>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.</p>	<p><b>Ongoing</b></p>
<p>3. Differentiated industry awards and recognition program developed.</p>	<p><b>2023</b></p>
<p>4. Review of events/conferences program to ensure that it is delivering value to members and meeting member needs.</p>	<p><b>2023</b></p>

# 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
<u>NSW</u>	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
<u>QLD</u>	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



	Initiative	Comments
<b>VICTORIA</b>	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
<b>WA</b>	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
<b>TASMANIA</b>	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



# CONTACT US

---

57 St Johns Road  
Glebe NSW 2037

P: 02 8746 5000  
E: [info@wmrr.asn.au](mailto:info@wmrr.asn.au)