



# STRATEGIC PLAN 2019/20 – 2024/25



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## Revision and Issue Status

Issue Number	Date Issued	Changes Made	Issued to	Authorised By
1	20.02.2019	Draft 1	Board	CEO
2	03.05.2019	Incorporating Owner Representatives and Board feedback from previous meetings	Board	CEO
3	27.06.2019	As directed at 03.05.2019 Board meeting.	Owner Representatives	Board
4	28.06.2019	As approved by Owner Representatives at 27.06.2019 meeting.	All	Owner Representatives and Board

## Introduction

This document presents the Strategic Plan for Dulverton waste Management (DWM) for the next 5 years.

The Strategic Plan 2019/20 – 2024/25 supersedes the *Strategic Plan 2015/16 – 2019/20* as this plan was largely accomplished.

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## 1. Strategic Context

- 1.1 The management of waste in the Cradle Coast region of Tasmania is undertaken, to a large extent, by seven municipal Councils, all of which use the services of DWM to varying extents. The Councils act collaboratively at a strategic level through the Cradle Coast Waste Management Group (CCWWMG) which has identified strategies relating to waste diversion, regional waste planning and efficiencies, partnerships and community engagement. The CCWWMG 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.
- 1.2 CCWWMG 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.
- 1.3 CCWWMG are reviewing the regional waste governance arrangements. At the November 2018 CCWWMG meeting, the group supported the Governance Project report which included a recommendation *“That the preferred option to be adopted as the waste management governance model is an expanded Dulverton Waste Management Joint Authority.”* A material change in the governance arrangements may have an impact on the Strategic Direction.
- 1.4 Key waste management operations in the region comprise:
  - a. Kerbside refuse collection
  - b. Kerbside recycling collection
  - c. The operation of:
    - i. waste transfer stations; and,
    - ii. land fills
  - d. Waste material recovery and,
  - e. Large scale composting.
- 1.5 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 2018 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 2017 – 2022*
  - h. Cradle Coast Waste Management Group's *Strategic Plan 2017-2022*

1.6 There has been no clear direction given by the Government regarding the introduction of a compulsory state-wide waste levy. Historically when the matter has been raised, it has had limited support by both major political parties.

1.7 The Action Plan in the Strategic Plan 2015/16 – 2019/20 is largely delivered:

- Site safety systems, and DWM's identification and management of risk progressed substantially,
- DWM's site operations, financial reporting and long term planning is strong,
- DWM's waste knowledge and expertise increased at all levels of the organisation, and
- DWM's reputation with regulators and industry is sound.

## 2. Background

2.1 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 01<sup>st</sup> September, 2016).

2.2 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 *Strategic Plan 2017-2022*.

2.3 This Strategic Plan has been approved by these Councils and is operational from the 28<sup>th</sup> of June 2019.

2.4 This Strategic Plan refers to the period 2019/20 – 2024/25 and sets out the DWM's strategic position, strategies, actions and targets/performance measures to be achieved by DWM during this period.

2.5 The Strategic Plan is deliberately focused at the strategic and policy level. Within DWM other plans address issues and objectives at the operational level.

2.6 Implementation of the Strategic Plan is the responsibility of the DWM board of directors.

2.7 The Strategic Plan is designed to be implemented with actions reviewed on a four-monthly basis.

2.8 The Strategic Plan will be comprehensively reviewed annually or more frequently if directed by the Board.

### 3. Core Activities

The core activities, in accordance with the Rules of the Authority are: *the management of waste*.

### 4. Vision

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

### 5. Values

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

### 6. Structure of the Plan

Table 1 of the Strategic Plan, the Strategic Directions Plan, comprises four major components:

- a. Position – where does DWM want to be?
- b. Strategies – How DWM will achieve the position?
- c. Actions – How DWM will achieve the strategies?
- d. Targets/Performance Measures – The measure of a successful action.

## 7. Major Strategic Positions

The Strategic Plan identifies the following major strategic positions DWM intend to address during the life of the plan;

- A. DWM business as usual includes developing, maintaining and enhancing operational practices which minimise risk and maximise efficiency.
- B. DWM provide the mix of waste treatment technologies to support the communities and industries of our region and State.
- C. DWM have the resources which enable it to act with agility and maximum effectiveness and grow revenues.
- D. DWM is viewed as the first choice for sustainable waste solutions in Tasmania.

Table 1 outlines DWM's Strategic Directions Plan.