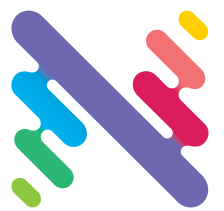


Our **SUSTAINABLE WASTE** Strategy

Appendix 2 Delivery Plan



2023



City of
Newcastle

Our 4 year breakthrough goals

Review Period	Documents				
20 Years					
4 Years	Delivery Plan Cycle 1	Delivery Plan Cycle 2	Delivery Plan Cycle 3	Delivery Plan Cycle 4	Delivery Plan Cycle 5



Infrastructure

Implement core infrastructure to secure our kerbside recycling services – Material Recovery Facility and Organics Processing Facility



Food Organics

Introduce Food Organics as part of our residential kerbside collection



Performance

Improve our performance from baseline on Strategic Framework indicators



Waste Diversion

60% municipal diversion



Business Systems

Modernisation of our business systems



Engagement

Proactive engagement with our customers and community





Pillar 1 Planet

We value our community, protecting the earth and its finite resources



Priority 1 Community

An educated community who improves waste reduction and diversion by building an understanding and knowledge of the value of the materials they throw away.

Priority and Objective	Deliverable	FY22/23	FY23/24	FY24/25	FY25/26
1.1 Regularly engage with our stakeholders so that they are listened to and participate	Maintain an ongoing community survey program.	✓	✓	✓	✓
	Undertake direct community consultation to inform the design and delivery of any new/enhanced services.	✓	✓	✓	✓
	Establish a standard method for measuring the success of education communication and engagements.		✓		
1.2 Lead a long-term Behaviour Change Program to improve the diversion of waste from landfill	Enhance our targeted education initiatives to eliminate contamination from recycling and organics collected (households and businesses).	✓	✓	✓	✓
	Enhance our targeted education to residents on missed opportunity material from landfill collected (households and businesses).	✓	✓	✓	✓
	Develop and implement a litter and illegal dumping education, awareness, and enforcement program.	✓	✓	✓	✓
	Continue to collaborate with regional groups to provide business/residential waste education and engagement programs.	✓	✓	✓	✓
	Continue to promote local repair and reuse initiatives, including food rescue, while monitoring and publishing participation on an annual basis.	✓	✓	✓	✓
	Develop and provide education programs to have a focus of Multi-Unit Dwellings, student accommodation, renters and culturally linguistically and diverse communities.	✓	✓	✓	✓
	Continue to provide and develop further initiatives for targeted school and community engagements to provide education on waste management and the circular economy.	✓	✓	✓	✓
1.3 Regularly measure our community's impact and identify opportunities for improvement	Maintain an ongoing waste audit program for our kerbside (red, yellow, green bin), bulky waste services and public place bins.	✓	✓	✓	✓
	Maintain an ongoing waste audit program at SWMC including auditing material disposed at the landfill and Resource Recovery Centre.	✓	✓	✓	✓
	Develop and implement a plan for tackling material ending up in landfill (i.e. soft plastics, textiles) for residents and businesses, and work with stakeholders to identify and pilot innovative solutions.			✓	✓



Pillar 1 Planet

We value our community, protecting the earth and its finite resources



Priority 2 Environment

Zero harm to the environment by reducing pollution, taking a regenerative approach, and treating materials as resources.

Priority and Objective	Deliverable	FY22/23	FY23/24	FY24/25	FY25/26
2.1 Mitigate environmental impacts from managing all material streams received	Review and update the Environmental Management System.		✓		
	Deliver an Environmental Improvement Program at SWMC to proactively undertake works that lead to environmental improvements and a reduction in pollution, consistent with legislative obligations.	✓	✓	✓	✓
	Revise and update staged landfill closure and rehabilitation management plan.		✓		
2.2 Create and develop secure long-term local resource recovery options	Construct a fully enclosed Organics Processing Facility at SWMC to produce compost from Food Organics and Garden Organics.	✓	✓	✓	✓
	Implement a Food Organics recovery solution for Newcastle residents.			✓	✓
	Construct a Materials Recovery Facility at SWMC to service City of Newcastle mixed recycling (yellow-lid bin).	✓	✓		
	Construction of operational area at SWMC to relocate soil and aggregate processing, and bulky recyclables storage from the Organics Processing Facility future site.	✓	✓		
	Investigate a Tip Shop to recover any salvageable items destined for landfill.		✓	✓	
	Investigate secondary processing options and potential markets for downstream materials produced by the Material Recovery Facility including potential to use materials in civil and construction works.			✓	✓
2.3 Power future SWMC infrastructure and operations through renewable energy	Baseline our operational carbon footprint and monitor annually.		✓		
	Develop a Renewable Energy plan to grow renewable energy generation at SWMC and consider powering future SWMC infrastructure.		✓		
	Investigate renewable options to power Waste Services collection vehicles to reduce and remove the use of fossil-based liquid fuels in operations.		✓	✓	✓
2.4 Collaborate with other Hunter Councils, State and Federal Governments, industry experts, and universities to explore and promote circular innovation	Develop a prospectus for SWMC to highlight the site's strengths and potential for a regional resource recovery hub to attract circular innovation partners.			✓	✓
	Engage with other Hunter Councils, State and Federal Governments, industry experts, hospitals and universities through active engagement through industry events and working groups.	✓	✓	✓	✓



Pillar 2 People

We value our workforce to keep them safe, see them grow and create new opportunities



Priority 3 Safety

Providing a safe work environment for our staff, customers, and community with a culture of proactive improvement that will move us towards zero avoidable injuries.

Priority and Objective	Deliverable	FY22/23	FY23/24	FY24/25	FY25/26
3.1 Ensure a robust safety management system is in place	Review and update our Incident Management System and provide ongoing training.	✓	✓		
	Centralise our Risk Registers for all of Waste Services operations.		✓		
	Review fatigue break reporting for all Heavy Vehicle operations. Ensure processes are in place and adopted.		✓	✓	
	Review and update our fatality prevention protocols. Ensure processes are in place and adopted.		✓		
	Digitise prestart, inspection and induction processes across our collections and facility operations.		✓	✓	
	Conduct a safety audit to identify safety improvements.	✓	✓	✓	✓
3.2 Embed a Behavioural Safety Program to create an environment where safer choices become second nature	Design and resource a Behavioural Safety Program that is regularly monitored based on key safety indicators.		✓		✓
	Conduct behavioural observations and provide a feedback loop to staff to create behaviour change.			✓	✓



Priority 4 Culture

Making sure our people come first by ensuring we foster a capable, engaged, and positive workforce culture.

Priority and Objective	Deliverable	FY22/23	FY23/24	FY24/25	FY25/26
4.1 Build trust with our people by understanding their concerns and commitments, and providing regular two way constructive feedback	Conduct employee surveys to measure improvements in engagement and workplace culture.	✓	✓	✓	✓
	Create a learning culture by providing individual customer feedback to the staff member.	✓	✓	✓	✓
4.2 Continuously develop our leaders and teams to effectively utilise improvement systems, processes, and tools.	Support continual development of our staff by reviewing organisational skills and supporting organisational learning programs.	✓	✓	✓	✓
	Provide a service training program (soft skills, negotiation skills, and conflict management), to ensure our staff feel confident to engage customers in a friendly way, even when saying 'no'.	✓	✓	✓	✓
	Ensure regular performance huddles are conducted (by management through to the operators) to provide a quick and collaborative forum to review organisational performance.	✓	✓	✓	✓
	Engage staff in continuous improvement actions including skills development and team information centres.	✓	✓	✓	✓



Pillar 3

Prosperity

We will create enduring value for our community through our operations



Priority 5

Customer

Ensure the future of SWMC as a sustainable business through long-term financial planning, responsible decision-making and responsible investment.

Priority and Objective	Deliverable	FY22/23	FY23/24	FY24/25	FY25/26
5.1 Ensure our site and services can be effectively utilised by our customers	Review the design of the main entry/weighbridge to reduce wait times.		✓	✓	
	Review and redesign of landfill access roads to improve safe access during wet weather and reduce wait times for customers.	✓	✓		
	Review the weighbridge system and implement measures to improve data governance and the customer transaction experience.	✓	✓		
	Review and improve our customers experience on site with a focus on accessibility, way finding and traffic flow.		✓	✓	
	Develop a new access road to enter SWMC from the south, via Newcastle Link Road, to enhance amenity around Wallsend/Fletcher.	✓	✓	✓	
5.2 Digitise customer services to enhance and improve self-service capabilities	Investigate online and or mobile technology solutions to provide better resident access to waste management information and services.	✓	✓		
	Improve bulky waste voucher booking for residents and processing times at the weighbridge.		✓	✓	
	Enhance our business analytics capabilities. Review internal processes towards automation, to ensure easy and timely service request fulfilment.	✓	✓	✓	✓
5.3 Embed a customer-led culture through continual feedback and planning	Undertake an ongoing customer survey program.	✓	✓	✓	✓
	Review our customer management system and knowledge management tools to equip our people to help our customers.			✓	✓



Pillar 3

Prosperity

We will create enduring value for our community through our operations



Priority 6

Operational Excellence

Delivering our high-quality services to our customers through a commitment towards continual improvement of our systems and processes

Priority and Objective	Deliverable	FY22/23	FY23/24	FY24/25	FY25/26
6.1 Reliable and efficient operations by removing variation from our processes, making them absolutely predictable for us and our customer	Review and optimisation of the Business and Customer Support service to ensure operational excellence.	✓	✓	✓	✓
	Review and optimisation of the Collections service to ensure operational excellence.	✓	✓	✓	✓
	Review and optimisation of the SWMC Operations division to ensure operational excellence.	✓	✓	✓	✓
6.2 Strong data governance and intelligent business reporting by reviewing and improving our data management system	Review the EPA levy reporting process and implement measures for improvement.		✓		
	Review and improve waste data capture and reporting processes for landfill, kerbside collection and resource recovery.		✓	✓	
	Investigate and implement smart technologies that improve our service delivery, operational safety and/or environmental management.	✓	✓	✓	✓
	Review and improve the account verification process.		✓		
6.3 Embed a business system where culture, systems, processes, and infrastructure align to deliver continuous improvement and excellence	Adopt a lean operating system by training leadership on lean tools and techniques so they are able to lead by example.		✓	✓	✓
	Develop key performance measures and implement cascading visual performance management across all parts of the business to create alignment, focus, transparency, and accountability.	✓	✓		
	Review and update legal and compliance register.		✓		
	Establish quality control process to ensure standard operations across the entire business.	✓	✓	✓	✓



Pillar 3

Prosperity

We will create enduring value for our community through our operations



Priority 7

Financial Strength

Ensure our future and build a resilient, sustainable business through long-term planning, responsible decision-making and by being financially secure

Priority and Objective	Deliverable	FY22/23	FY23/24	FY24/25	FY25/26
7.1 The SWMC asset and operations will be protected to ensure we have a multigenerational asset for our community and customers through judicious planning and preservation	Develop masterplan for SWMC to transition the site to a regional Resource Recovery Hub.	✓	✓		
	Conduct a risk audit of climate change for SWMC.		✓		
	Review SWMC operating license against future operations and implement changes required.		✓	✓	
	Review and update the Asset Management Plan and Register to ensure fixed and mobile assets are adequately funded and maintained. Conduct and complete regular asset inspection, maintenance and renewal programs.		✓	✓	✓
	Design and construct of landfill Cell 9 Batter C.			✓	✓
	Create a landfill cell development progression plan including timeframes for design and construction to ensure availability at optimal time.			✓	
	Develop a buffer management plan to ensure current and future impacts of operations at SWMC are appropriately mitigated.			✓	
7.2 Partnerships, delivery models and funding opportunities will be explored and delivered based on greatest benefit our community and customers	Investigate and secure funding opportunities to support current and new opportunities.	✓	✓	✓	✓
	Review delivery models that will facilitate SWMC's future vision of being a Resource Recovery Hub to support the region.	✓	✓		
	Identify and investigate partnerships and business models that could create value-adding synergies at SWMC. Consider the potential of colocation of operations at SWMC.	✓	✓	✓	✓

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