



Project No. 1907
October 2019

Local Government Waste Plans

Consultation Sessions Outcomes Report

Department of Water and Environmental
Regulation



Government of Western Australia
Department of Water and Environmental Regulation

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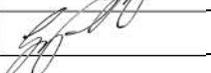
ASK Waste Management gratefully acknowledge the cooperation of the DWER staff and local councils that provided information and assistance in the development of this report.

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Document Control			
Version	Date	Description	Initials
0A <draft>	11 September 2019	Draft version for internal QA	
1A <draft>	16 September 2019	Draft version for DWER review	
2A <final>	14 October 2019	Draft version incorporating DWER feedback	
3A <final>	15 October 2019	Final	

ASK Waste Management is a carbon neutral company and prints all reports on 100% recycled paper.

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EXECUTIVE SUMMARY

The Department of Water and Environmental Regulation (DWER) have developed a draft Waste Plan resource kit to assist in the development of local government Waste Plans which align local government waste planning processes with the Waste Avoidance and Resource Recovery Strategy 2030. The kit consists of a waste plan template, a guidance document and a self-assessment checklist.

DWER appointed ASK Waste Management and Elton Consulting to undertake consultation with key stakeholders to gather feedback and input on the draft Waste Plan Resource Kit. This report summarises the consultation process, feedback received and provides an evaluation of key themes regarding barriers to the waste planning process. The outcomes of the consultations will assist DWER in determining the final content of the Waste Plan resource kit and guide communication content with local government around Waste Planning.

A Stakeholder Engagement Plan (SEP) was developed outlining the guiding framework for all communication and engagement activities to support the development phase of the Waste Plan resource kit through the consultation period.

The SEP consultation included one on one meetings with the Department of Local Government, Sport and Cultural Industries (DLGSC), and the option for stakeholders to attend one of two facilitated workshops or a webinar. The consultation was aimed at local governments and regional councils from the Perth, Peel and major regional centres whom will be required to develop Waste Plans for the 2020-21 financial year as part of Phase 1 of the Waste Plan roll out.

The 82 attendees at the consultation sessions, represented 56 Western Australian local governments and regional councils. A 38% participation rate was achieved for the sessions across all Western Australian local governments and regional councils.

The outcomes of consultation indicated significant support for mandatory waste planning and reporting. The main themes for support included providing direction, consistency, transparency and standardisation across local governments and in providing a strong justification to implement best practice and obtain resourcing for waste projects.

The resource kit overall was received positively, with feedback suggesting the kit will help to provide

direction, consistency, and a framework for local government in developing Waste Plans. Feedback on the current structure and content of the resource kit was mixed, however, less than half had not read the document prior to the consultation sessions. It remains difficult to gauge opinions without first-hand practical application of the resource kit material.

From across the consultation sessions, a range of key themes emerged that may be barriers to the waste planning process. These were identified as:

- **Future resourcing and funding:** Funding availability and general lack of resources (people, money, time, competing priorities) for implementation.
- **Data:** Data capture, availability, collation and accuracy for both local governments and contractors.
- **Structure and content of the Waste Plan resource kit.**
- **Communication:** Engaging Councillors, clarifying the role of FOGO within the Waste Strategy, and new mandatory data reporting processes and its impact on Waste Plan reporting.
- **DWER review, feedback and approval processes for local government Waste Plans.**
- **Rural and regional specific:** Applicability, suitability and onerous nature of the current document along with resourcing, funding and data to inform and implement Waste Plans.
- **Suitability of templates for metropolitan Regional Councils**

Successful outcomes of the Waste Plan initiative will be dependent on the ability for DWER to address these themes in collaboration with local government and in designing sufficient incentive and support mechanisms to assist local government through the process.

Improved waste outcomes for local government through effective waste planning will support achievement of the objectives and targets of the Waste Avoidance and Resource Recovery Strategy 2030 and provide long term benefits for all West Australians.

1 CONSULTATION SUMMARY

A summary of the consultation themes and outcomes is provided to follow. Further detail is provided in the body of the report.

Summary of **consultation and level of existing waste planning in local governments:**

- There was good representation from local governments and regional councils from the Perth, Peel and major regional centres regions whom will be required to develop Waste Plans as part of Phase 1 roll out with 63% of those local governments attending the sessions.
- There was a higher than anticipated interest in the sessions from rural and regional local governments whom will be required to develop Waste Plans as part of the Phase 2 roll out with 27% of those local governments attending one of the sessions.
- 58% of local governments attending the workshops indicated that they either have an existing strategic/waste plan or have one under development. (NB: This does not include results from Session one.)
- Over three quarters (77%) of existing Waste Plans do not align with the Waste Strategy objectives and targets.
- Key reasons why existing plans do not align with the Waste Strategy targets and objectives are indicated to be 'haven't got one' and 'outdated plan that is not updated as yet to reflect the new Waste Strategy'. A small number of participants in the metropolitan workshops indicated that reasons why their plans didn't align was that they had adopted waste to energy.
- Approximately 40% of the 28 responses received for the question regarding the duration remaining on existing Waste Plans indicated that they had three years and over remaining on their existing plans.
- 52% of attendees indicated that they had read the 'Waste Plans Resource Kit' prior to the sessions indicating the feedback from just less than half of the attendees was based on limited knowledge and understanding of its content.

Summary of key points on local government **sentiment toward mandatory waste planning:**

- There is significant support for mandatory waste planning and reporting across the local governments consulted returning an average ranked score across the sessions of 7.3.
- Main themes for support for mandatory waste planning included:
 - providing direction, consistency, transparency and standardisation across local governments,
 - provides strong excuse to implement best practice, obtain resourcing for waste projects,
 - waste is a public issue.
- Ranked scores for whether the draft resource kit will support attendees in waste planning, implementation and reporting returned an average ranked score across the workshops of 6.6, with minimal scoring difference between the sessions. This needs to be read in context with that only half of participants had read the resource kit prior to attending the workshop and answering this question.
- Main themes for support of the draft resource kit in supporting local government waste planning included:
 - provides guidance and framework,
 - provides consistency and standardisation across local governments,
 - provides data to aide decision making.
- Main themes of challenges with the draft resource kit supporting local government waste planning included:

- unsuitable for rural and regional local governments (phase 2) with concerns around the applicability, suitability and onerous nature of the current document,
- too complicated, convoluted – too big,
- access to reliable data,
- lack of resourcing.
- A significant majority expected to see positive outcomes for adopting the waste planning process citing improved:
 - waste avoidance, reuse and recovery,
 - council and community perception; and
 - data, benchmarking and reporting.

Summary of **feedback on the guidance documents**:

- Attendees were asked if the Part One document was easy to navigate and use. Close to two-thirds of responses were negative or provided suggestions for improving the document. Positive themes included readability, use of tables and ease of navigation. There was also good support for prefilling of data by DWER. Negative themes indicated concerns around the length of the document, the amount of information provided, resourcing challenges, limited timeframes for completion, accuracy issues with baseline data and its applicability to rural/regional areas as it appears to be to 'in-depth/onerous' for these areas.
- Responses for whether the guidance documents assist local governments in collecting data, assessing performance and informing future planning requirements indicated that approximately 45% thought with the guidance documents did not support their waste planning processes.
- Negative themes include:
 - regional council applicability
 - issues with general content, structure and terminology
 - data concerns - census data reflecting true baseline, data accuracy and capture
 - duplication of processes
- Improvement suggestions followed the following themes: content and structure, data collection methods, litter and illegal dumping measures and tailoring a resource kit specifically for small shires
- These outcomes need to be considered in context given that only 52% of attendees had read the Waste Plan resource kit thus impacting on the validity of some of the responses provided.

Summary of **barriers and incentives** for preparing Waste Plans (not listed in any order):

- Top three barriers:
 - Resourcing and funding: Lack of resources, people, money, time, competing priorities and funding to complete and implement actions in the plan.
 - Councillor 'buy-in'/alignment/awareness
 - Local government specific data availability and accuracy (metropolitan) and data capture, availability, collation and accuracy (rural and regional).
- Top three incentives:
 - Community benefits: Improving community perception, demonstrating leadership to the community, meeting community expectations, increasing community awareness of waste.

- Environmental benefits: Improved waste avoidance, reuse and recycling and alignment with state, national and global sustainable initiatives.
- Local government benefits: Accountability, setting a clear direction and structure for long term waste planning, aiding continuous improvement, providing consistency and benchmarking between local governments and sharing of best practice actions, providing backing and context for funding of waste strategies within local government budgets.

Summary of key points in regard to the **proposed timeline for development and implementation** of Waste Plans:

- Concern as to the adequacy of resourcing to support the review and feedback process through DWER.
- Concern regarding the approval process through the DWER CEO occurring after the local government processes particularly if plans are found to be unacceptable.
- Key dates for 'Councillor consultation on CBP, annual budget and informing strategies)' be amended from April – May 2020 to Feb – Aug 2020 to more accurately reflect variations in local government reporting timeframes.
- Further clarification of an optional reporting option for local governments that are not part of the phase one reporting requirements

Summary of key points on **integration** of existing plans into the Waste Plan format:

- The resource kit should provide further clarity on how to integrate existing plans into new waste plan proforma.
- DWER to consider setting a date for mandatory use of the waste plan template.
- The template to provide the ability for local governments to include other waste information/actions that are outside DWER specific requirements but relevant to waste planning with the local government context e.g. internal/operational issues. This issue was raised in both metropolitan workshops indicating a preference to a single waste planning document that can serve both purposes.

2 INTRODUCTION

The Department of Water and Environmental Regulation (DWER) has committed to collaborating with local government to develop templates and guidance material for local government Waste Plans that are consistent with the WA Waste Avoidance and Resources Recovery (WARR) Strategy 2030 (the Waste Strategy) and form part of the local government integrated planning process. The Waste Strategy sets targets for three objectives that it encourages Western Australians to strive towards when it comes to waste and the environment – avoid, recover and protect.

The Waste Strategy also sets a number of high-level strategies which indicate the types of activities that need to be pursued to achieve these targets. The Waste Avoidance and Resource Recovery Strategy 2030 Action Plan (the action plan) supports the Waste Strategy and clarifies the specific actions, timelines, lead responsibilities and collaborations required to achieve the objectives of the Waste Strategy. The action plan identifies DWER as the project lead for implementing local government Waste Plans, which align local government waste planning processes with the Waste Strategy. This is identified as a priority action for the 2018-19 and 2019-20 financial years.

DWER have developed a draft Waste Plan resource kit consisting of a waste plan template, a guidance document and a self-assessment checklist to assist in the development of Waste Plans which will be provided to relevant local governments.

2.1 PROJECT SCOPE

DWER appointed ASK Waste Management (ASK) and Elton Consulting (Elton) to undertake consultation with key stakeholders to gather feedback and input on the draft Waste Plan Resource Kit (the resource kit) during a 12-week public consultation period.

The scope required the following:

- Development of a consultation plan for undertaking stakeholder engagement on the local government Waste Plans resource kit;
- Delivery of the consultation plan including one on one meetings with the Department of Local Government, Sport and Cultural Industries (DLGSC), and two facilitated workshops and a webinar for Local Governments; and
- Produce a report of the consultation project and outcomes.

2.2 REPORT OBJECTIVES

This report summarises the consultation process and outcomes conducted by ASK and Elton on the DWER draft local government Waste Plan resource kit.

3 CONSULTATION METHODOLOGY

3.1 PURPOSE OF CONSULTATION

The purpose of the consultation was to inform key stakeholders of the requirements to develop Waste Plans and provide an opportunity for them to:

- Contribute to the development of the Waste Plan Resource Kit; and
- Voice concerns, aspirations and feedback.

The consultation process also provided the opportunity to demonstrate DWER's commitment to the State and Local Government Partnership Agreement (2017) which includes the requirement for consultation across a 12-week period for policy decisions that will have an impact on local government expenditure.

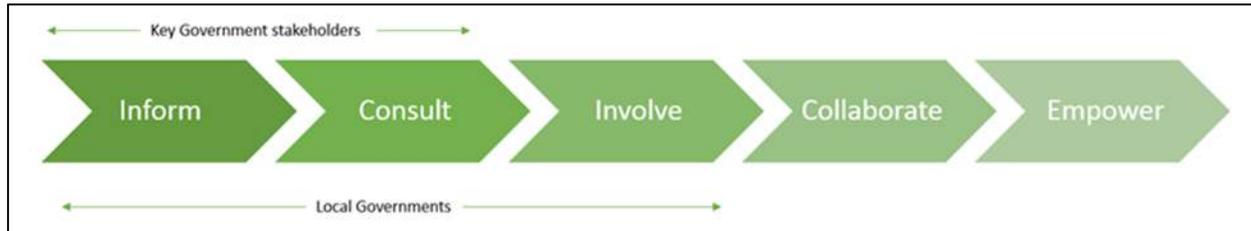
3.2 STAKEHOLDER ENGAGEMENT PLAN

A Stakeholder Engagement Plan (SEP) was developed outlining the guiding framework for all communication and engagement activities through the consultation phase to support the development and timely approvals of the Waste Plan resource kit.

The aim of the engagement approach was to manage any stakeholder issues and opportunities, mitigate risks associated with participation in the process and balance the interests of state and local government.

The fundamentals of the plan were aligned to the International Association of Public Participation (IAP2) Spectrum. The IAP2 Spectrum is an internationally recognised tool for planning public participation in major projects. For the Local Government Waste Plans, the IAP2 Spectrum guides stakeholder analysis and engagement planning, ensuring that the right people are being engaged in the right way, at the right time.

Figure 3-1 IAP2 Spectrum



The SEP includes:

- **Stakeholder analysis:** A stakeholder analysis was completed to ensure there were no gaps in identifying key local and state government stakeholders who should be engaged in the process and may have a significant level of interest and/or influence on the success of the project. The primary objective for the stakeholder analysis and mapping was to proactively identify the risks associated with barriers to participation and identify the appropriate level of engagement and associated techniques for supporting participation.
- **Stakeholder risks and mitigation measures:** Through the stakeholder analysis, a number of key issues and barriers to participation were identified. Measures to mitigate these issues and barriers were developed to inform and guide the consultation process.
- **Engagement approaches:** A variety of communications and engagement approaches were used to assist in mitigating any identified stakeholder risks and issues.
- **Communication and key messages:** A number of key messages were required to ensure consistent communication from DWER on waste planning and the draft resource kit with key stakeholders. A DWER email address (wasteplans@dwer.wa.gov.au) was developed to act as a central point of communication (e.g. enable to DWER to send out draft Resource Kit, answer questions, confirm workshop RSVPs etc.) and to which local governments can submit written comments.

The SEP is provided in **Appendix A**.

3.3 PROMOTING THE WORKSHOPS

The key to successful outcomes in the consultation workshops was high levels of participation. In order to ensure 'buy-in' to the project and encourage attendance at the workshops, an invitation to participate in the resource kit consultation process was sent by the DWER CEO to each local government CEO. The invitation advised of the purpose of local government Waste Plans and their current status. It also stated the intention to have local governments and regional councils in the Perth and Peel regions and major regional centres to have commenced the development of Waste Plans by late 2019 in order to have their submissions to DWER by mid-2020. Consultation options were provided along with copies of the draft resource kit.

A 'Waste Plans Q&A' factsheet was also provided as part of the invitation attachments. This factsheet provided consistent communication from DWER regarding local government waste planning, answer anticipated questions local governments may have on the waste planning process, and encourage attendance to the consultation workshops.

A copy of the 'Waste Plans Q&A' factsheet is contained in **Appendix B**.

3.4 OVERVIEW OF SESSION THEMES

In preparing the structure and content of the workshops, several key areas of feedback were identified by DWER. These areas define the format, content and timeframes for implementation of the final local government Waste Plan resource kit. Key areas of feedback were:

- Useability and suitability of draft templates, guidance document and self-assessment checklist;
- Proposed waste plan reporting requirements;
- Proposed timeline for developing and/or reviewing Waste Plans;
- Proposed options for integrating new Waste Plans with existing local government waste management documents; and
- Disincentives/barriers for local government to develop and implement Waste Plans.

These themes were incorporated into the workshop content along with presentations from DWER providing context to why Waste Plans are required, the purpose of the resource kit and the development process thus far along with a session on taking participants through the content of the draft Waste Plan resource kit.

See **Appendix C** for the facilitator run sheet of the three workshops. A summary of the consultation themes, questions and methods are provided in **Table 3-1**, with the outcomes discussed in **Section 5**.

Table 3-1 Consultation questions summary

Theme	Questions
Purpose: Understanding what level of waste planning local governments are at Method: Menti-meter	1) Who's in the room? 2) Who in the room has existing strategic/ waste management plans? 3) Does your existing waste plan align with the objectives and targets of the Waste Strategy? If not, why not? 4) What is the duration remaining on your existing plans?
Purpose: Test the Sentiment in the Room Method: Menti-meter	5) Have you read the draft resource kit? 6) Do you generally support the concept of mandatory waste planning and reporting for local governments in line with the requirements of the Waste Strategy? 7) Why do you either support or not support mandatory waste planning and reporting? 8) Do you think this resource kit will support you in waste planning, implementation and reporting? 9) Why do you think this will support or not support you in waste planning? 10) What outcomes would you expect to see in 3+ years if you adopt this process?

Theme	Questions
<p>Purpose: General feedback Method: Facilitated Q&A</p>	<p>General Feedback</p>
<p>Purpose: Feedback on Guidance Documents Method: Small group activity (sessions 1 & 2) Menti-meter (session 3)</p>	<p>Stakeholders</p> <p>11) Who else in your organisation needs to be involved in waste planning? Who are they? How are you going to get them engaged?</p> <p>Part 1: Services and Performance</p> <p>12) Do you find the Part One document easy to navigate and use? If not, why not?</p> <p>Part 2: Implementation Plan</p> <p>13) Does the Guidance Document and Waste Plan Template Part One support you in:</p> <ul style="list-style-type: none"> a) collecting the right data and information to inform your implementation plan? b) support your local government to develop a clear picture of your current waste management performance? <p>General Feedback</p> <p>14) Apart for lack of data/information, what are the other barriers to completing the templates? What would be some ideas to help remove the barriers?</p> <p>15) Do you have any general comments on any of the draft docs / templates? (Content and format)</p>
<p>Purpose: Feedback on timeline for development and implementation Method: Facilitated group discussion (sessions 1&2)</p>	<p>16) Is there any room for improvement on the reporting requirements?</p> <p>17) Are the proposed timelines (for development of Waste Plans and annual reporting) practical? Realistic? Any room for improvement?</p>
<p>Purpose: Feedback on developing and implementing Waste Plans Method: Small group activity (sessions 1&2)</p>	<p>18) What are the barriers and dis-incentives for preparing Waste Plans? What are the solutions?</p> <p>19) What are the incentives for local government in preparing Waste Plans?</p> <p>20) How will you integrate existing documents and processes into the new waste planning?</p>

3.5 REPORTING

At the end of the consultation period, it was determined that an engagement outcomes report would be required. This report outlines feedback captured from stakeholder briefings and workshops and feeds into the broader analysis of formal submissions being managed by DWER.

4 LOCAL GOVERNMENT CONSULTATION SESSION OVERVIEW

Three consultation sessions were held to obtain stakeholder feedback on the draft Waste Plan resource kits.

Workshop one was held at DWER offices in Joondalup on Tuesday 30 July with 20 attendees.

Workshop two was held at Southern Metropolitan Regional Council in Canningvale on Wednesday 31 July with 30 attendees.

A webinar option was delivered for all local governments, including those outside the Perth metropolitan region, that were not able to attend the workshops. The consultation webinar was held at the Elton offices on Thursday 1 August. Thirty-two people participated in the forum.

Figure 4-1 Attendees at Workshop one: DWER Joondalup



Figure 4-2 Attendees at Workshop two: SMRC



The consultation workshops were three hours in duration, with participants in groups of four to five people. Opportunities via Menti-meter and facilitated group activities enabled stakeholders to provide the project team with qualitative and quantitative feedback on the consultation themes. Menti-meter is an online interactive tool which allows questions, polls, images and other elements to be added to presentations. The use of this tool provided the workshop participants with the opportunity to be anonymous, which increased participation and confidence in providing honest, individual feedback. Menti-meter was used to get a better understanding of the sentiment in the room and gather information from the groups efficiently and in real time.

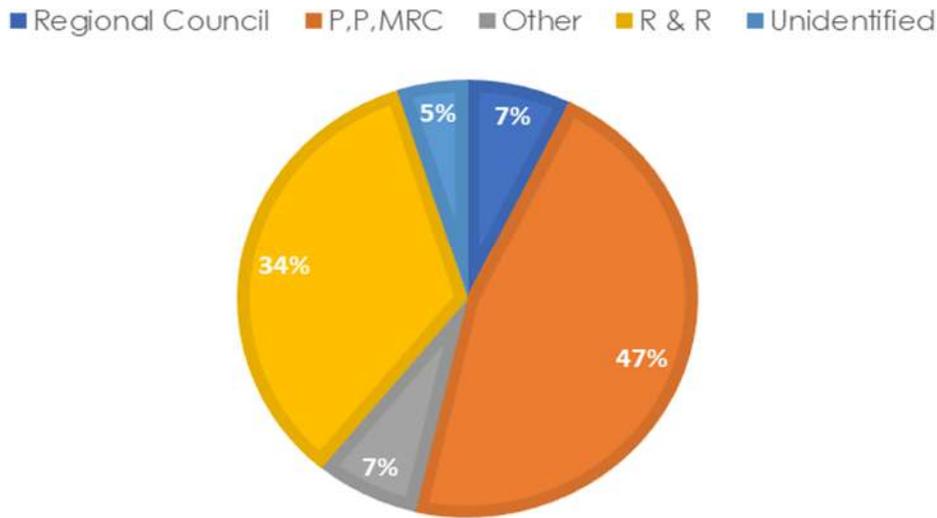
The webinar was reduced to a two-hour session given the inability to provide group activities. To ensure consistent feedback was provided across all three sessions, questions that were previously posed for workshop group activities were incorporated into Menti-meter for the webinar session.

4.1 LOCAL GOVERNMENT REPRESENTATION

A total of 82 people attended the consultation sessions (the sessions), with some local governments and regional councils sending multiple representatives. Fifty-four percent represented local governments and regional councils

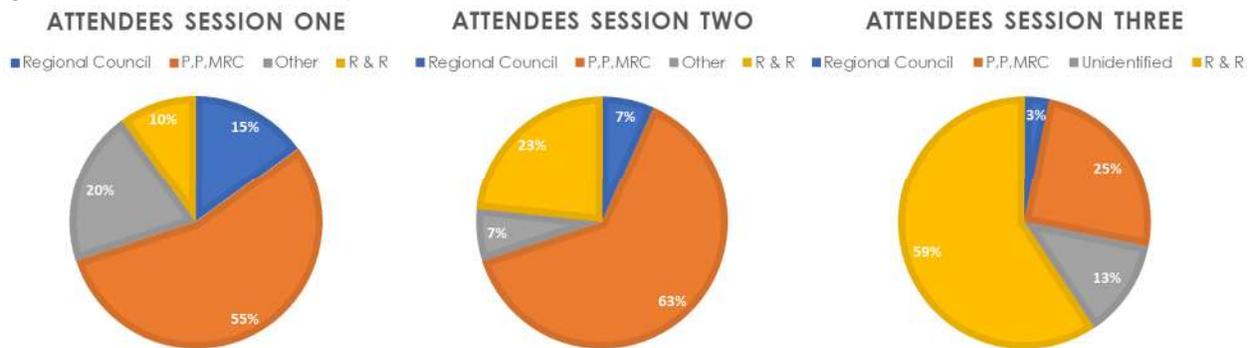
from the Perth, Peel and major regional centres whom will be required to develop Waste Plans as part of the first phase of Waste Plan roll outs. Thirty-four percent represented local governments and regional councils from rural and regional local governments who will be required to develop Waste Plans as part of phase 2 of the Waste Plan roll out. Some participants (7%) did not identify the local government they were representing. Other representatives included WALGA, DLGSC and the Office of the Auditor General. **Figure 4-3** provides an overall attendance breakdown.

Figure 4-3 Overall attendance breakdown



Attendance breakdown per session are included in **Figure 4-4**.

Figure 4-4 Attendee breakdown per session



The attendees represented 56 Western Australian local governments and regional councils providing a 38% participation rate across all Western Australian local governments. Overall, 28 of the 44 (63%) local governments and regional councils from the Perth, Peel and major regional centres whom will be required to develop Waste Plans as part of Phase 1 Waste Plan roll out were represented at the sessions.

Twenty-eight of the 102 (27%) local governments and regional councils from rural and regional local governments whom will be required to develop Waste Plans as part of Phase 2 Waste Plan roll out were represented at the sessions.

There was a diverse range of roles represented by attendees at the sessions including CEOs, waste project officers, waste education officers, waste managers/coordinators, works managers, EHOs, engineering managers/directors, director regional services, manager strategic projects, and communication and education managers.

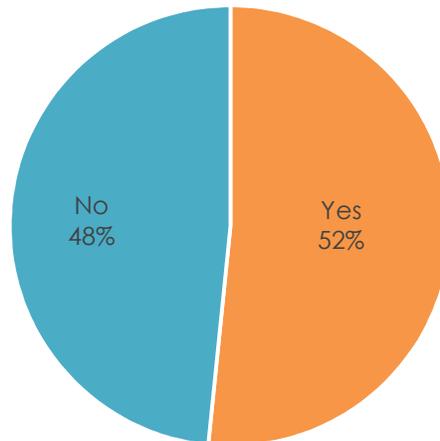
4.2 PARTICIPANTS PREPAREDNESS FOR WORKSHOPS

Participants were encouraged to read the draft resource kit prior to attending the workshops to consider their feedback and gain a better understanding before the workshops.

The participants preparedness for the workshops was tested, with feedback indicating 52% of respondents having read the resource kit prior to the sessions. This demonstrates that feedback from approximately half of the attendees was based on limited knowledge and understanding of its content. This does place some issues around validity on the consultation outcomes if participants had not fully read the document.

The workshop format included presentations to introduce and familiarise participants with the draft resource kit.

Figure 4-5 Attendee response to question: 'Have you read the draft resource kit?'



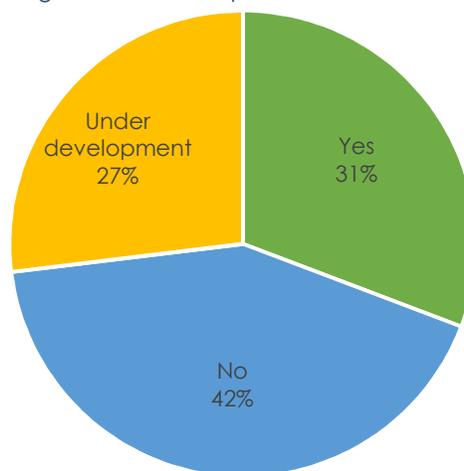
4.3 LEVEL OF EXISTING WASTE PLANNING

In order to understand the level of existing waste planning in participating local governments, a series of questions were proposed. Results are discussed as follows.

4.3.1 Existing strategic and/or waste plans

From the 52 responses received, 31% had an existing plan, 42% had no plan and 27% had one under development. There was an error in the Menti-meter data capture of this question for workshop one resulting in no data. Data in **Figure 4-6** includes data from sessions two and three.

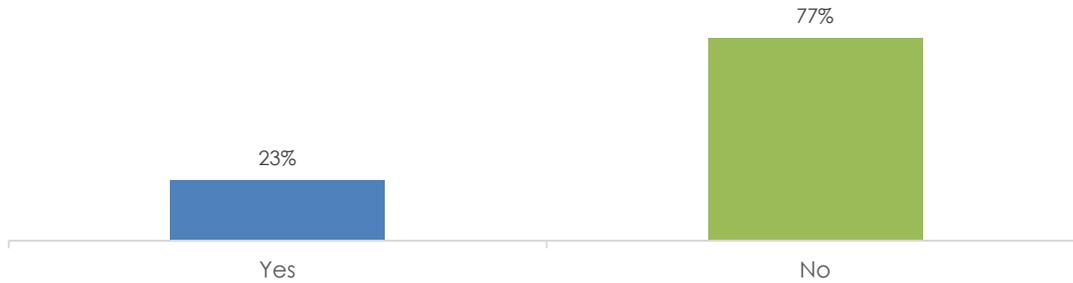
Figure 4-6 Attendees with existing strategic and/or waste plans



4.3.2 Alignment with Waste Strategy objectives and targets

When asked whether existing Waste Plans align with the State Government's Waste Avoidance and Resource Recovery Strategy 2030 objectives and targets, aggregated responses from all sessions indicated 23% align to some extent with the Waste Strategy, and 77% do not align.

Figure 4-7 Alignment of existing waste plans with WARR Strategy 2030



Further qualitative questions explored the reasons why existing local government Waste Plans don't align with the Waste Strategy.

General themes of responses from metropolitan sessions indicated:

- 'Haven't got one/not developed yet'
- 'Outdated plans that is not updated as yet to reflect the new Waste Strategy'
- 'Waste to Energy adopted'

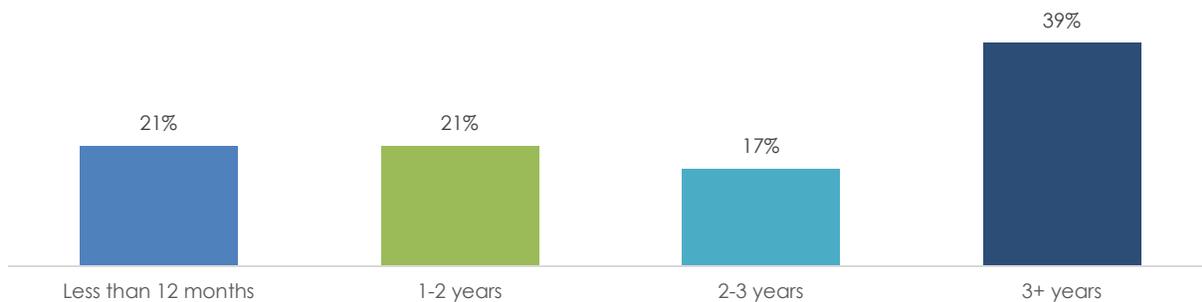
Themes from the webinar differed based on the higher percentage of rural councils represented. These were as follows:

- 'Haven't got one'
- 'Our plan sort of aligns e.g. have third bin for greenwaste not FOGO'
- 'Plan under development'
- 'Not applicable'
- 'Waste cost prohibitive in rural areas'
- 'Unmanned landfill facility'

4.3.3 Duration remaining on existing plans

In order to understand the length of time remaining on existing plans to inform integration timeframes for adoption of the new waste plan templates by local government, participants were asked to indicate the duration remaining on existing plans.

Figure 4-8 Duration remaining on existing waste plans



5 CONSULTATION SESSION OUTCOMES

The following section provides a summary of the key themes and outcomes from the consultation sessions. A copy of the raw data from the facilitated group sessions and Menti-meter outcomes are provided in **Appendix D**.

5.1 DEPARTMENT OF LOCAL GOVERNMENT, SPORT AND CULTURAL INDUSTRIES (DLGSC)

The DLGSC identified no major concerns with the suitability or useability of the Waste Plan resource kit, proposed reporting requirements or timelines for developing and reviewing Waste Plans. General feedback indicated a preference for more information within the kit, along with development of a 'quick and easy version' for those that have limited time to read the resource kit in its entirety. Mandatory waste reporting was raised as an issue impacting on the waste data format that will be provided to DWER and that this should be reiterated within communication with local government.

DLGSC indicated their support for the waste planning process stating that it provides 'line of sight' alignment between the State WARR Strategy 2030 and local government actions and will provide metrics and information to inform state waste priorities and address community concerns. Politics and funding, however, were the key barriers for development and implementation of waste plans within local government.

Representatives from DLGSC attended the metropolitan sessions to communicate their support for the process and ensure their availability to address and discuss any individual concerns from attendees.

WALGA had also been identified as a key stakeholder in the project, however, had been working closely with the DWER project team on development of the resource kit and were not required to be interviewed as part of the engagement process. Representatives from WALGA attended the first workshop.

5.2 SENTIMENT TOWARD MANDATORY WASTE PLANNING

A theme of consultation was assessing the sentiment in each session regarding the requirement for mandatory waste planning. Results are discussed to follow.

5.2.1 Support for mandatory waste planning and reporting

Participants were asked to rank their general support on the concept of mandatory waste planning and reporting for local governments in line with the requirements of the Waste Strategy. Ranking was from one to ten; one being strongly disagree and ten being strongly agree.

The average ranked score across the sessions was 7.3, with session three recording the lowest aggregate score at 6.7 and session one the highest at 7.9. There was minimal difference between workshops, with only one score point difference between the highest and lowest scores. This indicates there is significant support for mandatory waste planning and reporting across the local governments consulted.

Figure 5-1 Ranked score per session



Participants were asked to list reasons for their response in either supporting or not supporting mandatory waste planning. Over 61 comments were received, with positive responses outweighing negative responses by approximately 6:1.

The table to follow highlights some key responses to this question.

Table 5-1 Key responses in regard to mandatory waste planning

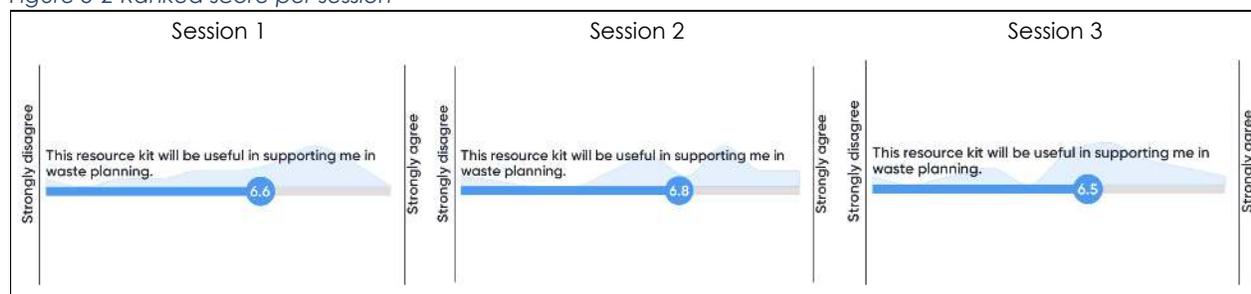
Positive	Negative
Introduces direction and allows for consistency and standardisation across Local Governments	Support planning and reporting; but to local targets - not to forced targets that conflict with local government commitments
For transparency and benchmarking against like governments	understanding meeting of targets but requires better support and resourcing
The development of waste practices and minimisation efforts require planning and goal setting. Accountability is also an important part of this success.	A one-size-fits-all approach generally places a disproportionate compliance/administrative burden on smaller, low-capacity local governments (and the State rarely passes on new responsibilities with corresponding funding and assistance
Local govt has a huge part to play in accountability and waste minimisation	Doesn't always take in the context of the local area restrictions in a regional setting.
Gives councils a strong excuse to implement best practice resource recovery	State Government not really committed, other than to burden Local Government with more plans at their costs
State-wide targeted approach -Get a true picture across the state of progress towards the objectives	
It may help us in acquiring resources in the waste area as it is mandatory	
Waste is becoming a bigger issue and how it is managed by local government is increasingly important	
the public have a right to know what their local government is doing in this area	
No planning means less progress.	
Needed to support waste minimisation	

5.2.2 Draft resource kit – supporting waste planning, implementation and reporting

Participants were asked to rank their views on whether the draft resource kit will support them in waste planning, implementation and reporting. Ranking was from one to ten; one being strongly disagree and ten being strongly agree.

The average ranked score across the workshops was 6.6, with minimal scoring difference between the sessions.

Figure 5-2 Ranked score per session



Reasons for responses to this question were then further interrogated. Respondents were asked to provide reasons as to why they think the resource kit will or will not support local government waste planning. Fifty comments were received, 33 supportive of the draft resource kit and a further 17 providing suggestions for improvement.

The table to follow highlights some key responses to this question.

Table 5-2 Key responses in regard to the question 'Why do you think this resource kit will or will not support you in waste planning?'

Positive	Negative/challenges/suggestions for improvement
Provides Guidance/framework	Needs further work to assist regional local governments
Consistency /standardisation	Heavy on data for current state but needs more of a future focus

Positive	Negative/challenges/suggestions for improvement
Gets councillors engaged	Too complicated, could summarise key approaches in much shorter form.
Provides data to aid decision making	Convolved
Yes helps where officers have other competing priorities	Useful particularly if data is prefilled. And gives consistency. But its a bit too big.
Ensures minimum reporting standards met	There is not much to address specific challenges
A better framework, standardisation and ability for better quality planning and overall improvements in waste targets	Problem with gathering data Due to problems data gathered not true reflection
Templates are always good to refer to, providing flexible	We need physical resources, not just a kit
Always better to have guidance than not and can apply to specific situation i.e. regional local government	Provides a template that simplifies the process. However, it is fundamentally flawed due to harmonised FOGO requirements
Easily shows what area's need to be clearly reported on	Yes, the templates and data are very helpful. But they should also supply us with ways of funding improvements.
Provide guidance, ensure capture all items, enable benchmarking, integrate with corporate plan etc	If a template is tailored for small rural shires, would be handy!

5.2.3 Waste planning outcomes

To test the sentiment of local government waste planning, attendees were asked to identify what outcomes they would expect to see in three or more years if their local government or regional council was to adopt this process. Seventy-six responses were received for this question, of which a significant majority expected to see positive outcomes and only three responses indicating no change to their current achievements.

The general themes regarding positive outcomes for adopting the Waste Planning process were:

- **Waste avoidance, reuse and recovery:** Better management of waste, alignment with targets from the WARR Strategy 2030, increased recovery and reuse, complete alignment between officers, council and community on waste targets, environmental improvements.
- **Council and community perception:** Community and councillor buy in, engaged communities, increased awareness of importance of waste management, increased Council understanding of waste costs, consistent messaging with public.
- **Data, benchmarking and reporting:** Clear, concise and consistent data and reporting between local governments, ability to benchmark, relevant data that will help inform strategy, track progress and assess trends.

5.3 FACILITATED GENERAL Q&A

Within workshop one and two, a facilitated session on general questions and concerns about the resource kit was held. Feedback from these sessions provides valuable input into the format of the final resource kits, along with important considerations for communication with local governments on waste planning. It also raises pertinent challenges with reporting of local government specific data from commercial recycling operators. General themes and some specific comments are provided in the table to follow:

Table 5-3 General themes and specific comments from facilitated Q&A session

Format
The template is great, however what do we do with the other information that is usually within our strategic/Waste Plans that is outside DWER specific requirements but relevant to the local government e.g. internal/operational issues. Would prefer just one document that can meet both requirements.
Local government waste management activities are not standardised, and it will be important to ensure that definitions of service types are included in the document to ensure consistency of reporting.
3 bin system requires regular reporting to DWER. Why can't this be integrated into Waste Planning reporting requirements so we only have to do this once?
Limited applicability to Regional Council groups – need a higher level document or summary template.

Standard definitions required for littering and illegal dumping.
Communication
Will these reports be made publicly available?
Mandatory data reporting will replace census and waste plan reporting will form part of this. This needs to be reiterated in the final resource kit.
Communications on the need to plan need to be high level and clarify the higher purpose/broader context of the plans (i.e. state and local government partnership/working together, everyone has a role to play in meeting Waste Strategy targets etc). Suggestion is that the Minister write to local government Mayors, Presidents and Councillors to bring them on board.
Some Councils have long term financial commitments/waste supply agreements to support waste to energy/Anaerobic digestion plants that don't include the implementation of FOGO yet the state requires FOGO as part of the Waste strategy initiatives.
Review, feedback and approval by DWER
Why do the plans need to be approved by the DG, why can't they just be submitted for information?
DWER case by case assessment for approval – what is DWER going to benchmark the plans against? How will they ensure the process is fair, equitable and personal opinion of assessment officers does not influence outcome? The plan needs to be future proofed against change of DG.
Review and feedback by DWER – will we be getting any and within what time frames? A lot of work will go into these documents to sit on someone's desk and not get read.
What is the turnaround time for DWER approval of the plans? Has DWER appropriate resources to ensure plans can be assessed in an appropriate and timely manner? This response time affects the length of time for the annual reporting period along with expenditure of funds budgeted to support implementation of the Waste Plans. Hence resourcing by DWER is an important issue.
Commercial operators
Councils hamstrung by data provided by commercial MRF operators whom cannot provide local government specific data without significant cost to the local government therefore diversion rates will be an average across those local governments whom are customers to the facility.
No legal requirement for processing operators (MRF, composters) to provide local government specific data.
Rural and regional issues
Local governments outside metropolitan cannot meet targets in strategy without significant funding due to limited economies of scale, distance to processing facilities and significant transport costs.

5.4 FEEDBACK ON GUIDANCE DOCUMENTS

5.4.1 Stakeholders

To gauge the attendees understanding of which other stakeholders may be required to participate in their Waste Planning process, they were asked to consider who needed to be involved and how to engage these stakeholders.

Attendees identified a wide range of internal and external stakeholders including:

- Community / residents / public
- CEO and Councillors
- Internal teams - incl. finance, rangers, communications, engineering, procurements, education etc
- Contractors / Service providers
- External reference and advisory waste groups
- Schools and community groups

Positive themes include readability, use of tables and ease of navigation. There was also good support for prefilling of data by DWER.

Negative themes indicated concerns around the length of the document, the amount of information provided, resourcing challenges, limited timeframes for completion and getting it through Council processes, and accuracy issues with baseline data.

A further number of concerns were raised regarding the need to clarify further, waste planning applicability to rural/regional areas as the document appears to be to 'in-depth/onerous' for these areas, along with a lack of data for regional/rural local governments.

Suggestions for improvement included the following themes:

- **Content, structure and terminology:** Need a glossary, less decorative photos, need ability to explain context around the data, needs to link to existing performance, need condensed deliverables and a summary page, definitions considered important (i.e. what is illegal dumping and littering).
- **Data:** Census data may not reflect true baseline, accuracy of data an issue, data capture a challenge.
- **Communication:** Issues with what will be made publicly available, needs supporting communication, ability to ensure councillor understanding important.
- **Rural and regional issues:** Too onerous for smaller rural and regional local governments, an implementation plan for rural and regional councils that don't have a plan is a challenge.

5.4.3 General feedback

Attendees were asked whether they had any general comments on any of the draft documents and templates, particularly regarding format and content.

Some constructive comments were received regarding potential improvements to the structure and format of the documents (i.e. flowchart of reporting – timeframes, links, responsibility, inclusion of an executive summary and need for glossary), others were around what DWER considers as a benchmark for assessing these plans, and the need for funding to be provided for completion.

5.4.4 Collecting data, assessing performance and informing future planning requirements

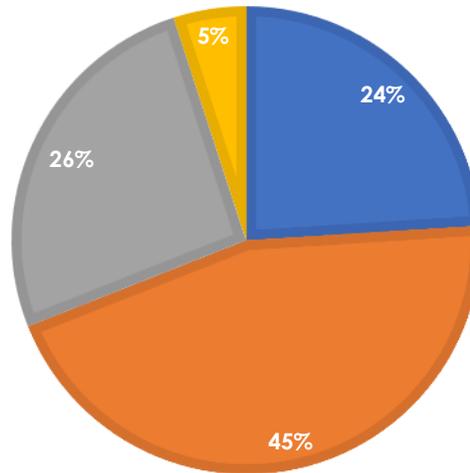
To gauge attendee's feedback on the 'Waste Plans guidance document' and 'Waste Plan template part one', they were asked to consider if these documents support:

- a) collection of the right data and information to inform your implementation plan?
- b) your local government to develop a clear picture of your current waste management performance?

A total of 43 responses were received. These were categorised as positive, negative/challenge, suggestions for improvement or unknown, as shown in **Figure 5-5**. Just under a quarter of responses (24%) were comments around potential improvements, a further quarter (26%) were positive, with just under half of responses (45%) negative, indicating that the guidance documents did not support their waste planning processes.

Figure 5-5 Attendee feedback on the Waste Plans guidance document and template Part One

■ Improvement suggestion ■ No/challenge/negative ■ Positive ■ Unknown



Themes around the documents' current lack of ability to assist the local government to collect data, assess their performance and informing future planning requirements included:

- **Regional Council applicability:** From a regional council perspective feedback indicated that the guidance document and Part One is not particularly relevant and needs some modifications to suit the needs of the six Regional Councils currently required to develop Waste Plans as part of the phase one roll out.
- **Content:** Limited implementation plan, current examples are not good examples
- **Data:** This data is already being collected, duplication of data, inadequate data capture systems, category of data being amalgamated - each council collects different, hard to capture C&I and C&D and internal greenwaste, outcomes will only be as good as the data we provide(through the census).
- **Duplication:** This is a duplication of the process if local governments are already using a comprehensive waste strategy and are reporting to the DWER through the annual waste census

Suggestions for improvement included the following themes:

- **Content and structure:** Tailored versions for different audiences (community, executive, waste practitioners, elected members), electronic versions for ease of integration into council templates,
- **Data:** Need more guidance with data collection methods and categories
- **Litter and illegal dumping:** More specific measures for illegal dumping and littering required (other than infringements), lots of effort on illegal dumping data but this it is a small percent of total waste data.
- **Rural and regional issues:** Recommend that a resource kit/template tailored for small rural shires.

5.5 INCENTIVES AND BARRIERS

Feedback was sought on the incentives and barriers for developing and implementing Waste Plans. At the workshops, answers were facilitated through small group activity, with groups asked to share their top three barriers and incentives. For session three, due to the inability for groupwork and time restrictions, attendees were asked to individually register their top three incentives.

5.5.1 Barriers

Key themes identified as barriers for preparing Waste Plans are provided to follow in **Table 5-4**.

Table 5-4 Barriers for preparing Waste Plans

Session one key themes	Session two key themes	Session three key themes
Resourcing: Lack of resources, people, money, time, competing priorities	Resourcing	Resourcing
Lack of buy-in from Councillors	Councillor alignment/awareness	Lack of buy-in from Councillors (ability to justify resource expenditure to ratepayers/elected members)
Lack of specific council data from contractors /Commercial operators not required to comply	Funding for the actions within the plan.	Data inaccuracies
Aligning member Councils (Regional Council Group)	Lack of markets for recycling/market volatility - Particularly FOGO	Data availability and collation – multiple sites, unmanned sites, remote communities
	Competing ideas. Lack of flexibility around FOGO. (Clarify if waste avoidance measures would rank higher than materials recovery initiatives for handling FO and GO.)	

This information identifies the top three barriers across the local governments consulted. These include:

- 1) **Resourcing and funding:** Lack of resources, people, money, time, competing priorities and funding to complete and implement actions in the plan.
- 2) **Councillor 'buy-in'/alignment/awareness**
- 3) **Data:** Local government specific data availability and accuracy from commercial contractors (metropolitan) and data capture, availability, collation and accuracy (rural and regional).

A further barrier raised in session two was the different role of FOGO in the Waste Strategy, when compared to some existing local government waste strategies. Some Councils have long term waste supply agreements in place for waste treatment facilities (EfW and Anaerobic Digestion) based on a two-bin kerbside collection service yet the Waste Strategy requires FOGO as part of the initiatives. This will require clarification as part of the communication on Waste Plans.

5.5.2 Incentives

Key themes identified across all sessions as incentives for preparing Waste Plans are provided in **Table 5-5** to follow.

Table 5-5 Incentives for preparing Waste Plans

Session one key themes	Session two key themes	Session three key themes
Community perception/leadership/expectations	Community perception/leadership/expectations	Increasing awareness for the Council and community on the importance of waste management/gives backing for funding to be provided for waste strategies
Leadership and accountability	Provides opportunity for funding within budgets for waste projects and justifies waste service fees and charges	Better environmental outcomes - Improved recycling/ reuse potentials
Greater alignment of member Councils (Regional Council Group)	Alignment with state, national & global sustainable initiatives/ Environmental benefit	Improved public relations with community (e.g. ability to relate to targets with actual data to community)
Clear direction and long term planning	Allows continuous improvement, benchmarking between Councils, sharing of best practice actions	Consistency between local governments
	Provides structure and framework to waste planning.	Helps long term planning, identify aps in compliance and management of infrastructure More realistic data for state govt to base future planning on

This information identifies the top three common incentives for the local governments consulted as follows:

- 1) **Community benefits:** Improving community perception, demonstrating leadership to the community, meeting community expectations, increasing community awareness of waste.
- 2) **Environmental benefits:** Improved waste avoidance, reuse and recycling and alignment with state, national and global sustainable initiatives.
- 3) **Local government benefits:** Accountability, sets a clear direction and structure for long term waste planning, allows continuous improvement, provides consistency between local governments, provides for benchmarking between local governments and sharing of best practice actions, gives backing for funding to be provided for waste strategies in local government budgets.

5.6 TIMELINE FOR DEVELOPMENT AND IMPLEMENTATION

An overview of the proposed timeline for development and implementation for Waste Plans was provided at the workshops. Due to webinar time constraints and relevancy for rural/regional local governments (phase two), this issue was not covered at session three.

The main topic raised across the metropolitan sessions was the review and feedback process through DWER including turnaround times and resourcing. Concerns were raised regarding the adequacy of resourcing within DWER to assess plans in an appropriate and timely manner. This response time affects the length of the first annual reporting period along with expenditure of approved budget funds to support implementation of the Waste Plans.

Other feedback included the approval process through the DWER CEO (*'Local governments submit final waste plan to the CEO'*) occurring after the local government processes (*'Local government develop waste plans' + 'Councillor consultation on CBP, annual budget and informing strategies'*) and the potential development where the DWER doesn't approve the plan after it has been through the relevant local government consultation and Council processes.

During workshop one, it was raised that the key dates for *'Councillor consultation on CBP, annual budget and informing strategies'* be amended from April – May 2020 to Feb – Aug 2020 to more accurately reflect variations in local government reporting timeframes.

There were also queries raised as to whether rural and regional local governments who are not part of the phase one roll out should commence local government waste planning or wait until the phase two roll out.

5.7 INTEGRATION OF EXISTING STRATEGIES

When asked about integrating existing strategies or plans into the Waste Plan format, issues were raised regarding the need of the Resource Kit to provide further clarity on the integration of existing plans into Waste Plan proforma.

It was also raised that there is a need for the Waste Plan template to have flexibility to include other information that is usually within a strategic waste plan. Whilst this information is outside DWER's specific requirements, it is relevant within the local government waste plan context e.g. internal/operational issues. This issue was raised in both metropolitan workshops indicating a preference to a single waste planning document that can serve both purposes.

Other feedback included setting a date for the mandatory use of the waste plan template to ensure consistency across local governments.

6 EVALUATION

The outcomes of the consultation provide both qualitative and quantitative data for consideration in:

- Determining stakeholder sentiment toward mandatory waste planning;
- Determining the final content of the Waste Plan resource kit;
- Guiding communication content from DWER around local government Waste Planning; and
- Identifying barriers and determining solutions to increase the efficiency and effectiveness of the local government waste planning process which will in turn positively impact on the State achievement of the WARR Strategy 2030 objectives and targets.

The overall picture that emerged from the data indicates:

- There was significant support for mandatory waste planning and reporting across the local governments and regional councils;
- The resource kit is seen as a positive step and will help to provide direction, consistency, and a framework for local government in developing waste plans; and
- Feedback on the current structure and content of the resource kit was mixed influenced by the fact that just under half had not read the document prior to the consultation sessions and that actual sentiments/issues will be unknown until the first round of waste planning using the resource kit material is completed.

From across the consultation sessions, a range of key themes emerged, regarding barriers to the waste planning process. Successful outcomes of the waste plan initiative will be dependent on the ability for DWER to address these issues in collaboration with local government and in designing sufficient incentive and support mechanisms to assist local government through the process. Improved waste outcomes for local government through effective waste planning will support achievement of the objectives of the state Waste Strategy and provide longer term benefits for all West Australians.

These key themes are discussed to follow.

6.1 RESOURCING AND FUNDING

'Resources in terms of staff to develop plans and funding to make plans possible'

Resourcing was identified as a key barrier across all consultation sessions for preparing and implementing waste plans. This issue will obviously have a bigger impact for those smaller and rural/regional local governments where waste is often combined with other portfolios, resulting in competing demands. A one-size-fits-all approach generally places a disproportionate administrative burden on smaller, low-capacity local governments, with numerous concerns raised regarding the need for tailored versions for smaller rural and regional local governments.

Lack of funding availability (both internal and external funding sources) for implementation of actions within waste plans, was also identified as a significant barrier. This will impact on the State's ability to achieve the outcomes required within the WARR 2030 Strategy.

6.2 DATA

'Problem with gathering data...due to problems data gathered not true reflection'

Data was identified as a key barrier for preparing and implementing waste plans identified across all sessions. Issues generally varied dependent on location.

Within the metropolitan area, it was highlighted that the lack of legal requirements for waste processing operators (MRF, composters) to provide local government specific data was a key issue. Current commercial practice is such that multi source (local government) material is combined for processing, resulting in diversion rates that are an average across local government customers using that facility. Whilst specific data may be able to be provided, it will come at significant cost to the local government, given commercial practices are usually dependent on economies of scale. This has significant flow on impact for local government achievement of WARR Strategy targets.

Within rural and regional areas, further issues around data were identified as impediments to completing the templates. This includes:

- Lack of data capture systems – rural local governments, remote communities and unmanned sites
- Data availability
- Data collation
- Data accuracy – volumetric estimates, operator interpretation

This is particularly relevant to inform the phase two roll out strategy for regional and rural local governments.

The accuracy of the data collected and reported on through the current Waste and Recycling Census will inform performance and outcomes within the local government Waste Plan process. Issues with inadequate, inaccurate and insufficient data will have flow on effects both within local government reporting process and along with state achievements of targets.

6.3 STRUCTURE AND CONTENT

There were numerous comments raised regarding potential improvements to the structure and content of the Waste Plan resource kits as identified in **Section 5**. Comments from all consultation sessions are contained within **Appendix D** and it is not the intent of this report to list and address them individually. These comments need to be considered in context given that only 52% of attendees had read the Waste Plan resource kit thus impacting on the validity of some of the responses provided. There were a number of key issues that were raised for further consideration with DWER in finalising the resource kits including:

- The template to provide the ability for local governments to include other waste information/actions that are outside DWER specific requirements but relevant to waste planning with the local government context e.g. internal/operational issues. There was preference for a single waste planning document that can serve both purposes.
- Local government waste management activities are not standardised, and it will be important to ensure that definitions of service types are included in the document to ensure consistency of reporting. This also includes standard definitions for littering and illegal dumping.
- The resource kit requires further clarity around integration of existing plans into new waste plan proforma and consideration of a mandatory date for which all local governments must conform or transition to the DWER template.
- Consideration or option within the template to enable tailored versions of the plan to be developed for different audiences (community, executive, waste practitioners, elected members).

Further opportunity exists for feedback and refinement of the structure and content of the Waste Plan resource kit at the completion of the first round of waste plans using the kit.

6.4 COMMUNICATION

There were a number of common themes identified through the consultation sessions that require further action, reiteration or incorporation into DWER communications with local government on Waste Plans. These are provided as follows:

- A common and significant barrier identified across all sessions was the perceived challenges with obtaining support for implementation of Waste Plans from Council/Councillors. It was stated that communications from DWER on the need for local government waste planning should be high level and clarify the broader purpose and objectives of the plans (i.e. state and local government partnership/working together, everyone has a role to play in meeting Waste Strategy targets etc). It was suggested that the Minister for the Environment write to Mayors, Presidents and Councillors to reiterate the importance of this process and encouraging commitment to the strategy and targets.
- A further issue raised was the different role of FOGO in the Waste Strategy, when compared to some existing local government waste strategies. Some local governments have long term waste supply agreements in

place for waste treatment facilities (Energy from Waste and Anaerobic Digestion) based on a two-bin kerbside collection service yet the Waste Strategy requires FOGO as part of the initiatives. This will require clarification as part of the communication on Waste Plans.

- Mandatory data reporting will replace the current waste and recycling census. Waste Plan reporting will form part of this. This needs to be reiterated in the final resource kit.

6.5 REVIEW, FEEDBACK AND APPROVAL BY DWER

'Review and feedback by DWER – will we be getting any and within what time frames. A lot of work will go into these documents to sit on someone's desk and not get read.'

The main issue raised across the metropolitan sessions was the review and feedback process through DWER including turnaround times and resourcing. Concerns were raised regarding whether adequate resourcing exists within DWER to ensure plans can be assessed in an appropriate and timely manner. This response time affects the length of time for the annual reporting period along with expenditure of funds budgeted to support implementation of the Waste Plans.

Feedback also indicated a need to further clarify the DWER review, feedback and approval timelines and process with the resource kit.

6.6 RURAL AND REGIONAL ISSUES AND CHALLENGES

"Honestly - it's a hard sell. There's obviously positive environmental outcomes, but when you may have to increase rates to fund it, it will be hard to bring a small rural community along for the ride".

Evaluation of the consultation feedback indicated that rural and regional local governments (phase 2) support mandatory waste planning and see positive outcomes for the introduction of such with many highlighting that it will bring increased awareness and importance of waste management within the community, help with long term planning and improve environmental outcomes within their community.

Consultation feedback indicates support of the resource kit in providing local government a framework and direction to commence waste planning. There was however concerns as to its content particularly around the applicability, suitability and onerous nature of the current document given rural and regional local governments are not subject to many of the targets specified in the WARR strategy 2030.

Whilst being supportive of waste planning there were significant barriers identified for preparing waste plans amongst attendees including resourcing, funding availability, data (availability, accuracy and collation) and council 'buy in'.

Many rural and regional local governments do not have weighbridges relying on volumetric assessment of incoming waste loads by gatehouse staff. In addition, many have satellite transfer stations, unmanned and/or remote settlements and facilities, data for which proves problematic in its availability, accuracy and capture.

Furthermore, funding for actions to support the WARR strategy initiatives and waste improvements is generally constrained given the smaller population rate base and conflicting and competing Council priorities.

This early consultation with representatives from rural and regional local governments provides DWER with barriers and impediments that can be further considered to inform a more specific and tailored approach for phase 2 Waste Plan roll out for rural and regional local governments.

6.7 REGIONAL COUNCILS SUITABILITY

Feedback indicated the guidance document and Part One is not particularly relevant for Regional Councils and some modifications are required to suit the needs of the six metropolitan Regional Councils currently required to develop Waste Plans. The ability to align member councils was also seen as a significant challenge. A tailored template for Regional Councils was suggested as a solution to this issue. It was recommended that DWER work with a Regional Council to modify and develop a suitable template using the existing resource kit material, prior to distributing more widely.



APPENDIX A – STAKEHOLDER ENGAGEMENT PLAN



Local Government Waste Plans

Stakeholder Engagement Plan

Client: Department of Water, Environment and Regulation

Date: 31 May 2019



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Date 31 May 2019

Version 1 Draft

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1 Introduction

1.1 About the project

The Department of Water Environment and Regulation (DWER) has the mandate to collaborate with local governments to develop templates and guidance to support the development of local government waste plans that are consistent with the waste strategy and form part of the local government integrated planning process.

Local Government Waste Plans support the implementation of the WA Waste Avoidance and Resources Recovery Strategy 2030 (the waste strategy) which has an **overall vision for Western Australia to become a sustainable, low-waste, circular economy in which human health and the environment are protected from the impacts of waste**. The waste strategy encourages Western Australians to work towards three objectives – avoid, recover and protect – and sets targets that underpin these objectives.

The waste strategy also sets a number of high-level strategies which indicate the types of activities that need to be pursued to achieve these targets. The Waste Avoidance and Resource Recovery Strategy 2030 Action Plan (the action plan) supports the waste strategy and clarifies the specific actions, timelines, lead responsibilities and collaborations required to achieve the objectives of the waste strategy.

The action plan identifies DWER as the project lead for implementing local government waste plans, which align local government waste planning processes with the waste strategy. This is identified as a priority action for the 2018-19 and 2019-20 financial years.

DWER have developed a draft Waste Plan Resource Kit consisting of a waste plan template, a guidance document and a self-assessment checklist to assist in the development of Waste Plans which will be provided to relevant Local Governments.

DWER have appointed ASK Waste Management and Elton Consulting to undertake consultation with key stakeholders to gather feedback and input on the draft Waste Plan Resource Kit during a 12-week public consultation period.

1.2 Purpose of Consultation

The purpose of the consultation is as follows:

- » To inform stakeholders of the requirements to develop waste plans and provide an opportunity for them to:
- » Contribute to the development of the Waste Plan Resource Kit, and

- » voice concerns, aspirations and feedback.

1.3 Project Benefits

The purpose of Waste Plans is to improve waste management planning across local government to:

- » Align local government waste management activities with the objectives and targets of the Strategy
- » Positively impact municipal solid waste recovery rates
- » Encourage local governments to adopt better practice and Waste Authority preferred approaches to waste management.

The project will also demonstrate DWER's commitment to the State and Local Government Partnership Agreement (2017) which includes the requirement for consultation across a 12 week period for policy decisions that will have an impact on Local Government expenditure.

1.4 About this Plan

The Waste Plan Stakeholder Engagement Plan (SEP) is the framework for all communication and engagement activities to support the development

phase of the Waste Plan Resource Kit through the public consultation period and to support a timely approvals process.

The engagement approach needs to manage any stakeholder issues and opportunities, mitigate risks associated with participation in the process and balance the interests of state and local government.

The fundamentals of this plan will be aligned to the International Association of Public Participation (IAP2) Spectrum and include a stakeholder analysis, engagement strategy, communications overview, Action Schedule and Evaluation approach.

2 Stakeholder Matrix

This project has a short consultation timeframe with a large group of stakeholders from across Local Government and State Government agencies. A stakeholder analysis has been completed to ensure there are no gaps in identifying key stakeholders who should be engaged in this process and may have a significant level of interest and or influence on the success of the project.

The primary objective for the stakeholder analysis and mapping has been to proactively identify the risks associated with barriers to participation and identify the appropriate level of engagement and associated techniques for supporting participation in the process.

Stakeholder	Current status/background	Key risks / concerns	Level of Influence over project	Consultation Level & Technique
» Minister for Environment » Stephen Dawson MLC	Advised that documents are pending for review and approval to distribute to local governments	<ul style="list-style-type: none"> Timing of approving the draft Resource Kit 	» Extreme / Ability to directly impact outcome	Will be required to review and approve draft Waste Plan Resource Kit prior to distribution to local governments.
» Minister for Local Government, Culture, Heritage and the Arts » David Templeman MLA	DLGSC CEO informed of Waste Plans project by letter 2016 but Minister not briefed	<ul style="list-style-type: none"> Integration of Waste Plans with IPR Framework and review of LG Act 	» Med / Ability to somewhat impact outcome	Will be required to be kept informed
» DWER CEO » Mike Rowe	Waiting to review Resource Kit	<ul style="list-style-type: none"> Timing for internal approvals of Resource Kit to submit to Minister 	» High / Ability to directly impact outcome	Internal Governance
» Waste Authority » Marcus Geisler (new Chair to be announced in July)	Draft Resource Kit sent to June Waste Authority meeting for comment	<ul style="list-style-type: none"> Change of Authority members in July 2019 may require the new Authority to be briefed on the project 	» Med / Ability to somewhat impact outcome	Will be required to be kept informed. General support for Waste Plans is required as the Authority have a role in their implementation (e.g. developing better practice guidelines and programs)

Stakeholder	Current status/background	Key risks / concerns	Level of Influence over project	Consultation Level & Technique
» WALGA Department of Local Government, Sport and Cultural Industries (DLGSC)	Have been consulted to date on the draft Resource Kit Identified as key stakeholder for engagement		» Med / Ability to somewhat impact outcome » Med / Ability to somewhat impact outcome	<ul style="list-style-type: none"> • Meeting with DWER project team and attending workshops • CEO Invite Letter and FAQs • Meeting with DLGSC representatives • CEO Invite Letter and FAQs • Extend invite to a workshop
» City of Bassendean » Western Metropolitan Regional Council » City of Greater Geraldton » » Mindarie Regional Council » Eastern Metropolitan Regional Council » City of Wanneroo » City of Joondalup » City of Stirling » City of Vincent » City of Perth » City of Bayswater	» Have been consulted to date on the draft Resource Kit » Identified for Waste Plans rolled out in phase 1 » Identified for Waste Plans rolled out in phase 1 » Have not yet been consulted	<ul style="list-style-type: none"> • Duplication with Local Government Waste and Recycling Census • Attendance at workshops due to written submission option • Consultation fatigue due to other DWER engagement projects • Conflict with existing waste supply contracts • Lack of accountability / responsibility to improve WA's Waste Management record 	» Med / Ability to somewhat impact outcome	<ul style="list-style-type: none"> • CEO Invite Letter and FAQs • Consultation Workshop 1 – 1st July 2019 • Webinar if unable to attend workshop

Stakeholder	Current status/background	Key risks / concerns	Level of Influence over project	Consultation Level & Technique
<ul style="list-style-type: none"> » City of Swan » Town of Cambridge » City of Subiaco » City of Nedlands » Town of Claremont » Town of Cottesloe » Shire of Peppermint Grove » Town of Mosman Park » Southern Metropolitan Regional Council » Rivers Regional Council » Bunbury Harvey Regional Council » Shire of Mundaring » Shire of Kalamunda » City of Armadale » City of Gosnells » City of Canning » Town of Victoria Park » City of Belmont » City of South Perth » City of Melville » Town of East Fremantle » City of Fremantle » City of Cockburn » City of Kwinana » City of Rockingham 	<ul style="list-style-type: none"> » Have not been consulted to date on the draft Resource Kit » Identified for Waste Plans rolled out in phase 1 » Identified for Waste Plans rolled out in phase 1 	<ul style="list-style-type: none"> • Perceived to be additional admin / red tape from State Gov • Operations focused with no incentive to proactively 'future plan' • Lack of Councillor commitment • Duplication with Local Government Waste and Recycling Census. • Attendance at workshops due to written submission option • Consultation fatigue due to other DWER engagement projects • Conflict with existing waste supply contracts • Lack of accountability / responsibility to improve WA's Waste Management record • Perceived to be additional admin / red tape from State Gov • Operations focused with no incentive to 	<p>Med / Ability to somewhat impact outcome</p>	<ul style="list-style-type: none"> • CEO Invite and FAQs • Consultation Workshop 2 • Webinar (if unable to attend workshop)

Stakeholder	Current status/background	Key risks / concerns	Level of Influence over project	Consultation Level & Technique
<ul style="list-style-type: none"> » Shire of Boddington » Shire of Waroona » Shire of Murray » Shire of Serpentine Jarrahdale » City of Mandurah » City of Albany » City of Busselton » City of Bunbury » City of Kalgoorlie- Boulder » City of Greater Geraldton » Harvey » Dardanup » Capel » All other rural and regional local governments 	<ul style="list-style-type: none"> » Identified for Waste Plans rolled out in phase 1 » Waste Plans rolled out in FY20/21 - Phase 2 	<p>proactively 'future plan'</p> <ul style="list-style-type: none"> • Lack of Councillor commitment • Duplication with Local Government Waste and Recycling Census • Attendance at workshops due to written submission option • Consultation fatigue due to other DWER engagement projects • Conflict with existing waste supply contracts • Lack of accountability / responsibility to improve WA's Waste Management record • Perceived to be additional admin / red tape from State Gov • Duplication with Recovery Waste Census Data. • Relationship with City of Bunbury and managing resident expectations about 	<p>Med / Ability to somewhat impact outcome</p> <p>Med / Ability to somewhat impact outcome</p>	<ul style="list-style-type: none"> • CEO Invite and FAQs • Webinar Email / other comms collateral with FAQs • CEO Invite and FAQs • Webinar

Stakeholder	Current status/background	Key risks / concerns	Level of Influence over project	Consultation Level & Technique
		<p>changes in waste collection in light of City of Bunbury neighbours impacted in phase 1</p> <ul style="list-style-type: none"> • Consultation fatigue due to other DWER engagement projects • Conflict with existing waste supply contracts • Lack of accountability / responsibility to improve WA's Waste management record • Perceived to be additional admin / red tape from State Gov 		

3 Stakeholder risks and mitigation measures

Through the stakeholder analysis a number of key issues and barriers to participation have been identified.

Table 1 Issue / Risk Mitigation

Issue	Mitigation Measure
» Low levels of attendance at workshops due to written submission option	» Key messages emphasise the opportunity for LGs to shape the Waste Plan Resource Kit so it is mutually beneficial
» Consultation fatigue due to other DWER engagement projects	» Provide engagement activities that can be broadly accessed and are timely within the 12-week consultation period and provide the opportunity for stakeholders to ask questions and provide feedback
» Perceived to be additional admin / red tape from State Gov	» Identify project champions / advocates within the LG network (inc LGs that have provided feedback on draft documents) to promote the consultation activities » Ensure internal DWER personnel managing 'other' projects related to Local Government are provided with a brief overview of the project so their messaging supports a consistent approach from DWER in regards to promoting the value of the project and participation in the consultation process. » At the end of the consultation process, close the communications loop by providing feedback on the consultation outcomes and next steps.
» Duplication with Local Government Waste and Recycling Census	» Engagement process demonstrates that the Waste Plan Resource Kit complements existing reporting requirements » We can talk to the proposed online reporting system and emphasise how we plan to piggy back on it for waste plans to create reporting efficiencies.
» Lack of accountability / responsibility by LG's to improve WA's Waste Management record	» Key messages should clearly explain the need for WA to reduce waste generation and local governments key role in this activity.
» Waste Planning conflicts with existing LG waste contracts	» The Consultation process provides LGs information about expected timeframes and provides an opportunity to discuss any potential impacts with DWER.

Issue	Mitigation Measure
» Rural and remote Councils feel left behind	» Key messages clearly communicate the timeline for all LGs to be engaged with
» LGs seek financial contribution from State Government to prepare their waste plans	» Waste Plan Resource Kit is a simple process and demonstrates how the overall Waste Planning process dovetails into broader local government integrated planning process.

4 Engagement Approach

4.1 Determining the level of consultation

International Association of Public Participation (IAP2)

The IAP2 Spectrum is an internationally recognised tool for planning public participation in major projects.

For the Local Government Waste Plans, the IAP2 Spectrum guides stakeholder analysis and engagement planning, ensuring that the right people are being engaged in the right way, at the right time.



Refer to Appendix 1 for Complete IAP2 Spectrum

- » Increase understanding of the need and responsibility for State and Local Government to work in partnership and address the increasing levels of waste generation in WA.
- » Support strong participation in the consultation period by Local Government and mitigate barriers to their participation.
- » Support the approvals process of the final Waste Plan Resource Kit to meet the implementation milestones, as part of the broader Waste Strategy.

4.2 Engagement Objectives

The following key objectives underpin the development of the stakeholder consultation plan:

- » Establish an engagement process that facilitates meaningful input and fosters two-way engagement in the development of a Waste Plan Resource Kit to develop and report on local government waste plans.
- » Provide mechanisms to gather feedback on any concerns and aspirations local governments have regarding the Waste Plan Resource Kit or Waste Planning process more broadly.

4.3 Engagement Tools and Techniques

A variety of communications and engagement techniques will be required to assist in mitigating any identified stakeholder risks and issues.

Table 2 Engagement Activities

Activity	Details	Engagement Type
Project collateral inc workshop invite; FAQs	Communication materials to provide information to initially mitigate issues / risks identified in the stakeholder mapping and analysis and encourage stakeholders to participate in the engagement process.	Inform
Project email address	A DWER email address which can act as a central point of communication (e.g. enable to DWER to send out draft Resource Kit, answer questions, confirm workshop RSVPs etc.) and to which local governments can submit written comments	Inform / Consult
Stakeholder briefings	Regular meetings and briefings with key stakeholders to build relationships and keep them informed.	Inform / Consult
Workshops (inc video conference for regional participants)	<p>A series of facilitated participatory workshops with Local Governments across the public consultation period. Feedback / input to be gathered on:</p> <ul style="list-style-type: none"> » Useability and suitability of draft templates, guidance document and self-assessment checklist » Proposed waste plan reporting requirements » Proposed timeline for developing / reviewing waste plans » Proposed options for integrating new waste plans with existing local government waste management documents » Disincentives / barriers for local government to develop and implement waste plans. 	Involve
Online survey (Optional)	Online interactive feedback tool to capture feedback and engage stakeholders who may not participate in offline engagement activities.	Consult

5 Communications

5.1 Key Messages

- » The Waste Avoidance and Resource Recovery Strategy 2030 sets ambitious targets for Western Australia to become a sustainable, low waste, circular economy in which human health and the environment are protected from the impacts of waste.
 - » The implementation of Local Government waste plans aligns local government waste planning process with the Waste and Resource Recovery Strategy 2030.
 - » The Resource Kit is designed to be initially integrated into existing waste planning processes and documents to avoiding duplication of reporting. Over time, the Resource Kit will replace existing waste planning reporting.
 - » Local Governments have an important contribution to make to the Waste Strategy vision for the State.
 - » Waste plans will form part of local government plans for the future, forming part of strategic planning undertaken as part of existing integrated planning and reporting activities.
 - » The Waste Plan Resource Kit provides local governments with information required to prepare Waste Plans which align their waste management activities with the waste strategy.
 - » A series of Stakeholder workshops and a 12-week consultation process will provide an opportunity for Local Governments to review and provide feedback on the draft Waste Plan Resource Kit.
 - » All local governments will be consulted on the Waste Plan Resource Kit, and have the opportunity to provide feedback.
- » In phase 1 of the implementation of waste plans all Local Governments in the Perth and Peel regions, and major regional centres, plus associated regional councils, will be required to use the Resource Kit (once finalised) to develop waste plans, and submit them to DWER in mid-2020
- Remaining Local Governments may choose to develop waste plans, but will not be required to do so at this stage (timeline for phase 2 of waste plans implementation is yet to be determined)

5.2 Frequently Asked Questions

To be developed in collaboration with Consultant team and DWER

Why do local governments have to do waste plans?

Why only some local governments, not all of them?

Which local government will have to do waste plans?

Do regional councils have to do waste plans? If the regional council has a waste plan, why do the member local governments need one too?

What happens if a local government doesn't do a waste plan? What are the consequences?

What happens if a local government does a waste plan that doesn't meet the minimum requirements in the self-assessment checklist? (e.g. what if the local government isn't implementing FOGO?)

What happens if a local government already has a waste strategy/plan in place? If we've

already got a waste plan does this mean we have to do another one?

When do waste plans start being implemented? How long do they last for?

What happens once the waste plan is submitted to DWER CEO?

Are waste plans just Strategic Waste Management Plans (SWMPs)? We already did those.

When we did SWMPs the government gave us money to develop them. Are we getting money to develop waste plans?

What is the State Government going to do with the plans, if anything?

Does the State Government have a waste plan (or what are they doing to address their waste)?

6 Implementation

Table 3 Action Schedule

Activity	Responsibility	Timing
Initiation and preparation		
Gain approval for Resource kit	DWER	July
Draft and approve key messages and FAQs	Consultant Team / DWER	Early – Mid June
Draft announcement and invitation to participate in consultation process	DWER / Consultant Team	Mid June
Arrange Workshop venues, dates and times (Approval of Resource Kit required)	DWER	Late June
Prepare workshop structure and content	Consultant team / DWER	End of June
Prepare and review presentations for workshops	DWER / Consultant Team	End of May
Prepare workshop resources (inc digital engagement component)	Consultant Team	June
Key Stakeholder Briefings (WALGA and DLGSC)	Consultant Team / DWER	June
Implementation of Public Consultation Period		
Co-ordinate Invites and RSVPs (lead in time 5 weeks prior to workshop 1)	DWER	End of June
Send approved draft Resource Kit to LGs (lead in time a minimum of 2 weeks prior to WS 1)	DWER	Early - Mid July
Facilitate Workshop 1 – Metro South	Consultants / DWER	30 th July
Facilitate Workshop 2 – Metro North	Consultants / DWER	31 st July
Facilitate Web-in-air for Regional Cities and other Councils unable to participate in workshops	Consultants / DWER	1 st August
Reporting		

Activity	Responsibility	Timing
Stakeholder Briefing (WALGA and DLGSC) – after Kit approved by ED and Comms	Consultant Team / DWER	Early - mid June
Draft and submit engagement outcomes report	Consultant Team	Early Sep
Review stakeholder submissions	DWER	Post 26 th Sep

7 Workshop Overview

In order to develop the structure and content for the workshops and manage stakeholder expectations about the level of influence stakeholders have on the draft Resource Kit and process, it is recommended that DWER determine the parameters around the extent of change that can be made to the draft resource kit. Questions to consider include:

- » What level of influence do stakeholders have on the draft Resource Kit? And to what extent can changes be made to the documents following consultation? Does the timeframe allow for this?
- » What are the non-negotiables? What is the mandatory information that is required to inform the effectiveness of the Waste Plans and what sections of the Resource Kit are open to negotiation?

A recommended structure and content for the workshop series includes:

Table 4 Workshop Structure

Project	Stakeholder Engagement Plan	Date	0437 205 218
Venue	Joondalup / SMRC / Webinar	Time	claire.paddison@elton.com.au
Purpose	Inform stakeholders of requirements of waste plans and provide opportunity to: <ul style="list-style-type: none"> » contribute to the development of the resource kit » outline concerns aspirations and feedback on the waste planning resource kit Demonstrate the commitment to the State and Local Government Partnership Agreement.		
Attendees	Rebecca Properzi, DWER Cecilia Jordon, DWER Alison Edmunds, ASK Waste Management Claire Paddison, Elton Consulting (Facilitator)	Guests	Marcelle Broderick (30 July) Jodie Holbrook (DLGSC) Bernard Ryan (31 July) Yvette Petterson (DLGSC) Tuesday 30 th – 29 Participants (5 tables of 6) Wednesday 31 st 38 Participants 5 tables of 6 and 1 table of 8 Resources required: Labels for everyone to write names on Attendance Register

Timing	Activity	Content	Presenter	Resources
9:00	Welcome and Introductions & housekeeping	Welcome to Country Intro to Team Housekeeping Rules of Engagement Outline purpose of workshop Parking Lot Agenda overview Establish who is in attendance and roles during the workshop	Facilitator Alison	Power Point Presentation White Board
9:05	Intro to waste plans and thank you	Very brief overview of waste plans Thank participants for their time and feedback	30 July: Marcelle Broderick 31 July: Bernard Ryan	
9:10	Group Activity: Introduce Menti-meter www.menti.com passcode 18 22 57 Using open ended and multiple-choice questions Purpose: Understanding what level of Waste Planning LGs are at?	A couple of group ice breaker questions to test everyone can access and use menti-meter i.e. 1. Who's in the room? 2. Who in the room has existing strategic waste management plans? 3. Does your existing waste plan align with the objectives and targets of the Waste Strategy? 4. If not, why not? 5. What is the duration remaining on your existing plans?	Facilitator / All	Menti-meter (projector / screen)
9:20	Presentation: Provide context to why Waste Plans are required, the purpose of the Resource Kit and process to get it to this stage of the process	» Purpose of Waste Plans and what information needs to be collected, why and within what timeframes?	DWER	Power-point slides

Timing	Activity	Content	Presenter	Resources
		<ul style="list-style-type: none"> » Purpose of Resource Kit – help to meet the above requirements » Key focus Areas are on: <ul style="list-style-type: none"> > Avoid / Recover/Protect aligned with the WAR Strategy <p>Overview of consultation to date and feedback received Timelines, where to from here</p>		
9:35	Facilitated Q&A session	<p>Questions related to activities below to be parked General questions only</p>	Facilitator / DWER	
9:40	<p>Group Activity: Purpose: Test the Sentiment in the Room Using Menti meter</p>	<ol style="list-style-type: none"> 1. Have you read the draft resource kit? 2. Do you generally support the concept of mandatory waste planning and reporting for LGs in line with the requirements of the Waste Strategy? Yes? No – Why? 3. Do you think this resource kit will support you in waste planning, implementation and reporting? Yes – Why? No – Why? 4. What outcomes would you expect to see in 3+ years if you adopt this process? 	Facilitator / All	Menti-meter
		<p>If the answer to above is largely positive continue below. If the answer to the above is negative – initially facilitate a group discussion to explore why people provided such feedback?</p>	Facilitator Alison	White Board / Large post notes

Timing	Activity	Content	Presenter	Resources
9:55	Presentation: Run through resource kit	<ul style="list-style-type: none"> » What's in the Resource Kit: <ul style="list-style-type: none"> > Guidance Document > Template > Implementation Plan > Self-assessment Checklist > Annual reporting template » Questions - facilitated 	DWER Facilitator	Power-point slides
10:10	<p>Small Group Activity: Using document and templates</p> <ul style="list-style-type: none"> » Guidance Document » Draft Templates » Implementation Plan » Self-assessment template <p>Part 1: Services and Performance – baseline data to form Part 2 the Implementation Plan Part Two Implementation Plan</p>	<ul style="list-style-type: none"> » Ask tables to select a scribe - Write direct onto worksheets » Each table will be feeding back on the questions below. <p>Engaging Other Stakeholders</p> <ul style="list-style-type: none"> » Who else in your organisation needs to be involved in waste planning? Who are they? How are you going to get them engaged? <p>Part 1: Services and Performance</p> <ul style="list-style-type: none"> » Do you find the Part One document easy to navigate and use? If not, why not? <p>Part Two: Implementation Plan</p> <ul style="list-style-type: none"> » Does the Guidance Document and Waste Plan Template Part One support you in: <ul style="list-style-type: none"> » a) collecting the right data and information to inform your implementation plan? » b) support your LG to develop a clear picture of your current waste management performance? <p>General feedback</p>	Facilitator / DWER	Pre-prepared Work sheets Table scribes Table presenters

Timing	Activity	Content	Presenter	Resources
		<ul style="list-style-type: none"> » Apart for lack of data/information, what are the other barriers to completing the templates? What would be some ideas to help remove the barriers? » Do you have any general comments on any of the draft docs / templates? (Content and format) 		
10:40	Short break	Morning tea		
10:55	<p>General Group discussion _consider alternative for larger group) on:</p> <ul style="list-style-type: none"> » reporting requirements » timeline for development and implementation 	<p>Provide overview of Reporting and Timeline requirements</p> <p>Ask open-ended questions and facilitate discussion across the room to explore feedback</p> <ul style="list-style-type: none"> » Is there any room for improvement on the reporting requirements? » Are the proposed timelines (for development of waste plans and annual reporting) practical? Realistic? Any room for improvement? 	Alison Facilitator	Facilitated Group Session
11:10	<p>Small group activity: Developing and implementing waste plans Include in the discussion feedback on options for integrating existing docs and processes into the new waste planning</p> <p>Distinguish between Regional and Metro here.</p>	<ul style="list-style-type: none"> » Ask tables to select a scribe - Write direct onto worksheets » Each table will be feeding back on the questions below. <p>1a. What are the barriers and dis-incentives for preparing Waste Plans?</p> <p>1 b. What the solutions?</p> <p>2. What are the incentives for local government in preparing waste Plans?</p> <p>3. How will you integrate existing documents and processes into the new waste planning?</p>	Facilitator	<p>Pre-prepared Pros and Cons Work sheets</p> <p>Table scribes</p> <p>Table presenters</p>
11.55	Recap and check whether there are any outstanding questions and/or comments	<ul style="list-style-type: none"> » Provide summary of feedback from the session » Provide information about next steps 	Facilitator / DWER	Powerpoint slides

Timing	Activity	Content	Presenter	Resources
12:05	Close Out	<ul style="list-style-type: none"> » Depending on sentiment in the room at the beginning explore sentiment now after discussing the Resource Kit > Do you think this resource kit will be useful in helping to develop, implement on the waste plans and reporting on the outcomes? 	Facilitator	Menti-meter

8 Evaluation & Reporting

Evaluation

Monitoring and gathering feedback from stakeholders on the engagement process is an important part of continuous business improvement. As part of this engagement process, opportunities via menti-meter during the workshops will be provided to stakeholders to provide the project team with qualitative feedback on the consultation activities. This may include asking for feedback on:

- » content of the information presented at workshops – were presentations informative and easy to understand?
- » structure of the workshop – were the forums engaging and interactive and provide opportunities for stakeholders to provide feedback?
- » facilitator and presenters – were they engaging and did they listen?
- » Did the consultation process add value to local governments completing formal submissions?

Importantly the number of people who participate in the consultation activities and respond with a submission will also demonstrate the level of interest in the project.

Like-wise the number of issues raised through formal channels with decision-makers may also be an indication of any systemic issues that the public consultation unveils.

Monitoring the participation rate in the workshop series, will provide an indication as to whether an optional consultation activity (online survey) will be required to enhance the participation of stakeholders to have their say during the public advertising period.

Reporting

At the end of the consultation period, an engagement outcomes report will be prepared for DWER and will form part of the overall feedback into finalising the Waste Plan Resource Kit.

The report will outline feedback received from stakeholder briefings and the workshops and feed into the broader analysis of submissions being managed by DWER.

A Appendix 1

IAP2 Spectrum of Public Participation

IAP2 developed The Spectrum of Public Participation to help groups define the public's role in any public engagement process. The Spectrum is quickly becoming an international standard.

		INCREASING IMPACT ON THE DECISION 				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
	PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.



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APPENDIX B – WASTE PLANS Q&A FACTSHEET

Local government waste plans – Q&A

What is the draft waste plan resource kit?

- The draft waste plan resource kit includes two documents:
 - **Guidance for local governments:** explanatory document which gives background information and guidance on how to complete the waste plan templates
 - **Waste plan templates (Appendix B of the Guidance document):** includes the three templates that local governments must complete in order to develop a waste plan: Part 1 – Services and performance, Part 2 – Implementation plan; Part 3 – Self-assessment checklist
- The resource kit gives local governments a blueprint for how to develop a waste plan which is consistent with the waste strategy.

How do I make a submission?

- Feedback and comments will be collated at the waste plan consultation workshops and webinars, and will be used to develop the waste plans resource kit.
- Written submissions can also be made to wasteplans@dwer.wa.gov.au.
- Local governments can both provide feedback/comments both at a workshop AND/OR via written submission.
- The consultation period closes **26 September 2019**.

Why should I attend a workshop or webinar?

- Attendance at a workshop or webinar is recommended as it will give participants an opportunity to hear more about the waste plan requirements and process, and ask questions
- Local government representatives are invited to attend either of the workshops (**30 July at DWER**, Joondalup or **31 July at SMRC**, Canning Vale), or the webinar to be held **1 August**.
- Copies of the draft waste plan resource kit and the presentations made at the workshops/webinar will be available on request (email wasteplans@dwer.wa.gov.au).

What is the purpose of waste plans?

- Waste plans will provide a link between the targets and objectives of the *Waste Avoidance and Resource Recovery Strategy 2030* and local government waste management activities.

Why do local governments have to do waste plans? And why now?

- The review of the *Waste Avoidance and Resource Recovery Act 2007* (WARR Act) found that other jurisdictions benefitted from aligning local waste planning with state plans and strategies, and this could provide long term benefits for waste management. Submissions to the review supported aligning local and State waste planning including the waste strategy.
- The waste strategy includes a headline strategy: *Implement local government waste plans, which align local government waste planning processes with the Waste and Resource Recovery Strategy 2030*.
- Developing waste plans now gives local governments the opportunity to map their current waste management performance in relation to the new waste strategy targets, and identify and implement the strategies needed to achieve these targets.

Which local governments will have to do waste plans?

- In the first phase of waste plan roll out, all local governments in Perth, Peel and the major regional centres (Cities of Albany, Busselton, Bunbury, Greater Geraldton and Kalgoorlie-Boulder) will be required to develop waste plans.
- Waste plans may be required by local governments in other areas in the future therefore all local governments will be consulted in 2019 on the waste plan resource kit.

Why will only local governments in Perth, Peel and major regional centres be required to develop waste plans at this stage, not all local governments?

- While all local governments can contribute to state-wide targets, there are a number of targets which specifically relate to the Perth and Peel regions and major regional centres.
- The resources, capacity, and waste management issues vary in all local governments, however there may be significant differences between Perth/Peel/major regional centre local governments and those in rural and remote areas. Modifications to waste plan requirements and further consultation may be required to determine the best waste planning model for local governments outside Perth, Peel and the major regional centres.

When do waste plans start being implemented? How long do they last for?

- Waste plans include a five plus year implementation plan.
- The commencement date for waste plans will be 1 July 2020.

Will I be required to report of the progress of the waste plan? Will this be incorporated into the Waste and Recycling Census reporting?

- The progress of the waste plan is required to be reported to the Department of Water and Environmental Regulation annually.
- Progress reporting will be required on a financial year basis with reporting due by 1 October each year.

How long should it take me to complete the waste plan for my local government?

- The time required to complete the waste plan will vary depending on the scope of waste management activities undertaken by the local government, and existing waste planning.

What happens once waste plans are submitted to the CEO? What will DWER do with them?

- DWER will firstly assess the plan to ensure it meets the minimum requirements as specified in the self-assessment checklist (which forms part of the waste plan template).
- If a waste plan does not meet the minimum requirements of the self-assessment checklist (which forms part of the waste plan template), DWER will advise the local government of the reason for this and the proposed solution.
- Compliant waste plans will be approved by the CEO.
- The waste plans will be used to:
 - demonstrate local government commitment to contributing to achieving the waste strategy targets and have strategies in place to do so;
 - monitor progress towards achieving the waste strategy objectives and targets;
 - design programs and activities which support the implementation of waste plans.

Does DWER have powers to make local governments develop and report on waste plans?

What are the consequences if a local government doesn't do this?

- Under section 42 of the WARR Act, the CEO may by written notice “*require a local government to include within its plan for the future a waste plan outlining how, in order to protect human health and the environment, waste services provided by the local government will be managed to achieve consistency with the waste strategy.*”
- Under section 44 of the WARR Act, the CEO may require a local government to submit a report on the implementation of its waste plan.

Do regional councils have to do waste plans?

- Yes. Under the *Local Government Act 1995* regional councils are local governments, and so will be required to prepare waste plans.
- In the first phase of waste plans roll out, regional councils in Perth, Peel and major regional centres will be required to develop waste plans (Eastern Metropolitan, Mandurah, Rivers, Southern Metropolitan, Western Metropolitan, and Bunbury Harvey Regional Councils)
- Regional council waste plans should be consistent with those of member local governments and vice versa.

If regional councils have waste plans, why do the member local governments need one too?

- Even if a local government is a member of a regional council, each individual local government is ultimately responsible for the waste generated by their residents.
- Local governments are accountable for the waste generation and recovery rates for their area, and must report waste data to DWER.
- It is therefore important that each local government is aware of its own waste management performance, and has strategies in place to align with the objectives and targets of the waste strategy (even if some of those strategies are implemented through a regional council)
- There are some aspects of waste management which can only be done by a local government, not by a regional council, e.g. internal local government sustainable procurement policies, local laws, land use planning.

If a local government has a waste strategy/plan in place, do they have to do another one?

- It is intended that any existing, up to date waste management plans or strategies may be integrated into the waste plan process if the requirements of the self-assessment checklist (which forms part of the waste plan template) are met.
- All local governments should complete Part 1 of the waste plan template and the self-assessment checklist. The Part 2 template may not be required to be filled in detail, and can reference existing waste management plans or strategies
- In the longer term, as existing waste strategies expire, it is expected that all local governments will transition to using the waste plan templates provided by DWER.

Are waste plans just Strategic Waste Management Plans (SWMPs), which we have already completed?

- Waste plans are different to SWMPs:
 - Most SWMPs were produced over a decade ago in 2008, so these may not reflect the current services provided, best practice guidelines, current regulation or the 2019 waste strategy.
 - Waste plans will be required under the WARR Act whereas SWMPs were voluntary.
 - Waste plans are focused on aligning local government waste management activities with the objectives and targets of the waste strategy. SWMPs were written before there was a waste strategy under the WARR Act.
 - Waste plans will be prepared by individual local governments rather than the group plans that were encouraged for the development of SWMPs.
 - Waste plans will have an annual reporting requirement, so their implementation can be monitored. SWMPs did not require annual reporting to State government.
- While some local governments have kept their SWMPs up to date, many have not, and there is inconsistency in the level of waste planning undertaken between local governments.

When we did SWMPs we received funding to develop them. Will funding be provided for development of waste plans?

- Funding is not available for the development of waste plans. For this reason the waste plan templates and guidance have been designed to be simple (not resource intensive to use) and flexible to suit the varying needs and capacities of local governments.
- Funding will be targeted to programs and activities that support the implementation of waste plans.



APPENDIX C – FACILITATOR RUN SHEET

Facilitator Run Sheet

Department of Water, Environment, Regulation



Project Consultation on Local Government Waste Plans **Date** 30 July 2019

Venue SMRC RRRC – 350 Bannister Road, Canning Vale **Time** 9am-12:00

Purpose Inform stakeholders of requirements of waste plans and provide opportunity to:

- » contribute to the development of the resource kit
- » outline concerns aspirations and feedback on the waste planning resource kit

Demonstrate the commitment to the State and Local Government Partnership Agreement.

Attendees	Rebecca Properzi, DWER Cecilia Jordon, DWER Alison Edmunds, ASK Waste Management Claire Paddison, Elton Consulting (Facilitator)	Guests	Marcelle Broderick (30 July) Jodie Holbrook (DLGSC) Bernard Ryan (31 July) Yvette Petterson (DLGSC) Tuesday 30 th – 29 Participants (5 tables of 6) Wednesday 31 st 38 Participants 5 tables of 6 and 1 table of 8 Resources required: Labels for everyone to write names on Attendance Register
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Timing	Activity	Content	Presenter	Resources
9:00	Welcome and Introductions & housekeeping	Welcome to Country Intro to Team Housekeeping Rules of Engagement Outline purpose of workshop Parking Lot Agenda overview Establish who is in attendance and roles during the workshop	Facilitator Alison	Power Point Presentation White Board

Timing	Activity	Content	Presenter	Resources
9:05	Intro to waste plans and thank you	Very brief overview of waste plans Thank participants for their time and feedback	30 July: Marcelle Broderick 31 July: Bernard Ryan	
9:10	Group Activity: Introduce Menti-meter www.menti.com passcode 18 22 57 Using open ended and multiple-choice questions Purpose: Understanding what level of Waste Planning LGs are at?	A couple of group ice breaker questions to test everyone can access and use menti-meter i.e. <ol style="list-style-type: none"> 1. Who's in the room? 2. Who in the room has existing strategic waste management plans? 3. Does your existing waste plan align with the objectives and targets of the Waste Strategy? 4. If not, why not? 5. What is the duration remaining on your existing plans? 	Facilitator / All	Menti-meter (projector / screen)
9:20	Presentation: Provide context to why Waste Plans are required, the purpose of the Resource Kit and process to get it to this stage of the process	<ul style="list-style-type: none"> » Purpose of Waste Plans and what information needs to be collected, why and within what timeframes? » Purpose of Resource Kit – help to meet the above requirements » Key focus Areas are on: <ul style="list-style-type: none"> > Avoid / Recover/Protect aligned with the WAR Strategy <p>Overview of consultation to date and feedback received</p> <p>Timelines, where to from here</p>	DWER	Power-point slides

Timing	Activity	Content	Presenter	Resources
9:35	Facilitated Q&A session	Questions related to activities below to be parked General questions only	Facilitator / DWER	
9:40	Group Activity: Purpose: Test the Sentiment in the Room Using Menti meter	<ol style="list-style-type: none"> 1. Have you read the draft resource kit? 2. Do you generally support the concept of mandatory waste planning and reporting for LGs in line with the requirements of the Waste Strategy? Yes? No – Why? 3. Do you think this resource kit will support you in waste planning, implementation and reporting? Yes – Why? No – Why? 4. What outcomes would you expect to see in 3+ years if you adopt this process? 	Facilitator / All	Menti-meter
		<p>If the answer to above is largely positive continue below.</p> <p>If the answer to the above is negative – initially facilitate a group discussion to explore why people provided such feedback?</p>	Facilitator Alison	White Board / Large post notes
9:55	Presentation: Run through resource kit	<ul style="list-style-type: none"> » What’s in the Resource Kit: <ul style="list-style-type: none"> > Guidance Document > Template > Implementation Plan 	DWER Facilitator	Power-point slides

Timing	Activity	Content	Presenter	Resources
		<ul style="list-style-type: none"> > Self-assessment Checklist > Annual reporting template » Questions - facilitated 		
10:10	<p>Small Group Activity: Using document and templates</p> <ul style="list-style-type: none"> » Guidance Document » Draft Templates » Implementation Plan » Self-assessment template 	<ul style="list-style-type: none"> » Ask tables to select a scribe - Write direct onto worksheets » Each table will be feeding back on the questions below. <p>Engaging Other Stakeholders</p> <ul style="list-style-type: none"> » Who else in your organisation needs to be involved in waste planning? Who are they? How are you going to get them engaged? <p>Part 1: Services and Performance</p> <ul style="list-style-type: none"> » Do you find the Part One document easy to navigate and use? If not, why not? <p>Part Two: Implementation Plan</p> <ul style="list-style-type: none"> » Does the Guidance Document and Waste Plan Template Part One support you in: » a) collecting the right data and information to inform your implementation plan? » b) support your LG to develop a clear picture of your current waste management performance? <p>General feedback</p> <ul style="list-style-type: none"> » Apart for lack of data/information, what are the other barriers to completing the templates? What would be some ideas to help remove the barriers? 	Facilitator / DWER	<p>Pre-prepared Work sheets</p> <p>Table scribes</p> <p>Table presenters</p>
	<p>Part 1: Services and Performance – baseline data to form Part 2 the Implementation Plan</p> <p>Part Two Implementation Plan</p>			

Timing	Activity	Content	Presenter	Resources
		<ul style="list-style-type: none"> » Do you have any general comments on any of the draft docs / templates? (Content and format) 		
10:40	Short break	Morning tea		
10:55	General Group discussion _consider alternative for larger group) on: <ul style="list-style-type: none"> » reporting requirements » timeline for development and implementation 	Provide overview of Reporting and Timeline requirements Ask open-ended questions and facilitate discussion across the room to explore feedback <ul style="list-style-type: none"> » Is there any room for improvement on the reporting requirements? » Are the proposed timelines (for development of waste plans and annual reporting) practical? Realistic? Any room for improvement? 	Alison Facilitator	Facilitated Group Session
11:10	Small group activity: Developing and implementing waste plans Include in the discussion feedback on options for integrating existing docs and processes into the new waste planning Distinguish between Regional and Metro here.	<ul style="list-style-type: none"> » Ask tables to select a scribe - Write direct onto worksheets » Each table will be feeding back on the questions below. 1a. What are the barriers and dis-incentives for preparing Waste Plans? 1 b. What the solutions? 2. What are the incentives for local government in preparing waste Plans? 3. How will you integrate existing documents and processes into the new waste planning?	Facilitator	Pre-prepared Pros and Cons Work sheets Table scribes Table presenters
11:55	Recap and check whether there are any outstanding questions and/or comments	<ul style="list-style-type: none"> » Provide summary of feedback from the session » Provide information about next steps 	Facilitator / DWER	Powerpoint slides

Timing	Activity	Content	Presenter	Resources
12:05	Close Out	<ul style="list-style-type: none">» Depending on sentiment in the room at the beginning explore sentiment now after discussing the Resource Kit> Do you think this resource kit will be useful in helping to develop, implement on the waste plans and reporting on the outcomes?	Facilitator	Menti-meter

APPENDIX D – RAW DATA

PROPOSED AMENDMENTS TO RESOURCE KIT

Source of feedback	Comment	Response category	Action required	Action taken
Workshops/webinars	Remove photos from documents	General comment on existing content	Yes	Photos will be removed from new version of guidelines.
Workshops/webinars	Reconsider examples provided in guidelines and template	General comment on existing content	Yes	The examples in the template will be discussed and updated in workshops scheduled for November.
Workshops/webinars	Standardise definitions for illegal dumping and littering	Glossary/Standard definitions	Yes	Glossary updated to reflect definitions in relevant legislation.
Workshops/webinars	Include glossary	Glossary/Standard definitions	Yes	Existing glossary has been checked and revised to incorporate feedback received.
Workshops/webinars	Clearly indicate what data will be prefilled	Prefilling data	Yes	Data will be in template sent out to local governments and there is a table in the guidelines that indicates which data will be prefilled.
Workshops/webinars	Provide a flow chart of reporting - timeframes, links, to who	Process flow chart	Yes	Guidelines have been updated to include requested flowchart.
Workshops/webinars	Reduce duplication and make a more concise document	Reduce duplication	Yes	Have streamlined guidance document and moved information from the guidance document to relevant parts in the templates for easier reference.
Workshops/webinars	Provide a summary document to engage all parties	Summary document requested	Yes	Summary documents will be prepared and available on website.
Workshops/webinars	May require targetting for rural councils	Tailoring for non-metro councils	Yes	Address any specific non-metro council feedback on the documents.
Workshops/webinars	May require tayloring to address smaller local government needs	Tailoring for smaller councils	Yes	Address any specific smaller council feedback on the documents.
Workshops/webinars	Tailor template and resource kit to Regional Councils	Template for regional councils	Yes	A new template and guidance is being prepared for regional councils which should address their specific needs.
Workshops/webinars	The Plan needs to be able to reflect changes to practices and changes to data - be a live document	General comment on existing content	None	Waste plan is a snapshot in time, annual reports allow for annually updating actions and progress
Workshops/webinars	Link to existing local government performance, targets and action	General comment on existing content	None	Intent is for waste plans to capture performance, target and actions and demonstrate how these contribute to/are consistent with the Waste Strategy objectives and targets
Workshops/webinars	Table format is easy to read	General comment on existing content	None	No action required
Workshops/webinars	Document sets the scene well	General comment on existing content	None	No action required
Workshops/webinars	Easily flows and is simple to follow	General comment on existing content	None	No action required
Workshops/webinars	It become clear once I read the template - as a suggestion, recommend reading the template simultaneously	General comment on existing content	None	No action required
Workshops/webinars	DWER could help, one page summary doc with pictures about what each local government is doing	General comment on existing content	None	Local government will be well placed to prepare their own summaries (based on their need and communication audience) once their plans are approved by the CEO. DWER can provide assistance if requested.

Workshops/webinars	Make templates electronic	General comment on existing content	None	Templates will be electronic to allow for data/inpfrmation input and extraction as required.
Workshops/webinars	This is limited. Wanneroo has 10 pgs worth of implementation	General comment on existing content	None	The template does not limit the number of actions/strategies etc that the councils are planning or implementing. Tables in the template can be expanded or additional information included as attachments if required.
Workshops/webinars	Suggest making one document rather than two	General comment on existing content	None	Documents are seperated to make them user-friendly/more accessible.
Workshops/webinars	Questions around accuracy of data, contractor provides data but template is overly complicated for them to provide level of detail	General comment on existing content	None	Onis is on councils to inform their contractors of their data needs. The template can guide this but is not intended as a data collection tool but a reporting tool for councils. Mandatory reporting requirements and methods should assist ensuring consistency and improved accuracy of data.
Workshops/webinars	The template is basic, so will help those who have not completed plans previously	General comment on existing content	None	No action required
Workshops/webinars	Until you start preparing the content, it is difficult to know how user-friendly it is	General comment on existing content	None	No action required
WALGA submission	Guidelines. In the absence of Waste Authority approved Better Practice approaches in some areas, acknowledge and allow councils to report on WALGA approved approaches and initiatives.	Amendment to Guidelines	Yes	The guidelines have been updated to state that "In the absence of Waste Authority approved Better Practice approaches, councils are encouraged to report on WALGA or other Authority approaches do not yet exist existing approved approaches and initiatives where these are consistent with, and complement the State Government and Waste Authority's policies, priorities and approved approaches."
WALGA submission	Guidelines. Include a table of Waste Authority approved Better Practice approaches/programs that councils can consider in the course of developing their Implementation plans.	Amendment to Guidelines	Yes	Better practice guidelines table is included in guidelines.
WALGA submission	Guidelines, Table 8 - Clarify use of the term 'commercial services'. If referring to services provided by local governments to commerial entities (as opposed to residences), remove reference to Better Bins or delete reference to commerial services.	Amendment to Guidelines	Yes	Guidleines now define 'commercial services' in glossary and Table 8 is updated as suggested.
WALGA submission	Template, Section 3. WALGA is of the view that the table and graph are not both required in the section and the table should be removed.	Amendment to Guidelines	Yes	Graph has been removed as suggested.
WALGA submission	Template, Section 3, Table 2. Clarification of the baseline year (14/15?) is requested and whether local government are required to achieve a reduction against their baseline level or the state average.	Amendment to Template	Yes	The guidelines have been updated to clarify individual local government's performance will be calculated relative to their own 2014/15 baseline.

WALGA submission	Template, Section 5. Clearly define illegal dumping and littering	Amendment to Template	Yes	Glossary updated to reflect definitions in relevant legislation.
WALGA submission	Template, Table 21. Summary table. WALGA's view is that it is unclear what data is being collected in the first two questions.	Amendment to Template	Yes	Data requirements clarified in table.
WALGA submission	Template, Section 3, Table 3. Clarify that the table includes targets and population projections.	Amendment to Template	Yes	The reference to state average has been removed and the baseline year has been clarified. The rest of the data will be prefilled by DWER.
WALGA submission	Template, Section 3. WALGA recommends that only data related to the per capita targets (waste generation) be included. Household targets should be removed.	Amendment to Template	Yes	The reference to household targets has been removed a suggested.
WALGA submission	Template, Section 5, Table 5. WALGA has concerns about the number of infringements reported by local governments to be considered indicative of the incidence of littering and illegal dumping and suggests that this is removed.	Amendment to Template	Yes	Questions on infringement notices and complaints for litter/ID have been removed.
WALGA submission	Template, Section 6, Table 11. WALGA questions why waste compositional data is collected and what its relation is to achieving the Waste Strategy targets.	Amendment to Template	Yes	The template has now been updated to indicate why compositional data is useful and is being collected.
WALGA submission	Template, Table 19. WALGA questions the need to include details regarding the evaluation of behaviour change programs in the template.	Amendment to Template	Yes	Have simplified the information required related to behaviour change programs as suggested.
WALGA submission	Flexible Regional council template required and should be consulted on	Template for regional councils	Yes	A new template and guidance is being prepared for regional councils which should address their specific needs.
WALGA submission	Template, Table 17. WALGA questions the value in collecting information on planning undertaken by local governments.	Amendment to Template	No	No amendment made. This section allows local governments to demonstrate that they are considering and incorporating Waste at a local level when undertaking planning/preparing planning instruments. The data provided will also inform any department projects to address issues in this area.
WALGA submission	Template. Recommend combining Section (Recover) with Section 6 (Local government services)	Amendment to Template	No	No amendment made. A key objective is for waste plans to demonstrate how local governments align their management activities with the Waste Strategy. As such the waste plans template has been developed to facilitate reporting of the waste services within the context of contributing to the Waste Strategy targets and objectives. The template has been consulted on with local governments and has been generally favourably received. DWER will consider alternatives to the current template when it reviews waste plans requirements in approximately five years.

WALGA submission	Template, Section 11, Table 12. WALGA suggests that this table is deleted and that local governments report HHW waste collected under drop off services.	Amendment to Template	No	The table has been deleted and moved to drop off services section as suggested.
WALGA submission	Template, Table 15. WALGA proposes that the waste contracts information could be collected under the 'waste services' section.	Amendment to Template	No	No amendment made. Amendment not considered appropriate as it will increase the length of the waste services section significantly.
WALGA submission	New structure for waste plan template proposed with waste services the focus.	Restructure template	No	No amendment made. A key objective is for waste plans to demonstrate how local governments align their management activities with the Waste Strategy. As such the waste plans template has been developed to facilitate reporting of the waste services within the context of contributing to the Waste Strategy targets and objectives. The template has been consulted on with local governments and has been generally favourably received. DWER will consider alternatives to the current template when it reviews waste plans requirements in approximately five years.
WALGA submission	Part 2 - Implementation Plan. WALGA notes that the Implementation Plan is a key element of the waste plan and refers to its proposed template for preparing waste plans.	Amendment to Template	No	Noted. No action required.
WALGA submission	Part 3 - Self assessment checklist. WALGA notes that the first part of the checklist focusses on the process for completing the waste plan.	Amendment to Template	No	Noted. No action required.
WALGA submission	Template, Section 5, Table 6. WALGA is of the view that the information sought does not assist to track against the Strategy targets.	Amendment to Template	No	Questions on infringement notices and complaints for litter/ID have been removed.
WALGA submission	Template, Table 13. WALGA proposes that the infrastructure information sought under this table could be captured by reporting on drop off.	Amendment to Template	No	No amendment made. Information collected in this section is broader than that information collected in the drop off section.
WALGA submission	Template, Table 18. WALGA questions the value in collecting information on Sustainable Procurement undertaken by local government.	Amendment to Template	No	No amendment made. Implementing sustainable procurement practices is a key commitment of the Waste Strategy. The purpose of waste plans is to demonstrate the alignment of local government waste management practices with the objectives of the Waste Strategy.
WALGA submission	Template, Section 5. WALGA suggests that local governments be asked to list the actions that they are taking to contribute towards the zero illegal dumping and littering targets.	Amendment to Template	No	Table updated as suggested.

WALGA submission	Template, Table 20. WALGA questions the value of collecting information on waste data used to prepare the waste plan.	Amendment to Template	No	No amendment made. Data underpins the waste strategy. This table is to help DWER understand the accuracy of the prefilled data and also highlight any gaps/opportunities in data that a local government may want to address in their implementation plan
Kalamunda submission	Guidelines. Recommend that content in guidelines is limited to instructions on what should be included in waste plans.	Amendment to Guidelines	Yes	Have revised guidelines to focus specifically on providing the information that local governments are required to prepare their waste plans. Length of document has been halved.
Kalamunda submission	Guidelines. Correct the following errors: Section 3.2 on page 18, Figure 1 should be replaced with Table 3. Section 3.4.5 on page 23, Table 21 should be replaced with Table 20. Section 3.5 on page 23, Table 22 should be replaced with Table 21.	Amendment to Guidelines	Yes	Actioned as recommended.
Kalamunda submission	Merge guidelines and template or improve cross referencing to tables in both documents	Amendment to guidelines and template	Yes	Have streamlined tables and improved cross referencing between templates and guidance. Cannot make into one document due to different formats eg Excel vs PDF and resulting potential length of document.
Kalamunda submission	Recommends that the Guidelines and Template include a section that assists local governments to identify costs associated with providing waste services and allow for comparisons with like local governments.	Amendment to guidelines and template	No	Not addressed. Local governments determine fees charged and costs of providing waste and recycling collection services autonomously which can make comparison and benchmarking of these meaningless. Therefore this information is not required in the context of waste plans.
Kalamunda submission	Clearly indicate the data that will be prefilled in the template	Prefilling data	No	Data will be in template sent out to local governments and there is a table in the guidelines that indicates which data will be prefilled.

Kalamunda submission	Recommends that local governments with existing waste plans be allowed to submit these to DWER in lieu of preparing new waste plans. New waste plans are to be developed when existing waste plans expire.	Amendment to guidelines and template	No	Clarification provided in guidelines. DWER recognises that some local governments and regional local governments may already have current waste plans or strategies in place. To avoid duplication, as long as the current waste plan/strategy meets the requirements of the waste plan self-assessment checklist, it may be integrated into the Implementation Plan section of the waste plan. Where this is the case, the local government should include hyperlinks and page numbers to the relevant information, in the Implementation plan template rather than duplicating reporting. Local governments will still be required to review and complete the 'Services and performance' sections of the template and the self-assessment checklist for this section. It is expected, that by completion of the next Waste Strategy review (approximately 2023/24), all local governments will transition to using the waste plan templates provided by the DWER.
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DATA

Source of feedback	Comment	Response category	Action required	Action taken
Workshops /webinars	Consistency is required in data and how it is measured and what is measured (or to be included)	Data collection	Yes	Approved methods under mandatory reporting arrangements should assist with consistency. Glossary defines frequently used terms (consistent with Waste Strategy and mandatory reporting definitions).
Workshops /webinars	Data may be required from contractors/member councils. How to ensure accuracy?	Data collection	Yes	The onus is on councils to put into place mechanisms to collect the data required. Mandatory reporting requirements and methods should assist ensuring consistency and improved accuracy of data.
Workshops /webinars	Category of data being amalgamated - each council collects different data	Data collection	Yes	Data collection categories and methods have been standardised under new mandatory reporting arrangements under which councils will report. DWER can provide clarification to individual councils, on request, if this is required.
Workshops /webinars	Compulsory waste reporting categories should be used	Data collection	Yes	Data collection categories and methods have been standardised under new mandatory reporting arrangements under which councils will report. DWER can provide clarification to individual councils, on request, if this is required.
Workshops /webinars	Hard to capture C&I and C&D and internal greenwaste	Data collection	Yes	Mandatory reporting arrangements will require some of this data to be captured and reported to DWER using approved methods. DWER can provide additional guidance on how this might be accomplished if required.
Workshops /webinars	Need more guidance with data collection methods - categories	Further guidance on data requirements	Yes	Data collection categories and methods have been standardised under new mandatory reporting arrangements under which councils will report. DWER can provide clarification to individual councils, on request, if this is required.
Workshops /webinars	Are Collection contractors going to be audited?	Further guidance on data requirements	Yes	Entities reporting under mandatory reporting requirements may be subject to auditing.
Workshops /webinars	Concerned about the baseline data - what has been missed in the past - estimate v actual	Need to explain data context	Yes	The relevant sections of the template provides space for local governments to provide comments/discuss their data. Local governments are encouraged to use this functionality.

Workshops /webinars	Allow for local governments to add contextual information to explain data	Need to explain data context	Yes	The relevant sections fo the template provides space for local governments to provide comments/discuss their data. Local governments are encouraged to use this functionality.
Workshops /webinars	Census data for regional councils may not reflect baseline data - improve capture	Need to explain data context	Yes	The relevant sections fo the template provides space for local governments to provide comments/discuss their data. Local governments are encouraged to use this functionality.
Workshops /webinars	It doesn't give a chance to explain the context around the data.	Need to explain data context	Yes	The relevant sections fo the template provides space for local governments to provide comments/discuss their data. Local governments are encouraged to use this functionality.
Workshops /webinars	Will the Department capture the data from our 6 member councils and self populate this into the template?	Template for regional councils	Yes	The reporting requirements for regional councils will vary from requirements for individual local governments. A new template for regional councils is being created. Data will be pre-populated where possible
Workshops /webinars	Fails to have any mechanism to capture commercial data	Data collection	None	Onis is on councils to collect commercial data from contractors via their own mechanisms and include this data in their waste plans when relevant and required. DWER will prepopulate plans with Census data where this is available. Template - 6.1 waste services has a section on commercial data collection
Workshops /webinars	You need the data systems/capture systems inplace	Data collection	None	Where data is collected under the Census or new mandatory data reporting arrangements, this will be used to prepopulate the draft waste plans by DWER. Councils will need to check to ensure completeness and correctness of data. Onis is on councils to inform their contractors of their data needs if relevant and ensure the data required is captured.
Workshops /webinars	Lots of effort on illegal dumping data? But it is a small percent of total data	Data collection	None	Noted
Workshops /webinars	Follows waste census - fine if you have that background	Data collection	None	All councils that are captured by waste plans requirements currently report under the Census and will be captured under mandatory reporting requirements in the future.
Workshops /webinars	Requires data collection to be accurate	Data collection	None	Mandatory reporting framework and methods should improve data collection, consistency and accuracy.
Workshops /webinars	No starting point, no data for regional LGs	Data collection	None	Census data and then mandatory data will be used to prefill template.

WALGA submission	Concern that waste plans do not duplicate Census/mandatory reporting requirements and use the same methodologies.	Data reporting	Yes	Waste plans does not intend to duplicate Census/mandatory reporting. Data reported under these two initiatives will be used to prepopulate template by DWER therefore preventing duplication in reporting by local governments.
Kalamunda submission	Reduce double counting - ensure that waste transferred (prior to disposal, recycling, recovery) between councils and between councils and regional councils is not double counted	Double counting	Yes	DWER tries to avoid double counting of waste by instructing local governments and Regional Councils to only report domestic waste that is self-hauled by residents to drop off facilities.
Kwinana submission	DWER develop protocols to periodically audit data to ensure accuracy.	Accuracy	Yes	Mandatory reporting framework and methods should improve data collection, consistency and accuracy. It is anticipated that a audit regime will be implemented under these arrangements.
Kwinana submission	Local governments that do not have the relevant data to complete waste plans will not be able to comply with annual reporting requirements or plan, report or assess performance.	Data collection	No	Where data is collected under the Census or new mandatory data reporting arrangements, this will be used to prepopulate the draft waste plans by DWER. Councils will need to check to ensure completeness and correctness of data. Onis is on councils to ensure that data is collected to enable reporting under the Census and therefore used in its waste plan and allow for the implementation of the waste plan to be assessed and reported on. DWER can provide guidance on request.

BARRIERS

Source of feedback	Comment	Response category	Action required	Action taken
Workshops/webinars	Aligning our 6 member councils	Alignment of regional councils	None	Noted
Workshops/webinars	All 6 MCs have differing capabilities/budgets/resources	Alignment of regional councils	None	Noted
Workshops/webinars	Diverse community expectation and need - cost implications for community, socio-economic impact varies	Community expectations	None	Noted
Workshops/webinars	Community engagement, awareness and consultation	Community expectations	None	Noted
Workshops/webinars	Community support - rates up, better waste management	Community expectations	None	Noted
Workshops/webinars	Difficult councillors	Councillor support	None	Noted
Workshops/webinars	Plan / Strategy Fatigue (Councillors)	Councillor support	None	Noted
Workshops/webinars	Lack of buy in from Councillors	Councillor support	None	Noted
Workshops/webinars	Little interest community and counsel	Councillor support	None	Noted
Workshops/webinars	Councillor alignment / awareness	Councillor support	None	Noted
Workshops/webinars	Data inaccuracies	Data	None	Noted
Workshops/webinars	CKB, With multiple sites and regional remote communities collating data is going to be difficult.	Data	None	Noted
Workshops/webinars	Lack of historical information	Data	None	Noted
Workshops/webinars	Lack of data specifics from Contractors	Data	None	Noted
Workshops/webinars	Availability of data > guess/estimation	Data	None	Noted
Workshops/webinars	Lack of explanation behind the assumptions bring made about accuracy of data	Data	None	Noted
Workshops/webinars	Data - collection	Data	None	Noted
Workshops/webinars	Double up of reporting - lack of consistency across the board	Duplication of effort	None	Noted
Workshops/webinars	Service Provider / in alignment with objectives	External constraints	None	Noted

Workshops/webinars	Commercial Operators won't be required to prepare Plans, undertake Audit or comply with mandatory reporting. This SHOULD be required.	External constraints	None	Noted
Workshops/webinars	Theft of recyclables > cost infrastructure > data	External constraints	None	Noted
Workshops/webinars	End market for recycling esp FOGO	External constraints	None	Noted
Workshops/webinars	Price of commodities	External constraints	None	Noted
Workshops/webinars	Lack of post processing infrastructure	External constraints	None	Noted
Workshops/webinars	Lack of circular economy infrastructure 1	External constraints	None	Noted
Workshops/webinars	Market volatility - recycling (recovery)	External constraints	None	Noted
Workshops/webinars	Contractor engagement	External constraints	None	Noted
Workshops/webinars	Confidence (lack of) in the outcomes of waste management	External constraints	None	Noted
Workshops/webinars	Barriers to completing templates - processors/markets, transport, timeline, contracts	External constraints	None	Noted
Workshops/webinars	Resources and state of infrastructure, especially in the regional areas, would affect the integrity of the data	External constraints	None	Noted
Workshops/webinars	Lack of knowledge in data collection for plan	Knowledge	None	Noted
Workshops/webinars	Sources of information - staff turnover, disconnect between departments	Knowledge	None	Noted
Workshops/webinars	Guidance document does not provide source information	Knowledge	None	Noted
Workshops/webinars	Category of waste and definition	Knowledge	None	Noted
Workshops/webinars	Lack of internal information. Lack of internal resources in smaller LG	Knowledge	None	Noted
Workshops/webinars	Getting fully informed and understanding the 'standard' required	Knowledge	None	Noted
Workshops/webinars	Resources - manpower	Resources	None	Noted
Workshops/webinars	Too busy, lack of resources, competing priorities, uncertainty	Resources	None	Noted
Workshops/webinars	Resources are required to gather data required	Resources	None	Noted
Workshops/webinars	This is a lot of work to complete and even more to get it through the council process	Resources	None	Noted

Workshops/webinars	Resource availability issue - too much else on right now!	Resources	None	Noted
Workshops/webinars	Some of this data is going to be difficult to extract without going or audit which will incur extra costs	Resources	None	Noted
Workshops/webinars	Financial impacts (administration)	Resources	None	Noted
Workshops/webinars	Costs of additional audits if required to capture additional data	Resources	None	Noted
Workshops/webinars	Additional staff/time required to prepare plans - in addition to the current workload	Resources	None	Noted
Workshops/webinars	Lack of resources - people / \$\$	Resources	None	Noted
Workshops/webinars	too busy	Resources	None	Noted
Workshops/webinars	Competing priorities	Resources	None	Noted
Workshops/webinars	Cost financial and resources and staff	Resources	None	Noted
Workshops/webinars	Apathy and complacency	Resources	None	Noted
Workshops/webinars	Prioritisation	Resources	None	Noted
Workshops/webinars	Cost recovery for preparing plan	Resources	None	Noted
Workshops/webinars	Costs/time/resources - experienced officers, consultant? - additional workload	Resources	None	Noted
Workshops/webinars	Actions restricted by funding - what if cannot implement? Don't inc in plan	Resources	None	Noted
Workshops/webinars	Commercial in confidence data / \$ requests	Resources	None	Noted
Workshops/webinars	Lack of incentive to gather accurate data > relying on # of sources - contractors, staff, not automated/estimated	Resources	None	Noted
Workshops/webinars	Resources - people, money, time	Resources	None	Noted
Workshops/webinars	Updating plan	Resources	None	Noted
Workshops/webinars	Resources - people and money	Resources	None	Noted
Workshops/webinars	Limited data, limited resources, ability to justify resource expenditure to ratepayers/elected members	Resources	None	Noted
Workshops/webinars	Limited resources but outcomes will justify this work.	Resources	None	Noted

Workshops/webinars	Staff completing the plans only new to waste management - multi-tasking!	Resources	None	Noted
Workshops/webinars	Limited resources	Resources	None	Noted
Workshops/webinars	Limited resources - some LGs only have one person already doing multiple jobs and this is now something else to add	Resources	None	Noted
Workshops/webinars	A template tailored for small rural shires would be a big help.	Tailored templates	None	Noted
Workshops/webinars	Is this completed online?	Technical skills	None	Noted
Workshops/webinars	Uncertain future processing	Uncertainty	None	Noted

TIMELINES

Source of feedback	Comment	Response category	Action required	Action taken
Workshops/webinars	Should rural local governments prepare waste plans now or wait?	Application to rural local governments	Yes	New templates to be prepared for rural councils as part of Phase 2 of Waste Plans. DWER prefers that rural councils wait until Stage 2 of Waste Plans is implemented to report.
Workshops/webinars	How long will it take DWER to get back to LGA on appropriateness of plan?	DWER Response timelines	Yes	Guidelines updated to clarify that feedback will be received by local governments within 30 days of DWER having received their plan.
Workshops/webinars	What are the timelines for receiving DWER approval of waste plans.	DWER Response timelines	Yes	Guidelines updated to clarify that CEO endorsement can be expected (if the waste plan meets requirements) within 60 days of receipt.
Workshops/webinars	Are dates flexible?	Flexibility of timelines	Yes	Dates are not flexible due to the impact of Christmas and onflow effect on deadlines alignment with IPR framework. Broad windows have been provided for key milestones to allow for local government approval requirements.
Workshops/webinars	CEO approval and annual reporting – not being full financial year and dependent of date DWER CEO approval is given. Suggest this is changed as budget are set around the plan and councillor endorsement to that plan, it is pretty hard to change 'after the fact' if plan not approved by DWER CEO.	Timelines for development and submission	Yes	DWER is scheduling workshops and allowing draft waste plans for feedback to try to mitigate the final submitted plan not being endorsed by the CEO.

WALGA submission	Waste plan reporting should be undertaken along with Census reporting	Annual reporting	Yes	Annual reporting of waste plans will occur via the online reporting system being developed to support mandatory reporting of waste and recycling data. Timelines for reporting reflect mandatory reporting timelines.
Kwinana submission	Recommends that the time allowed for DWER to consider and respond to submissions is extended.	Timelines to consider and action consultation feedback	No	DWER has been gathering feedback on the waste plans resource kit since it was released for consultation in July 2019. The Department has considered and incorporated, where relevant and appropriate, feedback provided during the consultation process.

COMMUNICATIONS

Source of feedback	Comment	Response category	Action required	Action taken
Workshops/webinars	DWER help to build Council Executive and Councillors understanding of requirements	Councillor engagement	Yes	A letter from the Minister to Councillors is intended to inform of reporting requirements. FAQs are being prepared and will be included in this package.
Workshops/webinars	Need supporting communication, such as media	Supporting communication	Yes	DWER is considering additional communication options available to support this initiative.

CONFIDENTIALITY

Source of feedback	Comment	Response category	Action req	Action taken
Workshops/w ebinars	Level of data used vs publically available, not going to release everything	Publication of information	Yes	Address in guidelines. Individual waste plans are not intended for public release by DWER.

INTEGRATION WITH OTHER INITIATIVES

Source of feedback	Comment	Response category	Action required	Action taken
				Clarification provided in guidelines. DWER recognises that some local governments and regional local governments may already have current waste plans or strategies in place. To avoid duplication, as long as the current waste plan/strategy meets the requirements of the waste plan self-assessment checklist, it may be integrated into the Implementation Plan section of the waste plan. Where this is the case, the local government should include hyperlinks and page numbers to the relevant information, in the Implementation plan template rather than duplicating reporting. Local governments will still be required to review and complete the 'Services and performance' sections of the template and the self-assessment checklist for this section. It is expected, that by completion of the next Waste Strategy review (approximately 2023/24), all local governments will transition to using the waste plan templates provided by the DWER. DWER will use data reported under the Census to prefill waste plan templates for individual councils so double reporting of data is avoided. Some landfills and recyclers will be required to report waste and recycling data to DWER under mandatory data reporting arrangements.
Workshops/webinars	Duplication of the process if LGs are already using a comprehensive waste strategy and are reporting to the DWER through the annual waste census	Integration with other initiatives	Yes	
Workshops/webinars	What are the regulatory requirements for private waste contractors?	Integration with other initiatives	Yes	
Workshops/webinars	How does this integrate with the CDS?	Integration with other initiatives	Yes	Local governments that participate in the CDS as MRFs or as Refund Points have reporting obligations to the CDS Scheme Coordinator. As reporting is not directly to DWER, integration of CDS reporting with waste plans is not feasible.
Workshops/webinars	Will this align with complimentary measures for 3Bin	Integration with other initiatives	None	The Better Bins reporting requirements are tied to milestones specific to the implementing councils. Councils are required to submit reports to DWER before Better Bins is implemented (Baseline/Preliminary report), Biannual reports (following implementation of program) and a Final evaluation report. The timelines for these reflect the individual circumstances of the local government and may not necessarily be consistent with the waste plans reporting timeframes and requirements therefore harmonisation is not possible.

Workshops/webinars	Streamline reporting	Integration with other initiatives	None	<p>Where data is collected under the Census or new mandatory data reporting arrangements, this will be used to prepopulate the draft waste plans by DWER. Councils will need to check to ensure completeness and correctness of data. An online reporting is being developed for mandatory reporting purposes and will be used for annually reporting on waste plans.</p>
WALGA submission	Litter Strategy ends in 2020, poses difficulties for alignment with waste plans	Integration with other initiatives	Yes	<p>The guidelines identify the Litter Prevention Strategy for Western Australia as a key framing/guidance document related to litter, the intention is for local government in developing their waste plans to focus more broadly on considering actions that avoid the incidence of litter and contribute to the Waste Strategy target of moving towards zero littering by 2030.</p>

OTHER

Source of feedback	Comment	Response category	Action required	Action taken
Workshops/webinars	What is the consequence if you don't submit a plan?	Failure to submit waste plan	Yes	Information to be conveyed in the CEO Notice. The WARR Act sets out the CEO's options in the event of that waste plans are not prepared. DWER is committed to working with local governments to assist with the preparation of waste plans.
WALGA submission	Annual reporting requirements are onerous. Propose that local governments simply indicate that they are progressing initiatives as planned and if not, explain why.	Annual reporting	Yes	The guidelines been amended to clarify that, in their annual reports, local governments will only be required to report on activities undertaken and those committed to but not implemented in the preceding year rather than on every action in the local government's waste plan. This will be reflected in a draft template for annual reporting included in the resource kit and will be built into the online reporting system intended to facilitate reporting on waste plans.

OUT OF SCOPE COMMENTS

Source of feedback	Comment	Response category	Action required	Action taken
Kalamunda submission	Guidelines. Remove need to plan for FOGO system to allow local governments the flexibility to choose best methods to meet Waste Strategy targets	Out of scope	No	Not addressed. Out of scope comment relates to the objectives and priorities of the Waste Strategy rather than waste plans.
Boddington submission	Government needs to focus on developing markets for products diverted from landfill or products collected. Access to these markets is an issue for local governments in regional areas.	Out of scope	No	Not addressed. Out of scope comment relates to the objectives and priorities of the Waste Strategy rather than waste plans.