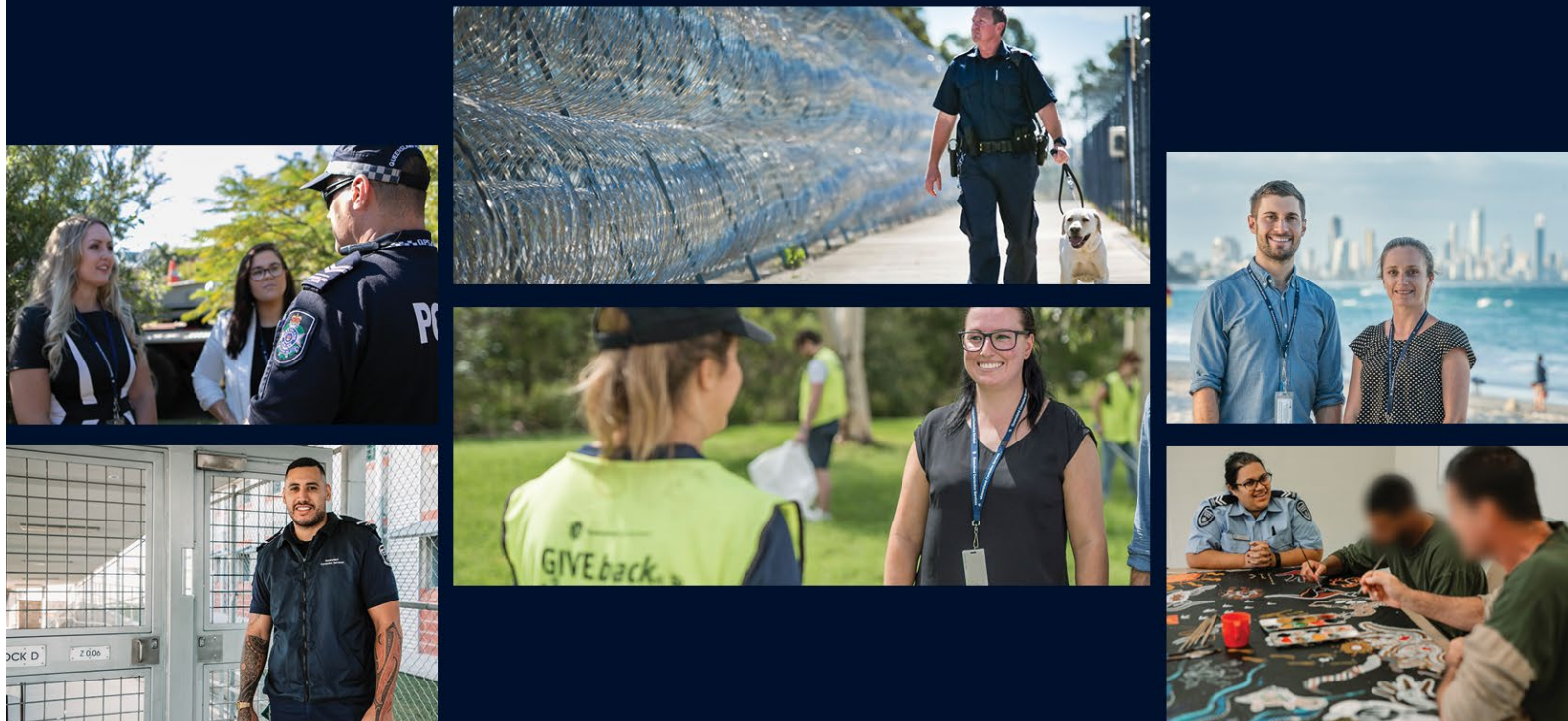


Waste Reduction and Recycling Plan (WRRP) 2023-2027

Queensland Corrective Services



Acknowledgement of Country

Queensland Corrective Services acknowledge the traditional owners and custodians of the land where we walk, learn and share. We pay our respect to the Elders past and present, for they hold the memories, traditions, and the hopes of Aboriginal and Torres Strait Islander people and their communities.

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Version Control

Revision History

Revision Date	Version No.	Author	Description of Changes
Apr 23	0.1 – 0.3	D. Bartlett J. Donnelly	Initial Document
May 23	0.4	J. Donnelly	Draft for Asset Management Committee (AMC) consideration
Jun 23	0.5 – 0.6	D. Bartlett T. Thomson	Minor amendments Updates post AC feedback, ready for AMC
Jul 23	0.7 – 0.8	J. Donnelly	Updates post Asset Management Committee (AMC) member feedback and further QCS consultation.
Jul-Aug 23	0.9 – 1.1	J. Donnelly	Updates post Media and further internal consultation.
Aug 23	2.0	D. Bartlett	Review for BoM endorsement
Aug 23	3.0	T. Thomson	Final review for BoM endorsement
Sep 23	FINAL PUBLIC	D. Bartlett	Final updates post Commissioner Approval, for publishing.

Review and Endorsement

Name	Position	Signature	Date
Asset Management Committee (AMC)	QCS Governance Committee	Tabled in agenda for members, June 23. Further (email) advice to members July 23.	Jun 23 Jul 23
Board of Management (BoM)	QCS Governance Committee	Approved Board Decision	Sep 23

Approval

Name	Position	Signature	Date
Gary McCahon	A/Commissioner, QCS	Approved Per BoM Decision	Sep 23



Commissioner's Statement

This Waste Reduction and Recycling Plan reflects Queensland Corrective Services' (QCS) commitment to effective waste management and environmental responsibility for the four-year period ending in June 2027.

By adopting this plan, QCS will promote waste avoidance and reduction, resource recovery, and efficiency actions. QCS aims to minimise its environmental impact, contribute to State-wide waste reduction targets, and promote sustainable practices within its operations.

The waste reduction and recycling plan offers a promising avenue for QCS to bolster its ability to provide opportunities to support prisoner and offender education and employment prospects.

Additionally, the plan seeks to enhance the involvement of First Nations peoples in actively conserving and safeguarding the environment and encouraging First Nations people's active participation in environmental preservation efforts through their connection to land, knowledge of country and for the benefits of both people and nature. Ultimately, through these concerted efforts, the waste reduction and recycling plan aims to foster positive impacts on social equality, individual development, and support First Nations continuing environmental stewardship.

Paul Stewart APM
Commissioner
2023



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Introduction and Purpose

Objective

This *Waste Reduction and Recycling Plan 2023-27* (Plan) provides the framework for Queensland Corrective Services (QCS) to deliver waste avoidance and reduction, resource recovery and efficiency actions.

The Plan outlines how QCS will manage environmentally responsible approaches to waste reduction and recycling. To achieve this, QCS focuses on avoiding waste in the first instance and reusing and recycling materials where practical.

Legislative Framework

The *Queensland Waste Reduction and Recycling Act 2011* (the Act) requires each State entity to prepare, adopt and implement a waste reduction and recycling plan.

Each plan will contribute to achievement of the 10-year state-wide targets set in the *Queensland Waste Avoidance and Resource Productivity Strategy (2014-2024)*.

Definition of Waste

Waste is defined as anything that is:

- left over, or an unwanted by-product, from an industrial, commercial, domestic, or other activity.
- surplus to industrial, commercial, domestic, or other activity generating waste.

It can be a gas, liquid, solid or energy, or a combination of any of them and does not need to be of value.

Source: [*Waste Reduction and Recycling Act 2011 \(legislation.qld.gov.au\)*](https://legislation.qld.gov.au/)



Agency Overview

More than 7,000 QCS officers deliver services across Queensland. Officers are located in high and low security correctional centres, work camps, regional and district Community Corrections offices, and reporting centres, in addition to a central office in the Brisbane CBD. More than 10,000 prisoners and 18,000 offenders are supervised or supported by QCS officers. These figures are subject to fluctuation.

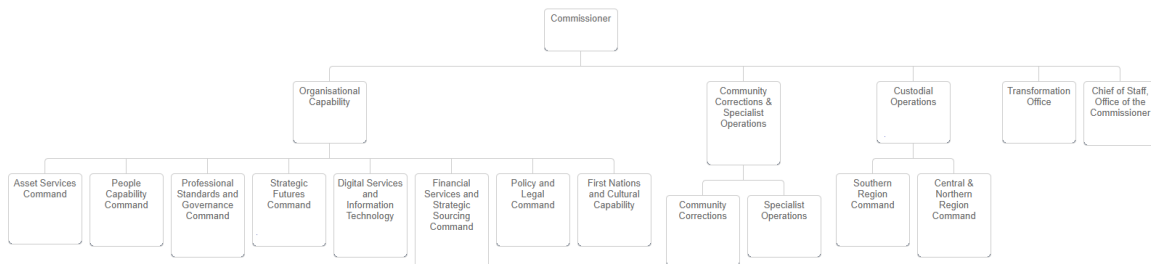


Figure 1: – QCS Organisational Chart

QCS is comprised of the following divisions:

- **Organisational Capability Division** upholds accountability, transparency and performance standards across correctional facilities and assists with the delivery of corporate services to all operational areas of the agency.
- **Community Corrections and Specialist Operations Division** develops, implements, monitors, and evaluates offender management and rehabilitation services.
- **Custodial Operations Division** manages the delivery of safe and efficient custodial services in the state's high and low security correctional centres across Queensland.

Correctional centres and facilities are owned by QCS. Community Corrections and other offices are predominately leased and comprise of a range of Government- and privately-owned buildings.

Correctional Centres operate on a 24/7 basis and buildings in the portfolio vary considerably in size and age, complexity and occupancy.

Scope

The primary focus of this Plan is to set targets to support the Act, based on the types of waste QCS generates to support and mature existing capabilities in managing waste and establish strategic plans, and to strengthen and imbed waste reduction and recycling activities into all areas of QCS.

Inclusions

This plan applies to all QCS officers and the management of regulated and general waste at:

- all high and low security correctional centres
- all work camp facilities (measurement of waste to be established)
- Community Corrections offices and reporting centres
- Corporate head office accommodation
- 'Hybrid' offices (e.g. Escort & Security Branch, High Risk Offender Management Unit, Queensland Corrective Services Academy).

Other Activities

- This Plan does not apply to residences or employee housing.
- The QFleet Electric Vehicle Transition Strategy 2023-26 will see all eligible Queensland Government passenger vehicles transition to zero emission vehicles by 2026. As of July 2023, QCS has received eight electric vehicles with a further twenty-two on order. These activities are managed separate to this plan.



Roles and Responsibilities

QCS Commissioner

The Commissioner is the 'accountable officer' and has ultimate responsibility for:

- ensuring QCS is meeting its obligations as per the *Waste Reduction and Recycling Act 2011*
- approving QCS' Waste Reduction and Recycling Plan
- ensuring the department meets its reporting requirements.

QCS Executive and Senior Management

QCS executive and senior management are responsible for ensuring waste practices are managed in a way to best support achieving objectives of the *Waste Reduction and Recycling Act 2011*.

This will include ensuring all areas of QCS comply with the Plan and meet statutory requirements of the Act, through reporting through an appropriate committee structure, such as the Asset Management Committee.

Infrastructure, Asset Services and Major Capital Works Command

The Infrastructure, Asset Services and Major Capital Works Command (IASMCW) is responsible for:

- developing and implementing the Plan
- managing, monitoring, coordinating, and evaluating QCS waste management initiatives to ensure the department contributes toward meeting waste reduction and recycling policy requirements
- reporting on activities related to waste reduction and recycling policy requirements
- providing contact point for expert advice and assistance to QCS officers and to supplier organisations on all aspects of waste reduction and recycling.

Financial Services and Strategic Sourcing Command

Financial Services and Strategic Sourcing Command (FSSSC) is responsible for:

- providing data to support the Plan's managing and monitoring activities
- ensuring procurement activities are supporting Plan outcomes.



Digital Services and Information Technology Command

Digital Services and Information Technology Command (DSIT) is responsible for:

- enabling technologies to support data management activities
- ensuring IT delivery activities and initiatives are supporting Plan outcomes.

Chief Superintendents and Regional Managers

Chief Superintendents and Regional Managers are responsible for:

- providing support to ensuring local targets are implemented and achieved
- ensuring local activities are completed as required by the Plan
- ensuring local data requirements are provided as required by the Plan.

Employees

Under the *Queensland Government Code of Conduct*, all employees are required to give effect to official public sector priorities, policies, and decisions. In relation to this plan, employees are required to:

- apply waste reduction practices in accordance with this plan and whole-of-government strategy
- act to minimise or prevent waste
- participate in identifying and recommending waste reduction and recycling initiatives.



Waste Overview

Waste Categorisation

For the purposes of waste management, QCS operations have been divided into two broad categories: **office based**, and **non-office based**.

The rationale behind this distinction is the underlying assumption that office-based functions will generate a generic waste stream irrespective of the geographical location or the specific role performed. This waste is typically general waste, co-mingled recycling, paper, organics, and cardboard. The non-office-based activities generate waste streams that are very different to office-based operations.

Waste generated from office-based operations

The data collected for leased office-based operations is based on a sample set representing all QCS leased accommodation. As a result of data collection method, QCS' office-based waste stream will be treated to align with the profile of waste generated in a typical office environment, as represented in Figure 2.

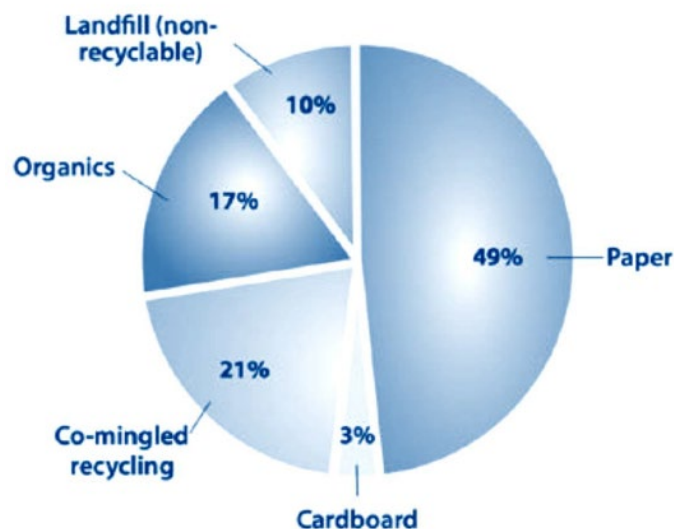


Figure 2: Typical office-based waste streams

Source: Public Sector Environmental Management Reducing the Environmental Impacts of Public Sector Operations

Waste generated from non-office based operations

The majority of the waste generated from departmental operations is derived from non-office based facilities such as correctional centres. In addition to producing waste similar to that generated from office-based operations, correctional centres also manage:

- liquid and gas wastes generated by correctional centre kitchens and laundries
- the treatment of sewerage and wastewater on site at various correctional centre plants and facilities
- waste generated from use of raw materials in correctional centre industries.

QCS has worked to baseline waste data collection from these facilities to understand the volume and type of waste generated.

The construction, renovation, maintenance and demolition work for QCS' tenanted buildings and other facilities is usually undertaken by third parties (e.g. external contractors) on behalf of the building owner, the department, and agencies.

QCS in these instances is not directly responsible for the associated construction and demolition waste generated from these sites but may be able to influence waste minimisation activities by contractually incentivising these parties to divert as much waste as possible from landfill through the effective use, reuse, and recycling of materials.

Current eWaste disposal practices in QCS are compliant with the Queensland Government requirements under *Information Standard 13 - Procurement and disposal of ICT products and services* including *Information Standard 18 - Information Security*.



QCS' Waste Management Approach

QCS' approach to waste and resource management has been guided by the principles set out in the waste and resource management hierarchy and resource management principles outlined under the Act.

The waste management hierarchy

The waste and resource management hierarchy (Figure 3) sets the order of preference for options to manage waste, from avoiding and reducing, to re-using, recovering, treating, and disposing of waste.

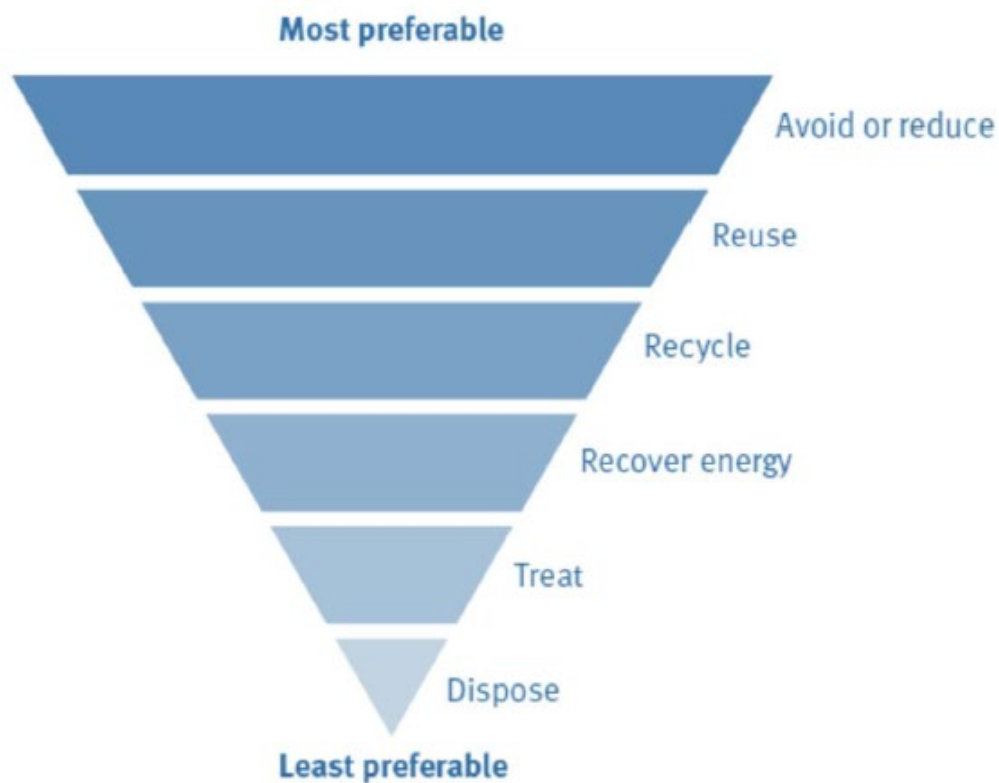


Figure 3: Queensland's waste and recycling strategy – Waste management hierarchy

Source: <https://www.ehp.qld.gov.au/waste/qld-waste-strategy.html>

The 'waste and resource management hierarchy' is a tool to help decision-makers prioritise waste reduction and recycling activities. Where avoidance is not possible, options should be investigated for the re-use and recycling of waste materials. As a next available option, waste could be used as a source of energy. Disposal of waste should be the last resort.

Additional detail is provided in Table 1 on how QCS will use the hierarchy in managing its waste.

Management option	Definition	Examples of waste reduction and recycling activities
Avoid	Avoid unnecessary resource consumption.	<p>Avoid generation of paper waste by encouraging use of electronic copies.</p> <p>Engage in procurement activities which provide sustainable packaging and supply chains.</p>
Reduce	Reduce waste generation and disposal.	<p>Ensure printers are set to double-sided printing as a default. Use of black & white print to reduce turnover of colour cartridges.</p> <p>Consider chemicals used onsite, are there sustainable alternatives available or can you reduce how much you currently use?</p>
Reuse	Reuse waste resources without further manufacturing.	<p>Review policies on the disposal of obsolete IT (or other) equipment with a focus on identifying alternative uses or users.</p> <p>Consider non-reportable 'waste' in industries activities and seek sustainable methods to reuse leftover materials.</p>
Recycle	Turning waste resources into similar or different products.	<p>Increase activities, and seek capital investment where necessary, to support aluminium can, cardboard, or mattress recycling.</p> <p>Actively seek local opportunities to support Circular Economy activities.</p>
Disposal	Dispose of waste only if there is no viable alternative.	<p>QCS will ensure waste will only be disposed of at landfill facilities that are operated in accordance with prescribed legislation.</p> <p>If a location has high disposal waste stream, seek advice from IASMCW and explore alternative actions to disposal.</p>

Table 1: Waste and resource management hierarchy



Resource management principles

The resource management principles used by QCS in the management of waste are detailed in Table 2.

Principle	Definition	Examples of waste reduction and recycling activities
The polluter pays principle	<p>All costs associated with the management of waste should be borne by the persons who generated the waste.</p> <p>The costs associated with the management of waste may include the costs of minimising the amount of waste generated; containing, treating, and disposing of waste; and rectifying environmental harm caused by waste.</p>	<p>Educating officers on the full implications of inappropriate waste activities e.g. once a comingled recycling bin is contaminated, the contents of the whole bin will go to landfill. This has an environmental cost as well as an added financial cost to the organisation.</p> <p>Contractual incentives in construction contracts to minimise construction waste and maximise recycling</p>
The proximity principle	Waste and recovered resources should be managed as close to the source of generation as possible.	Business unit managers need to be made aware that waste charges will be passed onto each tenant department and be encouraged to minimise waste to reduce costs.
The product stewardship principle	There is a shared responsibility between all persons who are involved in the lifecycle of a product for managing the environmental, social, and economic impact of the product.	Reviewing waste management arrangements to maximise local content. (Note: This will be particularly relevant to the management of waste in regional and remote locations).

Table 2: Resource management principles

Continuous Improvement

The cycle of continuous improvement in waste management detailed in Figure 4 illustrates how the activities proposed for this Plan should be undertaken.



Figure 4: Cycle of continuous improvement in waste management

Source: [Resources Waste Reduction and Recycling Plan 2021-2024](#)

Planned Activities

Phase One – Baseline Data Collection (Complete)

The majority of waste generated from departmental operations is derived from a non-office-based environment. Baseline data collection has therefore primarily focused on information provided by the correctional centres' principal waste contractor.

The department commenced receiving this data in late 2013/14 with full year financial year data being collected since 2014/15.

Priority areas for baseline data collection were:

- quantifying the waste generated across QCS' locations and by waste streams
- gaining a better understanding of the non-office based wastes generated
- gaining and understanding of the effectiveness of current programs
- development/implementation of initial waste reduction and recycling activities.

Phase One outcomes

As a result of the Baseline Data Collection process undertaken during Phase One, QCS has been able to understand:

- overall waste tonnage by centre and stream
- overall waste per prisoner, by centre (correctional facility)
- the Diversion Ratio of waste pertaining to occupied office spaces based on sample dataset, showing where implemented programs have been most and/or least effective.

Waste management and resource recovery strategy has begun to extend further into facilities such as:

- recycling of grey water for utilisation within A/C cooling towers and for toilets and laundries
- centralised laundries at Capricornia and Southern Queensland correctional centres.
- pilot program of food waste macerators at Lotus Glen Correctional Centre.
- Cardboard compactors at multiple facilities
- Some recycling/reuse of prison industry waste such as a pelletising briquette machine for timber waste.
- Green workplace strategies in community corrections offices promoting responsible paper recycling and waste commingling.



Phase Two – Actions to Strengthen Waste Management (2020-2024)

The baseline data will be used to identify specific issues and opportunities for improvement in waste reduction and recycling, set targets and continue to strengthen QCS management strategies and actions to minimise waste and increase recycling activities.

Depending on the activities identified to improve waste reduction and recycling during baseline data collection, activities may address issues surrounding:

- a particular waste stream
- waste management at a particular location
- a particular departmental function
- a combination of these factors.

The agreed actions from Phase Two will have the shared objective of aiming towards best practice for the specific area of improvement in the context of the local operating environment. These actions will be developed with capacity issues in mind, and will take the wider public interest into account, including consultation with local stakeholders (if required) and contain the following elements:

- a clearly defined objective
- clarification on scope
- a timeline for implementation (where applicable)
- waste reduction and recycling actions
- identification of the human, financial and other resources required
- roles and responsibilities
- data collection (where applicable)
- measurement and monitoring
- reporting requirements.

It is proposed that actionable outcomes suitable for QCS sites, developed through relevant stakeholder engagement, will form an associated Implementation Plan, actionable by site, stream and/or function for respective identified initiatives.

This engagement will begin from July 2020 with the intent of embedding QCS strategy including Corrections 2030, through reducing our environmental footprint.

Initial concepts include:

1. Understanding current areas of good practice as a transformative measure to assist with knowledge sharing across all QCS Divisions and regions.
2. Incorporating practical, measurable, and reportable environmental initiatives into capital projects and associated contract arrangements.
3. Reviewing the Office of Resource Recovery Energy from Waste discussion paper for opportunities within correctional environments.
4. Championing the discussion both within QCS, as well as with partner agencies and our supply chain to foster the *Queensland Waste Management and Resource Recovery Strategy*.



Phase Three – Implementation of Actions (2024-)

QCS will focus on continuing the implementation of actions developed during Phase Two. Success of targets outlined in the Plan will be dependent on resources available to undertake activities within the timeline outlined.

Progress will be regularly monitored and reported. Lessons learnt from data collection at large office locations will be used to gradually expand this effort to smaller locations.

During the last year of this Phase, the areas for improvement will inform the Plan for 2027-2031.



Waste Reduction and Recycling Targets

The Act requires QCS to set waste reduction and recycling targets for the waste generated by QCS in carrying out its operations.

The *Queensland Waste Avoidance and Resource Productivity Strategy (2014-2024)* is an industry-led strategy that outlines the opportunities and challenges ahead for Queensland to improve its waste avoidance and recovery performance. This strategy provides a high-level vision and direction for Queensland and sets a range of state-wide targets for reducing waste generation and improving recycling rates.

Understanding QCS' Waste Profile

The objective of Phase One was to establish an accurate baseline. The baseline has been used to identify opportunities for improvement and to set reduction targets. Based on the data collected QCS will set appropriate waste reduction and diversion activities at a local level to support the targets outlined in the Plan.

In line with the state-wide reduction target for all general waste, QCS will strive towards best practice (as relevant in each of its locations), as a means of contributing towards a reduction in state-wide waste generation.

In line with the state-wide target for commercial and industrial waste, QCS will strive towards best recycling/waste diversion practice (as relevant to individual locations) as a means of contributing towards a state-wide recycling targets.

The baseline data QCS has collected in Phase One has demonstrated challenges in quantifying the amount of waste generated for leased accommodation in QCS's portfolio, noting some information provided centrally by the Queensland Government Accommodation Office (QGAO) for annual reporting purposes. QCS will explore opportunities to improve the baseline data methods and seek to implement quantifiable data during the period of this Plan, this will enable specific and measurable targets to be set.

This Plan outlines targets QCS will be implementing in Phase Two, as identified below. Each target has activities outlining the actions QCS will undertake to strengthen waste management activities.

- Target 1** Increase diversion from landfill in non-office based operations.
- Target 2** Reduce reliance on paper and ink across all areas of QCS.
- Target 3** Increase waste reduction and recycling awareness and education to office-based and hybrid-office based operations.
- Target 4** Incorporate waste reduction and recycling expectations into all sourcing and contractual activities.
- Target 5** Mature existing data collection activities to understand how QCS supports local communities through contributing to the Circular Economy.



Targets

	2023-24	2024-25	2025-26	2026-27
Target 1 – Increase diversion from landfill in non-office based operations.				
Site by site assessment and planning to understand existing waste management activities and set local targets, in partnership with Waste Management Service Providers.				
Connect / engage with key site champions including in: <ul style="list-style-type: none"> Industries Kitchens/Food Services. Utilise the knowledge and experience of these officers to allow sites to showcase local initiatives, understand what does / does not work in the waste reduction and recycling space, encourage knowledge sharing and other innovations including delivering local initiatives toward diversion.				
Consider the establishment of a QCS award, presented annually, for outstanding performance based on contribution to target outcomes.				
Consideration of capital investment in P&E through the Asset Management Committee to support approved local diversion strategies.				

	2023-24	2024-25	2025-26	2026-27
Target 2 – Reduce reliance on paper and ink across all areas of QCS.				
<p>Establish method and baseline of reporting paper and ink consumption. (IASMCW, Finance and IT). This will include interdepartmental liaison to:</p> <ul style="list-style-type: none"> understand limitations/opportunities to reducing paper/ink reliance ensuring information is stored using the most sustainable methods, conscious of public records compliance. 				

	2023-24	2024-25	2025-26	2026-27
Target 3 – Increase waste reduction and recycling awareness and education to office-based and hybrid-office based operations.				
<p>Build awareness and communication:</p> <ul style="list-style-type: none"> Undertake assessment of all sites to understand local waste reduction and recycling opportunities and limitations. Establish communication channel with all sites and establish a site waste champion to liaise with IASMCW. Continue to champion known waste reduction and recycling efforts through both office / officer activities, and that undertaken by Offenders i.e. Community Service Orders Undertake survey to understand local awareness of waste reduction and recycling. Provide signage and education materials to all sites to increase awareness of waste streams and how to handle local waste and increase diversion. 				
Consider the establishment of a QCS award, presented annually, for outstanding performance based on contribution to target outcomes.				
In partnership with site waste champions, liaise with Local Government Authorities (LGA's) and Aboriginal and Torres Strait Islander councils to understand opportunities in waste reduction, recycling, and circular economy initiatives. This may include assessing a sites' ability to contribute through office or community service activities.				
Liaise with QCSA to progress the establishment of Waste Reduction and Recycling training.				



	2023-24	2024-25	2025-26	2026-27
Target 4 – Incorporate waste reduction and recycling expectations into all sourcing and contractual activities.				
Identify, understand, and articulate: <ul style="list-style-type: none"> packaging, supply chain, building, and disposal expectations (i.e. raw materials, manufacturing, operation and maintenance, use, and disposal expectations to communicate in all procurement and contractual activities – understanding impact). 				
Consider and set appropriate measures for sourcing and contract activities occurring. Minimum performance requirements of market, including the measurement of impact and risks.				
Undertake education activities for internal stakeholders to understand QCS expectations and impacts in procurement and contractual activities.				

	2023-24	2024-25	2025-26	2026-27
Target 5 – Mature existing data collection activities to understand how QCS supports local community through contributing to the Circular Economy.				
Implement standardised reporting for sites to report local initiatives contributing to the Circular Economy through office-based initiatives, and community service initiatives. <ul style="list-style-type: none"> Office based initiatives Community services initiatives Industries initiatives Other prisoner education initiatives. (Where relevant: Office-based, hybrid office based, correctional facilities)				
Establish targets for future WRRPs based on demonstrated data.				



Review

QCS will review this Plan within three years to determine the effectiveness of the strategies and need for modification.

Timeline of targets will be reviewed if an additional resource is not supported in Government outcomes. If this is the case, it is anticipated that targets will extend into the 2027-2031 Waste Reduction and Recycling Plan.

In line with QCS' culture of continuous improvement, the Plan will be reviewed and updated by the Asset Management Committee.

Reporting

In accordance with the Act, QCS will report within two months after the end of each financial year as part of a process managed by the Department of Environment and Science (DES).

QCS will produce an annual report in accordance with the requirements of the Act, including progress made against its strategies and initiatives.

Further to legislative requirements, QCS will mature existing data collection activities to understand how local initiatives are contributing to communities, rehabilitation, the Circular Economy, and various other activities.

References and Related Documents

- *Waste Reduction and Recycling Act 2011*
- *Waste Reduction and Recycling Regulation 2011*
- *Queensland Waste Avoidance and Resource Productivity Strategy (2014-24)*
- *Queensland Waste Management and Resource Recovery Strategy*
- *QFleet Electric Vehicle Transition Strategy 2023-26*
- *The Queensland Plan, Queenslanders' 30-year vision 2014*
- *Respecting Country, A sustainable waste strategy for First Nation communities (2021)*
- *Queensland new-industry development strategy, A strategy for new industry in a decarbonising global economy (2023)*
- *Queensland Procurement Policy 2023*
- *United Nations Sustainable Development Goals - [The Global Goals](#)*
- *CSIRO - [Climate Compass](#)*
- *Queensland Corrective Services, Strategic Asset Management Plan (SAMP) 2022-2026*

For information, advice, support, or to champion ideas and initiatives contact:
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