

# Our **SUSTAINABLE WASTE** Strategy

## Strategic Framework



2023



City of  
Newcastle

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City of  
Newcastle

# Welcome

## Acknowledgment of Country

'Niirun Yalawa Awabakal and Worimi burrei'

We all sit on Awabakal and Worimi land

The City of Newcastle Acknowledges its Local Government Area (LGA) sits within the Country of the Awabakal and Worimi peoples. We Acknowledge that Country for Aboriginal peoples is an interconnected set of ancient relationships. The City of Newcastle Acknowledges the custodianship of the Awabakal and Worimi peoples and the care and stewardship they have performed in this place since time immemorial.

'Wunyibu wunyibu warra wunyibu wunyibu gkuuba Aboriginal burrei'

Always was, always will be Aboriginal land

Smoking ceremony held at the new City Administration Centre building at 12 Stewart Avenue. The ceremony also included; Wakakulang Dance Troupe, Aboriginal catering and a special guest talk by artist Saretta Fielding.



## A message from our Lord Mayor

Newcastle is one of Australia's best places to live, work and enjoy pristine environments. Our coastal lifestyle, abundant green spaces and waterways, and proximity to world heritage listed national parks keep us connected to nature. And we benefit from the cultural energy, community spirit and opportunities that come with a liveable and modern city.

Our connection to nature may explain why 84% of Newcastle residents feel responsible for reducing the amount of waste sent to landfill, and 74% think reducing waste sent to landfill is extremely important.

Australia is at the dawn of a new era of waste management, one that's brimming with opportunities. We will supercharge the transformation of 'one person's trash into another person's treasure'. Our waste can drive new industries, create new jobs, and reduce the reliance on Australia's finite resources.

Together, we will make Newcastle a national leader in waste management and the circular economy. Our Sustainable Waste Strategy provides the road map for this journey, with Summerhill Waste Management

Centre at its centre. It's the hidden gem in the Newcastle crown.

Our Sustainable Waste Strategy prioritises significant benefits to the planet and new jobs for our people that an invigorated Summerhill will generate. It also seeks to seize on the economic opportunities the circular economy will present Newcastle and the region.

**Councillor Nuatali Nelmes**  
Lord Mayor of Newcastle



## A message from our CEO

Our Sustainable Waste Strategy is one of Newcastle's most important strategic developments to ensure our future as a sustainable and global city.

For three decades, Newcastle has been the proud owner of the Summerhill Waste Management Centre, which is a rare asset to have so close to a major city. While many cities transport their waste to other regions, often hours away, Newcastle has continued to take responsibility for its waste and innovate its management right here in the city.

However right now we are at a crossroads in terms of the facility's next thirty years and how we continue to move forward while reducing our environmental footprint. Our Sustainable Waste Strategy responds to what our community wants to see. 99% of residents support City of Newcastle implementing new waste programs and the infrastructure required to achieve this.

As the world's economy becomes more circular and greener, Our Sustainable Waste Strategy will make Newcastle an environmental leader, showcasing what it means to live sustainably.

Summerhill Waste Management Centre will have the facilities needed to reduce what ends up in our red bins and what's diverted from landfill through our green and yellow bins. Recycled materials, like aluminium, will be used to create new products; food waste will become fertiliser to help grow more food; and the site will be powered by renewable energy generated onsite. Summerhill Waste Management Centre will sit at the centre of our city and region's circular economy.

**Jeremy Bath**  
Chief Executive Officer

### Our Vision: An innovative Resource Recovery hub, creating enduring value for customers, community, and the environment.

**Our Mission:** We will transition into a resource recovery hub by embracing best practices in waste and resource management globally to catalyse our local circular economy. We will invest in our people to develop our organisation's capability to collaboratively achieve our vision. We are a resource management business and we will stay in business by ensuring we have resources for our future.



PILLARS		Planet		People		Prosperity		
PRIORITIES		Community	Environment	Safety	Culture	Customer	Operational Excellence	Financial Strength
<b>INDICATORS:</b> HOW WILL WE MEASURE SUCCESS?	<ul style="list-style-type: none"> <li>Community Survey Results YoY ↑</li> <li>Community Complaints YoY ↓</li> </ul>	<ul style="list-style-type: none"> <li>Municipal Waste Diversion 80%</li> <li>Carbon Neutrality YoY ↑</li> <li>Reportable Environmental Incidents YoY ↓</li> </ul>	<ul style="list-style-type: none"> <li>Total Recordable Injury Frequency Rate YoY ↓</li> <li>Plant Compliance 100%</li> </ul>	<ul style="list-style-type: none"> <li>Employee Survey Results YoY ↑</li> <li>Employee Turnover Rate YoY ↓</li> </ul>	<ul style="list-style-type: none"> <li>Customer Survey Results YoY ↑</li> <li>Time on Site and Service Levels YoY ↑</li> </ul>	<ul style="list-style-type: none"> <li>OEE Collections YoY ↑</li> <li>OEE SWMC YoY ↑</li> </ul>	<ul style="list-style-type: none"> <li>Capital Program Delivery Against Long-Term Financial Plan 90%</li> <li>Surplus to Waste Services Budget YoY ↑</li> </ul>	
<b>OUTCOMES:</b> WHAT WILL SUCCESS LOOK LIKE?	<b>Positive engagement with our community stakeholders</b>	<b>Planned and proactive environmental management</b>	<b>Safety is everyone's responsibility</b>	<b>Collective mindset for continual organisational improvement</b>	<b>Strong, respected and valued position in the market</b>	<b>Efficient services, processes in control and capable</b>	<b>Strong balance sheet with strong cash flows</b>	
	<ol style="list-style-type: none"> <li>Strong community support to ensure a social licence to operate and secure the future of waste at SWMC</li> <li>Actively listening to our community to better inform design and delivery of services</li> <li>Educated community that creates a measurable impact on municipal waste reduction and diversion</li> <li>Interactions with all community stakeholders that are professional and positive</li> </ol>	<ol style="list-style-type: none"> <li>Improved resource recovery and diversion from landfill, to deliver best and highest value</li> <li>Best practice environmental performance, achieving regulatory compliance</li> <li>Reduced emissions and increased renewable energy generation and use in our operations</li> </ol>	<ol style="list-style-type: none"> <li>Safety first is a lived value by staff</li> <li>Safe facilities and services provided to customers</li> </ol>	<ol style="list-style-type: none"> <li>We value people at the centre of our operation through a sense of value worth and support</li> <li>Strong organisational capability; people, skills, role</li> <li>Focussed and engaged teams providing visible leadership and common goal setting</li> </ol>	<ol style="list-style-type: none"> <li>The customer is central, and they are always treated positively and respectfully</li> <li>We deliver highest standard of service levels to meet expectations</li> <li>Actively listening to our customers to better inform design and delivery of services</li> <li>Our services address emerging trends, are accessible and easy to use</li> </ol>	<ol style="list-style-type: none"> <li>High operational efficiency; work smarter not harder</li> <li>Systems, practices and resources in place to realise business success and continuous improvement</li> <li>Best practice data management framework and governance</li> <li>Plan for operational excellence and follow the Plan Do Check Act (PDCA) cycle</li> </ol>	<ol style="list-style-type: none"> <li>Intergenerational equity through responsible fiscal management</li> <li>A business strategy to guide our focus, to deliver excellence and future proof our business</li> <li>Continually improving profitability, creating financial security and competitive advantage</li> </ol>	
<b>OBJECTIVES:</b> HOW WILL WE ACHIEVE SUCCESS?	<ol style="list-style-type: none"> <li>Regularly engage with our stakeholders so that they are listened to and participate</li> <li>Lead a long-term Behaviour Change Program to improve the diversion of waste from Landfill</li> <li>Regularly measure our community's impact and identify opportunities for improvement</li> </ol>	<ol style="list-style-type: none"> <li>Mitigate environmental impacts from managing all material streams received</li> <li>Create and develop long-term local resource recovery options</li> <li>Power future SWMC infrastructure and operations through renewable energy</li> <li>Collaborate with other Hunter Councils, State and Federal Governments, industry experts, and universities to explore and promote circular innovation</li> </ol>	<ol style="list-style-type: none"> <li>Ensure a robust safety management system is in place</li> <li>Embed a Behavioural Safety Program to create an environment where safer choices become second nature</li> </ol>	<ol style="list-style-type: none"> <li>Building trust with our people by understanding their concerns and commitments and providing regular constructive feedback</li> <li>Continuously develop our leaders and teams to effectively utilise improvement systems, processes, and tools</li> </ol>	<ol style="list-style-type: none"> <li>Ensure our site and services can be effectively utilised by our customers</li> <li>Digitise customer services to enhance and improve self-service capabilities</li> <li>Embed a customer-led culture through continual feedback and planning</li> </ol>	<ol style="list-style-type: none"> <li>Reliable and efficient operations by removing variation from our processes, making them absolutely predictable for our people and our customers</li> <li>Strong data governance and intelligent business reporting using data management systems</li> <li>Embed a business system where culture, systems, processes, and infrastructure align to deliver continuous improvement and excellence</li> </ol>	<ol style="list-style-type: none"> <li>The SWMC asset and operations will be protected to ensure we have a multigenerational benefit for our community and customers through judicious planning and preservation</li> <li>Partnerships, delivery models and funding opportunities will be explored and delivered based on greatest benefit for our community and customers</li> </ol>	
<b>CHALLENGES:</b> CHALLENGES TURNED INTO OPPORTUNITIES	<ul style="list-style-type: none"> <li>Understanding customer expectations to deliver excellent customer service (Challenge 6)</li> <li>Engaging all residents and customers to change behaviours (Challenge 7)</li> </ul>	<ul style="list-style-type: none"> <li>Security around processing recyclable (yellow-lid) and organic (green-lid) materials locally (Challenge 1)</li> <li>Meeting ambitious waste and recycling targets (Challenge 4)</li> <li>Managing our high-risk operation proactively, rather than reactively (Challenge 8)</li> <li>Realising the potential of renewable energy generation and usage (Challenge 10)</li> </ul>	<ul style="list-style-type: none"> <li>Managing our high-risk operation proactively, rather than reactively (Challenge 8)</li> </ul>	<ul style="list-style-type: none"> <li>Managing our high-risk operation proactively, rather than reactively (Challenge 8)</li> </ul>	<ul style="list-style-type: none"> <li>Understanding customer expectations to deliver excellent customer service (Challenge 6)</li> <li>Optimising our systems and processes to maximise value for our customers (Challenge 11)</li> </ul>	<ul style="list-style-type: none"> <li>Managing our high-risk operation proactively, rather than reactively (Challenge 8)</li> <li>Optimising our systems and processes to maximise value for our customers (Challenge 11)</li> </ul>	<ul style="list-style-type: none"> <li>Developing resilient local end-markets (Challenge 2)</li> <li>Funding our future (Challenge 3)</li> <li>Strategic direction and long-term planning (Challenge 5)</li> <li>Fostering regional collaboration to create impacts at scale (Challenge 9)</li> </ul>	

**LEGEND**  
 YoY: Year on Year  
 SWMC: Summerhill Waste Management Centre  
 ↑ Improvement ↓ Reduction

# Our Core Principles

In forming Our Sustainable Waste Strategy, we were guided by two core principles that we believe best capture what our community has told us they want, what our regional needs are now and into the future, and what the waste and recycling market and policy framework are driving towards for the City of Newcastle (CN).

## Waste Hierarchy

The waste hierarchy sets out the priorities for the most efficient and most sustainable use of resources, establishing the framework under which all waste decisions should be made and all waste managed. The waste hierarchy prioritises waste avoidance and reduction as the most preferable option for waste management, then addresses the different options for managing waste that can't be avoided, in order of best environmental value, with disposal to landfill as the least preferable option. In considering the priorities in the waste hierarchy, efficiency and sustainability of the chosen options must also be considered.

While waste avoidance is most preferable, it is also the aspect over which local government has the least influence. Local governments typically have more control over the lower portion of the waste hierarchy as they have a responsibility to provide waste collection, processing and disposal services for municipal waste and can influence the final destination of the material they collect. Mechanisms for change are important to consider when developing actions for a strategy. The following table describes what is in CN's sphere of control to manage change.

Figure 1: Waste Hierarchy

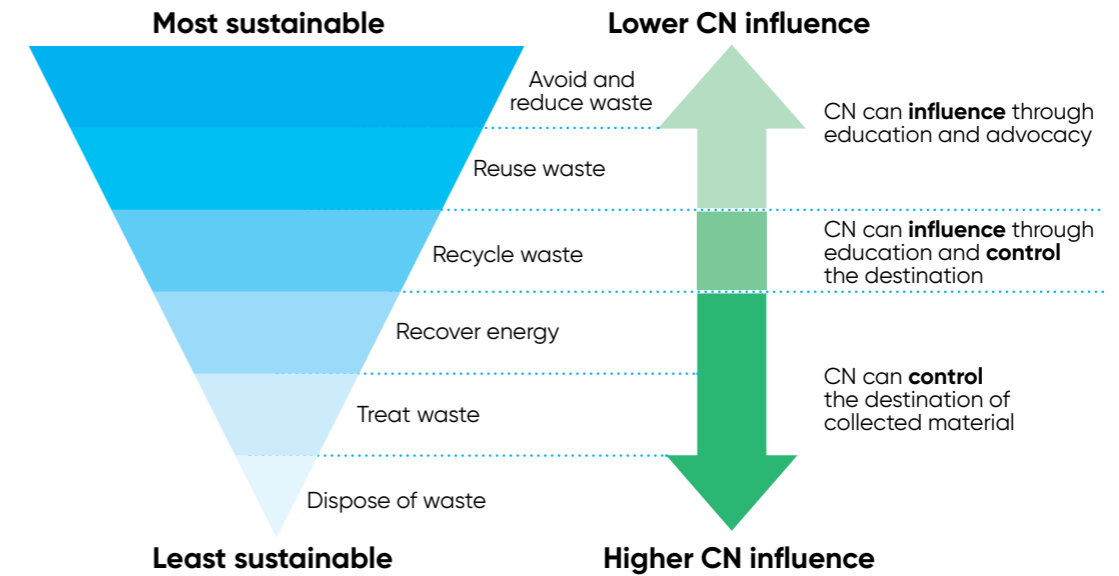


Table 1: City of Newcastle Waste Services sphere of control

Control CN can directly impact	Influence CN can indirectly impact	Concern Impacts CN but is beyond CN's ability to effect change
<ul style="list-style-type: none"> <li>Materials recovery rate and diversion of waste from landfill through physical infrastructure such as sorting and reprocessing</li> <li>Management of services – collection frequency, bin systems and fees</li> <li>Management of commercial waste through CN collections and material received at CN's facility</li> <li>Procurement of goods and services including requirement for goods to contain recyclable content</li> </ul>	<ul style="list-style-type: none"> <li>Behaviour change through education and communication</li> <li>Advocacy for waste diversion</li> <li>Incidence of illegal dumping through the implementation of penalties and education campaigns</li> <li>Participation rate in the use of services and programs</li> </ul>	<ul style="list-style-type: none"> <li>Global market shifts</li> <li>State Government waste levy</li> <li>Other council decisions on waste management</li> <li>Product design</li> <li>Product purchase/consumption</li> </ul>



## Circular Economy

In Australia, and across the globe, we are using resources at an ever-increasing and unsustainable rate.

We are using the resources that future generations will rely on, and without a shift in the way we consume, use and manage resources, future generations will struggle to meet their needs.

A circular economy helps answer the challenge of meeting our own needs without compromising future generations' ability to meet their needs.

Looking beyond the current take-make-waste extractive industrial model, a circular economy aims to redefine growth, focusing on positive society-wide benefits. It entails gradually decoupling economic activity from the consumption of finite resources, and designing waste and pollution out of the system.

Underpinned by a transition to renewable energy sources, the circular model builds economic, natural, and social capital. It is based on three principles: design out waste and pollution; keep products and materials in use (ideally at their highest and best value); and regenerate natural systems.

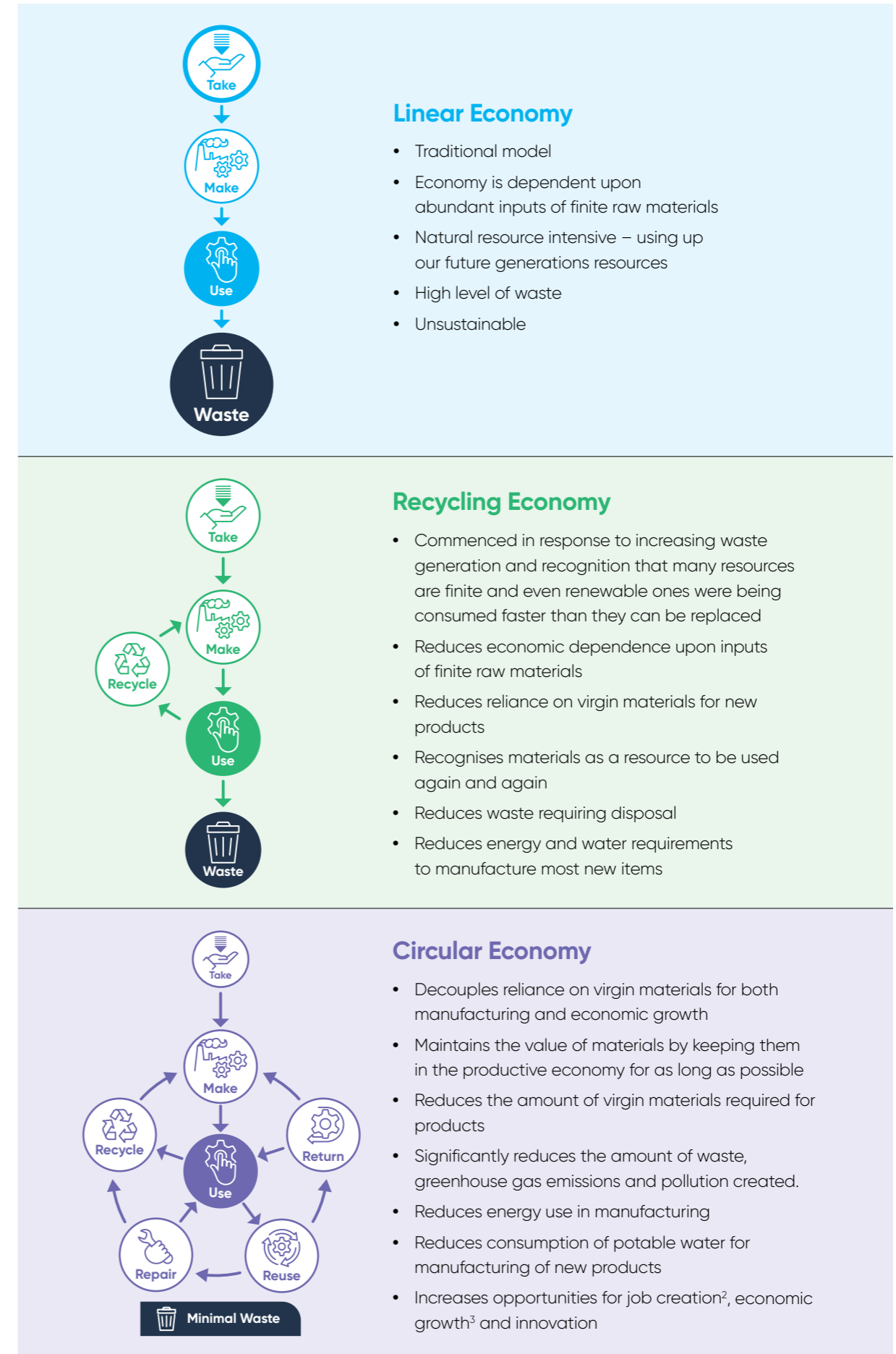
*Blue Environment (2021) Australian standard for waste and resource recovery data and reporting <https://www.awe.gov.au/sites/default/files/documents/standard-wri-data-and-reporting-final-issued-v2.pdf>*

### We are currently in a state of transition from a linear economy to a circular economy

CN has adopted the NSW Government's principles of a circular economy<sup>1</sup> for the development of our Strategy:

1. Sustainable management of resources
2. Valuing resource productivity
3. Design out waste and pollution
4. Maintain the value of products and materials
5. Innovate new solutions for resource efficiency
6. Create new circular economy jobs
7. Foster behaviour change through education and engagement

Figure 2: From linear economy to circular economy



<sup>2</sup> The recycling sector in Australia currently generates 92 jobs per 10,000 tonnes of waste compared to only 2.8 jobs for the same amount of waste sent to landfill (Access Economics, 2009)

<sup>3</sup> KPMG, 2020, Potential economic pay-off of a circular economy for Australia, <https://assets.kpmg/content/dam/kpmg/au/pdf/2020/potential-economic-pay-off-circular-economy-australia-2020.pdf>

<sup>1</sup> NSW Government (2019) NSW Circular Economy Policy Statement





# Our Opportunity

The White Paper (Appendix 1) provides an overview of:

1. Market drivers,
2. Policy drivers,
3. City of Newcastle and Hunter Region needs, and
4. Current service capabilities for waste and resource management.

This document raises numerous challenges and opportunities across each area.





## City of Newcastle has prioritised 11 key challenges<sup>4</sup> that will be transformed into opportunities.

Each challenge has been linked with a Priority of the Strategy.



### Challenge 1

Security around processing recyclable (yellow-lid) and organic (green-lid) materials locally



### Challenge 2

Developing resilient local end-markets



### Challenge 3

Funding our future



### Challenge 4

Meeting ambitious waste and recycling targets



### Challenge 5

Strategic direction and long-term planning



### Challenge 6

Understanding customer expectations to deliver excellent customer service



### Challenge 7

Engaging all residents and customers to change behaviours



### Challenge 8

Managing our high-risk operation proactively, rather than reactively



### Challenge 9

Fostering regional collaboration to create impacts at scale



### Challenge 10

Realising the potential of renewable energy generation and usage



### Challenge 11

Optimising our systems and processes to maximise value for our customers

City of Newcastle has summarised the current position of Waste Services through a SWOT<sup>5</sup> matrix.

The matrix will enable prioritisation of the actions within our Sustainable Waste Strategy and directly at Summerhill Waste Management Centre (SWMC) to respond to these elements and considers:

- How can we take advantage of our strengths?
- How can we moderate the impact of our weaknesses and ultimately resolve them?
- How can we capitalise on the opportunities?
- How can we address the threats?

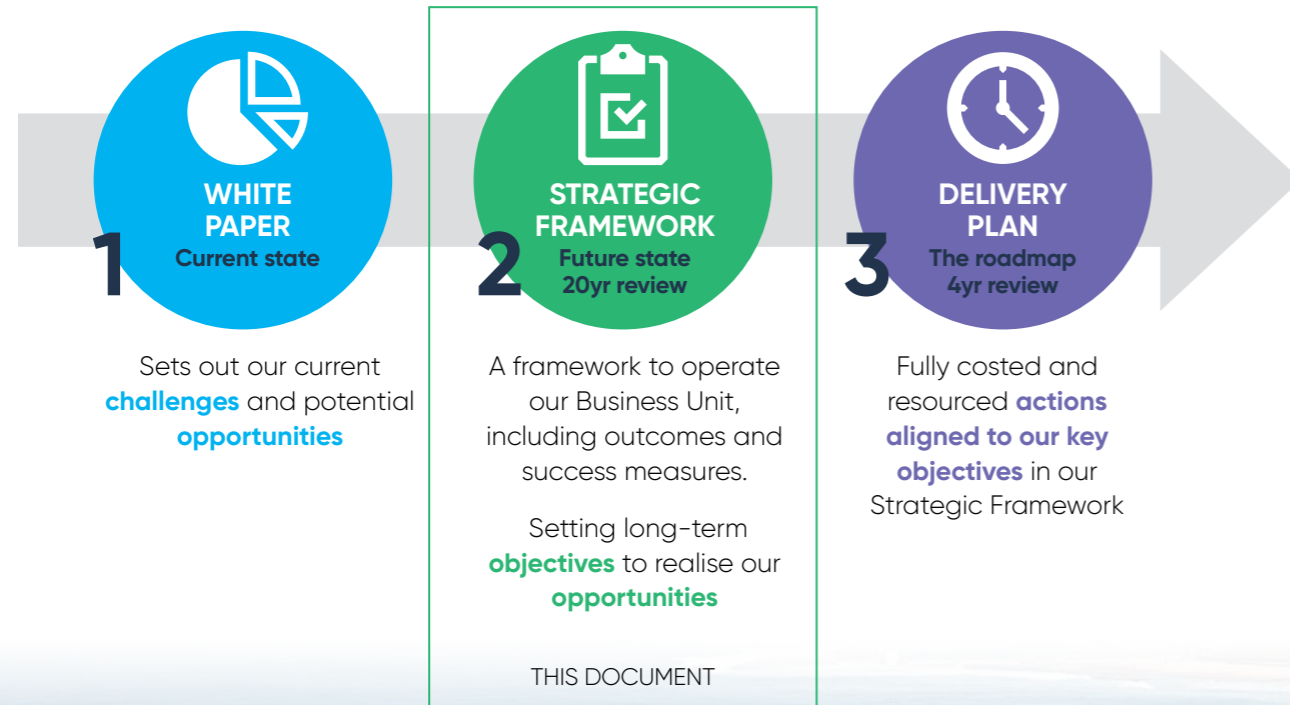
Strengths	Weaknesses	Opportunities	Threats
<p><b>Landfill capacity</b> Landfill asset has almost 100 years of capacity at current throughput</p> <p><b>Development potential</b> SWMC site potential for development of additional infrastructure</p> <p><b>Strategic location</b> SWMC site is at an excellent strategic location for the region in close proximity to the M1 and Hunter Express Way</p> <p><b>Renewable energy</b> SWMC site generates 7MW of renewable energy which can power future infrastructure behind-the-meter</p> <p><b>Community support</b> Community support for improving waste diversion and better waste management practices</p>	<p><b>Historical business model</b> Business model historically focused on disposal rather than recovery</p> <p><b>Lack of strategic direction</b> Historical lack of strategic direction for development and operation of site and CN waste operations</p> <p><b>Poor data</b> Poor waste data and operations data management is a barrier to identifying opportunities for future improvements</p> <p><b>Council resource limitations</b> SWMC operational efficiency and development opportunities limited by Council budgets and resources</p> <p><b>Poor recycling performance</b> High contamination and low capture of recyclables in kerbside yellow recycling bins. Low recovery of commercial waste (C&amp;I and C&amp;D). High State/Federal targets of 80%</p> <p><b>Understanding customer expectations</b> Limited customer service levels defined and measured. Limited ongoing engagement to understand customer expectations to achieve excellent customer service</p>	<p><b>Build long-term financial strength to future proof Waste Services</b> Transition SWMC into a financially stable business, creating long-term financial security for Waste Services and CN</p> <p><b>Develop new business models</b> Develop new business models to generate value beyond landfill revenue at SWMC. Leveraging its competitive advantage through growth and diversification</p> <p><b>Opportunity to provide localised resilience</b> Limited processing infrastructure in region provides opportunity to build local infrastructure to provide long term regional resilience and reduce dependency on Central Coast and Sydney</p> <p><b>Circular economy opportunities</b> Circular economy opportunities and colocation of facilities at SWMC</p> <p><b>Integrated systems</b> Development of integrated efficient and automated systems and processes in the operation of SWMC</p> <p><b>State and federal funding</b> State and federal funding to support capital investment of infrastructure</p>	<p><b>Urban encroachment</b> Future urban encroachment on SWMC may constrain further development of the site</p> <p><b>Competition</b> Competition from potential new facilities, including the introduction of Energy from Waste. This may divert revenue away from SWMC and block future opportunities</p> <p><b>Highly regulated industry</b> Waste Services is governed by acts and regulations. Failure to comply places people, the environment, and the operation of the business at risk</p> <p><b>End-markets for processed recyclables</b> Limited end-markets for processed recyclables and compost in region. Resilient, localised supply chains are a priority</p> <p><b>Climate change</b> Increased frequency and intensity of extreme weather events impacts waste generated after natural disasters and operations of SWMC</p> <p><b>Sole dependency risks</b> Limited processing infrastructure in region pose sole dependency risks</p>

<sup>5</sup> Strength, Weakness, Opportunity, and Threat Matrix

<sup>4</sup> Our Sustainable Waste Strategy: White Paper – Appendix 1: Summary of Key Challenges and Opportunities

# Our Strategy

## Key Documents



This strategic framework is underpinned by the City's Waste and Resource Recovery Policy which describes the following commitment:

- CN is intent on being a considerate user of the limited resources we have on our planet. We are committed to empowering our organisation and community to view their 'waste' differently - as resources and materials that can have another life outside of a landfill.
- The more materials recirculated in the economy the greater their value. This will produce greater prosperity for our people and our planet. All materials have an embedded value which can be either put to good use and back in the economy via reuse, recycling or recovery, or, be disposed of forever.

To deliver this commitment, the City of Newcastle has developed Our Sustainable Waste Strategy which consists of a:

### Strategic Framework (This Document)

- Provides a functional framework integrated with our Waste and Resource Recovery operations.
- Describes the key outcomes we would like to achieve over 20 years and long-term objectives that will help us get there.

### White Paper (Appendix 1)

- Provides a current state view of the waste and resource recovery industry, highlights key policy targets, our regional requirements and our City's current capability.
- Highlights challenges and opportunities for the City's Waste and Resource Recovery operations.

### Delivery Plan (Appendix 2)

- Demonstrates the actions required to deliver the Strategy.
- Reviewed and updated every 4 years.



# Our **SUSTAINABLE WASTE** Strategy

## Our Vision

In 2042, Summerhill Waste Management Centre will be:

**An innovative resource recovery hub, creating enduring value and pride for its' community and customers, and the environment**

## Our Mission

We will invest in global best practices in waste and resource management to catalyse our local circular economy and protect our planet.

We will invest and develop our people to collaboratively achieve our vision.

We are a resource management business, and we will stay in business by ensuring we have resources for our future.

# Our Pillars and Priorities

Our Pillars form the foundation of the Strategy and our Waste Services operations. Value has resonated through our Vision into each pillar as our organisational commitments:



**Pillar 1**  
**PLANET**

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



**Pillar 2**  
**PEOPLE**

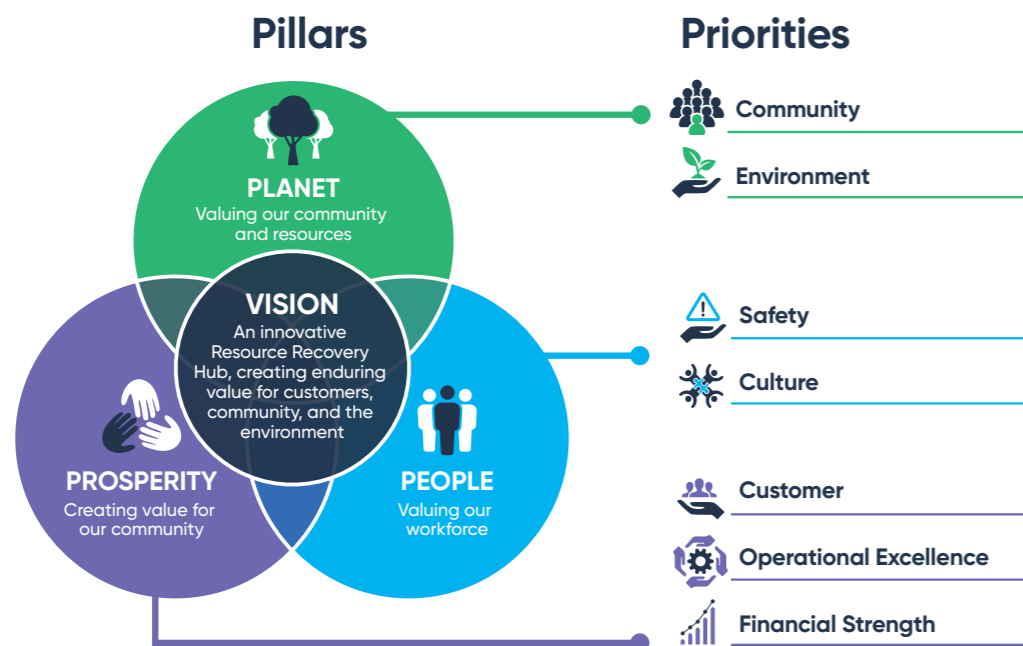
We value our workforce to keep them safe, see them grow and create new opportunities



**Pillar 3**  
**PROSPERITY**

We will create enduring value for our community through our operations

Our Priorities demonstrate how the organisation will operationalise these Pillars with specific objectives, outcomes and success measures linked to each Priority.





## Pillar 1 Planet

Our commitment  
**Valuing Our Community and Resources**

Everyone has a role to play. Engaging everyone in our community in responsible management of waste means our community and planet stay healthy. It is everyone's responsibility and opportunity to help reduce the materials sent to landfill.

The planet we live on has a limited amount of raw materials and limited options to recycle the wastes that we create. Being careful with our planet's resources and looking after their value can maintain the planet's ability to support us in the future.

Keeping materials in our economy,

rather than in landfill, will benefit our region. At our Summerhill Waste Management Centre (SWMC), we can provide services to the region at a scale which lets us use advanced resource recovery processes. This means the resources keep their value and leads to better environmental outcomes.

Lowering our carbon emissions and polluting less are key to looking after our planet. The best way to manage our waste, is having more reuse, recycling, composting and energy generation and less landfill.

### SUSTAINABLE DEVELOPMENT GOALS





## Priority 1 Community

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

Outcomes	What will success look like?	Positive engagement with our community stakeholders
		<ul style="list-style-type: none"> <li>Strong community support to ensure a social licence to operate and secure the future of waste at SWMC</li> <li>Actively listening to our community to better inform design and delivery of services</li> <li>Educated community that creates a measurable and favourable impact on municipal waste reduction and diversion</li> <li>Interactions with all community stakeholders that are professional and positive</li> </ul>
Objectives	How will we achieve success?	<ol style="list-style-type: none"> <li>Regularly engage with our stakeholders so that they are listened to and participate</li> <li>Lead a long-term Behaviour Change Program to improve the diversion of waste from landfill</li> <li>Regularly measure our community's impact and identify opportunities for improvement</li> </ol>
Indicators	How will we measure success?	<ul style="list-style-type: none"> <li>Community Survey Results Year on Year Improvement</li> <li>Community Complaints Year on Year Reduction</li> </ul>
Challenges (p16)	Challenges turned into Opportunities	<ul style="list-style-type: none"> <li>Understanding customer expectations to deliver excellent customer service (Challenge 6)</li> <li>Engaging all residents and customers to change behaviours (Challenge 7)</li> </ul>
Strategic/Regulatory Links		<p><b>City of Newcastle</b></p> <ul style="list-style-type: none"> <li>CSP 1.2 Connected and fair communities</li> <li>CSP 2.1 Action on climate change</li> <li>CSP 2.3 Circular economy</li> <li>CSP 3.2 Opportunities in jobs, learning and innovation</li> <li>CSP 4.2 Trust and transparency</li> </ul> <p><b>State</b></p> <ul style="list-style-type: none"> <li>NSW Waste and Sustainable Materials Strategy 2041</li> </ul> <p><b>National</b></p> <ul style="list-style-type: none"> <li>National Waste Policy and Action Plan</li> </ul>



## Priority 2 Environment

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

Outcomes	What will success look like?	Planned and proactive environmental management
		<ul style="list-style-type: none"> <li>Improved resource recovery and diversion from landfill, to deliver best and highest value</li> <li>Best practice environmental performance, achieving regulatory compliance</li> <li>Reduced emissions and increased renewable energy generation and use in our operations</li> </ul>
Objectives	How will we achieve success?	<ol style="list-style-type: none"> <li>Mitigate environmental impacts from managing all material streams received</li> <li>Create and develop long-term local resource recovery options</li> <li>Power future SWMC infrastructure and operations through renewable energy</li> <li>Collaborate with other Hunter Councils, State and Federal Governments, industry experts, and universities to explore and promote circular innovation</li> </ol>
Indicators	How will we measure success?	<ul style="list-style-type: none"> <li>Municipal Waste Diversion 80%</li> <li>Carbon neutrality<sup>6</sup> Year on Year Improvement</li> <li>Reportable environmental incidents Year on Year Reduction</li> </ul>
Challenges (p16)	Challenges turned into Opportunities	<ul style="list-style-type: none"> <li>Security around processing recyclable (yellow-lid) and organic (green-lid) materials locally (Challenge 1)</li> <li>Meeting ambitious waste and recycling targets (Challenge 4)</li> <li>Managing our high-risk operation proactively, rather than reactively (Challenge 8)</li> <li>Realising the potential of renewable energy generation and usage (Challenge 10)</li> </ul>
Strategic/Regulatory Links		<p><b>City of Newcastle</b></p> <ul style="list-style-type: none"> <li>CSP 2.1 Action on climate change</li> <li>CSP 2.3 Circular economy</li> <li>Environment 1.1 Towards net zero emissions</li> <li>Environment 3.1 Design out waste</li> </ul> <p><b>State</b></p> <ul style="list-style-type: none"> <li>NSW Waste and Sustainable Materials Strategy 2041</li> <li>Net Zero Plan</li> </ul> <p><b>National</b></p> <ul style="list-style-type: none"> <li>National Waste Policy and Action Plan</li> <li>National Food Waste Strategy</li> </ul> <p><b>Regulations</b></p> <ul style="list-style-type: none"> <li>POEO Act 1997 (NSW)</li> <li>POEO (General) Regulation 2009/(Waste) Regulation 2014</li> <li>Waste Avoidance and Resource Recovery Act 2001</li> </ul>

<sup>6</sup> Any CO2 released into the atmosphere from our activities is balanced by an equivalent amount being removed



## Pillar 2 People

Our commitment  
**Valuing Our Workforce**

The waste and resource management services we provide creates local jobs and helps promote prosperity in the region. Everyone's waste materials are valuable to someone else which in turn creates a chain of value.

We want to support our community in their role in making these value chains happen as well as strengthening the local and region economies.

Waste collections are an essential service and help to protect our environment for future generations.

We have a duty of care to keep everyone safe. We want our staff to feel fulfilled and work to constantly improve the services we offer.

### SUSTAINABLE DEVELOPMENT GOALS

<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>5 GENDER EQUALITY</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>10 REDUCED INEQUALITIES</p>
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## Priority 3 Safety

**Priority** Providing a safe work environment for our people, customers, and community with a positive culture of proactive improvement moving towards zero injuries.

<b>Outcomes</b>	<b>What will success look like?</b>	<i>Safety is everyone's responsibility</i>	
		<ul style="list-style-type: none"> <li>• Safety first is a lived value by staff</li> <li>• Safe facilities and services provided to customers</li> </ul>	
<b>Objectives</b>	<b>How will we achieve success?</b>	<ol style="list-style-type: none"> <li>1. Ensure a robust safety management system is in place</li> <li>2. Embed a Behavioural Safety Program to create an environment where safer choices become second nature</li> </ol>	
<b>Indicators</b>	<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Total Recordable Injury Frequency Rate</li> <li>• Plant Compliance</li> </ul>	Year on Year Reduction 100%
<b>Challenges (p16)</b>	<b>Challenges turned into Opportunities</b>	<ul style="list-style-type: none"> <li>• Managing our high-risk operation proactively, rather than reactively (Challenge 8)</li> </ul>	
<b>Strategic/Regulatory Links</b>	<b>City of Newcastle</b> <ul style="list-style-type: none"> <li>• Safe City Plan</li> </ul> <b>Regulations</b> <ul style="list-style-type: none"> <li>• <i>Work Health and Safety Act 2011 and Work Health and Safety Regulation 2017</i></li> <li>• <i>Heavy Vehicle (Adoption of National Law) Act 2013 (NSW)</i></li> </ul>		



## Priority 4 Culture

**Priority** A people first approach by fostering a capable, engaged, and positive workforce culture.

<b>Outcomes</b>	<b>What will success look like?</b>	<i>Collective mindset for continual organisational improvement</i>	
		<ul style="list-style-type: none"> <li>• We value people at the centre of our operation through a sense of value worth and support</li> <li>• Strong organisational capability; resourcing, skills, and role</li> <li>• Focused and engaged teams providing visible leadership and common goal setting</li> </ul>	
<b>Objectives</b>	<b>How will we achieve success?</b>	<ol style="list-style-type: none"> <li>1. Build trust with our people by understanding their concerns and commitments and providing regular constructive feedback</li> <li>2. Continuously develop our leaders and teams to effectively utilise improvement systems, processes, and tools</li> </ol>	
<b>Indicators</b>	<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>• Employee Survey Results</li> <li>• Employee Turnover Rate</li> </ul>	Year on Year Improvement Year on Year Reduction
<b>Challenges (p16)</b>	<b>Challenges turned into Opportunities</b>	<ul style="list-style-type: none"> <li>• Managing our high-risk operation proactively, rather than reactively (Challenge 8)</li> </ul>	
<b>Strategic/Regulatory Links</b>	<b>City of Newcastle</b> <ul style="list-style-type: none"> <li>• CSP 3.2 Opportunities in jobs, learning and innovation</li> <li>• CSP 4.1.3 Aligned and engaged workforce</li> <li>• CSP 4.3.1 Collaborative organisation</li> <li>• Workforce Development Strategic Plan</li> <li>• EEO Management Plan</li> </ul> <b>Regulations</b> <ul style="list-style-type: none"> <li>• <i>Anti-Discrimination Act 1977</i></li> </ul>		





## Pillar 3 Prosperity

Our commitment  
**Creating Value for our Community**

All materials have an embedded value which can be put to good use back in the regional economy. Correct sorting of materials by our community, along with efficient management will maximise their value. Materials can either be reused right away, recycled into similar or different products, composted to enrich soils, or turned into energy to power our operations. Reusing a material creates better value than recycling or recovering it.

We are committed to creating more options to recover our precious resources. This will benefit our region, creating new value chains and local jobs. Our SWMC is key to reaching this goal and to do this a commitment

will be made to continually improve our operations, invest our money wisely in key infrastructure and assets, and improve our data, planning and systems. Our community can help us by sorting their waste well. The revenue we generate through our services will be reinvested into projects which support our planet, and our people.

Our SWMC already serves a large range of customers but providing more reliable options for our customers to recover resources will bring more prosperity. Continuous long-term improvements will also deliver highly satisfied customers and repeat business.

### SUSTAINABLE DEVELOPMENT GOALS

<p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p>	<p><b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p><b>11</b> SUSTAINABLE CITIES AND COMMUNITIES</p>	<p><b>17</b> PARTNERSHIPS FOR THE GOALS</p>
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## Priority 5 Customer

**Priority** Create high customer satisfaction by delivering service levels that meet customer expectations through accessible communication and digital channels.

<b>Outcomes</b>	<b>What will success look like?</b>	<i>Strong, respected and valued position in the market</i>
		<ul style="list-style-type: none"> <li>The customer is central, and they are always treated positively and respectfully</li> <li>We deliver highest standard of service levels to meet expectations</li> <li>Actively listening to our customers to better inform design and delivery of services</li> <li>Our services address emerging trends, are accessible and easy to use</li> </ul>

<b>Objectives</b>	<b>How will we achieve success?</b>	<ol style="list-style-type: none"> <li>Ensure our site and services can be effectively utilised by our customers</li> <li>Digitise customer services to enhance and improve self-service capabilities</li> <li>Embed a customer-led culture through continual feedback and planning</li> </ol>
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<b>Indicators</b>	<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>Customer Survey Result Year on Year Improvement</li> <li>Time on site and service levels Year on Year Improvement</li> </ul>
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<b>Challenges (p16)</b>	<b>Challenges turned into Opportunities</b>	<ul style="list-style-type: none"> <li>Understanding customer expectations to deliver excellent customer service (Challenge 6)</li> <li>Optimising our systems and processes to maximise value for our customers (Challenge 11)</li> </ul>
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<b>Strategic/Regulatory Links</b>	<p><b>City of Newcastle</b></p> <ul style="list-style-type: none"> <li>CSP 4.2 Trust and transparency</li> <li>Customer Experience Strategy</li> </ul> <p><b>Regulations</b></p> <ul style="list-style-type: none"> <li>Local Government Act 1993 (NSW)</li> </ul>
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## Priority 6 Operational Excellence

**Priority** Delivering our high-quality services to our customers through continual improvement of systems and processes.

<b>Outcomes</b>	<b>What will success look like?</b>	<i>Efficient services, processes in control and capable</i>
		<ul style="list-style-type: none"> <li>High operational efficiency; work smarter not harder</li> <li>Systems, practices and resources are in place to realise business success and continuous improvement</li> <li>Best practice data management framework and governance</li> <li>Plan for operational excellence and follow the Plan Do Check Act (PDCA) cycle</li> </ul>

<b>Objectives</b>	<b>How will we achieve success?</b>	<ol style="list-style-type: none"> <li>Reliable and efficient operations by removing variation from our processes, making them absolutely predictable for our people and our customers</li> <li>Strong data governance and intelligent business reporting using data management systems.</li> <li>Embed a business system where culture, systems, processes, and infrastructure align to deliver continuous improvement and excellence.</li> </ol>
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<b>Indicators</b>	<b>How will we measure success?</b>	<ul style="list-style-type: none"> <li>Overall Equipment Effectiveness (OEE)<sup>7</sup> Year on Year Improvement</li> <li>OEE-SWMC Year on Year Improvement</li> </ul>
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<b>Challenges (p16)</b>	<b>Challenges turned into Opportunities</b>	<ul style="list-style-type: none"> <li>Managing our high-risk operation proactively, rather than reactively (Challenge 8)</li> <li>Optimising our systems and processes to maximise value for our customers (Challenge 11)</li> </ul>
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<b>Strategic/Regulatory Links</b>	<p><b>City of Newcastle</b></p> <ul style="list-style-type: none"> <li>CSP 4.3.2 Innovation and continuous improvement</li> <li>CSP 4.3.2 Data-driven decision-making and insights</li> </ul>
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<sup>7</sup> Overall Equipment Effectiveness = Availability x Performance x Quality. This is a best practice metric used to identify the percentage of operational time that is truly productive. A total score of 100% would mean 100% availability (no unplanned stop time), 100% performance (as efficient as possible), and 100% quality (no deviation from the quality required).



## Priority 7 Financial Strength

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

**Outcomes** **What will success look like?** *Strong balance sheet with strong cash flows*

- Intergenerational equity through responsible fiscal management
- A business strategy to guide our focus, to deliver excellence and future proof our business
- Continually improving profitability, creating financial security and competitive advantage

**Objectives** **How will we achieve success?**

1. The SWMC asset and operations will be protected to ensure we have a multigenerational benefit for our community and customers through judicious planning and preservation
2. Partnerships, delivery models and funding opportunities will be explored and delivered based on greatest benefit for our community and customers

**Indicators** **How will we measure success?**

- Capital program delivery against long-term financial plan 90%
- Surplus to Waste Services Budget Year on Year Improvement

**Challenges (p16)** **Challenges turned into Opportunities**

- Developing resilient local end-markets (Challenge 2)
- Funding our future (Challenge 3)
- Strategic direction and long-term planning (Challenge 5)
- Fostering regional collaboration to create impacts at scale (Challenge 9)

**Strategic/Regulatory Links**

**City of Newcastle**

- CSP 4.1.1 Financial sustainability
- CSP 4.1.2 Integrated planning and reporting
- CSP 3.4 City-shaping partnerships
- Economic: 3.1 Strategic Planning and Development: Strategic land use planning to support sustainable growth
- Economic: 3.5 Circular economy: Developing Summerhill as an Innovation Precinct

**Regulations**

- Local Government Act 1993 (NSW)





# Delivering Our Strategy

Our Sustainable Waste Strategy provides a 20 Year framework for achieving our Vision to transform our operations into an innovative resource recovery hub, creating enduring value for customers, community, and the environment.

A fully costed and resourced Delivery Plan (Appendix 2) will be developed every 4 Years with 5 Delivery Plan cycles being implemented over the life of the Strategy.

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

## Cycle Breakthrough Goals

Each cycle, breakthrough goals will be defined and aligned with the Strategy success measures to demonstrate incremental achievement (i.e. The Strategy has set a target of 80% Municipal Diversion.)

The Delivery Plan in Cycle 1 will set a breakthrough goal of 60% with future Cycles having higher targets for achievement. Deliverables will be developed to achieve one or more objectives in the Strategy.

## Implementation

The Strategy will be implemented by all staff (from managers through to front-line staff). Ensuring all our people are aligned with the vision and strategic objectives will be critical to achieving success.

Waste Services will create alignment and focus by utilising lean management techniques to cascade annual organisational objectives, within year monitoring and team plans to successfully implement the Strategy.

Waste Services will embed continuous improvement into the organisation to deliver across all its objectives by following the PDCA (Plan, Do, Check, Act) Cycle.



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