

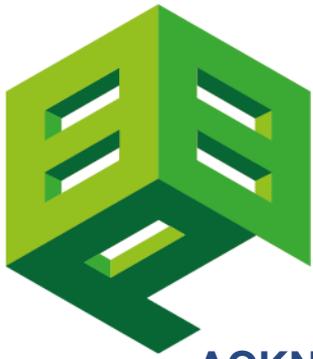


**BETTER
BUILDINGS
PARTNERSHIP**

Better Buildings Partnership

**July 2014
Consultation Draft**

**Guidelines for Operational Waste:
procurement, management and
reporting**



ACKNOWLEDGMENTS

Operational waste is an area of opportunity for better management, measurement and outcomes. The Better Buildings Partnership recognises the importance of waste as a material with value and importance to tenants and occupants due to its environmental and economic impacts. The Partnership has created these guidelines with the intention of improving the outcomes of operational waste in buildings.

These guidelines were developed with the expertise of the Better Buildings Partnership waste technical working group members.

The Partnership would like to thank their expertise, and in particular, the assistance of Robyn Pearson in the development of these guidelines.



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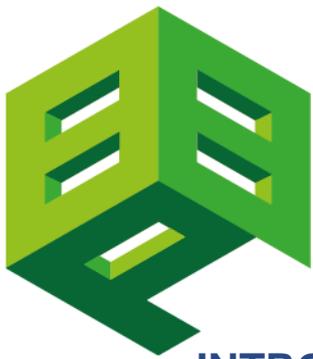
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INTRODUCTION

The Better Building Partnership (BBP) is committed to continuous improvement in the management of waste generated by commercial buildings' operations. Drawing on its extensive expertise, it has developed these Guidelines to assist building owners and property portfolio managers. The Guidelines include a number of tools to create, procure and implement consistent waste management systems. Using these tools will promote comparable data, clearly articulated accountabilities and transparent reporting processes. The BBP hopes that by working together as an industry we can drive better standards, improve industry benchmarking and increase positive outcomes for waste reduction and resource recovery in the sector.

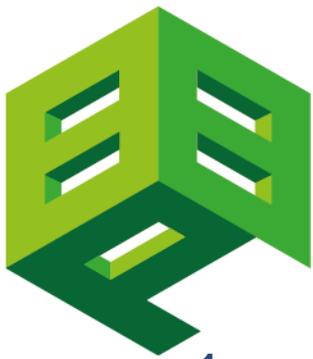
Robust waste management systems require strong contracting and clear articulation of roles. Model contract clauses have been developed to assist with this process (**Appendix A**) with a range of related support tools which described through the remaining appendices (**Appendices B-H**).

Users procuring waste services may use this toolset in its entirety.

Users with existing contacts may choose to use some of these tools to iteratively improve their management processes.

10 STEPS TO GOOD PRACTICE

- 1 Clearly articulate the outcome to achieve (eg. policy objectives, etc) and use this to clarify what material streams to be collected and how they will be combined to give consistent reporting between locations. **B1**
- 2 Develop and implement a detailed operational Waste Management Plan (WMP). **C**
- 3 Roles and responsibilities must be clearly understood and articulated. Where responsibilities are sub-contracted, the contract clauses should be passed through. **D**
- 4 Agree fees per waste stream. **E**
- 5 Document any materials excluded from the nominated facility. Regularly update the recovery rate of that facility. **F**
- 6 Preference weight billing over lifts/volume. Where actual site weights or site-specific density conversions are not known, use the standard BBP Industry Density conversion figures (ID). **B2**
- 7 Attach key performance indicators (KPIs) to each party with clear articulation of consequences for non-compliance. **G**
- 8 Report against the operational Waste Management Plan and grade the standard of that reporting using a data integrity grading (which favours 1 or more independent source). **H**
- 9 Require periodic reporting by floor/area on waste volumes, recycling rates/diversion and contamination rates. **C4**
- 10 Address contamination through ongoing in-building communication with all stakeholders. **A**



1. PROCUREMENT

The procurement of waste management services sets the framework for clear responsibilities and effective reporting. Robust waste management systems require strong contracting and clear articulation of roles between client and contractor. Waste contracts are often multi-year agreements and the impact of entering into a standard or poor contract can significantly affect the management and operation of an asset in the medium-term.

For building owners, additional benefits lie in tenant engagement. Tenants are demanding greater engagement on waste outcomes due to the tangible nature of waste with occupants. Waste management has become an opportunity for better tenant and occupant engagement and retention.

1.1 Contract Procurement

Appendix A includes a range of model contract clauses that can be added to your procurement documents and which reference the subsequent Appendices. It is recommended that tenants and building managers/landlords conduct a gap analysis of current contracts to ensure that all clauses are reflected. Where items of the contract are to be sub-contracted, requirements should be passed through and responsibility for non-compliance clearly articulated. This is of particular importance where cleaning contractors sub-contract to the waste contractors. Additionally, alignment between multiple contracts (cleaning and waste separate) and leases within the building should be a targeted outcome.

The development of a 'green lease' between landlords and tenants would provide the ideal mechanism to ensure tenants are accountable for their behaviour in relation to recycling contamination and adhering to the requirements of the waste management system and increase their level of buy in. Many large tenants will seek to report on their waste outcomes. Where this is the case, this should be reflected in the reporting requirements with your waste contractor.



The screenshot shows a document titled "Consumption, Waste and Recycling Waste". It features a table with columns for "Metric", "Unit", and "Reporting Period". To the right of the table is a circular image showing a pile of waste. Below the image is a "Reporting Period" section with a "star" icon and some text.

The BBP has developed a comprehensive set of model lease clauses to set a framework for collaboration between landlord and tenant, including around waste management.

[Download the clauses >](#)



2. MANAGEMENT SYSTEMS

Whether contracts have been procured or not, waste management systems can be instituted to enable better transparency, accountability and accuracy. Systems that link together in a cohesive and succinct manner lead to improvements: management plans, targets, education and safety have clearly identified responsible parties and key performance indicators to ensure development over the life of the contract.

2.1 *Operational Waste Management Plan*

An operational Waste Management Plan (WMP) is a document (template provided in **Appendix C**) which outlines the process by which the Contractor and Cleaners will ensure that all waste generated at the building is transported and disposed of in accordance with the requirements of the building owner/tenants and environmental law.

The operational Waste Management Plan must:

- Identify the waste streams separately collected and stored for collection for that building Identify the waste facilities to which the Contractor will transport waste (Identified Facility);
- Include for each and every Identified Facility a document evidencing that the Identified Facility is authorised to accept the type of waste. Such a document must be 'development consent', an environment protection licence or other environmental permit or document issued by a government agency or department.
- Specify that the Identified Facilities are the only waste facilities to which waste from the building will be taken, except in the event of an emergency or an unforeseen event that prevents waste being taken to an Identified Facility.
- Identify one additional waste facility to which waste may be taken in the event of an emergency or unforeseen event.
- Identify the records and documents that the Contractor must obtain and retain in relation to waste generated.
- Provide a description of the roles and responsibilities of each entity and individual involved in the management of the waste.
- Set out the education and training that must be provided to the personnel performing the Services.
- Describe the location of the waste facilities within the building (such as the loading dock and the bins), and identify who is responsible for supervising and maintaining those facilities.



- Describe how any incident must be responded to, including, but not limited to, the steps that it will take in the event of a leak, spill or other escape of any substance or material which may pose a risk to human health or the environment.

2.2 *Roles and Responsibilities*

To ensure best practice reporting and clarify the factors impeding increased waste diversion, it is important to identify the roles and responsibilities of the stakeholders involved in commercial waste management. To achieve this, a description of the roles and responsibilities of each entity and individual involved in the management of the waste should be provided when establishing contracts for cleaning and waste collection.

Appendix D provides suggested roles and responsibilities for each stakeholder group involved in managing commercial waste.

Making all parties aware of their requirements will help to ensure sufficient provision of staff to undertake contracted activities such as:

- performance monitoring and reporting
- rectifying contamination and separating waste into required streams
- liaise with and education of staff and tenants.

3. REPORTING

Poor reporting only results in poor outcomes. As such, transparency and consistency are the most important factors for effective reporting. Guidance about general operational reporting procedures is provided within the operational Waste Management Plan (**Appendix C**) and data integrity guidance is provided within the Waste Data Integrity Rating Protocol (**Appendix H**).

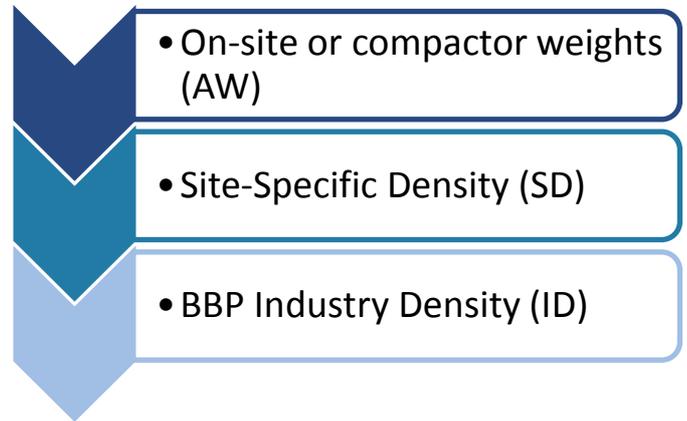
3.1 *Prioritisation of Weights and Density Estimates*

Where possible, commercial waste collection contracts should be charged based on the weight of the material collected. Weights provide significantly greater accuracy of waste data, especially on mixed materials or general waste.

Where weights cannot be obtained, knowing the density of the waste being collected and charged on a per lift or bin volume basis enables management and cleaning staff to make more informed decisions on collection frequency and consistent benchmarking over time and between sites. Site-specific densities should preference standard densities, as their higher accuracy may help to reduce the costs of collection.



The cost of collecting different streams of waste depends upon how it is collected and how often. Waste streams with lower bulk density (such as plastic and cardboard) will contribute a higher portion of waste management costs per unit volume than those with higher density (such as paper and glass). There are ways to increase the density material to be collected by using bailers for cardboard and compactors for plastics.



Where waste is collected by volume or bin lift, unused bins should be padlocked so that there is clarity on how many bins are “full” and ready to be lifted by the contractor.

Densities will also vary dependent on the number of separate streams collected, for example, a mixed recycling stream with no paper will likely have lower density than one containing paper. A landfill stream with no organics / wet waste will have a lower density than one with.

Where weights or site-specific conversion factors are not available, the BBP recommends utilising the conversion factors in this document, as it will enable like-for-like comparison between multiple sites and with other best practice users.

These conversion factors have been developed following a review of many others found with high variability in the industry. Waste densities for common office materials from a selection of Australian and international sources were compared and the most appropriate density was selected through a standard deviation and verified by our panel of experts. These figures were then sense-checked with the knowledge of Better Buildings Partnership members, in whom there is a wealth of experience in weights, site audits and densities for waste. These values are summarised in **Appendix B2**.

3.2 **Waste Data Integrity Rating Protocol**

When reporting waste outcomes and recovery, it is important to understand the quality of the data. Preference is given to management systems that provide more than one source of information and which include actual primary data from the collection site rather than just assumptions and averages.

Good data can:

- improve the overall level of accuracy of waste data
- enable meaningful and accurate comparisons and benchmarking to be conducted both within portfolios and between waste contractors .



- enable transparency of waste data so as to provide credibility and confidence in waste data; and
- achieve greater resource recovery by more accurately measuring current performance.

It is suggested organisations use this protocol as requirement in waste/cleaning contracts when specifying waste reporting requirements so that it can be costed in appropriately. For a detailed summary of this protocol see **Appendix H**. The body responsible for reporting should self-assess their Data Integrity Rating in accordance with this protocol.

4. OTHER RESOURCES

Ford, S. Better Buildings Partnership, Waste technical working group. (2013). Taking the rubbish out of recycling data. Retrieved from website:
<http://betterbuildingspartnership.com.au/operational-waste>

State of Queensland Department of Environment and Resource Management, Waste Reform Unit. (2011). A guide to reviewing waste and recycling contracts. Retrieved from website: <https://www.ehp.qld.gov.au/waste/pdf/guide-to-reviewing-waste-contracts.pdf>

Sustainability Victoria, (2014). Best practice waste and recycling contracts for business. Retrieved from website:
[http://www.sustainability.vic.gov.au/~/_media/resources/documents/services and advice/business/srsb recycling/srsb r best practice waste recycling contracts feb 2014.pdf](http://www.sustainability.vic.gov.au/~/_media/resources/documents/services_and_advice/business/srsb_recycling/srsb_r_best_practice_waste_recycling_contracts_feb_2014.pdf)



APPENDIX A. MODEL CONTRACT CLAUSES FOR CONTRACTORS AND CLEANERS

Notes:

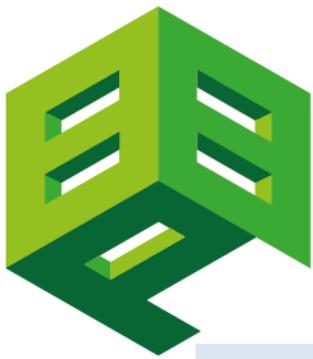
- Where items of the contract are to be sub-contracted, requirements should be passed through and responsibility for non-compliance clearly articulated. This is of particular importance where cleaning contractors sub-contract to the waste contractors.
- Alignment between multiple contracts (cleaning and waste separate) and leases within the building should be a targeted outcome.
- The development of a ‘green lease’ between landlords and tenants would provide the ideal mechanism to ensure tenants are accountable for their behaviour in relation to recycling contamination; adhering to the requirements of the waste management system and increasing their level of buy-in. Many large tenants will seek to report on their waste outcomes. Where this is the case, this should be reflected in the reporting requirements with your waste contractor. [See the BBP Model Lease Clauses >](#)

A.1 Model Contract Clauses - Contractors

Model Contract Clauses - Contractors	
SECTION	CLAUSES
General	<ul style="list-style-type: none"> a) The Contractor will supply waste management services for all the waste streams as set out in Appendix C3. b) Where the Contractor does not offer a service for a waste stream nominated in Appendix C3, the Principal may seek those services from an alternate provider. c) The Contractor shall structure its waste streams for reporting as per Appendix B. d) Where the Contractor does not offer a service for a waste stream with Grade A-B recovery outcomes (Appendix F), the Principal may seek those services from an alternate provider.
1. Responsibility for Performance	<ul style="list-style-type: none"> a) The Contractor acknowledges responsibility for the waste targets of the Principal and Key Performance Indicators, as set out Appendix G, and will ensure that sufficient processes are in place to deliver these targets. b) Where reaching these targets is compromised, the Contractor will work with the Principal or their nominated representative in order to develop a solution to rectify the non-compliance. c) Non-compliance by more than x% will result in remediation as set out in Appendix G. d) Where the Contractor sub-contracts out any services referenced within this document, responsibility for compliance remains with the lead Contractor and the obligations will be passed through to any sub-contracted entity.



- e) The Contractor is required to nominate processing facilities for all streams set out in **Appendix C3**.
 - f) The Contractor may suggest alternative processing facilities from time to time. Any changes must be approved by the Principal (**Appendix C6**).
 - g) The Contractor shall work with the Property Manager of the Principal to ensure the effective operation of the Waste Management Systems to ensure the timely resolution of emerging issues.
 - h) The Contractor will annually review the WMP with the Principal, Property Manager and other involved parties to determine enhancements, sustainability initiatives and other waste management initiatives.
2. Operations
- a) The Contractor must comply with the operational Waste Management Plan, adhering to minimum operational and safety standards (**Appendix C**).
 - b) The Contractor must be able to attribute a weight to each bin collected. Weight must be measured according to the individual waste stream and evidence is required regarding the maintenance and integrity of any scales / meters used. Where Industry Density (ID) or Site Density (SD) averages are used, the basis for the assumptions should be documented. Weights must be recorded in an agreed format and forwarded on as per the Reporting Frequency Schedule (**Appendix C12**).
 - c) Where the Contractor observes contamination in a recycling container the contents must be weighed and added to the contamination report (**Appendix C11**) and Monthly Waste Management Report (**Appendix C4**). They should then be disposed of as general waste and the incident reported to the Principal in line with the Reporting Frequency Schedule (**Appendix C12**).
 - d) The Contractor is expected to operate well within the maximum contamination rate accepted by the nominated Industry Facility to minimise load rejection at the Facility (**Appendix C6**)
 - e) The Contractor is responsible for the provision and periodic maintenance of desk paper boxes, bins, containers, and equipment necessary for waste classification, recycling and weighing.
 - f) The Contractor must ensure that collecting services are done periodically and only when necessary to maintain:
 - i. Bins not greater than three quarters full
 - ii. Odour free environment
 - iii. Hygienic Environment
 - iv. Value for money
3. Monitoring/Audit
- a) The Contractor will quantify the amount and types of waste in accordance with **Appendix C10**.
 - b) The Contractor will monitor, report and address contamination through regular monitoring/bin inspections composition audits and weighing of contaminated materials, quantifying the amount and types of waste. (**Appendix C11**).
 - c) The Contractor acknowledges that the Principal has the right to audit processes and reporting standards of the Contractor at any time without



4. Reporting	<p>notice as per Appendix C9 and agrees to provide reasonable cooperation to that process.</p> <p>d) The Contractor is obliged to adhere to occupational health and safety rules and procedures when assessing and/or weighing bins.</p> <p>a) The Contractor is to provide periodic reports to the Principal in line with the Reporting Frequency Schedule (See Appendix C12) plus:</p> <ul style="list-style-type: none"> i. Details and quantities of chemicals and hazardous chemicals identified within the waste streams. ii. A detailed list of consumables and supplies used within the report period and percentages of recycled content material. iii. Maintain records and evidence to substantiate data contained within reports to the nominated standard in the Waste Data Integrating Reporting Protocol (See Appendix H). iv. Maintain up to date information about the acceptable levels of contamination and contamination values, weights and volumes as per waste streams. v. Maintain and communicate up to date information about Site Densities for each waste stream.
5. Costs	<p>a) The Contractor is expected to have costed into its Agreement Fee the cost of providing all labour necessary to adequately perform all functions (Appendix E).</p> <p>b) All waste contractor costs for the supply, collection and removal of the various waste streams must be properly accounted and identified (Appendix E).</p>

A.2 Model Contract Clauses - Cleaners

Model Contract Clauses - Cleaners	
SECTION	CLAUSES
1. Responsibility for Performance	<ul style="list-style-type: none"> a) The Cleaner acknowledges its responsibilities to the Principal's waste targets as set out in Appendix G. b) The Cleaner is responsible for the successful operation of the on-site recycling system and is required to provide educational material, and undertake regular tenant and cleaner training in order to maximise effectiveness of the service (Appendix D). c) The Cleaner is expected to promote and require tenant engagement from the on-site supervisor (Property Manager) and to adhere to any green leasing requirements. d) The Cleaner shall submit a signage plan or agree to an already established plan at inception. The cleaner must ensure that for each recycled stream, all waste handling bins have consistent signage, labeling and colour-coding according to the Australian Standards. e) The Cleaner shall provide a rapid feedback mechanism on each floor to provide tenants insights as to their contamination performance. f) The Cleaner will annually review the WMP with the Principal, Property Manager and other involved parties to determine enhancements,



sustainability initiatives and other waste management initiatives.

2. Operations	<ul style="list-style-type: none">a) The Cleaner must perform its services in a way that adheres to the operation standards as per the operational Waste Management Plan (WMP) (eg. the production of work instructions on environmental, health and safety practices in carrying out the cleaning service) (Appendix C).b) The Cleaner shall conduct operations referring to streams to be collected as per the WMP (Appendix C).c) The Cleaner must achieve the performance KPIs set out in the WMP (verified by Contractor reporting) (Appendix G).d) The Cleaner is expected to maintain appropriate records regarding the waste streams where possible and recommend system improvements.e) The Cleaner will use clear colour-coded bags to minimise load rejection at waste facility.
3. Monitoring/Audit	<ul style="list-style-type: none">a) The Cleaner will address contamination through regular monitoring/bin inspections, composition audits and weighing and setting aside of contaminated materials (APPENDIX C11 & F).<ul style="list-style-type: none">i. Bins must be inspected for contamination or leakage before collection. Once identified the bin should be marked/taped as contaminated and left in a separate area so that cleaning staff are aware of the issue and action taken if required, subject to WHS guidelines (Appendix C7).
4. Reporting	<ul style="list-style-type: none">a) The Cleaner is to provide periodic reports to the Principal in line with the Reporting Frequency Schedule (Appendix C12) plus:<ul style="list-style-type: none">i. A monthly report on environmental initiatives of staff for waste reduction.ii. Education planned or undertaken to address performance
5. Costs	<ul style="list-style-type: none">a) The Cleaner should include cost for quarterly contamination weigh-offs as an option. Weigh-offs will be to determine the level of contamination in each waste stream that can be applied to the sites.b) Where the Principal finds that the cleaning staff are causing contamination of the recycling, or not making all reasonable efforts to keep waste streams separated throughout the collection and disposal process, the Cleaner will pay any financial penalty for costs incurred due to the contamination (eg. landfill levies and the costs incurred as a result of engaging the third party auditor) (Appendix E).



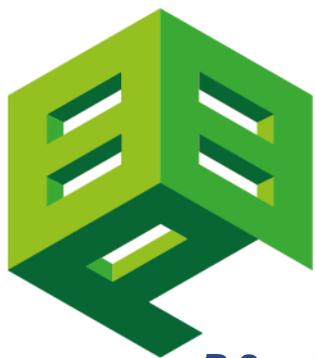
APPENDIX B. MATERIAL STREAMS

Notes:

- **Appendix B1** is intended to set out the primary materials for collection and reporting, with categorisation by stream.
- When procuring waste collection services copy and paste these streams to establish the expected service provision, units and reporting frequency.
- For data integrity, preference should be for units providing actual weights (AW). Where densities (m³) is opted, note whether Site Densities (SD) or Industry Densities (ID) will be used for conversion (**Appendix B2**).
- Mixed waste is sometimes referred to as commingled waste. The term mixed is used to prevent confusion with mixed residue for materials recovery facilities (MRFs), which is also referred to as commingled.
- Some waste materials (eg. hazardous waste) are regulated by legislation. These materials are not included here. Ensure any special waste materials are dealt with according to the appropriate legislation.

B.1 Collection

Stream	Materials	Units	Report
Mixed	Aluminium/metals Glass Plastics - soft Plastics - hard Plastics - polystyrene Plastics - other (incl containers)	kg (AW)	Quarterly
Organic	Food waste Other food organics (fish, meat, etc) Rubber Wood	Choose	Choose
Paper	Paper	Choose	Choose
Secure paper	Paper	Choose	Choose
Cardboard	Loose Compacted (baled)	Choose	Choose
Liquid	Cooking oil	L	Choose
Other	Fluorescent tubes/light globes Toner cartridges Batteries e-waste Textiles	Choose	Choose
Mixed residue for AWT	Mixed Residue	Choose	Choose
General waste for landfill	Waste to landfill	Choose	Choose



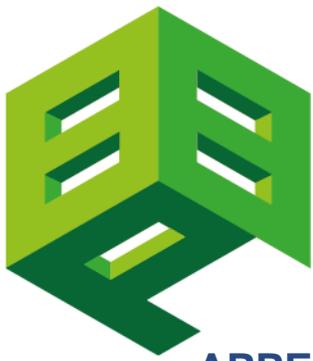
B.2 Reporting Hierarchy and Density Conversion

When reporting across sites and portfolios, rolling up collection streams to larger aggregate recovery streams may be required for consistency and benchmarking. This table structures the hierarchy of this roll-up and density-to-weight conversions to be used for Industry Density (ID) figures.

Stream	Sub-category	Specific Material	Conversion (m ³ /kg)
Mixed	General mixed	Paper & containers (paper, plastic, glass, metals)	110
		Containers (plastic, glass, metals)	60
	Aluminium / metals	Aluminium cans	65
		Non-ferrous metals	140
		Tin cans	85
	Glass	Glass	200
	Plastics	Soft (film)	35
		Hard	170
		Polystyrene	20
		Containers	45
Fibre	Paper	Paper	115
		Secure paper (shredded)	300
	Cardboard	Loose	55
		Compacted	130
Organic	Food waste	Food waste	350
		Other food organics (fish, meat, etc)	Varies
	Other organics	Rubber	200
		Wood (wood & crates)	185
Liquid	Cooking oil	Cooking oil	n/a
Other	Fluor tubes/globes	Fluorescent tubes / light globes	230
	Toner cartridges	Toner cartridges	190
	E-waste	Appliances and electrical goods	230
		Computers and office equipment	265
	Batteries	Batteries	Varies
	Textiles	Textiles	90
AWT Mixed residue	Mixed residue	Dry (excluding foodcourt)	115
		Wet (including foodcourt)	70
General waste for landfill	General waste, uncompactd	Dry (excluding foodcourt)	115
		Wet (including foodcourt)	70

B.3 Refurbishment Material

Refurbishment and fitout materials are not currently part of the daily operational waste management systems of commercial buildings. Initial BBP work/trials in this area indicate the scale of waste from refurbishment is up to five times that of operational. Due to different structures of the responsibility, contracts and controls for fitout waste streams, refurbishment is not included in these guidelines. **See more on the BBP's fitout waste work >**



APPENDIX C. WASTE MANAGEMENT PLAN (WMP) TEMPLATE

This operational Waste Management Plan (WMP) is a template that details the waste and recycling streams in place at the site and how waste streams should be managed, so as to minimise risk of harm to individuals or the environment.

This WMP is to be complied with by all parties, including: Property Managers, Tenants; Contractors; and Cleaners. Any non-compliance is to be immediately reported to the Principal.

Frequency of reporting and updating details in this WMP are laid out in *Appendix C13*.

C.1 Site Details

Date Completed:	
Next Review Date:	
Site Address:	
Site Contact :	Name:
	Telephone:
	Email:
	Position:

C.2 Contractor Details

Waste Contractor	Company Name:
	Contact:
Cleaning Contractor	Company Name:
	Contact:
Waste Contract type	Direct <input type="checkbox"/> Integrated with Cleaning Contract <input type="checkbox"/>
Waste contract expiry date(s):	



C.3 Current Waste and Recycling Streams

The current waste and recycling streams in place are detailed in the following table. See **Appendix B** for a detailed list of Material Streams and their reporting hierarchy. Where a waste stream is not offered by the contractor (eg. organic waste), the Principal should retain the right under the contract terms to seek those services through an alternate provider.

Stream Category	In Place	Managed By	Covered by Current Contract	Destination Facility	Recovery Rate
Mixed	Yes	Cleaning Contractor	Yes	eg. Bailey Tip	Eg. 90%
Organic	Choose	Choose	Choose		
Paper	Choose	Choose	Choose		
Secure Paper	Choose	Choose	Choose		
Cardboard	Choose	Choose	Choose		
Liquid	Choose	Choose	Choose		
Other	Choose	Choose	Choose		
Mixed Residue	Choose	Choose	Choose		
General Waste	Choose	Choose	Choose		

C.4 Monthly Waste Management Report

The weight of each stream should be recorded monthly, including evidence of how this weight was calculated (**Appendix F**). Eg. based on actual weight (AW) at point of loading, most recent audit site-density (SD) or industry density (ID) conversion factors. This report should be supported by Facility Receipt evidence (**APPENDIX C10**).



MONTHLY WASTE MANAGEMENT REPORT

Site Address					
State		Month/Year			
Material	Weight (kg)	Weight Type	Facility name - Link to evidence (Appendix C10)	Facility recovery rate	Adjusted recovery weight
Mixed					
General - paper, containers		Choose			
General - containers		Choose			
Aluminium/metals		Choose			
Glass		Choose			
Plastics - soft		Choose			
Plastics - hard		Choose			
Plastics - polystyrene		Choose			
Plastics - other		Choose			
Fibre					
Paper		Choose			
Secure paper (shredded)		Choose			
Cardboard - loose		Choose			
Cardboard - compacted		Choose			
Organics					
Food waste	<i>eg. 45</i>	<i>AW</i>	<i>Darling Harbour Org</i>	<i>70%</i>	<i>31.5</i>
Other organics (fish, etc.)		Choose			
Rubber		Choose			
Wood		Choose			
Liquid					
Cooking Oil		Choose			
Other					
Fluoro tubes / light globes		Choose			
Toner Cartridges		Choose			
E-waste		Choose			
Batteries		Choose			
Textiles		Choose			
Mixed Residue					
Dry		Choose			
Wet		Choose			
Landfill					
General Waste		Choose			
Other		Choose			
Contaminated Material Redirected to Landfill					
Organic	<i>eg. 15</i>	<i>ID</i>	<i>Bailey Tip –No.Q1237</i>	<i>15%</i>	<i>2.25</i>
Choose		Choose			
Person completing report:			Company:		
Contact Number:			Email:		
Email completed form to:					



C.5 Waste Management Systems

Current systems in place for all streams falling within the Contractors/Cleaners' responsibility.

Dock	Stream	System in place	How many?	Management Protocols	Collection Frequency
eg. 1	General Waste	240 L MGB	6	Cleaners transport bagged waste from tenancies to bins in docks	Mon to Fri
	Mixed	1.1 m3			
	Choose	Choose			
	Choose	Choose			
	Choose	Choose			
	Choose	Choose			
	Choose	Choose			
	Choose	Choose			
	Choose	Choose			

C.6 Facility Waste Stream Acceptance

The table below details the acceptable and unacceptable materials per stream as per the facility license conditions. Where a bin contains any unacceptable materials it is to be isolated and immediately reported to the Principal for action.

Note: details of facility acceptance criteria can be accessed from the national database.

Stream	Acceptable Materials	Unacceptable Materials
General Waste	eg. Solid, non-hazardous, putrescible	Liquids, hazardous waste,
Choose		



C.7 Incident Management

Any incident or injury should be recorded in an incident log and reported to the Principal immediately. Photographic evidence should be obtained where possible and applicable.

Incident	Location	Volume of spill	Specific type of waste	Action taken	By whom	Date	Link to photographic evidence	Reported to	Regulatory reporting requirement?
Injury									
Hazardous waste									

In the case of a waste incident the following protocols will be followed:

Waste spill within building perimeter	Waste spill after waste leaves the site
<ol style="list-style-type: none"> 1. Prevent the spill from escaping into immediate environment – bund spills to prevent flowing into storm water drains or onto land; enclose/cover litter to prevent wind blowing litter into environment 2. Take action to stop further spilling/ leakage if safe to do so. Use appropriate PPE if required to handle waste or waste equipment 3. Notify Senior Engineering Manager; Property Manager or Principal immediately 4. Ensure area is secured to prevent access by public. 5. Await further direction by Senior site personnel 	<ol style="list-style-type: none"> 1. Contractor to follow their spills procedure to limit environmental impacts 2. Comply with any Corporate reporting / response procedures 3. Comply with any regulatory reporting procedures 4. Notify Principal, in writing, with 24 hours of the spill occurring.

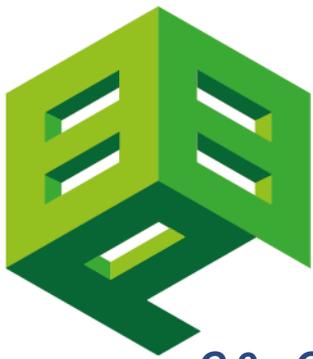
C.8 Education and Training

Appropriate training will be provided to all those with responsibility for implementing this WMP. Training will be conducted annually as a minimum and as part of new employee inductions. Training will be evidenced and validated to ensure those responsible are competent and fully aware of their responsibilities.

In addition, education materials will be provided to tenants and anyone else likely to use the waste management systems covered by this WMP.

See **Appendix D** for delineation of roles and responsibilities

Staff name	Role	Date of Training 1	Training 1 Competence assessment	Date of Training 2	Training 2 Competence assessment
			PASS		PASS



C.9 Compliance Reviews

A compliance review will be undertaken for each waste contractor and for each stream as determined by the level of risk presented. These reviews will be on an ad hoc basis with no warning provided to the contractors. The compliance reviews will be conducted by the Principal's team or independently appointed Consultants.

The reviews must be undertaken so that a chain of evidence can be provided from the point of generation to the final approved receiving facility. In addition, evidence that the composition of the load collected from the building complies with the acceptance criteria for that facility is required.

C.10 Documentary Evidence and Facility Receipts

To ensure that waste is being correctly managed and recorded, supporting documents will be retained for review and cross referencing by the Property Manager or their delegate.

Source Document	Details to be reviewed	Cross reference document
Waste invoice	Bin numbers collected by stream	1. Cleaner dock tally sheet 2. Systems in place
Tipping docket	Tipping facility – date and vehicle registration	Security records of vehicles collecting each stream
Bin Audit	Contents of bins	Acceptance criteria of receiving facility
Facility Site Review	Activities conducted on-site	Site license conditions

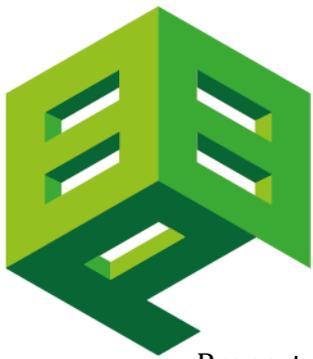
C.11 Contamination Management

Contamination management should occur at 2 or more points in the collection process.

Where the cleaners note contamination through a visual inspection on the floor or loading dock, reference should be made to the acceptable level of contamination in that stream (**Appendix C6**). The Cleaner should note the type of contamination and provide feedback to the originating location using the rapid feedback mechanism, where possible, and to the Property Manager through contamination report daily.

Where loads can easily and safely be decontaminated, Cleaners should do so. Where time and/or WHS assessment does not permit decontamination, the load should be set aside for landfill and recorded in the WMP.

Where contamination has not been noted by the Cleaners and has been rejected at the Facility, the Collector should note the type of contamination and provide feedback to the



Property Manager through a contamination report. The rejection should also be recorded in the WMP.

Date	Stream	Cleaner/ Collector name	Building level / Location (if known)	Type of inspection	Contam ination %	Contamin ation type	Load accepted/ rejected	Action / Feedback
	<i>Mixed</i>		Tenancy level 3	Visual	5%	Coffee cups	Accepted	Tenants advised
	<i>Paper</i>		Dock 1	Visual	10%	Hazardou s waste	Rejected	Property Manager advised . Incident report completed
	<i>Organi c</i>		Facility	Visual	17%	Paper	Rejected	Property Manager advised
	Choose							
	Choose							
	Choose							
	Choose							
	Choose							
	Choose							
	Choose							

C.12 Annual Review and Commitment

All parties to the contract will meet annually to discuss and agree:

1. Initiatives to demonstrate commitment to waste management for
 - a. Tenants
 - b. Owner
 - c. Contractors
 - d. Cleaning staff
2. Sustainability initiatives
3. Enhancements to the WMP, including:
 - a. Education plans
 - b. Signage
 - c. Infrastructure
 - d. Monitoring regimes

C.13 Reporting Frequency Schedule

The following details the frequency with which each of the preceding reports must be completed and provided to the Principal:



Report	Appendix/ Reference	Frequency
Site and Contractor Details	C1 and C2	At inception and then as services or Contractor information is updated
Waste and Recycling Stream	C3	At inception and then annually thereafter (or as services or Facility Information is updated)
Monthly Operational Waste Management Report	C4	At inception and then monthly thereafter
Waste Management Systems	C5	At inception and then annually thereafter (or as management protocols are updated)
Facility Waste Stream Acceptance Criteria	C6	At inception and then annually thereafter (or as services or Facility Information is updated)
Incident Report	C7	Within 24 hours of incident occurrence
Education and Training Log	C8	At inception and then annually thereafter
Compliance Review	C9	To be commissioned by Principal as required
Facility Receipts: Documentary Evidence	C10	Monthly/Annually
Contamination Report	C11	Monthly from identified Facility (but Cleaners report within 24 hours of occurrence)
Annual Review and Commitment	C12	Annual



APPENDIX D. ROLES AND RESPONSIBILITIES

The following table sets out the roles and responsibilities relating to waste management. These roles and responsibilities should be referenced in contracts with property management, contractors and sub-contractors to ensure best outcomes and the relevant responsible party noted in this document, to be reviewed annually with the operational Waste Management Plan. The responsibilities are as frequently as noted, or where noted in **Appendix C13** Report Frequency Schedule.

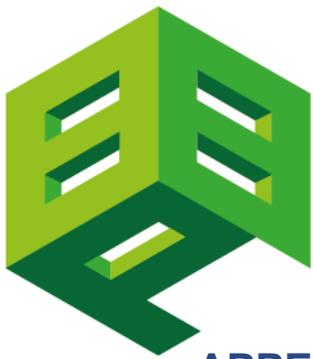
Area	Role	Responsibility	Ref	Client Responsible Party	Contractor Responsible Party
Contract Management	Cleaning Contract	Issue and execute contracts	A		
		Review / renew contracts	A		
		Review Key Performance Indicators	G		
	Waste Contract	Issue and execute contracts	A		
		Review / renew contracts	A		
		Review Key Performance Indicators	G		
		Complete waste pricing template	E		
		Review and approve waste pricing template	E		
Outcomes Management	operational Waste Management Plan	Develop operational Waste Management Plan	C		
		Review / approve operational Waste Management Plan			
		Identify and agree waste streams to be collected	C3		
		Ensure nominated waste facilities are suitably licensed	C6		
		Complete and submit monthly waste management report	C4		
		Update the operational Waste Management Plan annually	C		
	Data Integrity / Compliance	Ensure compliance report is completed and submitted	C9		
		Complete waste stream acceptance templates for facilities	C6		
		Complete outcomes-based reporting templates for facilities	F		
		Manage site audits for density and contamination	A C10		



		weightings	B2		
		Manage independent audits for waste management	A C10 B2		
		Complete criteria for data integrity reporting target	H		
		Review waste reports and investigate variances	C4		
	Education / Training	Develop education materials for on-site management of waste	C8		
		Complete and submit training log	C8		
		Provide communication and rapid feedback mechanisms for tenant education	C11		
		Manage and maintain appropriate signage for waste streams	C8		
		Coordinate annual review of education, training, and signage	C12 C13		
On-site management	Waste systems	Ensure contractor manages waste streams in line with operational Waste Management Plan	C3 C4 C5		
		Ensure suitable waste systems in place for tenants' waste needs	C5 C8		
		Ensure suitable waste systems in place for site/building needs	C5		
		Coordinate monthly waste review meeting	C4		
		Attend monthly waste review meeting.	C4		
	Operations	Submit waste management reports daily	C4		
		Ensure waste areas kept clean and safe and waste streams managed as per WMP.	C		
		Transfer waste from tenancies to waste collection area.	C3 C5		
		Complete dock bin tally sheet.	C4		
		Weigh/count bins before collection occurs	C4		



		Collect and transport each waste stream to the facility identified in the operational Waste Management Plan.	C5 C6 C10		
		Provide invoices or documentary evidence of facility receipt and acceptance	C10		
		Record actual weights/bins collected by stream	C4		
	Contamination	Ensure tenants' waste and recycling is correctly segregated within tenancy and placed in the dedicated bins provided.	C11		
		Provide rapid feedback of non-compliance to tenants and building management	C11		
		Report any non-compliance to on-site supervisor via contamination report.	C11		
		Ensure a contamination report is completed for any load rejected from a facility and diverted to landfill	C11		
	Safety	Ensure any incident or injury is reported and photographed.	C7		



APPENDIX E. WASTE PRICING

The fees and other charges are as indicated in the tables below. These rates are fixed and not subject to adjustment for inflation, rise and fall or any other reason.

The Contractor requires a fixed fee for all services proposed for the contract period (with the exception of annual landfill levy increases). This fee to include all ancillary expenses associated with the service proposed, for example twine required for use in baling systems. The fee is also to include maintenance for all equipment specified. All fees associated with the provision of the services as outlined in this tender document are to be detailed in the table below.

E.1 Rates Table

Waste Stream	Unit	Collection Frequency	Rental \$/month	Total no of clearances / month	Clearance Fees \$/unit/mo	Disposal/ Rebate \$/month	Waste Levy \$/tonne	Carbon Price \$/tonne
Choose	tonne							
Choose	bin							
Choose								
Choose								

E.2 Changes in Fees Over Time

The Contractor is to detail in the following table the percentage of the fee that will increase in Years 2 and 3 as a result of the landfill levy increase, and the percentage of the levy increase that will be passed on.

Fees quoted below are fully inclusive of all fees and tariffs and excl GST.

Waste Stream	Unit	Disposal rate in Y1 (see above)	% of fee subject to landfill increases (Yr. 2 and Yr. 3)	% of landfill levy to be passed through
Choose	1 tonne	\$200	30%	100%
Choose				
Choose				

E.3 Consumables and Other Fees

The Contractor is to detail in the table below any additional fees associated with their service provision. Items detailed in the table must be responded to. Where the item is not applicable to the Contractor offer, "NA" should be shown in the "Fee" column. Items within this section may be optional such as education and waste profiling.

Description of item / service	Fee	Basis of fee	Comment
Under desk recycling boxes			
Baler twine			
Education			Optional
Compliance audits			
Contamination Weigh off			Optional
Clear coloured bags			



APPENDIX F. FACILITY RECOVERY

Outcomes-based reporting is focused on maximising the retained value of the materials and helping to meet the closed loop objective for waste management. To enable outcomes-based reporting, the recovery rate of nominated facilities must be known so that reporting can be adjusted.

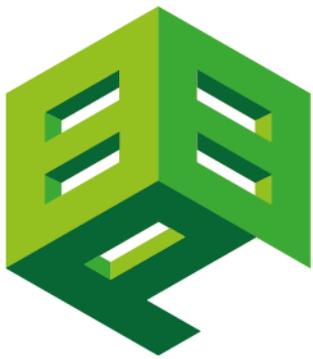
The Recovery Rate is the percentage of A or B grade outcomes as a part of the total tonnes of material. The targeted reclamation rate for facilities should be subject to the KPIs as set out by the Principal (**Appendix G**).

The following data is required from all waste facilities annually. If license compliance checks occur more frequently, update together.

Facility	Stream	Process	Total Tonnes	A grade	B grade	C grade	Landfill	Recovery Rate
Redfern Paper Mill	Paper	Low grade paper and cardboard are pulped for low grade cardboard. High grade office paper is shipped to China create recycled office paper.	505	400	105			100%
Darling Harbour Organics Facility	Organic	Processes food waste and green waste to produce high grade compost for Council Parks or low grade compost for mine site rehabilitation. Inputs go through a tunnel composter with contaminants sifted at the end. Tests are carried out to determine park suitability.	1000	700		300	0	70%
Bailey Tip	General Waste	Materials Recovery Facility and landfill which sorts all material for the best diversion rate for mixed waste loads.	1000	50	100	350	500	15%
	Choose							

F.1 Recovery Grades

A Grade	B Grade	C Grade
Where materials meet a closed loop objective and can be used over and over again without being downgraded. For example paper, cardboard, PET, organics, glass and metals generally come under this grade.	Where materials are down cycled into a lower grade product, this can only be done a limited number of times before the resource loses all value. In example, most plastics in Australia are down cycled into lower-grade plastics, often as insulations.	Materials that are produced in a waste diversion process where the product can only be used once. For example, organics recovered from mixed source waste at AWT's and Bedminster facilities fall into this category. Restrictions usually apply on the application of these products due to contamination.
For a more detailed description, see the BBP's work on waste recovery >		



APPENDIX G. KEY PERFORMANCE INDICATORS (KPIs)

The Contractor/Cleaner must, during the Term, meet the KPIs set out in the following table in respect of all Sites at all times.

KPI	KPI Type	KPI	Consequence of non-compliance
1.	INVOICING	The Contractor/Cleaner must submit invoices to the Manager within 30 days of the end of the period in which the Services were performed and to which the invoice relates.	
2.	SITE REQUIREMENTS AND PERFORMANCE CRITERIA	In respect of each Site, the Contractor must meet all site requirements and performance criteria which are set out in the Scope of Works, any Work Order, or any other document under which the Manager orders Services to be performed by the Contractor under this Agreement, including performing all pick-ups which the Contractor is required to perform at each Site.	
3.	REPORTING	The Contractor/Cleaner must provide reports under this Agreement within 30 days of the end of the reporting period to which the report relates.	
4.	DATA INTEGRITY REPORTING STANDARD	The Contractor must provide sufficient documentation to support a [Gold / Silver / Bronze] reporting standard as detailed in APPENDIX H .	
5.	ACCOUNT MANAGEMENT	The Contractor/Cleaner must appoint an “Account Manager” to oversee the performance of this agreement. The Account Manager must, at a minimum, fulfil the roles and responsibilities of the Response to the Request For Submission. The Account Manager must have expertise in compliance management, customer service management, operational management and environmental management.	
6.	TARGET: DIVERSION RATE	By the second anniversary of the Commencement Date the Contractor must achieve a minimum Diversion Rate of at least 65% by weight at all commercial Sites, and by the end of the Initial Term the Contractor must achieve a minimum Diversion Rate of at	



		<p>least 80% by weight at all commercial Sites.</p> <p>“Diversion Rate” means, in respect of each category of Site, the weight of waste collected by the Contractor across all the Sites in that category under this agreement that is diverted away from being disposed of in landfill, expressed as a percentage of the total weight of waste disposed of by the Contractor across all the Sites in that category under this agreement.</p>	
7.	TARGET: TOTAL WASTE	5% reduction in total waste – all streams	
8.	TARGET: WASTE RECOVERY RATE	40% of waste recovered for Grade A-B use from any facility / total waste generated	
9.	TARGET: MIXED RECYCLING	10% increase in recycling measured at loading dock on previous period	
10.	TARGET: CONTAMINATION (FACILITY)	<5 incidents of contamination resulting in load rejection at facility per month	
11.	TARGET: CONTAMINATION (ON SITE)	<20 incidents resulting in load rejection at loading dock per month	
12.	TARGET: OTHER	TBC	



APPENDIX H. WASTE DATA INTEGRITY RATING PROTOCOL

When reporting on waste outcomes and recovery, it is important to understand the quality of the data. This rating protocol has been developed to provide organisations with the ability to:

- enable transparency to provide credibility and confidence in waste data;
- improve the overall level of accuracy of waste data
- enable meaningful and accurate comparisons and benchmarking to be conducted within portfolios and across the property sector; and,
- achieve greater resource recovery by more accurately measuring current performance.

Organisations should use this protocol in waste/cleaning contracts when specifying waste reporting requirements.

This protocol is designed for site-level reporting. If targeting a portfolio-level rating, a limited assurance approach to auditing is acceptable, with disclosure.

H.1 Rating

The most accurate data is obtained where a site's waste and recycling streams are weighed at the time of collection and where contamination in recycling streams is accounted for.

The summary rating table below outlines the ratings and the evidence required.

Rating	Evidence Requirements
Gold	Actual weights (AW) 2 sources of data Independent audit Site contamination adjustment
Silver	Site densities (SD) 2 sources of data Independent audit Site contamination adjustment
Bronze	Site density (SD) 1 source of data Measurement and verification Facility contamination adjustment
Nominal	Industry/national density (ID) Contractor unverified data No contamination adjustment



H.2 Evidence Criteria

All streams reported on-site and representing more than 2% of the total materials generated on-site MUST be included in the rating process, regardless of how the stream is managed.

eg. a confidential document streams managed by tenants, where this stream may equal or exceed 2% of the total waste generated on-site must be included.

To comply with a Gold or Silver rating:

- A minimum 95% of the total waste generated by the site (eg. waste and recycling streams) must be compliant with the criteria;
- Two data sources criteria is met; and
- Auditing criteria is met

Criteria	Details
Actual weights (AW)	<p>May be gained from any of the following</p> <ul style="list-style-type: none"> • the Contractor's on-vehicle scales; • use of weighbridge – acceptable for compactors/skips only • on-site scales used to weigh bins prior to collection <p>All weighing devices used must be supported by evidence of 6-monthly calibration tests.</p>
Sources of data	<p>Data sources must be independent of each other. Sources may include</p> <ul style="list-style-type: none"> • Waste Contractor invoice; • Cleaner bin tally; • Automated bin readers; • Weighbridge docket <p><i>eg. a site may have bins weighed on-site by their waste contractor at time of collection; to support this a cleaner tally of bin numbers would also be required.</i></p>
Independent audit	<p>The audit must be conducted by someone independent of the "sources of data". This will typically be parties independent of the waste and cleaning contractor.</p> <p>The audit must comply with the audit guidelines provided in Appendix H5.</p>
Measurement and verification	<p>Management and verification processes require collecting data and confirming the credibility of data by a competent person.</p>
Contamination adjustment	<p>Refers to recycling streams only.</p> <p>Site contamination is obtained following an independent compositional audit to determine non-acceptable items, as per the processing facility criteria.</p>



H.3 Determine Your Rating

To determine your current rating, map your status on the grid:

Criteria	Site contamination adjustment	Facility contamination adjustment	No contamination adjustment
Actual site weights	Gold	Silver	Bronze
Site densities	Silver	Bronze	Bronze
Industry densities	Bronze	Nominal	Nominal

H.4 Contamination Audit

To determine the contamination rate, a site-specific audit of each recycling stream is required annually. This audit is conducted internally and must be overseen by an independent and competent person.

Where a site has undertaken a NABERS Waste audit, the contamination results from this audit may be used. Otherwise the following methodology is followed:

For each recycling stream, regardless of management (eg. large tenant vs. building management):



- For two consecutive collections, the contents of the sample are to be audited to determine the level of “non-acceptable” items.
- The sample will consist of all bins normally presented for collection
- Non-acceptable items must be as advised by the receiving facility

The contamination rate is determined as follows:

The total weight of “non-acceptable” items is expressed as a percentage of the total weight of all bins in the sample.

eg. if 24 kg of contamination is found, and the total weight of all mixed bins presented for the audit period (including the contaminated material) is 300kg, then the contamination rate is 24/300, or 8%

Where a change in recycling facility is made (other than on an interim basis), and where the new facility’s acceptance criteria differs from the original facility, a new contamination audit must be completed within two months of the change of facilities.

Note: A contamination audit profiles contaminants only, as compared to a full waste audit which profiles the recycling.



H.5 Independent Audit

An independent audit must be undertaken to verify the authenticity of the data sources. This audit may be conducted by building management/owners, providing a senior manager reviews and accepts the audit findings.

The audit must establish that the data presented reflects actual practice. In the absence of an approved alternative process, the following methodology is to be followed:

- An ad hoc date is to be selected for the audit. This date must coincide with normal collections for all streams. Where all streams are not collected on a common date, then more than one audit day will be required.
- Interested parties must not be advised of the audit date. This would include at a minimum cleaners and waste contractors.
- Audit verification processes should include:
 1. **Verification of bin weights:** The auditor is to observe the normal on-site weighing procedure. Using calibrated scales, the auditor is to separately weigh a sample of bins and compare results with those obtained from the normal process. Where the bins are weighed by the waste vehicle as collected, bins will need to be weighed by the auditor prior to collection. It is important that the bins are weighed as presented and collected. Where the audit bin weights on average vary by greater than 5% a “non-compliance” rating is to be noted.
 2. **Verification of total quantities:** based on the previous 6 months average collections, the auditor is to compare these averages to the audit day for each stream. Where the quantities presented on the audit day vary by greater than 15% of the average a “non-compliance” rating is to be noted.
 3. **Verification of contamination rate:** a visual inspection of as a minimum, 20% of bins from each recycling stream is to be undertaken and the visual contamination rate noted. The auditor must be able to determine this rate based on weight. The auditor must independently obtain from the processing facility their acceptance criteria. Where the contamination rate observed varies by more than 5 percentage points a “non-compliance” rating is to be noted.
 4. **Verification of processing facilities:** for all streams representing greater than 5% of the total waste and recycling stream, verification that the material is taken to the nominated facility is required. This evidence may include security footage showing registration and times of each stream as it is collected. This data to be matched to tipping dockets from the processing facility. Where a significant time lag exists between collection and tipping, or where the streams are not collected separately; or where the streams are not transported to the approved facility, a “non-compliance” rating is to be noted.

Where non-compliance ratings are noted, the site has one month to address non-compliance. A follow-up audit is required using the process above. Failure to address the non-compliance or undertake successful follow-up audits will result in a “nominal” rating.