

Arts Property Portfolio
Waste Reduction and Recycling Plan 2025-2030

Prepared by: Operations and Services, Arts Queensland,
Department of Education.

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Foreword

Within the Department of Education, Arts Queensland manages a portfolio of cultural property assets across the state including facilities in Fortitude Valley, Cairns and Queensland's flagship cultural facilities at the Queensland Cultural Centre (QCC), South Bank, Brisbane.

Together, they represent a property portfolio valued at more than \$1.2 billion and house Queensland's cultural heritage and artefacts valued at a further \$1.2 billion. In excess of 7 million people visit the QCC each year.

The QCC's four resident Arts Statutory Bodies – Queensland Performing Arts Centre (QPAC), Queensland Art Gallery | Gallery of Modern Art (QAGOMA), Queensland Museum (QM) and the State Library of Queensland (SLQ) – operate diverse enterprises but share a common vision and a collective responsibility to create an environmentally sustainable destination through recycling and waste reduction.

Arts Queensland owns and manages these cultural facilities on behalf of the Queensland Government and the Queensland people and is a committed partner in the drive for waste reduction and environmental sustainability.

Under the *Waste Reduction and Recycling Act 2011*, Arts Queensland has the responsibility for developing and implementing a Waste Reduction and Recycling Plan for these parts of the arts property portfolio, in conjunction with our partners and stakeholders including the Arts Statutory Bodies and arts property tenants.

This partnership will work to introduce innovative and effective waste reduction, recycling, renewable energy and sustainability initiatives and contribute to making Queensland more environmentally sustainable for future generations.

Kirsten Herring
Deputy Director General
Arts Queensland

1. Purpose of plan

The *Arts Queensland Waste Reduction and Recycling Plan – 2025-2030* (the Plan) sets the overall direction for waste management, recycling, renewable energy and sustainability initiatives across the arts portfolio properties, in conjunction with our partners including the Arts Statutory Bodies (ASBs), stakeholders and tenants.

The Plan responds to the legislative requirement under the *Waste Reduction and Recycling Act 2011* for all government agencies to develop a plan to promote waste avoidance, resource recovery and efficiency actions to reduce the consumption of natural resources and minimise the disposal of waste and its environmental impact.

The key focus of the Plan is to implement activities that will either avoid or reduce waste generated by the portfolio or improve the way in which the portfolio manage waste. This will play a part in reducing Queensland's waste footprint and contribute to the state's waste management strategy.

The key objectives of this Plan are:

1. **Collaboration** – Integrate the waste management plans and expertise of portfolio partners, including ASBs
2. **Governance** – Build key relationships and networks, including with prime contractors
3. **Accountability** – Map, track and report portfolio waste streams, energy consumption and recycling initiatives
4. **Empowerment** – Empower staff and local waste and sustainability champions through supporting initiatives and projects at the grassroots level
5. **Responsiveness** – Develop targeted initiatives aimed at:
 - a. waste avoidance
 - b. waste reduction
 - c. maximising reuse and recycling
 - d. managing priority waste streams
 - e. increasing renewable energy usage
 - f. improving environmental focus
 - g. continuous improvement.
 - h. supporting innovation.

The Plan will be delivered through the Queensland Cultural Centre (QCC) Sustainability Action Group (**Appendix 1 - Sustainability Action Group Terms of Reference** refers). These objectives are supported by detailed deliverables outlined in Section 11 of the Plan.

2. Scope

The Plan applies to all properties owned or managed by Arts Queensland including the operations of ASBs and portfolio tenants (**Appendix 2 - Arts Portfolio Facilities** refers). It outlines the guiding principles for waste management, recycling, renewable energy and environmental initiatives within the organisation and provides an overview of waste management in the context of the arts portfolio's key business activities. The Plan also sets out key objectives and specific deliverables.

Alignment to related initiatives

It is intended that the Plan will align with related sustainability and waste reduction initiatives led by the Department of Education, including its contribution to any broader Queensland Government initiatives.

Timeframe

This Plan will be implemented over a five-year period from **2025 to 2030**.

Limits to operational control

Arts Queensland is a tenant itself in facilities owned by other agencies or companies, including 111 George Street. In these locations, Arts Queensland does not have full operational control of the site and waste reduction, recycling and renewable energy initiatives are subject to the decisions of the building owners. These facilities or locations are out of scope of this plan.

3. Authority

The *Waste Reduction and Recycling Act 2011* requires that each State entity prepare, adopt and implement a Waste Reduction and Recycling Plan. This Plan addresses the specific requirements of **Part 3 of the Act**.

4. Waste generated by arts portfolio

The arts portfolio encompasses a diverse range of stakeholders comprising Arts Queensland as the owner and manager of arts infrastructure and facilities including the QCC, Queensland’s ASBs, publicly funded arts companies and arts and retail sector tenants.

Together they operate from a range of buildings and facilities that comprise offices, retail and food/beverage tenancies along with performance and exhibition spaces for arts patrons and greenspaces open to the general public. The arts portfolio’s range of facilities and operations generates diverse waste streams including:

- Co-mingled recycling
- Soft plastics
- Polystyrene
- Paper and cardboard
- Organic/food waste
- Compostable packaging
- Green waste
- Confidential paper
- Exhibition/building
- Batteries
- E-waste
- Dehydrator compost

5. Energy usage by arts portfolio

Renewables

The arts portfolio is a significant purchaser of energy consuming more than **31.4 Gigawatt hours (GWh)** in 2024-25 a reduction from the **37.5 GWh** annually used when this plan was first implemented in 2021.

The QCC (including all ASBs) and other arts portfolio properties are able to access alternate renewable energy sources via the whole-of-government **Electricity Purchasing Arrangement**. Arts Queensland became a signatory to the agreement on 1 January 2019.

This whole-of-government arrangement has been strengthened by the inclusion of a renewable **Power Purchase Agreement (PPA)** process which delivered an initial **5%** of energy to the QCC from renewables. The renewable component has subsequently increased to **27%**, and by 1 July 2026 is expected to be **50%**.

Sustainability

In parallel with the planned move towards renewable energy sources, the arts portfolio has also taken steps to reduce energy consumption and power wastage. Key initiatives at the QCC have included:

- Energy efficient LED lighting replacement program
- AQ commitment of capital investment to support QCC sustainability initiatives to improve QCC energy performance, reduce energy consumption and lower GHG emissions.
- A major upgrade of the QCC Central Energy Plant (CEP) to increase capacity and efficiency.

6. Approach

The Plan will be developed, implemented, monitored and reported through a collaborative approach between AQ, QCC stakeholders including the ASBs and prime contractors.

The primary responsibility for governance of the Plan rests with the QCC Sustainability Action Group, chaired by Arts Queensland’s Director, Operations and Services.

Operations & Services (O&S) team will undertake annual mandatory reporting of arts portfolio waste management and recycling initiatives required under the Act.

It will be informed by data from QCC prime contractors, including waste contractor Veolia, and supported by periodic waste audits of QCC and other AQ-owned facilities, with the 2023 Springmount QCC-wide waste audit forming a data baseline for 2025-2030. Data from the whole-of-government energy supply arrangement will provide a baseline to track increases in the usage of renewable energy sources across the arts portfolio.

The Plan will acknowledge, build on and support the work of individual ASBs, AQ Property centre management teams and arts tenants advancing towards waste management, recycling, renewable energy projects, and initiatives aimed at reducing GHG and carbon emissions. It aims to foster sustainability and allows for customised approaches to address the diverse requirements, business, and operational models of each organisation.

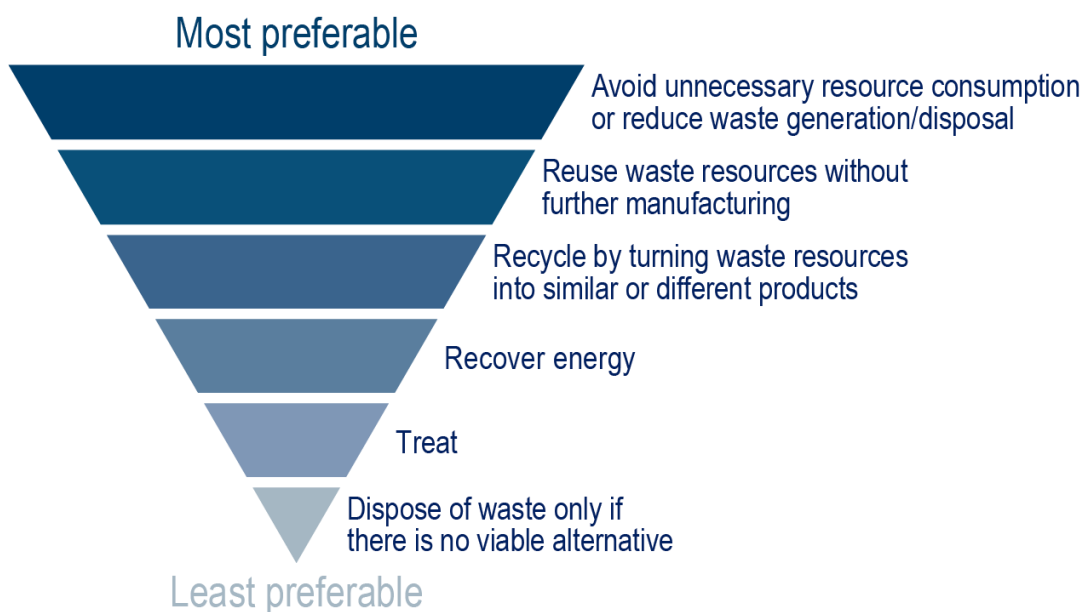
7. Guiding principles

Section 134 of the *Waste Reduction and Recycling Act 2011* states that the Plan be developed with regard to –

- the waste and resource management hierarchy, and
- waste and resource management principles.

Waste and Resource Management Hierarchy

The hierarchy provides a clear order of preference for waste and resource management activities.



Waste and Resource Management Principles

The **polluter pays principle** states that all costs associated with the management of waste should be borne by the organisation that generated the waste. 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.

The **proximity principle** states that waste and recovered resources should be managed as close as possible to the source of generation.

The **product stewardship principle** states that there is a shared responsibility between all persons who are involved in the life cycle of a product for managing the environmental, social and economic impact of the product.

Waste management, recycling and sustainability initiatives within the Plan aim to achieve:

- an **evidence-based** approach led by the best available information

- a **risk-based** approach reflective of AQ and QCC stakeholder priorities, informed by the insights of the Sustainability Action Group
- **flexibility** of approach so that AQ and QCC stakeholders are able to respond to new information and changing priorities
- **sound** planning, monitoring, reporting and reviewing of outcomes
- a **balance** between benefits to the environment, the appropriate use of arts portfolio resources and the wider public interest.

8. Targets

The Plan will guide contributions to the implementation of **Less Landfill, More Recycling Queensland Waste Strategy 2025-2035** that sets an overall recycling rate for Queensland of **65% by 2035**.

9. Reporting

Arts Queensland will meet annual reporting requirements on its waste management activities in accordance with **section 148 of the Waste Reduction and Recycling Act 2011**.

10. Review of this Plan

Arts Queensland's Operations and Services (O&S) Team will lead an annual review of the effectiveness of this Plan in collaboration with the QCC Sustainability Action Group representing stakeholders and, as required, QCC prime contractors, to track progress, identify lessons learnt and options for continuous improvement.

In accordance with section 136 of the Act, this Plan will be formally reviewed every five years (at a minimum). This Plan will be amended on an as-needs basis to accommodate emerging priorities and operational changes.

11. Key objectives and deliverables

The following table outlines the key objectives and deliverables of the arts portfolio under this Plan.

Key deliverables	Lead	Support
1. Collaboration		
Integrate the waste management and sustainability plans and expertise of portfolio partners including ASBs <ul style="list-style-type: none"> • Support ASB and prime contractor waste, recycling, energy and sustainability initiatives 	O&S	ASBs
2. Governance		
Build key relationships and networks including with prime contractors <ul style="list-style-type: none"> • Sustainability Action Group (SAG) to strengthen cross-QCC networks and collaboration • AQ Property Committee to strengthen networks and collaboration across centre management teams 	O&S, AQ Property Centre Management	ASBs, prime contractors
3. Accountability		

Key deliverables	Lead	Support
Map, track and report portfolio waste streams, energy consumption and recycling initiatives <ul style="list-style-type: none"> • Develop arts portfolio reporting dashboard for key metrics • Report whole-of-portfolio outcomes via DoE annual mandatory reporting 	O&S	ASBs, prime contractors
4. Empowerment		
Empower staff and local waste and sustainability champions <ul style="list-style-type: none"> • Work through existing ASB and AQ Property centre management-led staff initiatives and 'green teams' to promote waste and energy reduction, recycling and sustainability 	ASBs, AQ Property Centre Management	O&S
5. Responsiveness		
Develop targeted initiatives aimed at: <ul style="list-style-type: none"> • Waste avoidance • Waste reduction • Maximising reuse and recycling • Managing priority waste streams • Increasing renewable energy usage • Improving sustainability • Continuous improvement 	SAG	O&S, prime contractors

Queensland Cultural Centre (QCC) Sustainability Action Group

Terms of Reference - March 2025

Purpose

The Sustainability Action Group (the Group) will provide a forum to share information, ideas and knowledge, facilitate QCC-wide waste, recycling and sustainability initiatives and annual reporting.

The Group will contribute to:

- Coordinating the implementation of waste reduction, recycling and sustainability initiatives
- Identifying existing successful sustainability practices and areas for practice improvement
- Promoting and championing waste, recycling and sustainability practices in their organisations
- Measuring and reporting on waste reduction, recycling, renewable energy and sustainability initiatives
- Recommending strategies and actions for waste reduction, recycling, renewables and sustainability initiatives.

Membership

Director, Operations and Services (O&S), Arts Queensland (Chair) and O&S staff

Director, Arts Property and Facilities (APAF), Arts Queensland and APAF staff

Facilities Managers from QPAC, QAGOMA, QM and SLQ and facilities staff

QCC Prime Contractors – Honeywell, Springmount and Plant Management (on invitation only)

Representative from Department of Education (DoE) (as required)

Reporting

The Group will report annually to the DoE to comply with the mandatory reporting requirement under Section 148 of the *Waste Reduction and Recycling Act 2011*.

The Group may provide advice or recommendations for waste reduction, recycling, renewable energy and sustainability initiatives to Arts Queensland and QCC stakeholders.

Frequency

Group meetings will be scheduled quarterly. Issues may be progressed out of session on the advice of the Chair.

Secretariat

AQ's O&S team will provide secretariat support, including convening and organising meetings and recording meeting outcomes and actions.

Appendix 2

Arts Portfolio Facilities

Arts Queensland works with its arts portfolio partners, including Arts Statutory Bodies (ASBs) and government-owned arts companies to deliver arts programs across Queensland. The arts statutory bodies are established and operate in accordance with their own enabling legislation. Each body is governed by a board and receives administered funding from the Queensland Government.

- Queensland Art Gallery Board of Trustees – responsible for the Queensland Art Gallery | Gallery of Modern Art
- Board of the Queensland Museum – responsible for the Queensland Museum Network
- Queensland Performing Arts Trust – responsible for the Queensland Performing Arts Centre
- Queensland Theatre Company – responsible for the Queensland Theatre
- Library Board of Queensland – responsible for the State Library of Queensland

The arts companies are established under and operate in accordance with the *Corporations Act 2001 (Cth)*. The State of Queensland, represented by the Minister for the Arts, is the sole shareholder of the companies (except Major Brisbane Festivals Pty Ltd, which is jointly owned with Brisbane City Council).

- Aboriginal Centre for the Performing Arts Pty Ltd
- The Queensland Music Festival Pty Ltd
- Major Brisbane Festivals Pty Ltd – incorporating Brisbane Festival

Together they operate from a range of buildings and facilities that comprise:

- Office spaces
- Retail tenancies
- Food/beverage tenancies
- Performance and exhibition spaces for arts patrons
- Greenspaces open to the general public
- Car parks

Table 1. Arts Portfolio Facilities

Body	Facility	Owner	Used by	Scope IN/OUT
Arts Queensland	111 George Street, Brisbane	QIC	AQ staff	OUT
Arts Queensland	96 Abbott Street, Cairns	Department of Energy and Public Works (DEPW)	AQ staff	OUT
Queensland Performing Arts Centre (QPAC) Queensland Art Gallery Gallery of Modern Art (QAGOMA) Queensland Museum (QM) State Library of Queensland (SLQ)	Queensland Cultural Centre (QCC) South Bank	Arts Queensland	Arts Statutory Bodies staff, contracted production companies, patrons and public	IN
Queensland Music Festival Major Brisbane Festivals Brisbane Writers Festival	Festival House Fortitude Valley	Arts Queensland	AQ arts organisation tenants	IN

Aboriginal Centre for the Performing Arts Artour Ausdance Blak Dance Carbon Creative Circa Contemporary Circus Creative Partnerships Australia Australasian Dance Collective Flying Arts Institute of Modern Art Musica Viva (Retail space under refurbishment)	Judith Wright Arts Centre Fortitude Valley	Arts Queensland	AQ arts organisation tenants, patrons and public	IN
Northsite (Kick Arts) JUTE (Just Us Theatre Company) Miriki Pryce Centre for the Culture and Arts Minjil (Retail space yet be leased)	Bulimba-Ja Cairns	Department of Housing and Public Works (DHPW)	AQ arts organisation tenants, patrons and public	OUT
The Workshops Rail Museum (part of the Queensland Museums Network)	The Workshops Rail Museum, Ipswich	Queensland Museum	ASB, patrons and public	OUT
Cobb + Co Museum (part of the Queensland Museums Network)	Cobb + Co Museum, Toowoomba	Queensland Museum	ASB, patrons and public	OUT
Museum of Tropical Queensland (part of the Queensland Museums Network)	Museum of Tropical Queensland, Townsville	Queensland Museum	ASB, patrons and public	OUT
Queensland Theatre (QT)	Bille Brown Theatre, 78 Montague Road, South Brisbane	Department of Housing and Public Works (DHPW)	QT staff and patrons	OUT
Queensland Ballet (QB)	Thomas Dixon Centre, West End	Department of Housing and Public Works (DHPW)	QB staff and patrons	OUT
Opera Queensland (OQ)	140 Grey Street, South Brisbane	Griffith University	OQ staff	OUT
Queensland Symphony Orchestra (QSO)	ABC Building, 114 Grey Street South Brisbane	Australian Broadcasting Corporation	QSO staff	OUT

The Arts Statutory Bodies also operate a number of 'off-site' storage facilities at locations including Hendra and Carseldine, housing parts of the state's collection and other materials and are not detailed in the table above.

Reporting scope and rationale

The scope for inclusion of arts portfolio properties in the ***Arts Property Portfolio Waste Reduction and Recycling Plan 2025-2030*** is determined by three factors:

1. The extent of control that Arts Queensland can exercise over waste, recycling and sustainability services and initiatives, which is in turn determined by ownership of individual buildings or facilities
2. Alternate mechanisms that exist with other state government agencies for mandatory reporting under the Act for a building or facility
3. Where the building or facility is owned or leased commercially and out of scope of the Act's reporting requirements

Arts Queensland owned facilities (Queensland Cultural Centre, Judith Wright Arts Centre, and Festival House) are considered in scope for reporting on waste reduction and recycling. Reporting will be provided via DoE.

Arts Queensland's head office building at 111 George Street is owned by the Queensland Investment Corporation (QIC) and, as a tenant, Arts Queensland is generally subject to building-wide arrangements for waste collection and recycling. Reporting will be facilitated by the building owner.

All properties owned or controlled by Arts Statutory Bodies or Arts Companies are considered out of scope for the purposes of reporting. Where these bodies are tenants in properties owned by other government agencies or departments, waste reduction and recycling reporting should be captured through the agency's or department's processes. Any commercially owned properties are considered out of scope for reporting under the Act.