

Submission to the
Commonwealth of Australia
Senate Inquiry into waste and recycling industry in Australia

October 2017

Prepared by Northern Sydney Regional Organisation of Councils

Member Councils:

Hunter's Hill Council
Ku-ring-gai Council
Lane Cove Council
North Sydney Council
City of Ryde Council
Willoughby City Council

Contact: Mr John Carse
Regional Waste Management Co-ordinator,
Northern Sydney Regional Organisation of Councils
jcarse@lanecove.nsw.gov.au

Key points

- Waste generation is positively correlated to both economic consumption and to population growth. A policy focus on static per capita waste generation is not a sufficient goal for waste management policy particularly in urban areas.
- Analysis of the waste industry in Australia must take into account substantial differences in the availability of infrastructure for recovering resources from domestic (putrescible) waste compared to commercial and construction waste, and differences in the available options for dealing with domestic waste generated in metropolitan, as compared to regional, areas.
- Local Government is an active participant in waste management but has limited policy or market powers to influence the provision of waste infrastructure, which lags requirements for managing growing waste volumes in metropolitan Sydney.
- Current market and policy settings are failing to deliver adequate waste infrastructure (transfer stations, landfill sites, processing and treatment works) for the current volumes of domestic waste generated by the population of metropolitan Sydney.
- Current waste policy settings are aspirational and unlikely to be achieved in relation to domestic waste because recycled paper, glass and other dry goods and garden waste have reached a plateau as shares of total domestic waste.
- Further achievement in diverting the volume of domestic waste going to landfill will have to come from addressing the residual waste stream, either/both by reducing generation or ensuring that facilities to transform the beneficial portion of the waste into marketable products, including energy.
- Facilities to recover resources from residual waste are one million tonnes short of annual demand for Sydney alone.
- By 2021 there will be one landfill site located in the Greater Sydney Metropolitan Area and there is a five year development horizon for any new landfill site. This will result in high costs to transfer waste and risks increased cross-State waste transfer.
- The NSW Waste Levy as currently priced, passed through and spent by governments is not effective in resolving the policy, market and investment challenges facing waste management in Australia's largest city, home to close to 20 per cent of the nation's population. Reliance on a high landfill tax has not delivered, and is unlikely to deliver, a sufficient price signal to reduce growth in putrescible domestic waste.
- Environmental regulation alone is not a sufficient role for government in waste management in 21st Century Australia, characterised by growing urban populations, higher density living and immature markets for both the production and consumption of materials recovered from domestic waste.
- A whole of government approach at State level to reduce planning impediments and share risk is needed. Government has a role in infrastructure provision in the case of Sydney, where the market acting alone cannot meet community needs and policy aspirations.

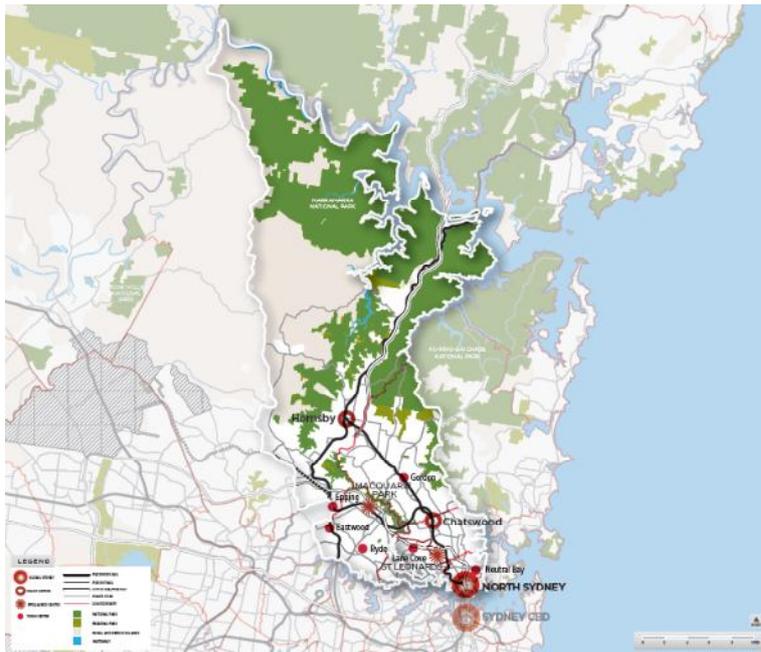
- A harmonised or nationally regulated approach to market formation for recycled products is required to improve business certainty and to stimulate investment.
- Market formation, industry development and innovation incentives for the waste management industry are needed, to trigger a catch-up period in Australian waste infrastructure provision, which lags the capacity and technology available in other developed Western economies.

Introduction

The Northern Sydney Regional Organisation of Councils (NSROC) is pleased to make this submission on behalf of its member Councils to the Inquiry by the Senate Standing Committees on Environment and Communications into the Waste and Recycling Industry in Australia.

NSROC is a voluntary association of local government authorities in northern Sydney. The Councils service an area extending from the Hawkesbury River in the north to Sydney Harbour in the south, west to Meadowbank on the Parramatta River, as shown in Figure 1. The NSROC region is home to about 600,000¹ people.

Figure 1: Northern Sydney Regional Organisation of Councils area



This submission is based on the experience and perspective of a group of local government authorities in metropolitan Sydney exposed to decades of policy and market changes that have failed to deliver waste infrastructure capacity in step with the waste volumes generated by the growing population of the residents of Australia's largest city.

NSROC hopes that the findings and recommendations of the Senate's Inquiry will recognise the particular needs of urban Australia, and Sydney in particular, so as to fully capitalise on the opportunity the Inquiry presents to bring an overdue focus onto waste management in national and inter-jurisdictional policy agendas.

Whole of waste stream data and reporting based on national comparisons (which includes commercial, industrial and construction waste as well as domestic waste) has for too long masked the pressing challenges in metropolitan areas of managing domestic waste volumes and ensuring that this waste stream is dealt with in an economically and environmentally sustainable manner.

Hands-off reliance on the market to deliver solutions to a multi-faceted policy and service delivery challenge that is fundamental to community well being has not succeeded in meeting metropolitan Sydney's needs. Both harmonised and nationally regulated measures are necessary.

¹ Data includes Hornsby Local Government Area, which is a party to the NSROC Regional Waste Strategy.

This submission comments on the terms of reference from the real world experience of local government negotiating the best possible outsourced service delivery on behalf of their communities in an environment characterised by a highly concentrated service provider market and State policy settings that are overly reliant on a tax on landfill (known as the Waste Levy) to stimulate both waste reduction and waste infrastructure investment. This policy environment is not delivering the capital investment outcomes required for the metropolitan population of NSW.

Waste Management in the NSROC region

Regional waste volume

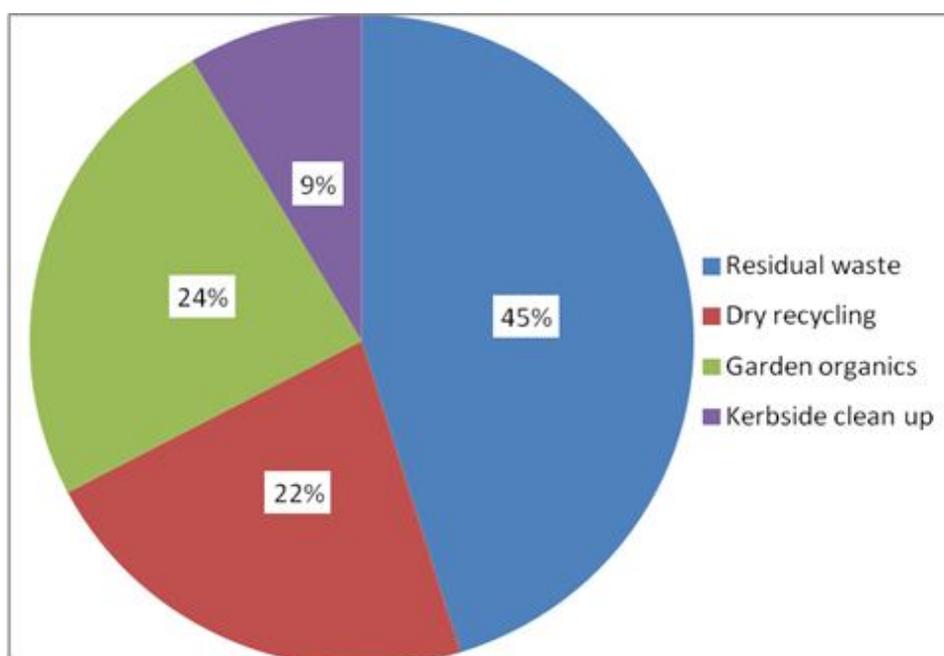
For the year 2015-16 the NSW Environment Protection Authority reports that NSROC member Councils managed 261,298 tonnes of domestic waste (kerbside/clean up/drop off), representing 14% of the total generated in the Sydney Metropolitan Area.

Like all areas, waste trends in northern Sydney are influenced by its demography and socio-economic character; including such factors as:

- strong population growth, predicted to be between 1.5 and 2.4% per annum in the 2016-2021 period, across the region
- increasing population density resulting from the increase in the number of multi-unit dwellings, now constituting half of all dwellings in the region
- above-average incomes, resulting in higher levels of spending on consumer items
- more aged residents than other areas of Sydney, contributing to smaller households

Waste generated by type in the region is characterised by higher than average contributions to recyclables and lower than average garden organics volumes compared to metropolitan Sydney as a whole. Overall the region diverts about 52% from landfill through recycling collections and clean up recovery services, as shown in Figure 2 (recovery outcome includes part of clean up and residual recovered).

Figure 2: Domestic waste type and tonnage, NSROC Region 2015-16



Regional waste management strategy and role

Like most metropolitan Councils in Sydney, NSROC Councils do not own waste facilities for use by the community². Old-style Council tips in the region have long since been converted into alternative uses such as playing fields, and State-owned assets have been sold to the private sector over the last two decades.

Councils participate in the waste management market as purchasers of waste services from the private sector. There are three main service types each with a different market of providers for: collection and transfer; disposal; processing.

Council also take the primary role in community waste education. All NSROC member Councils have active environmental education and waste management programs to support Council waste management policies, which are in turn aligned with the NSW Waste Avoidance and Resource Recovery Strategy, a legislated instrument under the NSW *Protection of the Environment Operations Act 1997*.

In 2014 the NSROC group of Councils adopted a Regional Waste Strategy incorporating NSW policy settings. These settings include the goals of:

- 70% landfill diversion by 2021-22 (based on regional 2010-11 data)
- 1% per capita reduction in waste generation by 2021-22 (based on regional 2013 14 data)
- Access to waste drop-off centre for all NSROC LGA residents based on 1 per 50,000 households by 2021-22 OR within 11 km of home
- 20% reduction in reported illegal dumping incidents by 2021-22 (based on regional 2012 13 data)
- Increased promotion of active community participation in litter control through targeted programs

These goals are supported by some project funding to Councils for waste programs, but are not enforceable in any other way.

Given its limited legislative role and lack of funding for directly stimulating expansion of waste infrastructure, Councils have used collaborative procurement arrangements that feature resource recovery as an essential performance indicator as one of the key ways to make progress on landfill diversion goals. By this means, the purchasing power of the combined group of Councils, where possible, is applied to setting 'stretch' targets for service providers with respect to resource recovery, in turn creating incentive for new investment.

For example, a ten-year waste processing and disposal contract for five regional Councils for red-lid bin (residual) waste established in 2015 is based on the objectives in Figure 3. The goal of the tender and resulting contract (the Waste Processing and Disposal Agreement or WPDA) was to maximise diversion rates through processing, and despite landfill clearly being the cheapest market option for Councils landfill alone is not what Councils sought from the market.

Industry required lead-time to respond to this offer of a long-term, high volume contract. The WPDA includes a commitment by the service provider to construct three waste processing facilities during the ten year term. The first of these projects - a facility to convert residual waste into low-grade compost through Mechanical Biological Treatment – commenced operations in July 2017, two years after contract commencement. The facility has been constructed for processing the waste of 11

² Outside Sydney, Councils may be direct service providers, but for many years Sydney Councils have purchased waste services from the private sector, in response to the privatisation of government assets, most recently those held by Waste Services NSW.

Sydney Councils as a result of performance-based contracts established by the Councils, working as 'single customers' in two groups, to provide long term volume commitment to underpin industry investment.

This is an example of Councils willingness to take the long view and to support the reality of the investment and regulatory environment faced by the waste management industry.

Figure 3: Waste Processing and Disposal (WPDA) Contract Objectives, 2015-2025

- To achieve better waste outcomes. This includes providing demand certainty to service providers so that they may invest in the supply of facilities that create marketable recovered materials and thereby create capacity to reduce the percentage of waste collected by councils that is disposed of in landfill;
- To achieve improved value for money for communities in the cost of waste services. This includes creating volume security over a sustained time period, thereby reducing transaction costs associated with multiple tenders and addressing uncertainty as to feedstock volumes for service providers;
- To ensure security of waste disposal and processing arrangements. This includes identifying and implementing contract arrangements that ensure that putrescible waste is disposed of or processed in facilities that can operate efficiently and with minimum risk of service failure over a sustained time period; and
- To create public benefits by working together to:
 - stimulate market competition and economic efficiency; and
 - support participating councils in working with the market to ensure the long-term provision of environmentally sustainable waste solutions; and
 - support community engagement in waste education as a contribution to better regional waste outcomes.

Another initiative amongst five member Councils of NSROC has resulted in the co-operative operation of a drop-off centre for problem wastes known as a Community Recycling Centre in a light industrial at Artarmon on Sydney's lower north shore. While NSW Government support was provided for part of the cost of this service, the ongoing responsibility rests with the Councils who have met the costs of the leased premises and staffing. In its first six months of operation 5,000 customers have used the Centre, depositing 89 tonnes of waste, mainly paint, followed by electronic waste. The Centre was recently recognised by the LGNSW Excellence in the Environment Awards for success in bringing Councils into a single working unit to improve services.

These initiatives, just two of a number in the Regional Waste Strategy, demonstrate that local government is a willing partner in waste management improvements and is prepared to apply community resources to long-term improvements in waste management outcomes.

However, local government does not have legislative power or funding to ensure that a competitive market is operating fairly. Other levels of Government need to adjust their policies so as to provide both 'carrot and stick' signals to ensure that industry meets the needs of the Australian community in a cost-efficient manner, particularly in urban areas where most people live and axiomatically, where most domestic waste is generated.

Issues and comments – Inquiry Terms of Reference

(a) Quantity of solid waste generated and the rate of diversion of solid waste for recycling

Nationally, total waste growth has been outstripping growth in both population and the economy by a significant margin for the last twenty years. Over the period 1996 to 2015, ABS data shows that national waste generation has been growing at an annual rate of 6.2%³. This growth is high by international standards; in 2015 Statista reported that Australia had the fourth highest Municipal Solid Waste (MSW) generation per capita amongst developed economies, at 674 kg per capita.

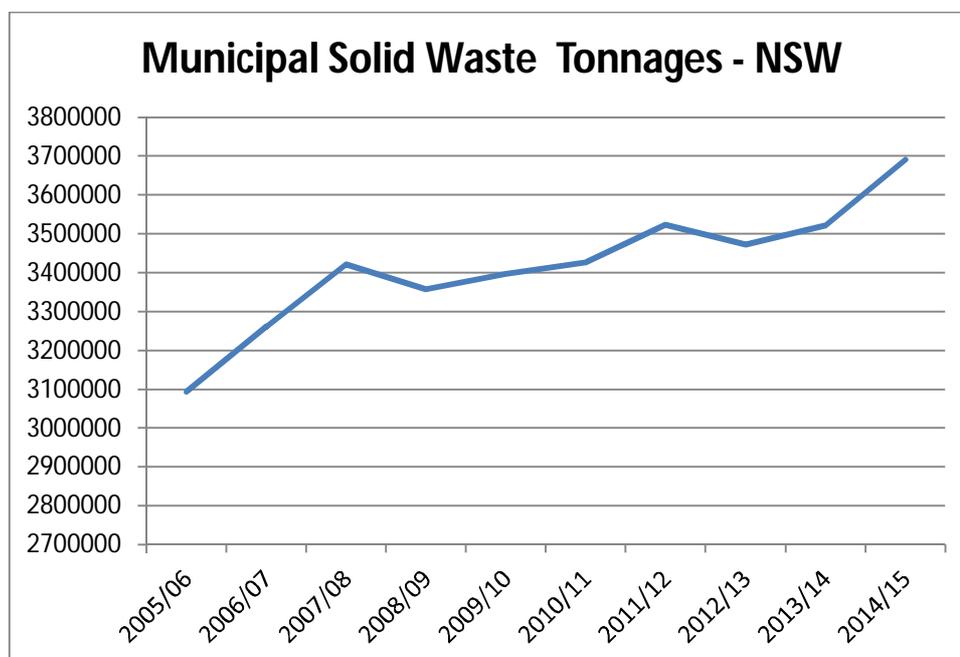
In NSW total waste generated per capita is about 2.5 tonnes, close to the national average⁴. In Sydney it is estimated that about 2 million tonnes of MSW is generated per year⁵, of which about 52% is recovered⁶.

Domestic waste (also referred to as Municipal Solid Waste) continues to grow, as shown in Figure 4. Some success is evident in the data in holding waste generation per household steady, as shown in Figure 5, but as population grows this response is not sufficient to reduce volumes.

Recycling has been static or close to over the years from 2006 to 2015 for the State and this is also the experience of the NSROC Councils, where recovery from household waste has been about 50-55% for several years.

The NSROC experience is that as population increases, waste grows at much the same rate. Where the economic cycle delivers a significant slowing or growing spurt, this is mirrored in waste generation. Figure 4 demonstrates this during the 2008-09 period of economic contraction. As economic growth is mainly positive, it is unlikely that in the Australian environment a slowing economy will retard waste growth over a ten year cycle.

Figure 4: NSW Municipal Solid Waste Tonnage, 2006-2015 (NSW EPA)



³ MRA Consulting Group, WMAA Conference Paper 2016

⁴ Australian National Waste Report 2016, Randall Environmental Consulting for the Department of Environment and Energy.

⁵ Hyder Consulting, 2010

⁶ NSW EPA, Extension of the Waste Levy Options Paper, 2014.

Figure 5: NSW Kerbside waste generation per household per week, 2009-15

Waste stream	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Dry recyclables	5.3	5.5	5.3	5.1	5.1	5.0	4.9
Organics	4.7	5.1	5.6	6.1	5.3	5.2	5.6
Residual waste	11.3	12.1	11.8	11.7	11.7	11.9	11.7
Total	21.3	22.7	22.7	22.9	22.1	22.1	22.2

There are two significant conclusions that can be drawn from the data:

- Recycling rates increased in 2000s with the extension of additional collection bins for dry recyclables (paper, glass etc) and garden waste, but has levelled out and is unlikely to increase from these sources. This is in part because population growth is concentrated in smaller households in multi-unit swellings where shared bins reduce adherence to segregation of waste streams. Secondly, newspapers are a reducing source of paper and garden waste is contracting as housing preferences change to medium and high density living.
- Additional achievement in recycling will have to come from waste currently in the red bin. Diversion performance on putrescible (red-bin) wastes has been low and has not shifted significantly over the past decade. This reinforces that for households the easy wins have been booked and further progress will require a concerted effort to increase recovery from the red-bin waste stream.

Broadly, significantly increased recycling from residual waste can be achieved in two main ways:

- separating food waste and combining it with garden waste to become feedstock for compost production, which would require both a major education and cultural change program, the construction of a host of new facilities, and direct stimulus to market formation so that there is a return on investment for the by-products created; and/or
- additional investment in waste processing for mixed waste (such as mechanical biological treatment, energy from waste or other technologies). The construction and market formation challenges noted above apply more heavily to this pathway. For example, a waste processing facility of 100,000 tonnes capacity requires capital expenditure of about \$100 million plus the costs of lengthy community consultation, planning and approval procedures. Contrast this with a total *over four years* of the NSW EPA Waste and Recycling Infrastructure package (sourced from the Waste Levy) of \$168 million.

Both the data and logic make clear that the means by which the aspirational goals of the NSW waste policy framework can be achieved are limited to a combination of reducing waste per capita (difficult given settlement and waste collection constraints) and diverting more domestic waste away from landfill to manufacture it into products for which a market can be found or formed, such as special forms of compost. This latter goal requires new facilities and markets to emerge, which must be front and centre of policy and program design.

For both policy options, investment by both Government and industry is required. At present the policy settings do not create sufficient incentive for either sector to prioritise such expenditure and

the scale of the problem continues to grow and fall on Councils and residents to fund through relatively small and localised improvements.

(d) Role of landfill levies in determining the end destination of material, including hypothecation of collected levies for enforcement and waste diversion purposes

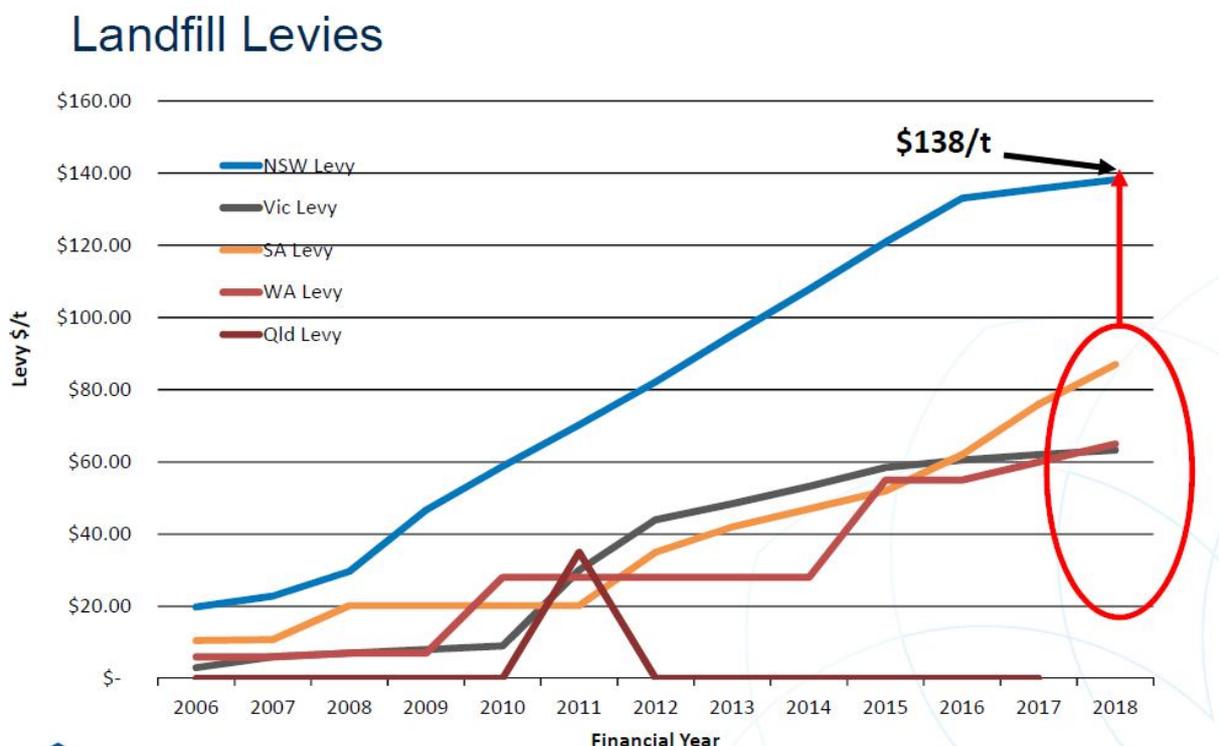
The Waste Levy is an instrument established under NSW legislation for the purposes of driving waste avoidance and assisting alternative waste treatments by adding a competitive burden to the price of landfill. The NSW Government’s position is that the Levy creates an incentive to seek alternatives to landfill disposal by:

- o creating a financial disincentive; and
- o hypothecating revenue to industry and councils to assist in infrastructure, education and planning to support the resource recovery industry.⁷

The Waste Levy for the Sydney Metropolitan Area has increased from \$7.20 per tonne in 1996 to \$138.20 per tonne in 2017-18. NSW has by far the highest tax on landfilling in Australia and has done for many years, as shown in Figure 6.

Despite this, NSW performs only at about the national average in resource recovery, and the gap between waste volumes and waste facility capacity continues to widen.

Figure 6: Landfill Levies, by State



⁷ NSW Government 2009, Waste and Environment Levy Operational Guidance Notes.

The NSROC experience is that the policy goals of waste avoidance and resource recovery are not being advanced by the Waste Levy, as is evidenced by waste volume growth and by the expanding gap between capacity in waste infrastructure and demand for both low technology and more elaborate forms of waste treatment.

Further, and of great concern to local government, the high rate of the Levy has had the perverse effect of creating a Budget dependency issue, as only about one-third of the total collected through the Levy is returned to local government or industry through waste policy and programs of the total collected of about \$500 million per annum and the rest is absorbed into General Revenue.

Any reduction to General Revenue through lowering the Levy rate or introducing a higher rate of hypothecation to waste management would have to be made up by reduced outlays or higher charges in other, arguably more visible and politically sensitive, portfolios. This is an entrenched structural issue that works against investing in waste management as a priority across spending (rather than regulating) portfolios such as public works and infrastructure.

The inadequacy of the Waste Levy as a financial disincentive is well-documented. The 2012 review of the NSW Waste Levy⁸ reported that the increases in the Levy had not converted into increased recycling by households. The Levy is noted as:

"... a lack of direct and transparent incentive for households to reduce their waste as the levy is typically collected as a flat rate charge to ratepayers.

and

...Most stakeholders agree that the levy struggles to change householder behaviour, and that other mechanisms should be implemented to assist the levy in driving waste avoidance and resources recovery."

Waste management charges to residents reflect the actual costs to councils of delivering waste services. These charges are applied across the entire community and are not adjusted for actual consumption of waste services by an individual household.

The Waste Levy operates as a muted signal to households and one with no matching reward or incentive for better waste management behaviour, other than a minor reduction in the waste charge for using a smaller red bin in some council areas.

As a result, the incentive to reduce waste on account of charges that incorporate a taxation component (in the case of NSW, the Waste Levy) is not detectable to residents, as it is dwarfed by the much higher property tax component of council rates.

By way of illustration, in an annual rates notice for a single dwelling unit in the NSROC area of \$1050, the waste management charge is about \$430 a year or 40%. In an environment of increasing rates for other utility services, it is not surprising that household behaviour does not respond to small changes in the waste management charge as the Levy creeps up over time.

Further, this price signal is practically non-existent in case of tenants, as waste management charges are paid by the owner and the rents paid are market determined. Even if the domestic waste charge were to be reduced for the smaller household size typical of apartment-dwellers, it is questionable whether the reduction would be passed on in lower rents.

The NSW EPA recently released a consultation paper for the 2017-21 Waste and Resource Recovery Infrastructure Strategy. It included a summary of the gaps in waste infrastructure to 2021, which is

⁸ Review of the NSW Waste and Environmental Levy, KPMG for the NSW EPA, June 2012

replicated as Figure 7⁹. The Figure is based on the (as stated) ambitious assumption that waste generation per capita in NSW in the period to 2021 will remain unchanged from the 2011 rate and only increase at the rate of population growth. This is despite other EPA documents (see also Figure 4) supporting the case that waste growth is also related to economic growth.

Even accepting this population-based assumption, the facilities gaps are both significant and alarming in relation to household waste streams. Figure 7 replicates some of these data – it is unclear why there is no data on landfill capacity for Sydney.

The landfill availability data in Figure 7 includes regional areas of NSW. For Sydney, in 2021 there will be only two landfill operations for putrescible waste available, one at Lucas Heights in the far south of the Sydney Metropolitan Area, and one at Woodlawn which is accessed by rail and is 250 kms from Sydney. A five year planning and construction timeframe would be realistic in the best of circumstances for a new landfill operation, which means that there will be an inevitable shortfall of some 1.5 million tonnes by 2021.

It is evident that current policy settings and the Waste Levy in particular are not delivering the prompts for either government funding or private investment necessary to fulfil the requirement to expand waste infrastructure so as to efficiently manage Sydney’s waste through resource recovery.

Figure 7: NSW and Sydney Metropolitan Area: Waste Facilities: Capacity to 2021

	<u>Putrescible landfill</u>	<u>Non-putrescible landfill</u>	<u>Mixed waste treatment</u>	<u>Garden Organics Processing</u>	<u>Putrescible Organics Processing</u>
2021 known capacity ('000 tpa)	NSW 3,180	NSW 2,924	763	1,133	972
2021 Projected throughput ('000 tpa)	NSW 2,438	NSW 2,165	1,768	1,520	984
2021 Gap	NSW 742 Sydney: no data published	NSW 759 Sydney: no data published	-1,005 Sydney -558 tonnes	-387 Sydney -273 tonnes	-12 Sydney -266 tonnes

(NSW EPA, 2017)

⁹ Waste and Resource Recovery Infrastructure Strategy 2017-21, Draft for Consultation NSW EPA.

(i) Role of the Australian Government in providing a coherent, efficient and environmentally responsible approach to solid waste management including by facilitating a federal approach.

Local government is a willing partner in the mix of the private and public sector roles in waste management, as noted.

Its taxing (through Council rates) and purchasing powers, community interface capacity and development consent regulatory role are tools that can contribute to ensuring that the community pays a fair price for waste services and that residents are informed about their role in waste minimisation, which is principally through source segregation of recyclable material into separate collection bins.

However metropolitan Councils have neither the assets nor the legislative powers to resolve the challenges of waste management market that is failing to deliver adequate levels of capital investment for the growing population of Sydney.

Market failure has arisen because of such factors as a lack of competition. The large scale waste processing industry is highly concentrated with many processing sub-sectors operating as virtual duopolies. Industry players have significant market power in terms of price and will bring additional capacity online only as long as the profitability of current operations is not adversely impacted.

Further, being in many cases overseas-owned companies, commercial perspectives are subject to international economic conditions and the comparative risk/return assessment made by overseas decision-makers in parent companies that are active in multiple national markets.

Issues that impact their evaluation of Australian investment proposals are:

- Market risk and size: regulatory approvals and market acceptance for products manufactured from outputs of waste processing. In many cases the size of the Australian market means there is a limited local markets for the products that result from waste processing;
- Operational costs and associated risks, such as secure supply of feedstock that may be inhibited by Government procurement rules that do not support long-term contracting or partnership approaches;
- Availability of suitably located and large scale sites accessible to reliable, long term feedstock and to markets for processed outputs;
- Lack of certainty in the planning approvals process for construction, due to high levels of political sensitivity and community caution based on the perception that waste management facilities per se are a risk to environmental health and community ambience;
- Regulatory risk: the waste processing industry is highly regulated and is perceived to operate in an environment of uncertain policy settings, with the risk of change in policy settings over the life of the project adversely impacting its chances of being supported for finding in a market of competing proposals.

These risks can be ameliorated by the intellectual, policy and structural horsepower and legislative authority that a national level government can bring to these challenges.

Effective regulation is but one of these levers. An illustration of how regulation can impact the industry is the post-2000 boost in construction of energy from waste facilities in the UK after a national policy was determined and local authorities' capacity to halt new developments was reduced. This led to a proliferation of energy from waste facilities in a relatively short period of time.

This intervention at the national level appears to have fuelled greater community acceptance of both high-tech waste management infrastructure being constructed in or adjacent to major metropolitan areas.

In the absence of overarching national or harmonised State policies, the unfortunate matching piece in the current circumstances of Sydney's waste management environment is heavy weighting on just one policy goal (reduction in landfill) and over-reliance on a single market signal (the Waste Levy) to prompt change.

Alongside this lop-sided waste policy is the ineffective application of planning powers at the State level. Onerous planning and approval risks are attached to all waste projects, especially in metropolitan Sydney. The associated lead times result in global companies preferencing investment in countries where risks are lower and the lead time on returns more certain.

It is the NSROC view that establishing new and enhancing existing waste transfer, sorting and processing capacity is the key to achieving better diversion rates, more competitive pricing and greater stimulus to new markets for recycled by-products.

As well, policies that provide incentives to innovation and investment and commit government as a partner in site planning are highly prospective policy options and critical issues for the Inquiry.

Leverage available to Australian and NSW Governments include:

- Prioritising the development of national markets for outputs from waste recovery through Council of Australian Governments and Ministerial Councils.
- Examining options for co-investment between levels of government for waste infrastructure for metropolitan areas, as is the case for roads and bridges in regional areas.
- Reducing uncertainty related to markets for outputs from waste recovery through responsive regulation and standard setting for new products, such as through national building codes.
- More sophisticated economic modelling of the real cost of current waste management, including factoring in the externalities of transport of waste across cities and regions.
- Devising new forms of regulation and taxation that create effective incentives to households to reduce waste (such as differential waste charges based on volume).
- Industry development initiatives that support business formation and the development of markets for recycled and recovered products. The Prime Minister's innovation agenda is a perfect vehicle for such initiatives which could include co-investment in adapting proven overseas technologies to the Australian environment.
- Extending the Product Stewardship Framework related to imported goods to a broader range of products, such as refrigerators and air conditioners.
- Identifying priority sites for waste management and applying consistent, whole-of-government and cross-jurisdictional decision-making instruments, including shared budget commitment, to signal to the market that governments recognise both the necessity and the opportunity the waste management industry offers.
- Reduce approval and policy risk for industry through supportive policy environment, for example by partnering with proponents to shorten approval horizons and reduce delays in winning development consent.