



dulverton
waste management

STRATEGIC PLAN 2015/16 - 2019/20



Revision and Issue Status

Issue Number	Revision Number	Date Issued	Changes Made	Authorised By
1	A	29.06.2015	Draft to Board of Directors	CEO
2	A	10.08.2015	As directed at 29.06.2015 Board meeting	Board
3	A	18.11.2015	Nil. As approved by Board 10.08.2015	Owner Representatives

Introduction

This document presents the Strategic Plan for Dulverton waste Management (DWM) for the next 5 years. It has been prepared inclusive of a Strategic Directions Plan and a Strategic Action Plan.

The Strategic Plan 2015/16 – 2019/20 supersedes the *Strategic Plan 2013/14 – 2018/19*. This Plan precedes the life of the latter plan as the Strategic Action Plan was largely accomplished.

Table of Contents

Revision and Issue Status	2
Introduction	2
Strategic Context	4
Background	5
Core Activities.....	6
Vision and Values.....	7
Structure of the Plan	7
Major Issues	8
Strategic Directions Plan	9
Strategic Actions Plan	14
Reports and Resources.....	17

Strategic Context

1. The management of waste in the Cradle Coast region of Tasmania is undertaken, to a large extent, by seven municipal Councils, five of which use the services of DWM. The Councils act collaboratively at a strategic level through the Cradle Coast Waste Management Group (CCWMG) which has identified strategies relating to waste diversion, regional waste planning and efficiencies, partnerships and community engagement. The CCWMG has identified that grant funding, joint initiatives and partnerships with industry; waste producers and government are critical factors supporting the successful implementation of strategies to manage waste in this region.
2. CCWMG focus on reducing carbon emissions, conserving landfill space and reducing the toxicity of waste landfilled. The priority waste streams for the region include municipal organics, building and demolition waste and, hazardous and electronic waste.
3. Key waste management operations in the region comprise:
 - a. Kerbside collection
 - b. Kerbside recycling
 - c. The operation of:
 - i. waste transfer stations; and,
 - ii. land fills
 - d. Waste material recovery and,
 - e. Large scale composting.
4. This Strategic Plan operates in the context of a range of policies at national, state and local levels. These include:
 - a. The National Waste Policy 2009 Less Waste, More Resources
 - b. 2011 Product Stewardship Act (and Regulations)
 - c. The Australian Packaging Convention
 - d. Clean Energy Act 2011 incorporating a carbon pricing mechanism
 - e. The Tasmanian Waste and Resource Management Strategy 2009
 - f. Waste Management 2020 and Beyond (The Southern Waste Strategy Authority)
 - g. The Northern Tasmanian Waste Management Group's *5 Year Strategy 2012 – 2017*
 - h. Cradle Coast Waste Management Group's *5 Year Strategy 2012 – 2017*
5. A State election in 2014 has not yet lead to changes in legislation affecting waste management. There has been no clear direction given by the Government regarding the introduction of a compulsory state-wide waste levy.

6. The Action Plan in the 2013/14 – 2018/19 Strategic Plan is largely delivered:
 - The Owner Representatives determined to continue to operate the DORF,
 - A number of strategy level documents were developed to guide DWM's decision making into the future,
 - Site safety systems, and DWM's identification and management of risk progressed substantially, and
 - DWM's waste knowledge and expertise increased at all levels of the organisation.

Background

1. Dulverton Regional Waste Management Authority trading as Dulverton Waste Management (DWM) is owned by Central Coast, Devonport, Kentish and Latrobe Councils (Participating Councils), their equity is 36.82%, 43.45%, 8.48% and 11.25% respectively. The Authority has developed this Plan as required by the Rules (as adopted on 18th February, 2013).
2. This Strategic Plan has been prepared in consultation with the Representatives of its Participating Councils and works closely with the Cradle Coast Waste Management Group's *5 Year Strategy 2012 - 2017*.
3. This Strategic Plan has been approved by these Councils and is operational from the 18th of November 2015.
4. This Strategic Plan refers to the period 2015/16 - 2019/20 and sets out the issues, objectives, strategies, performance measures and standards to be achieved by DWM during this period.
5. The Strategic Plan is deliberately focused at the strategic and policy level. Within DWM other plans address issues and objectives at the operational level.
6. Implementation of the Strategic Plan is the responsibility of the DWM board of directors.
7. The Strategic Plan is designed to be implemented in accordance with the Strategic Actions Plan with actions reviewed on a four-monthly basis.
8. The Strategic Plan will be comprehensively reviewed in 2018 or earlier if directed by the Board.

Core Activities

The core activities, in accordance with the Rules of the Authority are:

1. Acceptance and safe, sustainable management of waste from the Authority's Participating Councils.
2. Acceptance and safe, sustainable management of organic waste from industry.
3. Provision of waste related advisory services with particular reference to the development and implementation of strategies for the safe and sustainable management of waste within a carbon constrained environment.

Vision and Values

Vision

Dulverton Waste Management is seen as an innovative organisation and recognised as leaders in waste management in Tasmania

Values

1. Maintenance of a safe operating environment at each DWM workplace.
2. Maintenance and enhancement of relationships with our community/stakeholders that are based upon openness, trust, fairness, honesty and integrity.
3. Adherence to and compliance with relevant and accepted ethical standards, codes of conduct and legislation in all the Authority's business dealings.
4. Fair treatment of DWM employees and encouragement of employee initiative, teamwork and enthusiasm.
5. Commitment to excellence and continual innovation and improvement in our business.

Structure of the Plan

1. The Plan comprises two major components:
 - a. Strategic Directions Plan.
 - b. Strategic Action Plan 2015/16 – 2019/20.
2. The Strategic Directions Plan comprises five major components:
 - a. Strategies – what DWM is going to do to achieve each strategic objective.
 - b. Issues and Opportunities – these represent the major issues that DWM need to address.
 - c. Strategic Objectives – what DWM wants to achieve in relation to each critical issue.
 - d. Performance Measures – the things that DWM is going to measure to assess how well it has achieved each strategic objective.
 - e. Targets – measure of performance against agreed targets.

Major Performance Areas

The Strategic Plan focuses on addressing the following major performance areas;

- A. SAFETY and PEOPLE - The continued development and maintenance of a safe and innovative operating environment at each DWM workplace.
- B. RISK MANAGEMENT and OPERATIONS - The need to develop and maintain sustainable waste management operations and manage related risks. Position DWM to maximise returns to Owners while maintaining intergenerational equity.
- C. ADVICE and EXPERTISE - The unmet need for advice relating to waste disposal and resource recovery at regional and State levels.
- D. LEADERSHIP and REPUTATION - The ability to harness potential business opportunities by being the first choice of regulators and industry.

The following table outlines Dulverton Waste Management's Strategic Directions Plan.

Strategic Directions Plan

Table One: Dulverton Waste Management Strategic Directions Plan

Issues and Opportunities	Strategic Objective	Strategies	Performance Measures	Targets
A. SAFETY & PEOPLE The continued development and maintenance of a safe and innovative operating environment at each DWM workplace.	A.1 DWM complies with (if not exceeds) legislative requirements for a safe workplace.	A.1-1a Identify, assess and manage workplace safety risks at each DWM workplace.	A.1-1b Review and assess workplace risk.	A.1-1c Material matters reported to the Board each meeting.
		A.1-2a Review, understand and implement work practices at each DWM workplace to support compliance with safe workplace legislation	A.1-2b Safe work practices reviewed continuously.	A.1-2c Material matters reported to the Board each meeting.
	A.2 DWM is considered a workplace of choice by those employed in the waste management industry.	A.2-1a Help DWM workers, contractors and customers be aware of and implement safe work practices at each DWM workplace.	A.2-1b Worker, contractor and customer work safe training undertaken and completed.	A.2-1c Material matters reported to the Board each meeting.
			A.2-1d Lost time injuries.	A.2-1e Zero.

Issues and Opportunities	Strategic Objective	Strategies	Performance Measures	Targets
B. RISK MANAGEMENT & OPERATIONS Need to develop and maintain sustainable waste management operations and manage risk.	B.1 DWM's operations are undertaken in a cost effective manner.	B.1-1a Report against appropriate KPI's that identify, assess and manage short, medium and long term costs associated with waste management operations at DWM. Review KPI's annually.	B.1-1b Financial and operational KPI's reported at each Board meeting and comprehensively reviewed annually.	B.1-1c Reported each Board meeting. KPI's reviewed annually each August.
		B.1-2a Review site operational efficiency.	B.1-2b Site operational efficiency reviewed, report prepared for Board consideration. Actions implemented.	B.1-2c November 2016
	B.2 DWM's environment and financial outcomes support intergenerational equity.	B.2-1a Finalise and maintain plans for the provision of after-care, rehabilitation and a long term financial plan.	B.2-1b After care, rehabilitation and long term financial plan completed.	B.2-1c December 2015
		B.2-2a Landfill airspace maximised.	B.2-2b Investigations into physical limits on landfill design complete and incorporated in relevant plans.	B.2-2c June 2017

Issues and Opportunities	Strategic Objective	Strategies	Performance Measures	Targets
		<p>B.2-3a</p> <p>Implement 20YFP recommendations.</p>	<p>B.2-3b</p> <p>Board prioritise recommendations and actions complete.</p>	<p>B.2-3c</p> <p>June 2018</p>
	<p>B.3</p> <p>Waste management operations comply with relevant legislation and codes of practice.</p>	<p>B.3-1a</p> <p>DWM employs waste management technology and practices including those relating to:</p> <ul style="list-style-type: none"> a. Operational safety; b. Compliance with regulations; c. Operational efficiency; and d. Management of landfill gas emissions. 	<p>B.3-1b</p> <p>Compliant waste management practices.</p>	<p>B.3-1c</p> <p>Ongoing and material matters reported to the Board each meeting..</p> <p>Delivery of products and services in accordance with relevant legislation and codes of practice.</p>
	<p>B.4</p> <p>Manage operational risk.</p>	<p>B.4-1a</p> <p>Review risk registers on a 4-monthly basis, comprehensive update annually.</p>	<p>B.4-1b</p> <p>Risk registers reviewed.</p>	<p>B.4-1c</p> <p>Reviewed at each Audit and Risk Committee meeting (3 per annum).</p>

Issues and Opportunities	Strategic Objective	Strategies	Performance Measures	Targets
<p>C. ADVICE & EXPERTISE</p> <p>Unmet need for advice relating to waste disposal and resource recovery at regional and State levels.</p>	<p>C.1</p> <p>DWM has the capacity and capability to provide leading edge advice to address waste disposal and resource recovery needs at regional and State levels.</p>	<p>C.1-1a</p> <p>Develop and maintain DWM staff access to knowledge of current technology and practices relating to waste management.</p>	<p>C.1-1b</p> <p>Research to identify sources of knowledge relating to current waste management technology, licenses and practices completed.</p>	<p>C.1-1c</p> <p>Ongoing research that is reviewed annually.</p>
		<p>C.1-2a</p> <p>Provide ongoing training for Directors and staff.</p>	<p>C.1-2b</p> <p>Completion of appropriate training within budget.</p>	<p>C.1-2c</p> <p>Reviewed at each Board meeting.</p>
<p>D. LEADERSHIP & REPUTATION</p> <p>Be viewed as the first choice for sustainable waste solutions.</p>	<p>D.1</p> <p>Be viewed as the first choice for sustainable waste solutions by Regulators.</p>	<p>D.1-1a</p> <p>Demonstrate a high level of voluntary compliance with standards and regulations, be environmentally and socially responsible at all times, and do not risk organisational values. Be open and honest in all dealings with all stakeholders.</p>	<p>D.1-1b</p> <p>EPA direct unusual waste streams to DWM for consideration. EPA permit trials for unusual waste streams.</p>	<p>D.1-1c</p> <p>EPA referrals and trials reported to Board.</p>

Issues and Opportunities	Strategic Objective	Strategies	Performance Measures	Targets
	<p>D.2</p> <p>Be viewed as the first choice for sustainable waste solutions by Industry.</p>	<p>D.2-1a</p> <p>Market and promote DWM's values and capabilities to existing and potential industry clients.</p>	<p>D.2-1b</p> <p>Produce marketing collateral to reinforce DWM as a no risk option for industry.</p>	<p>D.2-1c</p> <p>June 2016.</p>
	<p>D.3</p> <p>Within the Cradle Coast Region undertake and engage in sustainable and compatible waste management business.</p>	<p>D.3-1a</p> <p>Investigate and explore the feasibility of compatible business opportunities. Have systems in place to take a leadership role in the CCWVG review of regional waste governance arrangements if requested.</p>	<p>D.3-1b</p> <p>Compatible business opportunities that arise are appropriately considered.</p> <p>Systems capable of accommodating growth if required.</p>	<p>D.3-1c</p> <p>Ongoing consideration.</p> <p>Prepare report to Board on systems June 2016.</p>

Strategic Actions Plan

Table Two: Dulverton Waste Management Strategic Actions Plan

Issues and Opportunities	Performance Measures	Responsibility	Completed By
A. The continued development and maintenance of a safe operating environment at each DWM workplace.	A.1-1b Review and assess workplace risk.	CEO and Board	Material matters reported to the Board each meeting.
	A.1-2b Safe work practices reviewed continually.	CEO and Board	Material matters reported to the Board each meeting.
	A.2-1b Worker, contractor and customer work safe training continually undertaken.	CEO	Material matters reported to the Board each meeting.
B. Need to develop and maintain sustainable waste management operations.	B.1-1b Financial and operational KPI's reported at each Board meeting and comprehensively reviewed annually.	CEO and Board	Reported each Board meeting. KPI's reviewed annually each August.
	B.1-2b Site operational efficiency reviewed, report prepared for Board consideration. Actions implemented.	CEO	November 2016
	B.2-1b After care, rehabilitation and long term financial plan completed.	CEO	December 2015

Issues and Opportunities	Performance Measures	Responsibility	Completed By
	B.2-2b Investigations into physical limits on landfill design complete and incorporated in relevant plans.	CEO	June 2017
	B.2-3b Board prioritise 20YFP recommendations and actions complete.	CEO and Board	June 2019
	B.3-1b Compliant waste management practices.	CEO and Board	Ongoing and material matters reported to the Board each meeting.
	B.4-1b Risk registers reviewed.	CEO and Board	Reviewed at each Audit and Risk Committee meeting (3 per annum).
C. Unmet need for advice relating to waste disposal and resource recovery at regional and State levels.	C.1-1b Research to identify sources of knowledge relating to current waste management technology, licenses and practices completed.	CEO	Ongoing research that is reviewed annually.
	C.1-2b Completion of appropriate training within budget.	CEO	Reviewed at each Board meeting.

Issues and Opportunities	Performance Measures	Responsibility	Completed By
<p>D.</p> <p>Be viewed as the first choice for sustainable waste solutions by Regulators and Industry.</p>	<p>D.1 -1b</p> <p>EPA direct unusual waste streams to DWM for consideration. EPA permit trials for unusual waste streams.</p>	CEO	EPA referrals and trials reported to Board.
	<p>D.2-1b</p> <p>Produce marketing collateral to reinforce DWM as a no risk option for industry.</p>	CEO	June 2016.
	<p>D.3 -1b</p> <p>Compatible business opportunities that arise are appropriately considered.</p> <p>Systems capable of accommodating growth if required.</p>	CEO	<p>Ongoing consideration.</p> <p>Prepare report to Board on systems June 2016.</p>

Reports and Resources

Numerous existing reports and resources may assist DWM in the implementation of the strategic action plan. Refer to the "*Reports and Resources*" list which can be accessed at the DWM website login for Owner Representatives and Directors.