

Fleurieu Regional Waste Authority

Strategic Plan 2020-30



FLEURIEU REGIONAL
WASTE AUTHORITY



Foreword

from the Independent Chairperson

I'm proud to be able to present the Fleurieu Regional Waste Authority 2020-2030 Strategic Plan. This plan will build on the achievements of Councils and FRWA and modernise the way in which our community manages its waste and resources.

The waste industry continues to be a dynamic and changing environment with recent changes in commodity markets, potential waste export bans, significant increases in Solid Waste Levy and our communities' increasing engagement in the War on Waste.

To meet these challenges, our services will need to be diverse and flexible while being cost effective. Our communities' are demanding circular use of our resources to reduce their impact on the environment and outcomes that and increase the economic prosperity of the region. The strategies proposed within this plan will meet these demands through Research and Development Programs, promotion of the circular economy and new digital services that provide easy access to our services and information.



Under the guiding principles of Environmental Benefit, Circular Economy, Community and Relationships, FRWA will be well positioned to partner with the community and Councils in reducing its waste to landfill, reducing its impact on the environment and extracting the maximum value from its resources.

FRWA have consulted with our constituent Councils, waste sector experts, and industry partners while referencing the 2015-2020 SA Waste Strategy and Council Strategic Plans.

As the Independent Chairperson of the Fleurieu Regional Waste Authority I commend the FRWA 2020-2030 Strategic Plan.

Michael Kelledy
Independent Chairperson

Contents

| | |
|------------------------------------|----|
| Foreword | 3 |
| About FRWA | 5 |
| Current Context and Future Drivers | 7 |
| Our Vision and Mission | 9 |
| Guiding principles | 10 |
| Strategy Overview | 11 |
| Strategies | 11 |
| Business Planning | 16 |

About FRWA

Why we exist and our members

The Fleurieu Regional Waste Authority (FRWA) is a local government regional subsidiary of the Alexandrina Council, City of Victor Harbor, District Council of Yankalilla and Kangaroo Island Council. Formed in 2010 with a vision of *“Councils working together to achieve sustainable waste and resource management”* to provide waste management services to our constituent Councils.

FRWA is a fine example of local governments working together to achieve efficiencies across boundaries. We are capturing the best practices brought over from its member councils: reducing waste going to landfill, increasing recycling, and promoting a cleaner and healthier environment for today and tomorrow.

We offer a range of services to the communities we serve including:

- 3-bin Fortnightly collection of kerbside waste.
- Public Waste and Recycling Depots in Goolwa, Yankalilla, Strathalbyn and Kingscote.
- Public Litter Bin collections
- Event Bins
- Community Waste Education
- Customer Service
- Sale of composting equipment, kitchen caddies, bins and supplies.
- Representation and advocacy on behalf of constituent Councils

Our achievements

Over the past decade FRWA and Councils have worked together to achieve a number of significant milestones. These include:

- Implementation of a region wide kerbside waste collection schedule.
- Introduction of best 3 bin kerbside collection system for all Councils
- Introduction of fortnightly collection of kerbside waste for all Councils
- Free e-waste drop off at Waste and Recycling Depots
- Facilitated the development of a regional waste and recycling depot at Goolwa, that is shared between Alexandrina Council and City of Victor Harbor.
- Green waste processing on Kangaroo Island

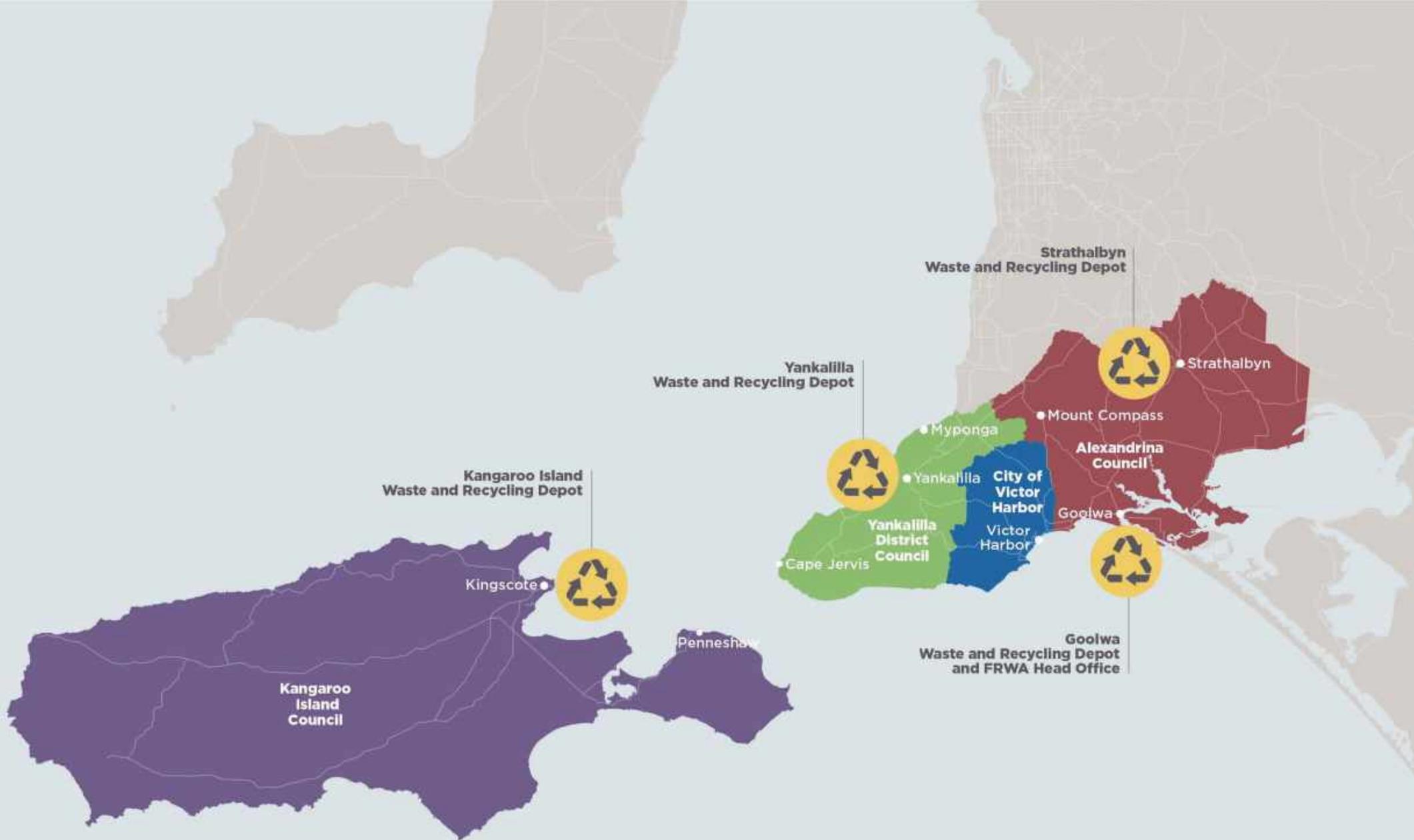


FIGURE 1 Map of FRWA Waste and Recycling Depots

Current context and future drivers

We have developed this 10-year strategy to build on our previous successes. We will innovate and improve our current service offering to achieve better outcomes for our communities and the environment.

Our 10-year strategy considers the following drivers that are important to FRWA and our member councils.

FRWA within South Australia.

South Australia has a population of 1.75 million and produces 5.37million tonnes per year of waste. FRWA's constituent Councils create in excess of 50,000 tonne of waste per year with a population of 54,000 that is expected to increase to 62,000 by 2030. The region's population rises significantly in peak holiday periods.

The Fleurieu is bounded by the Southern Ocean to the south and the Gulf St Vincent to the west with neighbouring Councils of City of Onkaparinga, District Council of Mount Barker and Rural City of Murray Bridge to the north and east.

Significant population growth centres at Mount Barker and City of Onkaparinga will attract significant investment in infrastructure in the future to manage the waste as a result of this growth. FRWA are well positioned to benefit from this infrastructure and can develop long term relationships with developers of the infrastructure.

Community expectations

The communities we serve place a high value on the environment they live in and their impact on this environment. The community is constantly seeking more knowledge on waste management and opportunities to recycle and participate in a circular economy.

The ABC TV program 'War on Waste' has heightened public awareness about the importance of reducing waste and recycling. We will need to deliver a diverse and flexible range of services to meet the needs of the community and continue to reduce the waste the community generates and sends to landfill.

We will also need to continually update how we communicate with the community and how they access our services to ensure we remain a service the community is connected to and are proud of.

Waste levy

South Australia has a Solid Waste Levy that is applied on every tonne of waste sent to landfill. The regional levy has increased from \$12.40/tonne in 2008-09 up to \$70/tonne on January 1 2020. Our strategies will help our communities to reduce their landfill volumes and associated solid waste levy payments.

Alexandrina Council Community Strategic Plan 2020-2040

Alexandrina Council's Strategic Plan consultation – Alexandrina 2040 contains 4 specific Themes one being Sustainable Resource Management. A key feature in this theme is "leading the way in waste management" and includes:

- Further education and reminders on how to recycle
- More recycling initiatives and ways to make it easier to encourage action
- Explore the 'circular economy' model which aligns with a self-sustaining system driven by renewable energy and the reuse and recycling of all material within the system to minimise waste
- Creation of a large scale local state of the art waste storage, processing, reuse and recycling facility which aims to convert waste material into other useable products.

City of Victor Harbor Community Plan 2036 & Strategic Directions 2016-2020

The City of Victor Harbor Community Plan 2036 & Strategic Directions 2016-2020 includes a strategy to work with FRWA to provide a sustainable kerbside waste collection system. It also includes a strategy to support continuous improvement, innovation and excellence in service delivery.

The City of Victor Harbor is currently undertaking a review of their Strategic Plan and this will be complete later in 2020.

District Council of Yankalilla Strategic Plan 2014-2018

The District Council of Yankalilla Strategic Plan 2014-2018 includes a priority to provide effective water and waste management systems. This includes encouraging waste materials recycling, reuse and waste minimisation practices.

The District Council of Yankalilla is currently part way through their "Nature's Best, Let's Plan The Rest" Strategic Planning process with the outcomes to be included in the business planning process.

Kangaroo Island Council Strategic Plan 2014-18

The Kangaroo Island Council Strategic Plan 2014-2018 includes a strategic outcome for environmentally sustainable best practice in Council decision making. The Plan includes an action for 'FRWA to continue to develop best practice solutions' to help achieve this outcome.

The Council is scheduled to review their Strategic Plan in 2020 with the outcomes to be included in future business planning.

SA State Waste Strategy

South Australia's 2020-2025 Waste Strategy sets out strategic directions and priorities for the state. The SA Waste Strategy identifies the opportunity to reduce waste generation and

lower volumes to landfill. The municipal solid waste sector has the lowest recycling levels. Our strategy will support the SA Waste Strategy by helping households across the Fleurieu region to reduce their waste generation and increase recycling levels. Green Industries SA is in the process of developing a 2020-2025 strategy, it is expected that this will be released prior to June 2020.

Reducing food waste

Food makes up a significant proportion of waste remaining landfills across Australia. An estimated \$20 billion of food is lost or wasted in Australia. More than half of this food waste is generated across homes, costing the average household more than \$1,000 per year. The Federal Government released a National Food Waste Strategy (2017) that aims to halve Australia's food waste by 2030. The National Food Waste Strategy recognises the importance of local government as a key driver of this change. Our strategies will assist the community to reduce their food waste volumes and divert it from landfill.

China Sword

Australia has long relied on China as a key market to process commingled recyclables. In 2018, the Chinese Government introduced strict 'contamination thresholds' for imported materials. As a result the market was flooded with low grade materials causing prices to drop. The South Australian recycling industry has responded to China Sword by educating residents to reduce contamination of recyclables, making upgrades to facilities to improve the quality of recovered recyclables, and seeking local markets for further processing and remanufacturing of the materials. Our strategy will reduce FRWAs reliance on international markets through more local processing and building demand for recycled products.

Our Vision is that FRWA will provide diverse and flexible resource management services that are affordable, improve environmental outcomes and promote a circular economy that our community is proud of.

Our Mission is to provide best practice waste and resource management services that reduce the impact of our community on the environment.



Guiding principles

Environmental Benefit

- Waste reduction
- Conserve natural resources
- Minimise our carbon footprint

Innovation

- We will continuously improve our processes and services
- We will provide innovative flexible services
- We will be open to new technologies in waste management

Circular Economy

- We will prioritise local employment and jobs
- We will add value to discarded materials and processes
- We will promote reuse and recycling of materials we handle

Relationships

- We will nurture and strengthen relationships with our community and stakeholders for mutual benefit.



Strategy overview

| | | | | |
|------------------------|---|---|--|---|
| Mission | To provide best practice waste and resource management services that reduce the impact of our community on the environment. | | | |
| Goals | Reduce the impact of the community on the environment through best practice waste management and diversion | Advocate and facilitate a local circular economy | Provide flexible services that meet the needs of councils, residents and visitors. | Provide efficient and effective Regional Subsidiary |
| Strategies | <p>Facilitate and support initiative's that reduce the impact of the community on the environment.</p> <p>Provide diverse and flexible kerbside waste collection and waste and recycling depot services</p> <p>Develop and implement programs to increase the efficiency and effectiveness of kerbside waste collections.</p> <p>Deliver, targeted best practice waste education.</p> | <p>Develop a research and development fund to investigate emerging technologies that add value to existing waste processes</p> <p>Advocate and support constituent Councils to use recycled products</p> <p>Work with local business and industry to facilitate a circular economy</p> | <p>Continuously improve and increase the range of waste collection services provided to the community.</p> <p>Investigate alternative waste services that meet the objectives of FRWA, its stakeholders and community.</p> <p>Investigate providing alternative services to Councils.</p> | <p>Utilise digital technology to provide easily accessible services and management tools.</p> <p>Develop, encourage and support a high performing board.</p> <p>Provide cost effective services.</p> <p>Provide high standard corporate functions including communications, education, finance and WHS.</p> |
| Performance Indicators | <p>Increase kerbside diversion rates from 50% to 70% by 2030</p> <p>Reduce the amount of organic waste in the blue bin from 44% to less than 15% by 2025</p> <p>Reduce contamination of the recycling bin to less than 8% by 2025</p> <p>Reduce green house gas emissions of FRWA by 30% by 2030</p> | <p>Value of recovered materials is increased by 10% by 2025</p> <p>Reduce freight kilometres by 5% by 2025</p> <p>Constituent councils purchase recyclable materials equivalent to 30% by weight of material collected in the yellow bin.</p> | <p>Reduce the number of bin banks in rural areas by 15% by 2025</p> <p>Increase range of services provided to customers by 20% by 2025</p> <p>Increase range of services provided to constituent Councils by 2025</p> | <p>Reduce the cost of kerbside collection per property by 5% by 2025. Excluding CPI and solid waste levy.</p> <p>Reduce the cost to councils of waste transfer station operations by 10% by 2025 excluding CPI and solid waste levy</p> |

Strategies

1.0 Reduce the impact of the community on the environment through best practice waste management and diversion

1.1 Facilitate and support initiative's that reduce the impact of the community on the environment.

FRWA has previously been focused primarily on waste management but in an evolving sector we need to do more to reduce our communities impact on the environment in particular where we can work regional with our constituent Councils. Initiatives such as Reducing Single Use Plastics, Compostable Dog Waste bags are some of the examples where FRWA will seek to show leadership and resources to facilitate and support. FRWA will seek to reduce its own green house gas emissions through the installation of solar panels and conversion of collection vehicles to electric where feasible.

1.2 Provide diverse and flexible kerbside waste collection and waste and recycling depot services

To ensure FRWA Services remain relevant and continue to meet the needs of the community FRWA will need to constantly review and adapt its services. This will be integral to reducing our waste to landfill by providing the opportunity to reward those who create less waste while still providing relevant services for those that have different needs. We will also need to cater for the tourism and visitor economy that is a significant contributor to our economy and ensure that these activities do not detrimentally impact our community and conserve the very reason people visit us.

1.3 Develop and implement programs to increase the efficiency and effectiveness of kerbside waste collections.

Kerbside Services have the ability to service many sectors of the community in an efficient and effective manner when utilised properly. FRWA will implement programs to ensure our services are fully utilised and are fully understood by the community. This may include targeted programs such as Bin Audits, Bin Tagging, full roll out of kitchen caddies and targeted programs to decrease contamination.

1.4 Deliver, targeted best practice waste education.

Education is a key function in engaging the community in reducing waste to landfill and facilitating a circular economy. FRWA will seek to achieve this through:

- Consistent and regular messaging around the services FRWA provides, how to access them and how to use them.
- Demonstrating the concept that waste is a resource to be used and reused by the community for the communities benefit.
- Providing waste education services to the community and community groups to spread FRWA messages and to develop relationships with community members.
- Promote individuals, groups and business who are demonstrating best practice waste management as community champions.

Key Performance Indicators

- Increase kerbside diversion rates from 50% to 70% by 2030
- Reduce the amount of organic waste in the blue bin from 44% to less than 15% by 2025
- Reduce contamination of the recycling bin to less than 8% by 2025
- Reduce green house gas emissions of FRWA by 30% by 2030

2.0 Advocate and facilitate a local circular economy

2.1 Develop a research and development fund to investigate emerging technologies that add value to existing waste processes

Technology within the waste and resources sector is changing and improving rapidly. Processes are improving making smaller scale operations that have previously been available to operations with significant tonnages viable. To ensure that the Authority are available / open to these concepts and are at the cutting edge of these developments we will develop a Research and Development Fund to invest in learning more about new and emerging technologies and how we can utilise these to achieve better outcomes for our community.

These may include investigations into processes such as the treatment of green organic waste via bio-digesters, biochar generation, gasification, in-vessel composting.

2.2 Advocate and support constituent councils to use recycled products

Constituent Councils are a significant purchaser of products within the region and with recycled products needing an end market they have the ability to create circular use of materials. We will work with Councils to substitute virgin products with recycled content products. For example, using:

- Recycled rubber in bitumen products, recycled crushed masonry for subbase pavements and recycled topsoil for landscaping in road construction projects.
- Park furniture and timber decking made of recycled plastics
- Recycled content paper for Council office operations

2.3 Work with local industries to facilitate a circular economy

The creation of a circular economy cannot be done by one entity. FRWA will work with local industries to facilitate a circular economy, discuss new ideas and investigate opportunities to process, treat and reuse resources locally for the benefit of the local economy. FRWA will investigate what levers are available to it including resources, pricing policies and community demand.

2.4 Investigate the provision of alternative waste collection solutions to meet the needs of the community.

Besides our kerbside collection and waste and recycling depots, FRWA will ensure that all community generated waste can be collected and processed in an efficient and effective manner through innovative solutions. We will investigate new services which may include:

- User Pay Hard Rubbish Collections
- Public Place Recycling and Policies
- Caravan Park Collection Services
- Public Recycling Stations

Weekly commercial FOGO and Recyclable Collection Service

On demand Municipal Solid Waste Collection Service

Key Performance Indicators

- Value of recovered materials is increased by 10% by 2025
- Reduce freight kilometres by 5% by 2025
- Constituent Councils purchase recyclable materials equivalent to 30% by weight of material collected in the yellow bin

3.0 Provide flexible services that meet the needs of councils, residents and visitors.

3.1 - Continuously improve and increase the range of waste collection services provided to the community.

Our community is seeking different services to ensure they are maximising their recycling efforts. We have a diverse community ranging from tourism, small business and we will seek to meet the needs of all members of our community

3.2 - Investigate alternative waste services that meet the objectives of FRWA, its stakeholders and community .

FRWA has a range of resources at its disposal including a range of trucks, staff and management that are skilled and knowledgeable in undertaking waste collection on a schedule or program. This could extend to:

- Street Sweeping
- Septic Tank Pump outs
- Mechanical Services

FRWA with constituent Councils will investigate the viability of providing these services for the community and constituent Councils

3.3 - Investigate providing alternative services to Councils.

As a Section 43 Regional Subsidiary, FRWA is well placed to provide other services that its constituent Councils may require that suits FRWA's skill set and capabilities that is beneficial to all organisations. FRWA wants to be the first choice provider of regional services for its constituent Councils. This is particularly relevant for smaller Councils that may not have the skills or resources to implement a regional project on their own.

Key Performance Indicators

- Reduce the number of bin banks in rural areas by 15% by 2025
- Increase range of services provided to customers by 20% by 2025
- Increase range of services provided to constituent Councils by 2025

4.0 Provide efficient and effective Regional Subsidiary

4.1 Utilise digital technology to provide easily accessible services and management tools.

Our community are digitally connected and demand easy and direct access to services. We will seek to provide access to our services through apps and our website and will ensure our systems are established to meet these demands. This includes social media, fleet tracking, and data management.

4.2 Develop ,encourage and support a high performing board.

Our Board Members are the guiding force of our organisation. We will continue to develop and educate our Board Members to ensure they are fully informed of innovations within the waste and resource sector and can adequately represent the Councils they represent.

4.3 Provide cost effective services.

FRWA will constantly review the services they provide to ensure they are cost effective and meet the needs of the community. We will ensure that comprehensive businesses cases are developed for new initiatives to ensure that all benefits (environmental, social and economic) and costs are defined.

4.4 Provide high standard corporate functions including communications, education, finance and WHS.

Providing high standard corporate functions is the key to the integrity and long term sustainability of our organisation. These functions form the foundation of our organisation and will be developed and improved to ensure we are providing the services our community needs.

Key Performance Indicators

- Reduce the cost of kerbside collection per property by 5% by 2025. Excluding CPI and solid waste levy.
- Reduce the cost of waste transfer station operations on Councils by 10% by 2025

Business Planning

To deliver the vision and mission of the FRWA Strategic Plan the Authority will develop a 3 year business plan that will include projects and actions that are aligned to the strategies and goals of the plan. Based on the feedback from our Councils this will include initiatives such as research into energy from waste projects, increasing green organic collections, public place recycling, and waste education programs.

The Business Plan will also include supporting financial projections setting out the estimates of revenue and expenditure necessary for the period of the Business Plan.

Through this process the Authority will further engage with Councils to ensure specific projects and strategies are included in the business plan and long term financial plan

