



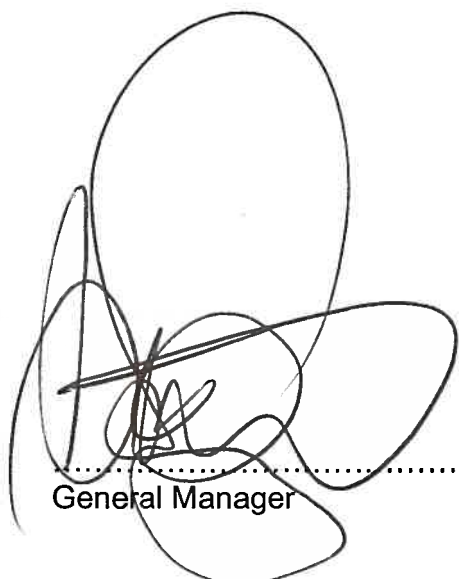
Waste Management Strategy

2021 - 2025

DOCUMENT AUTHORISATION

RESPONSIBLE OFFICER:		WASTE AND ENVIRONMENTAL MANAGEMENT OFFICER			
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1	24/02/2022	26.02/22	Creation of Strategy	Waste and Environmental Management Officer	Council

Note: Document Control continued at Appendix A



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General Manager

19/5/22.
Date

ACKNOWLEDGEMENT OF COUNTRY

Glen Innes Severn Council acknowledges and pays respect to the Ngoorabul people as the traditional custodians of this land, their elders past, present and emerging and to Torres Strait Islander people and all First Nations people.

PURPOSE

There is an ongoing need to realise improvements through planned initiatives and programs to ensure Council's investment in waste management services achieve the best possible outcomes. Waste management practices are increasingly influenced by NSW and national waste policies. However, planned actions are also formulated with regard to local considerations.

A number of objectives have helped to formulate the direction for waste management for **Glen Innes Severn Council (GISC)**. These objectives are to:

1. Align Council strategies with regional, state and federal waste management strategies;
 2. Develop a short-term pathway for the delivery of waste management services to the local community;
 3. Align waste management actions with community expectations; and
 4. Provide Council with a foundation that will guide future decision making for the delivery of sustainable waste management services.
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OUTCOMES

Waste Management Strategy 2021-2025 investigated three major aspect of Council's waste management activities viz. recycling options; waste needs analysis; and financial management model.

Recycling Options

The following short-term recommendations are provided for the better recycling management.

1. Seek Glen Industries' agreement to extend the current contract and licence for at least 12 months (with possible options to further extend);
 2. Refrain from capital expenditure as relevant to the ongoing assessment of the options;
 3. In the event that such an extension cannot be gained, consider alternative destinations for the collected material (and the delivery options);
 4. Consider likelihood or appetite for alternative options to determine if any are ruled out;
 5. Determine what further assessment and planning is required;
 6. Review and assess resourcing of possible options;
 7. Engage with **Northern Inland Regional Waste (NIRW)** to explore regional solutions – determining timing, costs, outcomes.
 8. Decide option to be followed;
 9. Determine if tender will be issued – or alternatives to tendering;
 10. Consider possible alignment of new term with new collection services contract; and
 11. Continuing planning for procurement of services
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The table below provides recycling processing services options for Council.

RECYCLING PROCESSING SERVICES OPTIONS		
OPTION	CONSIDERATIONS	NEXT STEPS
Continue with GL	<ul style="list-style-type: none"> - Are there any changes to the current agreement required? - Consider terms and costs - Consider alternative models - Extend or new agreement? - Understand all costs to Council. 	<p>Will an extension to the existing contract be needed?</p> <p>Engage with GI to determine terms and conditions.</p>
Tender	<ul style="list-style-type: none"> - Determine if a tender is necessary and what approach is most suitable to Council - Plan for the procurement process - Decide the inclusions for new services. - Consider industry engagement in procurement planning - Funding for procurement process 	<p>Extension to current contact may be needed. F</p> <p>Further advice regarding need to tender and alternatives.</p> <p>Develop a procurement plan and draft relevant documentation.</p>
Transfer Station	<ul style="list-style-type: none"> - Consider utilisation of facility as a transfer station. - Where will the material be delivered. - Management of bulking and haulage. - Consider delivery on collection vehicles. - Costings to be gained. 	<p>Extension to current contract may be needed.</p> <p>Timing and planning.</p> <p>Plan for contingencies.</p> <p>Arrange for disposal/sale of equipment.</p> <p>Agreement for processing services.</p>
Regional Solution	<ul style="list-style-type: none"> - What solution is available and is this sustainable to Council? - Are interim solutions needed for GISC? - Consider 20 Year Waste Strategy for NSW. - What costs need to be considered? 	<p>Extension to current contract may be needed.</p> <p>Engage with NIRW to understand and assess plans for regional solution.</p> <p>Identify timing.</p>
Council Operates	<ul style="list-style-type: none"> - Define the scope of roles and responsibilities. - Does Council corporate planning support this option? - Capabilities and resourcing - Special attention to the ongoing marketing of output products. - Call Council tender for the services? - Understand the costs. 	<p>Extension to current contract may be needed.</p> <p>Timing and Planning.</p>

Waste Needs Analysis

The table below provides recommended actions which outline a pathway for Council to continue to improve and find efficiencies in the delivery of waste management services to the local community.

RESPONSIBILITY	DESCRIPTION	ACTIONS	TIMING
1. COUNCIL COMPLIANCE RESPONSIBILITIES	i. DEVELOPMENT, IMPLEMENTATION AND UPDATING OF MANAGEMENT PLANS	Engage expert consultant to review all operations and provide an inclusive facility management plan.	30 June 2022
		Engage expert consultant to review and provide management plans for Emmaville, Deepwater and Red Range facilities. These plans should acknowledge formal review of the rural sites to be undertaken in preparation for the next collection services contract.	30 June 2023
		Engage expert consultant to review and provide management plans for Emmaville, Deepwater and Red Range facilities. These plans should acknowledge formal review of the rural sites to be undertaken in preparation for the next collection services contract.	30 June 2022
		Establish a central register of all management plans, EPL, ongoing licence conditions, LEMPs, PIRMPs, asbestos management plan, plastics policy other polices and strategies.	On-going
		Undertake regular review and maintenance of the central register of waste plans. Audits and review mechanisms and dates to be included to ensure management plans are implemented and revised as appropriate.	

RESPONSIBILITY	DESCRIPTION	ACTIONS	TIMING
1. COUNCIL COMPLIANCE RESPONSIBILITIES (continued)	ii. COMPLIANCE WITH EPL CONDITIONS	<p>Ensure immediate compliance with 2019 audit findings. Or record processes in response to the findings.</p> <p>Development of a specific Glen Innes Waste Management Facility action plan for quarterly internal auditing of EPL conditions. Formal audits of the EPL conditions can be implemented as an ongoing responsibility. Ensure proper reporting and record keeping of the audits is undertaken.</p>	<p>30 June 2022</p> <p>30 June 2022</p>
	iii. ENVIRONMENTAL MONITORING AND REPORTING	<p>Develop environmental monitoring and reporting plan to identify all relevant responsibilities, dates, reporting requirements and other responsibilities.</p> <p>Assess monitoring needs for the rural waste facilities. Consider improved record keeping and data management at rural sites.</p> <p>Review Council resourcing needs regarding environmental monitoring and reporting. Assess ongoing expertise needed.</p>	<p>30 June 2022</p> <p>30 June 2023</p> <p>30 June 2023</p>
	iiii OTHER WASTE REPORTING AND INFORMATION	<p>Provide and implement a quarterly Waste Status Update to Council</p> <p>Provide a quarterly service contract report to Council.</p>	<p>1 July 2022</p> <p>1 July 2023</p>
	iv STAFF EXPERTISE AND TRAINING: CAPACITY BUILDING	<p>Assess waste staff resourcing, expertise and training.</p> <p>Monitor the NSW Waste Strategy for updates and funding opportunities.</p>	<p>30 June 2022</p> <p>On-going</p>

RESPONSIBILITY	DESCRIPTION	ACTIONS	TIMING
2. SITES AND INFRASTRUCTURE	i. RESPOND TO RECOMMENDATION OF MANAGEMENT PLANS	<p>Consider the recommendations of the management plans for each individual landfill site and develop a prioritized implementation plan for the required works in order of priority.</p> <p>Undertake an assessment of the future of the MRF and provide a report to Council recommending future needs and capital works</p>	<p>30 September 2023</p> <p>30 June 2023</p>
	ii. ASSESS APPROPRIATE LEVELS OF SERVICES	<p>Assess the levels of demand for each site, including rural landfills, including the identification of alternatives compared to the current practices.</p> <p>Identify additional resource recovery opportunities. Consider technology appropriate to each site.</p> <p>Assess illegal dumping.</p> <p>Consider collection contractor disposal of kerbside material.</p>	<p>30 June 2024</p> <p>30 June 2023</p> <p>30 June 2023</p> <p>2023</p>
	iii. REVIEW AND CONSIDER UTILITY AND ASSOCIATED COSTS FOR EMMAVILLE, DEEP WATER AND RED RANGE FACILITIES	Assess and determine plans for ongoing use and provision of the rural landfills. Consider and assess options for the rural sites with regard to longer terms planning for services. Consider outcome of assessment for the upcoming collection service contract.	30 June 2023
	iv. COMMUNITY RECYCLING CENTRE	Continually review and assess the use and result of the CRC. Comply with conditions of the agreement with the NSW Government.	Ongoing
	v. COMMUNITY RECYCLING CENTRE	Continually review and assess the use and result of the CRC. Comply with conditions of the agreement with the NSW Government.	Ongoing

RESPONSIBILITY	DESCRIPTION	ACTIONS	TIMING
2. SITES AND INFRASTRUCTURE (continued)	vi. USE OF GLEN INNES WASTE MANAGEMENT FACILITY	Consider cost requirements for new capital works. Assess all aspects of additional disposal at the facility. Consider commercial requirements for waste disposal.	30 June 2023
	vii. OTHER INFRASTRUCTURE NEEDS	Consider needs for Council's other infrastructure and any assessments that may be needed to inform decisions such as. new bins, MRF dilapidation report etc.	30 June 2023
3. CONTRACTS	i. KERBSIDE WASTE COLLECTION SERVICES	Assess and determine what new services are to be included in a new domestic waste collection contract, including the provision of an organics collection. Develop a well-managed procurement process: develop a plan and timeline for tendering for the new domestic waste collection contract to commence in 2025.	30 June 2023 1 February 2024
	ii. RECYCLING PROCESSING SERVICES - OPERATION OF THE MRF	Review existing Service Level Agreement with Glen Industries. Considerations include: - Will MRF be tendered for at the same time? - Will MRF contract need to be further extended? Plan for a well-managed procurement process: develop a plan and timeline for tendering for the management of the MRF.	30 June 2023 1 February 2024
	iii. CONSIDER REGIONAL CONTRACTS	Consider a regional domestic waste collection contract, Council should assess the benefit and limitations of such an arrangement for GISC.	30 June 2023

RESPONSIBILITY	DESCRIPTION	ACTIONS	TIMING
4. BUDGET AND FINANCIAL RESPONSIBILITIES	i. IPART REVIEW OF LOCAL COUNCIL DWMC	Ensure Council reviews, understands and responds to the IPART review of DWMCs. Review and assess all waste related fees and charges.	2022 Annually
	ii. CONSIDER AND BUDGET FOR ANY OUTCOMES FROM THE NEW MANAGEMENT PLANS	The development of facility management plans are likely to include recommendations. Each of these recommendations to be adopted needs to be considered for their impact on Council's budget e.g. any new plant and equipment. Consider resourcing for adequate environmental monitoring and reporting.	annually 30 June 2023
	iii. FULL COSTS ASSESSMENTS	Consider the assessment of all costs for landfilling at all facilities to determine a full cost per tonne.	30 June 2023
	iv. RESERVE PLANNING	On review of the IPART impacts, develop a reserve plan, if appropriate. Ensure adequate planning for site rehabilitation.	2023
	v. RESERVE PLANNING	On review of the IPART impacts, develop a reserve plan, if appropriate. Ensure adequate planning for site rehabilitation.	2023
	vi. CONSIDER GRANTS AND OTHER AVAILABLE FUNDING	Review the availability of funds from NSW and Australian Governments in order to assess GISC's eligibility. Apply for all relevant funding. Support regional applications for funding.	When funding strategies are released, and applications are opened.

RESPONSIBILITY	DESCRIPTION	ACTIONS	TIMING
5. STRATEGY DEVELOPMENT	i. ORGANICS MANAGEMENT STRATEGY	Design, develop and implement a Council-wide organics diversion strategy. Consider steps to guide the community towards organics management, as agreed.	31 December 2023
	ii. LONG TERM WASTE MANAGEMENT STRATEGY	Following the establishment of strategic pathways for NSW and the regional group of councils, GISC to develop a long term waste management strategy.	30 June 2025
	iii. SUSTAINABLE PROCUREMENT POLICY	Council to consider, design and adopt a sustainable procurement policy to purchase recycled content goods.	30 June 2023
	iv. COMMUNITY EDUCATION AND ENGAGEMENT STRATEGY	A long term community engagement strategy to accompany the long term waste management strategy can be developed. Consider education and engagement requirements to include in new service contacts.	30 June 2025
6 COMMUNICATION AND COMMUNITY EDUCATION	i. SURVEY TO MEASURE SATISFACTION	Consider including waste related enquiries in Council's satisfaction surveys. Explore technology options such as a GISC waste app for improved engagement with residents.	30 June 2022
	ii. COMMUNITY EDUCATION	Consider opportunities to engage with local schools. Assess recycling participation. Review resource recovery practices in the business community. Consider waste audits or manuals for local businesses. Recognition of best performing sustainable local businesses.	31 December 2023 31 December 2023
	iii. WASTE DCP	Assess the need for a waste development control plan. Design and adopt a waste DCP.	30 December 2024

RESPONSIBILITY	DESCRIPTION	ACTIONS	TIMING
6 COMMUNICATION AND COMMUNITY EDUCATION (continued)	iv. CONTAMINATION MANAGEMENT	Develop a kerbside contamination management strategy to accompany new service contracts.	30 June 2024
	v. PUBLIC PLACE RECYCLING & SPECIAL EVENTS	Consider a public place recycling trial. Assess plan for implementing – for new collection contract. Develop waste management plans for special events in the LGA.	30 March 2024 30 June 2024
7. REGIONAL OPPORTUNITIES	i. REGIONAL STRATEGY	Suggest and assess regional opportunities for joint projects, as relevant	On-going

Waste Financial Management Model

The financial model splits both income and expenditure budget into domestic and non-domestic category (at a ratio of 74.21% and 25.79% respectively) based on the volume of waste that landfill received. The waste financial model allows ready interrogation of waste services financial data. It illustrates how Council may adjust the income and expenditure allocation between domestic and non-domestic and adjust fees and charges to model different scenarios. The model is in Excel spreadsheet and consists of following menu options with detail data and information: Input Service Data; Summary Service Inputs; Domestic Waste Budget; Non-Domestic Waste Budget; Draft All Waste Budget – Expenditure; Draft All Waste Budget – Income; Cost Centre; Comparison; and Model.

The model report concludes that although the overall budget is in surplus, there is insufficient income derived from commercial customers to properly meet their expenses. This means that income gained from domestic customers is subsidising the commercials. Strictly speaking this would be considered to be non-compliant and should be addressed. To put in other way, this could increase the budget surplus and a reserve plan should be developed to justify running continual surpluses..

The table below is a comparison of the income and expenditure for domestic and non domestic waste management charges.

GLEN INNES SEVERN COUNCIL WASTE MANAGEMENT ANALYSIS															
DOMESTIC WASTE MANAGEMENT CHARGES – EXCLUDING NON RATEABLE SERVICES															
Year	Premises	SERVICE INCOME			BUDGET INCOME	BUDGET EXPENDITURE	Domestic Budget Balance	Per Premises Budget	Domestic Budget Income per Premises	Domestic Budget Income Excluding Budget	Increase Needed to DWMC to Maintain Budget Income	DWMC to maintain Budget Income	Maintain Budget Expenditure	DWMC Required to Maintain Budget Balance Per Premises	% Increase to Maintain Budget
		Domestic Income	Domestic Per Premises Income	Standard DWMC	Domestic Operation Total Income (Budget)	Domestic Operations Total Expenditure (Budget)									
2021/2022	3189	\$ 1,381,094	\$ 433	\$ 333	\$ 1,790,290	\$ 1,070,467	\$ 719,823	\$ 226	\$ 561	\$ 336	(-\$ 223)	\$ 110	\$ 336	\$ 110	
2022/2023	3189	\$ 1,432,194	\$ 449	\$ 345	\$ 1,856,531	\$ 1,083,272	\$ 773,259	\$ 242	\$ 582	\$ 340	(-\$ 248)	\$ 97	\$ 340	\$ 97	
2023/2024	3189	\$ 1,485,186	\$ 466	\$ 358	\$ 1,925,223	\$ 1,123,353	\$ 801,869	\$ 251	\$ 604	\$ 352	(-\$ 257)	\$ 101	\$ 352	\$ 101	
2024/2025	3189	\$ 1,540,138	\$ 483	\$ 371	\$ 1,996,456	\$ 1,164,918	\$ 831,538	\$ 261	\$ 626	\$ 365	(-\$ 267)	\$ 105	\$ 365	\$ 105	
NON-DOMESTIC WASTE MANAGEMENT CHARGES															
Year	No. Premise (with growth)	Non Domestic Service Income	Non Domestic Per Premises Income	Standard Non Domestic Charge	BUDGET INCOME Non Domestic Operating Total (Income budget)	BUDGET EXPENDITURE Non Domestic Operating Total Expenditure (budget)	Non Domestic Budget Balance	Per Premises Balance	Non Domestic budget income per premises	Non Domestic Budget Income Including Budget	Assume Charge for Budget Income Maintained Per Premises	Standard Charge	Maintain Budget Expenditure	Charge Required to Maintain Budget Balance Per Premises	% Increase to Maintain Budget
2021/2022	312	\$ 156,401	\$ 501	\$ 333	\$ 275,434	\$ 336,481	-\$ 61,047	-\$ 196	\$ 883	\$ 1,078	\$ 1,078	\$ 1,607	\$ 1,078	\$ 1,607	
2022/2023	312	\$ 162,188	\$ 520	\$ 345	\$ 285,625	\$ 348,930	-\$ 63,306	-\$ 203	\$ 915	\$ 1,118	\$ 1,118	\$ 1,667	\$ 1,118	\$ 1,667	
2023/2024	312	\$ 168,189	\$ 539	\$ 358	\$ 296,193	\$ 361,841	-\$ 65,648	-\$ 210	\$ 949	\$ 1,160	\$ 1,160	\$ 1,728	\$ 1,160	\$ 1,728	
2024/2025	312	\$ 174,412	\$ 559	\$ 371	\$ 307,152	\$ 375,229	-\$ 68,077	-\$ 218	\$ 984	\$ 1,203	\$ 1,203	\$ 1,972	\$ 1,203	\$ 1,792	

Figure 1.1 Summary of Income and Expenditure of Waste Management Charges

VARIATION AND REVIEW

The Waste Management Strategy will be reviewed by 30 June 2025, or earlier if deemed necessary, to ensure that it meets the requirements of legislation and the needs of Council.