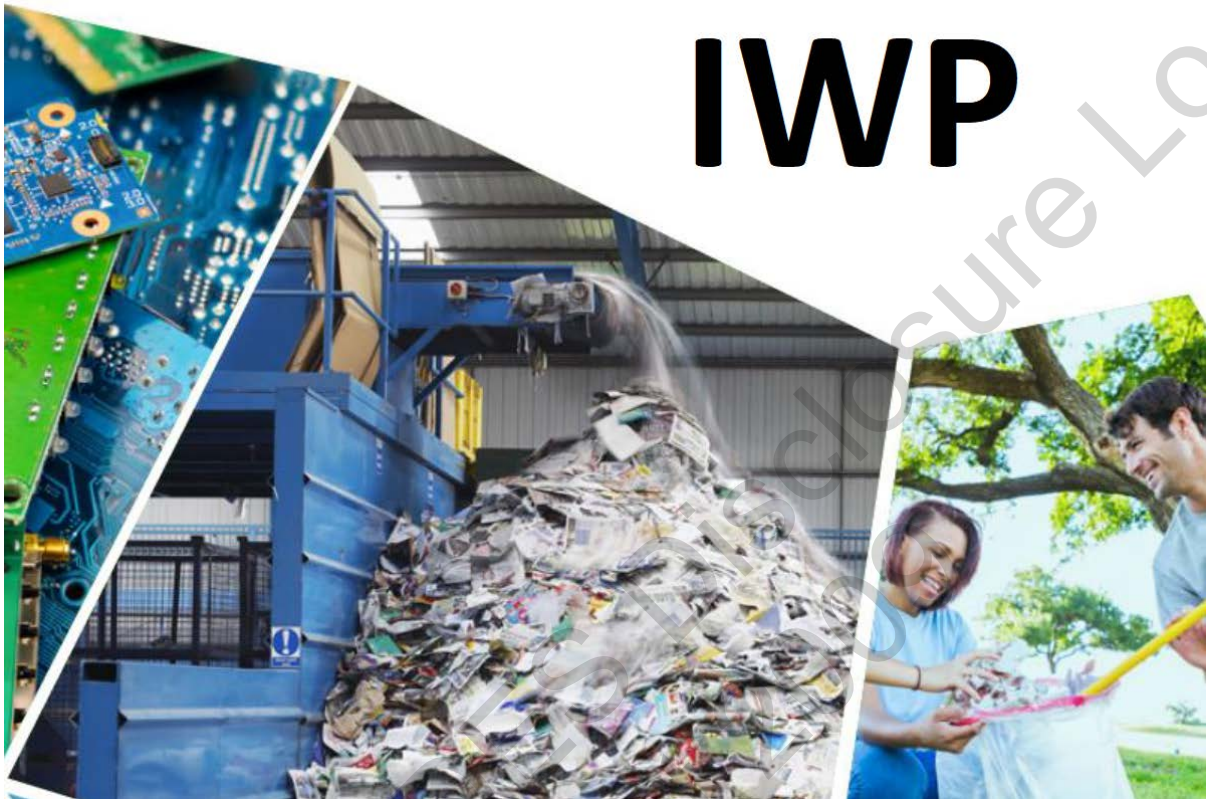


Integrated Waste Program – Change and Communications

Waste Levy Roadshow Report

IWP



Release

Executive Summary

Roadshows were delivered around the state in the lead up to and immediately post implementation of the levy throughout June, July and August 2019. This series of workshops (Series 3) consisted of 14 roadshows being attended by a total of 327 people. These targeted business and community organisations; however attendance across all stakeholder groups was welcomed and occurred.

Stakeholder categorisation identified 181 different organisations had one or more representatives attend. Queensland Health (20 people collectively across all its regions) and Mount Isa City Council (18 people) had the highest number of attendees at this series of workshops.

The workshops provided an overview of the Waste Management and Resource Recovery Strategy (the Strategy), what the waste disposal levy means for business, with Department of Environment and Science (DES) experts present to discuss the implementation of the levy and compliance, as well as how best to reduce their levy payments.

The number of attendees from the top 5 organisational sectors were:

Local government representatives	90
Waste management industry representatives	55
Queensland government representatives	43
Professional services and Consultants	37
Construction and demolition industry representatives	28

Some of the key themes arising from participants included:

- Impact of the levy on specific businesses – particularly the construction, demolition and skip bin operators;
- The challenges facing landfill operators in implementing new systems and processes, and managing the expectations of customers;
- Clarifying the policy statement that there will be “no direct impact to households, through the provision of advance payments to councils”;
- The challenges to resource recovery in regional areas, particularly the burden of distance and transport costs; and
- Opportunities to explore regional supply chains to support innovative new businesses.

Some of the key engagement learnings arising from this project include:

- Identification of program needs.
- The role and use of outward communication tools
- Identifying strategies to improve coordination of Office of Resource Recovery (ORR) participation in industry and stakeholder engagement meetings.
- Improving the CRM to make it easier to track whole of office engagement with specific groups or individuals.
- Development of a stakeholder engagement plan to ensure messages to stakeholders are coordinated and prioritised.

The roadshows cost in the order of \$16,000 for venue, equipment hire and catering, excluding flights and accommodation, this represents an average of \$43 per person engagement cost.

Information received from workshop participants has highlighted the need for ongoing, in-person engagement with key stakeholder groups and demonstrated the significant interest across the state in building the resource recovery sector.

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INTRODUCTION

This report provides a record of actions for the engagement delivered through the Waste Levy Roadshows delivered throughout Queensland in June 2019, for the commencement of the waste disposal levy.

Document details

Officer	Position	Document process	Date
Cara McNicol	Program Coordinator	Author / Contributing Author	19/07/2019
Justine Severin	Manager, Stakeholder Engagement	Contributing Author	19/07/2019
Paula Hackney	Senior Project Officer	Added EDOCs hyperlink to Ppnt. Updated roadshow costings and attendance numbers.	20/07/2019
Justine Severin	Manager, Stakeholder Engagement	Additional content re feedback from participants, further actions	06/09/2019
Cara McNicol	A/Manager, Stakeholder Engagement	Addition of executive summary, stakeholder categorisation and data analysis.	06/12/2019

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Glossary

The following acronyms and terms are used throughout this document.

Acronym / Term	Meaning / Definition
IWP	Integrated Waste Program – collective of teams across DES to deliver waste levy implementation and the Strategy
EPP	Environmental Policy and Programs – a division of DES
DES	Department of Environment and Science
ORR	Office of Resource Recovery – a branch of EPP
ESR	Environmental Services and Regulation – a division of DES
The Strategy	Queensland Waste and Resource Recovery Strategy, released 1 July 2019
W&R	Waste and Recovery – a branch of ESR
CRM	Customer Relationship Management
SSQ	Smart Service Queensland – a government service provider for customer enquiries through phone and email channels.
LAWMAC	Local Authority Waste Management Advisory Committee – North Queensland
LGAQ	Local Government Association of Queensland

Reference documents

The following documents are referred to in this report:

- Queensland Waste and Resource Recovery Strategy, released 1 July 2019
- Integrated Waste Program – Communications Plan v1.0, 27 May 2019
- Edocs#8263775 - Waste Levy Roadshow Communications Pack
- Edocs#8268348 – Roadshow Report (this document)
- Edocs#8740689 – Roadshow Invitation
- Edocs#8233901 – Registration of interested persons (all sessions)
- Edocs#8129616 – Workshop summary (all sessions)
- Edocs#8740715 – Workshop notes – questions asked (all sessions)
- Edocs#8705601 – Roadshow attendance (all sessions)
- Edocs#8265386 – Roadshow presentation - The future for waste in Queensland

- Edocs#8283697 - Run Sheet
- Edocs#8299316 - Attendance Register

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WASTE LEVY ROADSHOW

Roadshow purpose

As the Integrated Waste Program (IWP) approached the critical date for the waste levy implementation of 1 July 2019, it became clear that there was a need for additional information and discussion with key stakeholder groups. The volume and nature of enquiries received by the IWP engagement team indicated a demand for information about the strategic approach to improving resource recovery in Queensland; the need for a more detailed conversation about the implementation of the waste levy and its impacts on businesses and communities.

The communication materials and strategies developed to support the introduction of the waste levy reflected the need for consistent, targeted and aligned communications by all parties involved in the project, with a vision to inform and educate stakeholders on waste reform initiatives that support the strategy and the implementation of the levy.

Within the larger communications strategy, a series of visits to regional centres within the levy zone was the preferred and valuable vehicle for meeting this information need.

Workshops had previously been delivered around the state, targeting councils and landfill operators (Series 1 and 2 – November 2018, and February – April 2019). The June-July workshops (Series 3), were developed to target business and community interests, and were extended to include councils, due to their significant role in levy implementation at the local level. Following delivery of the original planned sessions, sessions at additional locations were requested, resulting in four more sessions offered in July and August.

These workshops were well received, with a good level of participation and enquiry. In addition to business and region-specific questions about levy operations, illegal dumping and littering, industry development opportunities and current and future programs were discussed.

Through the workshops, businesses have been encouraged to look at how they can reduce waste, separate waste streams and recycle more, to help reduce the costs of sending waste to landfill. As the landfill operator may pass the levy on to customers, normally through adjustment of gate fees, businesses are being encouraged to realise the economic opportunities in reducing waste and looking for alternative ways to manage the waste business produces.

Target audience

The roadshows targeted businesses, councils and landfill operators, seeking to provide information to people and businesses whose operations are directly affected by the introduction of the waste levy. Presentation materials were developed for this purpose.

Invitations to workshops were sent to a consolidated mailing list, drawing on the IWP Customer Relationship Management files (CRM) and Corporate Communications sources, reaching more than 1 000 people.

Due to the focus on business participation, the workshops were not widely promoted in media outlets or on the DES website.

Message spread

The invitation was distributed widely to all stakeholder contacts maintained by the Office of Resource Recovery, through a Vision 6 email with a link to the Eventbrite registration system. The invitation was sent to more than 1 000 email addresses.

A copy of the invitation to the workshops is located at Edocs#8740689.

Locations delivered

The focus was for the information to be delivered to regional areas within the waste levy zone. Scheduled session details are outlined in the table below.

Table 1. Roadshow – scheduled sessions

Location	Date	Time
Cairns	17 June 2019	7:30 – 9:00 am
Townsville	18 June 2019	7:30 – 9:00 am
Mackay	19 June 2019	7:30 – 9:00 am
Mount Isa	20 June 2019	7:00 – 9:00 pm
Gympie	20 June 2019	2:00 – 3:30 pm
Toowoomba	24 June 2019	7:30 – 9:00 am
Bundaberg	26 June 2019	7:30 – 9:00 am
Gladstone	27 June 2019	7:30 – 12:00 am
Rockhampton	28 June 2019	7:30 – 9:00 am
Roma	03 July 2019	8:30 am – 12:30 pm

After invitations were issued, requests were received from businesses and councils seeking additional sessions. These were considered and further sessions were delivered. Details of these sessions are outlined in the table below.

Table 2. Roadshow - requested sessions

Location	Date	Time
Brisbane	22 July 2019	7:30 – 9:00am
Biloela (Banana Shire)	24 July 2019	10:30 am – 12:30pm
Maroochydore (Sunshine Coast Council)	29 July 2019	7:30 – 9:30am
Tully (Cassowary Coast Regional Council)	2 August 2019	7.30 – 9.30 am

Registration and attendance

The registration process was straight forward with interested participants able to register through the Eventbrite system.

Registration was established to permit up to 100 people to attend, with registration numbers monitored to ensure venue facilities would meet demand.

There was no cost for attendance, which may have been a contributing factor to the reduced number of persons who actually attended.

Attendance registers from the roadshows are stored at EDOCS #8233901

A summary of workshops and roadshow attendance is stored at EDOCS #8129616 and #8705601.

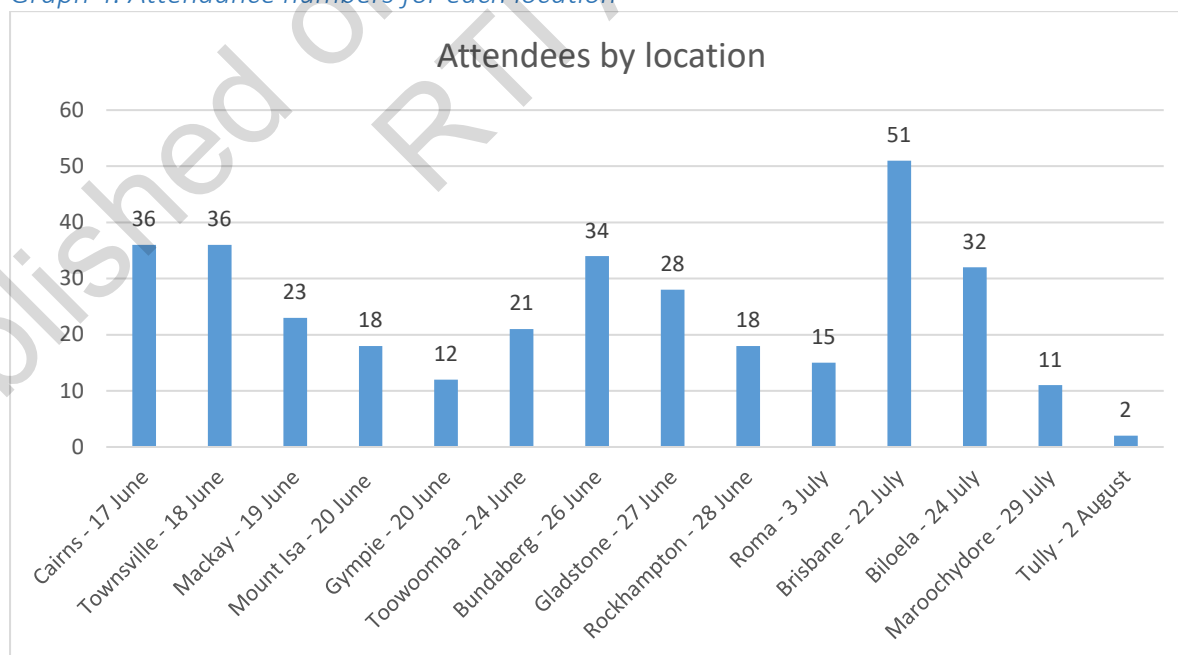
Table 3. Roadshow Registration and attendance

Date	Location	Registered	Attended	%
17 Jun	Cairns	36	36	100.0%
18 Jun	Townsville	47	36	76.6%
19 Jun	Mackay	30	23	76.7%
20 Jun	Mount Isa	18	18	100.00%
20 Jun	Gympie	23	12	52.2%
24 Jun	Toowoomba	36	21	58.3%
26 Jun	Bundaberg	51	34	66.7%
27 Jun	Gladstone	45	28	62.2%
28 Jun	Rockhampton	29	18	62.1%
3 Jul	Roma	22	15	68.2%
	<i>Total</i>	<i>337</i>	<i>241</i>	<i>71.5%</i>
22 Jul	Brisbane	75	51	68.0%
24 Jul	Biloela	35	32	91.4%
29 Jul	Maroochydore	19	11	57.9%
2 Aug	Tully	6	2	33.3%
	<i>Total</i>	<i>135</i>	<i>96</i>	<i>71.1%</i>
TOTALS		472	337	71.4%

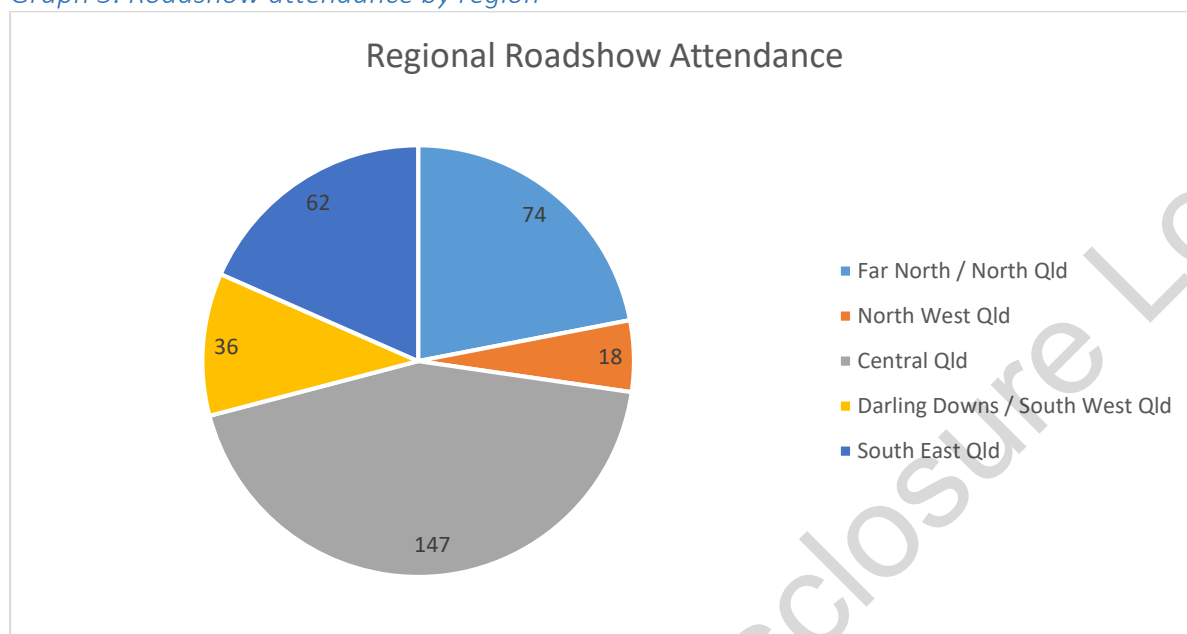
Attendance

Attendance numbers varied across locations, with the workshops reaching 337 people across the broad regions as identified by Department of State Development, Manufacturing, Infrastructure and Planning.

Graph 4. Attendance numbers for each location



Graph 5. Roadshow attendance by region



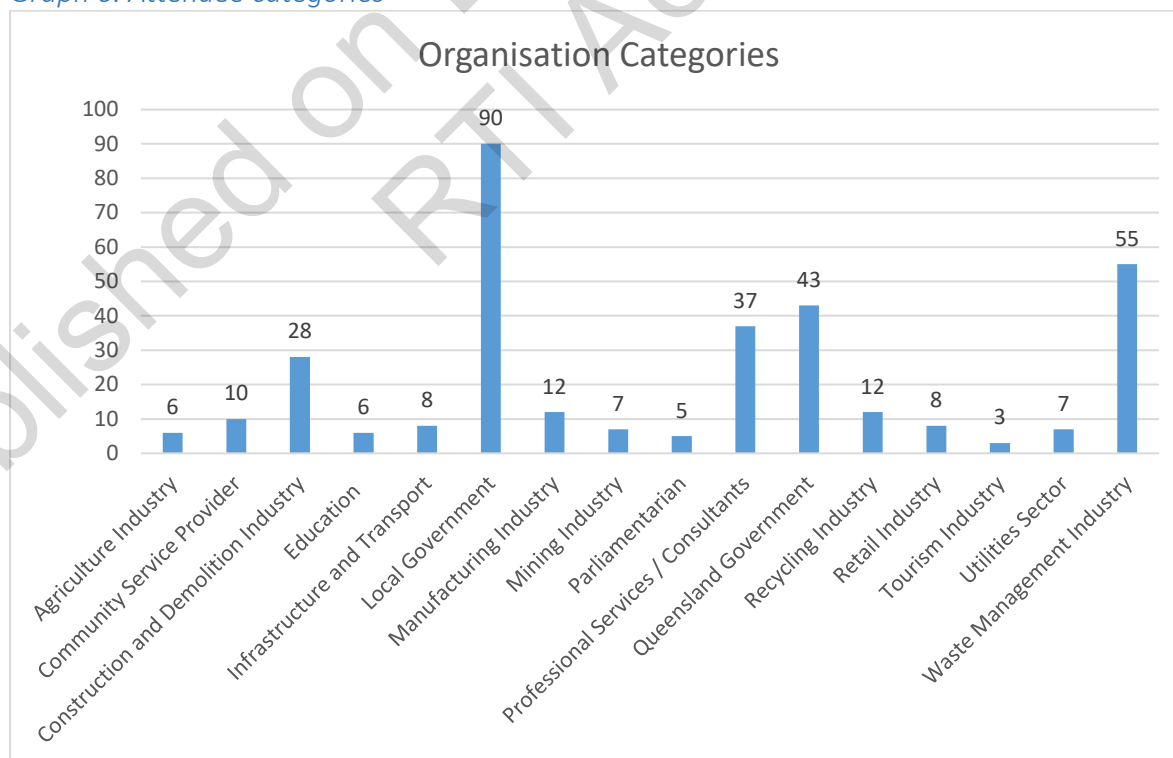
Note – Regions based roughly on the State Development, Manufacturing, Infrastructure and Planning areas.

Attendance Organisation Categories

Assignment of attendees against an organisational category, identified attendance from across 16 broad categories.

Attendance was highest from representatives from Local Government, then from the Waste Management Industry, Queensland Government and Professional Services & Consultants.

Graph 6. Attendee categories



Presentation

The presentation titled "The future for waste in Queensland" delivered at the roadshows can be viewed at [EDOCS-#8265386-20190614 - Waste Roadshow July 2019](#)

The presentation provided an overview of;

- Waste Management and Resource Recovery Strategy
- Overview of the waste levy, commenced 1 July 2019
- What the levy means for business / levy minimisation
- Litter and illegal dumping
- Waste levy compliance, and
- Q & A session

These sessions presented the opportunity for stakeholders to talk with Departmental officers about specific issues or concerns individually or as a group.

Communications pack

A communications pack, which included details of the advance payments made to the councils for each location the roadshow was being delivered and an overview of known contentious issues in the region following an environmental scan across ORR and W&R was developed for each location.

The communications pack also included the event run sheet, attendance registers and levy brochures. Examples are stored at Edocs#8263775 Communications Pack, Edocs#8283697 Run Sheet, and Edocs#8299316 Attendance Register.

Media

There was no direct media release issued by DES for the events; however, some councils and organisations promoted the events through their own internal and media channels.

A Departmental media officer attended each session to enable management of any media enquiries encountered; however no media attended any of the roadshow events nor were there any requests from media about these events.

PARTICIPANT OUTCOMES

Participant responses

Participants in workshops were active in seeking to understand the levy, wider strategy issues and issues specific to their region, community or business.

Participants were positive in their feedback regarding the development of levy funded programs, particularly with respect to the development of more and better infrastructure.

In general, questions were addressed on the day. Directing enquiries to established online resources was promoted and largely met the needs.

Concerns raised

With respect to the introduction of the levy overall, the concerns raised by participants related generally to the following themes;

- Direct costs of the levy on many businesses, particularly those involved in waste disposal activities, like skip bin operators.
- Disbelief that there could be 'no direct costs' to households, noting indirect costs via increased tip and other fees.
- Concern that the lack of recycling and reuse opportunities in regional areas result in an unfair cost burden on communities that must transport recyclables to SEQ.
- The levy will result in a large increase in illegal dumping and littering. This was a strong concern raised at most sessions.
- Interactions with other waste-related regulations, particularly licensing of waste disposal facilities and regulated waste management.
- Poor communications – from government about the reasons for the levy, from local governments about the reasons for changes in fees and site management.
- Where is 'the other 30%' of levy revenue being spent?
- While resource recovery sounds good, Queensland businesses should not be penalised.

In general, these questions were managed according to the presentation, though some participants were persistent with their concerns.

Business related concerns

In addition, business focussed questions raised concerns regarding;

- C&D waste is unavoidable, hard to sort, now expensive to dispose of, so the levy will increase costs to householders.
- Limited options for disposal of regulated waste – high transportation costs to SEQ.
- Mixed loads, more time-consuming and difficult trips to facilities.
- Exemptions to levy payment - charities
- Grant application process and guidelines

Information from participants

Drawing on the workshop notes captured from the Engagement Officer at each session, the key areas of discussion included;

- Cost to households are inevitable, if only through increased gate fees and service cost.
- Waste separation is a major issue in some fields, particularly construction and demolition.
- Change of this extent is very challenging for landfill operators – changes to technical/IT systems, infrastructure, work practices, staffing and engagement with customers.

- Levy exemptions and the application of regulated waste categories.
- Levy operations – how collected, how billed, how spent?
- Anticipated increases in illegal dumping were a consistent concern across regions.
- Need for programs to support effective change. Skip Bin operators are highly exposed.
- Regional sorting/processing opportunities are very limited, creating cost burden. There is a need for more and diverse infrastructure and processing facilities.
- Motivations for change – economic opportunities and international drivers.

Key messages from stakeholders

In conducting the roadshows, key messages from stakeholders included:

- Waste industry businesses and local governments are eager for accurate information about the levy, how it affects their operations, and how it ties in to other waste-related initiatives.
- Stakeholders have diverse communication needs, but all appreciate efforts to build a shared understanding of waste strategy, policy and programs.
- Some groups – particularly landfill operators and waste transporters - with shared interests or technical information needs –may need ongoing support to work through levy implementation.
- Stakeholders are keen to learn more about levy and waste related programs, particularly to address the costs of transportation from regional areas to processors, and support for innovative new businesses.
- There is interest and enthusiasm, particularly in regional areas, for developing new businesses and ways of doing business to reduce waste, reuse or repurpose.
- There remains a perception that the waste levy is a revenue raising device, introduced primarily to address the interstate transportation of waste.
- Strong interest from parts of the public sector – especially Queensland Health – may be a possible opportunity for partnership.

Response to key messages

The key messages from stakeholders arising from these roadshows informs what, why and how ORR needs to engage to achieve supportive and effective outcomes for the waste management sector, through a coordinated approach, to promote and connect the many inter-related actions.

The connectedness of the waste strategy, policy and programs acutely requires greater coordination of communication and engagement with all stakeholders from IWP. This is a key learning that will be an active focus for the engagement team and applied in the development of the teams program of work supporting all areas of the Integrated Waste Program.

In the lead up to levy implementation, a strong focus on communications and education on litter and illegal dumping was run over a fortnight to mitigate the concern that the levy will increase litter and illegal dumping. Furthermore there are a number of positive proactive programs being run to assist councils in preventing and managing litter and illegal dumping.

The level of support and channels for engagement are varied depending on topic, timing and organisations capacity. To maintain cognisance of this, requires effective information management processes and systems, so stakeholders with high needs can not only be managed but an assessment on value and return can be conducted to drive the most appropriate engagement strategy.

ENGAGEMENT OUTCOMES

The roadshow project delivered key lessons for ORR which have been incorporated into the engagement business activities.

Key engagement learnings

Feedback from workshop participants noted the following with respect to the effectiveness of the workshop approach;

- Local, in person communication is highly valued by businesses, community representatives and local governments.
- Proactive communication can contribute to reduced enquiries received through other channels correspondence, emails and phone calls.
- The relative financial cost of delivering a series of workshops across the state can be justified in times of rapid change, where stakeholders are very keen to participate and want a conversation to understand the context, approach and opportunities.
- However, post-levy implementation, it may be more cost-effective to participate in established events, conferences and meetings.

Actions arising from learnings

Reflecting on the information from stakeholders at workshops has already informed the activities being delivered by ORR, including;

- Targeted communications with landfill operators, particularly for those facing administrative and other operations issues.
- Increased attention to multi-channel inquiries from specific stakeholders – e.g. meeting with particular councils or landfill operators to work through all of their operational issues in a single session, rather than disjointed email and other communications.
- Improved responses to email and phone enquiries – Q&As from workshops for demonstrated areas of interest, and refining of standardised responses, based on feedback from workshops. This has been fed through SSQ scripting, phone and email responses, website and formal correspondence.
- Improved 'waste levy' presentation to clarify information, improved coordination of messages in other presentations and communication tools.
- Focus on improved coordination and communication with other parts of IWP to identify future opportunities for coordinated engagement and messaging.
- Participation in a wide range of stakeholder-led workshops, delivering waste strategy and levy information, such as to LAWMAC, LGAQ Waste Forum and the Queensland Litter Symposium.

Next steps

The waste levy roadshows have been a valuable tool for promoting the Waste Strategy, improving our understanding of the issues faced by landfill operators, their customers, and other businesses and communities. It has been beneficial in sharing accurate information about the application of the levy and related programs and demonstrating the Queensland Government is keen to work through the requirements in partnership to tackle waste management and resource recovery.

Feedback from the roadshows, and reflection on the roadshow project, is also the basis for a number of planned and proposed future activities;

- Program needs – are the programs proposed meeting the highest needs?
 - *For example, skip bin operators have been identified as being directly impacted by the waste levy, and with very price sensitive customers, likely to impact on business sustainability. Unfortunately, existing programs are*

unlikely to assist these businesses, and consideration will be given to improving delivery for this group.

- Outward communication tools
 - o *Tools such as the DES/Queensland Government website(s) to be refined to better address common waste levy and program questions, as well as highlighting opportunities for industry development.*
 - o *Planned and timed multi-channel communication to maintain current information and relevance with stakeholders.*
- Identifying strategies to improving coordination of ORR participation in industry and stakeholder engagement meetings.
 - o *Better coordination across ORR of information to target and aggregate engagement opportunities to improve efficacy and uptake.*
 - o *Stakeholders don't see nor need to see the differentiation between internal government machinations. Stakeholders are keen to have all their enquiries addressed in a more coordinated approach.*
- Improving the CRM to make it easier to track whole of ORR engagement with specific groups or individuals.
 - o *Including improved data categorisation through clearer business understanding and providing reporting functions.*
- Development of a stakeholder engagement plan to ensure messages to stakeholders are coordinated and prioritised.
- Review of high-level policy and program boards, to consider whether bodies such as the Stakeholder Advisory Group are appropriate or whether other forums have a role for working with key groups, now that the waste levy is in place.

These projects are being discussed and progressed for developed as part of the work plan for the Industry and Stakeholder Engagement team, and will be reported on as part of existing ORR system

FINANCIAL COSTS

Financial costs included for assessment at this time do not include flights and accommodation at this point.

Graph 7. Event costs

Location	Venue, equipment hire & catering costs	Summary costs
Cairns	\$1,680	
Townsville	\$1,350	
Mackay	\$1,472	
Gympie	\$ 865	
Mount Isa		
Toowoomba	\$1,050	
Bundaberg	\$ 800	
Gladstone	\$1,300	
Rockhampton	\$2,190	
Roma	\$ 943	
	Scheduled sessions	\$11,650
Brisbane	\$1,752	
Maroochydore	\$1,165	
Biloela	\$ 532	
Tully	\$ 110	
	Requested sessions	\$3,559
TOTAL		\$15,209

These costs* represent an average engagement cost of \$45.13 per person.

*Note that costs exclude staff accommodation and flights at this point.