


# 2019-2024

## WASTE STRATEGY

2019-2024 Waste Strategy					
Rev No	Date	Section(s) Affected (amendments)	Author	Reviewer	Approver
1.4	March 2019	All sections – full review	DH	DS	

This Strategy has been prepared by the Waratah-Wynyard Council.

The Council would like to thank all those members of the community, industry, consultants and council staff who kindly gave their time to provide input into the development of this Strategy.

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# INTRODUCTION

## 1. Purpose of this Strategy

The Waste Strategy 2019-2024 has been informed by the Community Strategic Plan (Sustainable Murchison) in the future direction theme of natural resource management. The Strategy seeks to critically assess the way waste services are provided to customers to ensure that Council is meeting the needs of the community whilst still providing value-for-money services. This Strategy relates only to the activities which generate waste from households and business directly.

The ongoing review of Council's policies and priorities in relation to waste ensures that the Council is suitably prepared and resourced to address the challenges and opportunities of a changing environment. Strategies form an integrated and holistic approach to service delivery within the municipal area. The intent of this Strategy is to inform Council's ten year works program and annual planning.

This Strategy is a commitment to achieving a 50% diversion of waste from landfill by 2024 and the continuous improvement in the way Council manages waste generated within the community. To be in the best position to meet the target, Council must introduce progressive ways to minimise waste to landfill through implementing targeted activities and broad education and advocacy programs.

### INTERGRATED STRATEGIC PLANNING FRAMEWORK



## 2. Strategy Aim

To grow a sustainable community through proactive waste initiatives and increasing materials recovery.

### INCREASE

Community awareness  
Waste diversion  
Engagement



### REDUCE

Waste to landfill  
Recycling contamination  
Green waste contamination

## 3. Strategy Objectives

In order to embed continuous improvement principles, this Strategy will be periodically reviewed to provide transparent and evidence-based decisions about waste service levels. It is imperative that reviews consider emerging drivers of change so that Council can make informed decisions related to the community's views and values around waste management.



To deliver on the aims and objectives of this Strategy, four focus areas have been highlighted as key priorities and will form the basis for decision making in relation to waste management. They are:



### Materials Recovery

1. Divert waste from landfill by partnering with business and the community



### Education

2. Build awareness around individual roles in value creation and provide a high level of community engagement around waste generation and management



### Environmental Compliance

3. Be compliant with the relevant environmental legislation



### Value-for-Money

4. Provide valued services that are affordable for our local community



# BACKGROUND & VALUE CREATION

## 4. Demographic Profile

Waratah-Wynyard is located on the north-west coast of Tasmania and has a population of 13,578. Factors relating to gross weekly income, property mortgages and unemployment impact on the way the community may prioritise waste management services and their ability to afford the associated costs.

There are 13,578 people living in Waratah-Wynyard and a total of 6,599 dwellings in this local government area



**31%**

of households have a gross income of less than \$650 per week

5.8% have a gross income of >\$3,000 per week

**30%**

are single (or lone) person households  
68% are family households



**26%**

are renting  
71% own their own property or have a mortgage

**13%**

are unemployed or away from work  
87% of people in the labour force are employed to some extent



**65%**

of households receive kerbside waste collection  
35% of households, typically rural, do not receive kerbside collection

## 5. Integration with National, State and Regional Models

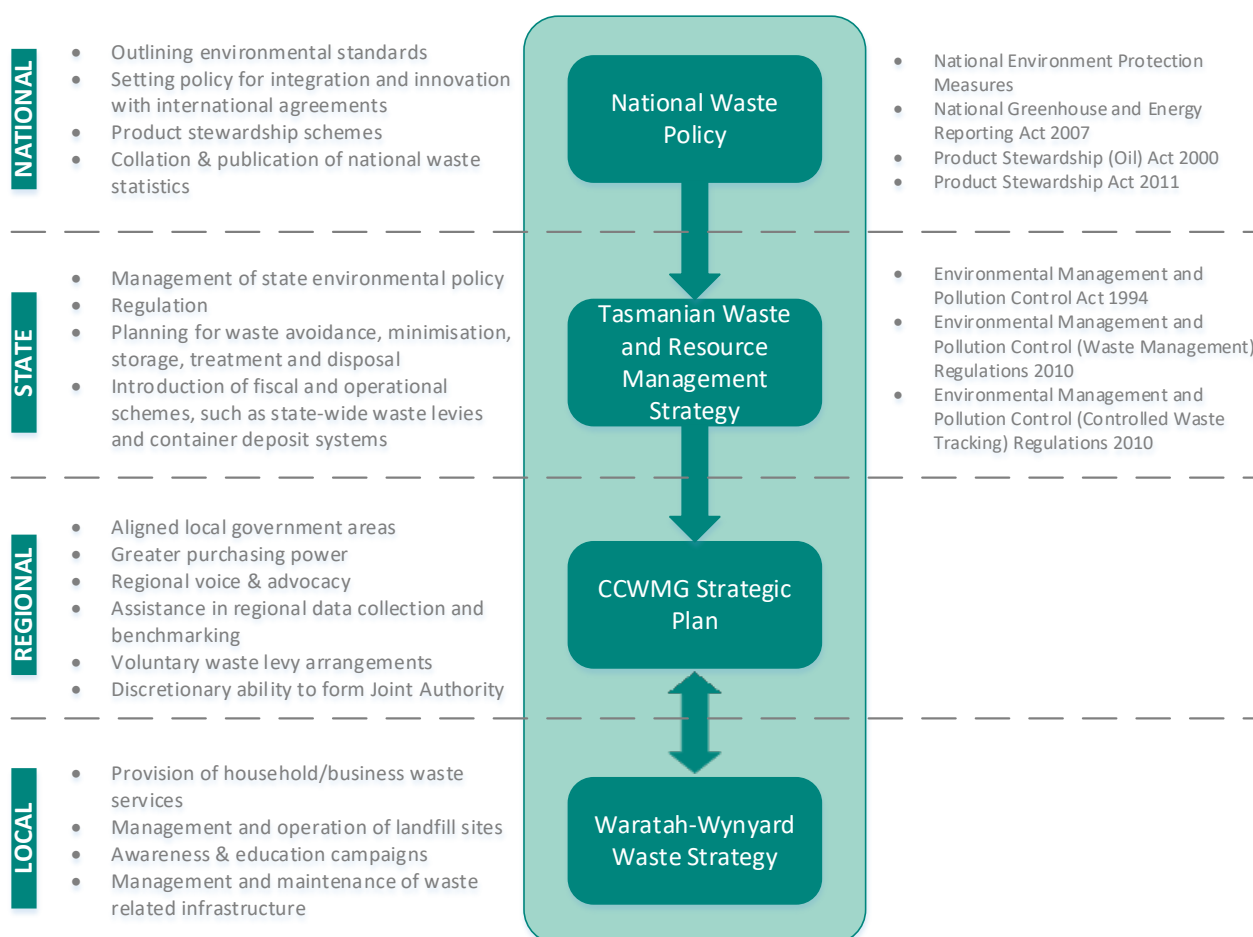
Cohesive waste management is viewed as a priority in Australia, where all levels of government are given responsibility for the delivery of improved waste services. The focus of the Australian Government is to set national policy to encourage collaboration between tiers of government and the integration of national legislation with obligations set through international agreements. The national policy does not identify tailored solutions for waste management in local and regional areas, nor does it provide those services directly to industry and households.



State and territory governments hold the primary responsibility for the regulation and management of waste through the execution of legislation and policies. Local governments are accountable for providing waste services to local households and business, managing landfill sites and delivering education and awareness campaigns. Regional groups, representing several local government areas, may be formed at the discretion of those involved. Regional bodies tend to have greater purchasing power than individual local areas and can advocate for waste related funding and support.

Currently, there are two overarching policy positions which provide direction to Council about waste management; being the National Waste Policy and Tasmanian Waste and Resource Management Strategy. Accordingly, there are schemes, campaigns and legislation which apply directly to the priority areas set by the policies which Council must be aware of throughout the life of this strategy.

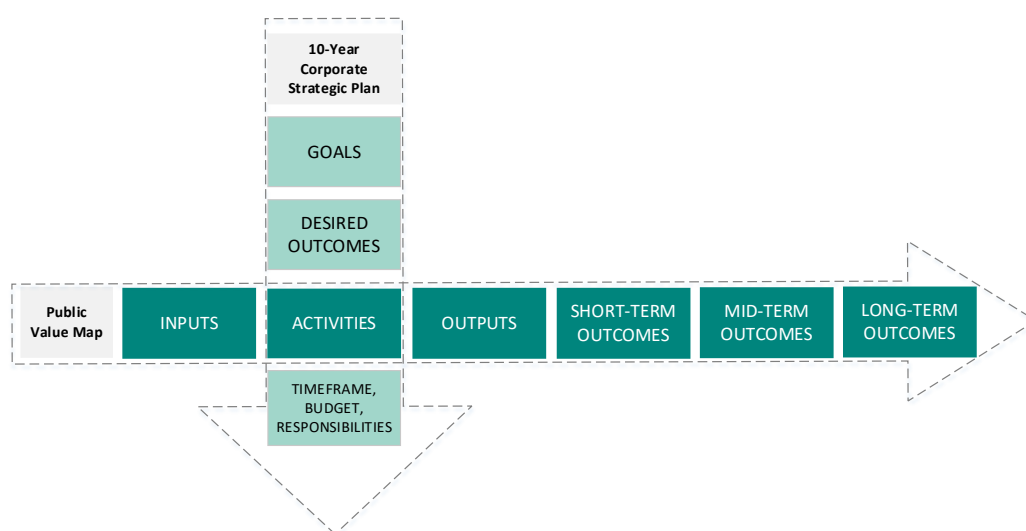
In terms of the regional approach to waste management, Council currently participates as a member of the Cradle Coast Waste Management Group (CCWMG). The CCWMG represents seven local government areas along the north-west coast of Tasmania and aims to embed sustainable waste management actions and behaviours across the region.



## 6. Public Value

The value generated by the services that Council provides are not solely related to operational and financial delivery, but also link directly with the social benefits received by the community. In order to take a strategic orientation to service planning, the net social and economic benefit from the provided service should be defined by the community and measured by the principles of equity and accessibility. This is known as the public value approach.

The use of a public value map (refer page 12) demonstrates visually how public value is created. It can be used as a tool to view the entire 'supply chain' of value; commencing at service inputs and working through the sequence of activities and outputs to produce short- and long-term outcomes. At the activities level, the public value map integrates with corporate strategic planning, as shown in the below diagram.



In 2017, Council staff and community members were invited to participate in workshops to identify the public value delivered by waste management. Lower than anticipated interest for public workshops resulted in an in-depth interview with a local community member. Given the limited public participation, information was obtained through a community workshop with a neighbour council to mitigate the gaps. To further broaden the analysis, research was undertaken in 2018 to review national literature for waste management public value. Subsequently, all sources of information were collated and refined to deliver a public value map tailored to the Waratah-Wynyard community. Whilst this work has not been evaluative in nature and therefore does not uncover the extent to which public value has been delivered, it still provides a foundation for future service evaluation.

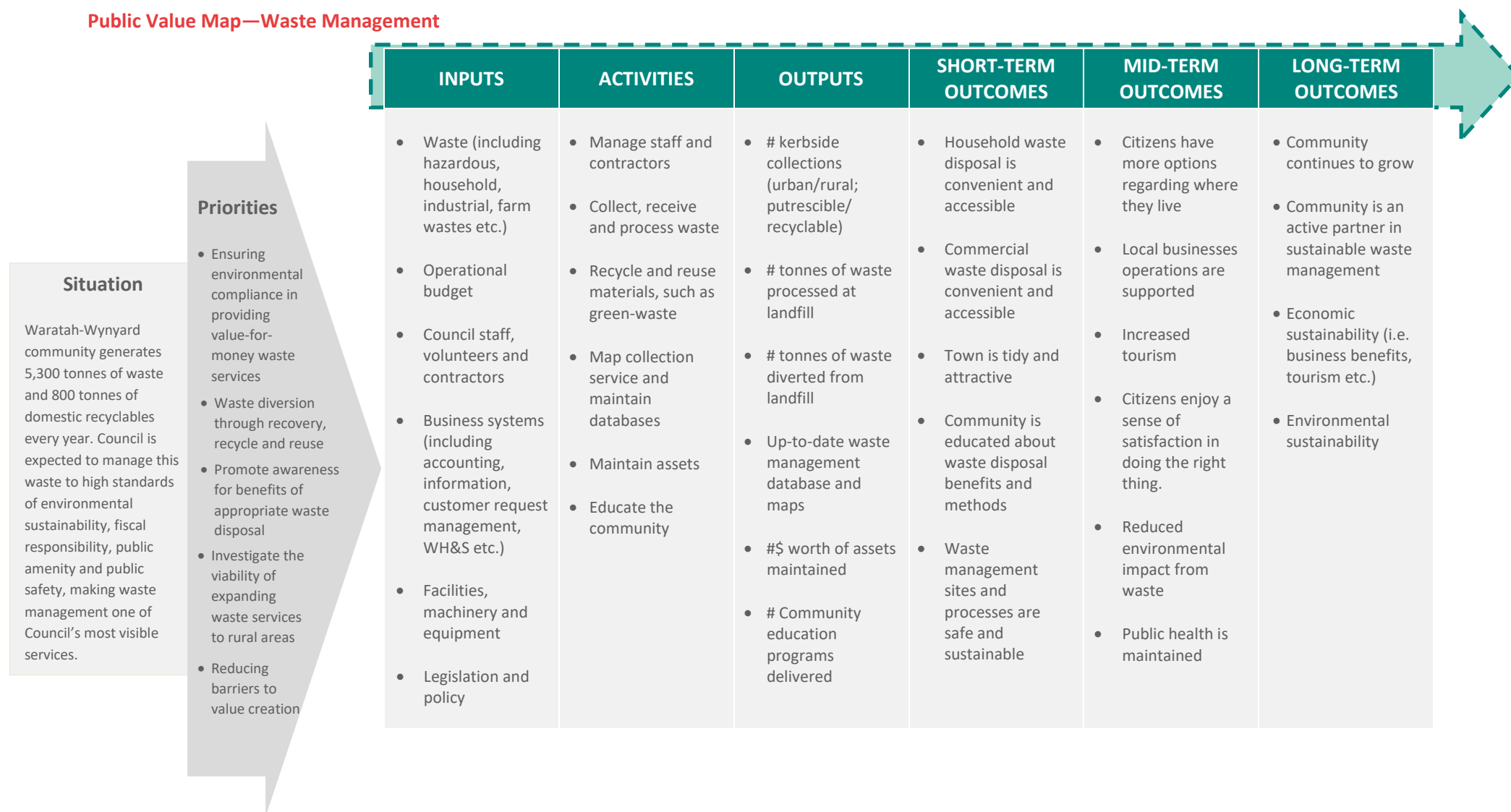
Identified through the workshops and research, waste management services are recognised as being co-produced with the community, in that the success of the services relies on community member contribution. To build this mutual responsibility for developing the community's desired outcomes, there is an opportunity for Council to create awareness in the community about their role in the service and the resulting outcomes of correct/incorrect waste management. This level of support and engagement aligns directly with the key focus of education within this Strategy.

Participants within the workshops recognised that the majority of the community genuinely wanted to dispose of waste in effective ways, but there were barriers to enabling this. Of note, cost was

acknowledged as a barrier to service uptake, where there was a belief that the additional payment to drop waste at the transfer station was creating the perception that waste management is a Council 'business' and not a service; building negativity within the community. Another barrier was the perceived lack of options for the correct disposal of products, such as hard plastics, e-waste or silage wrap. Again, there is an opportunity for Council to build on this research and enable a positive direction in waste management through aligning materials disposal/recovery options and building public education and awareness.



## Public Value Map—Waste Management



## External factors

**Community expectation** creates demand for a variety of waste disposal methods, combined with a desire for a low-cost service.

**Legal provisions** which extend to waste management services. Council is expected to be environmentally responsible, monitor and report compliance in the conduct of its business activities.

**Governance models** around waste management are being critically reviewed by multiple government levels to determine best practice models.

# CURRENT WASTE MANAGEMENT MODEL

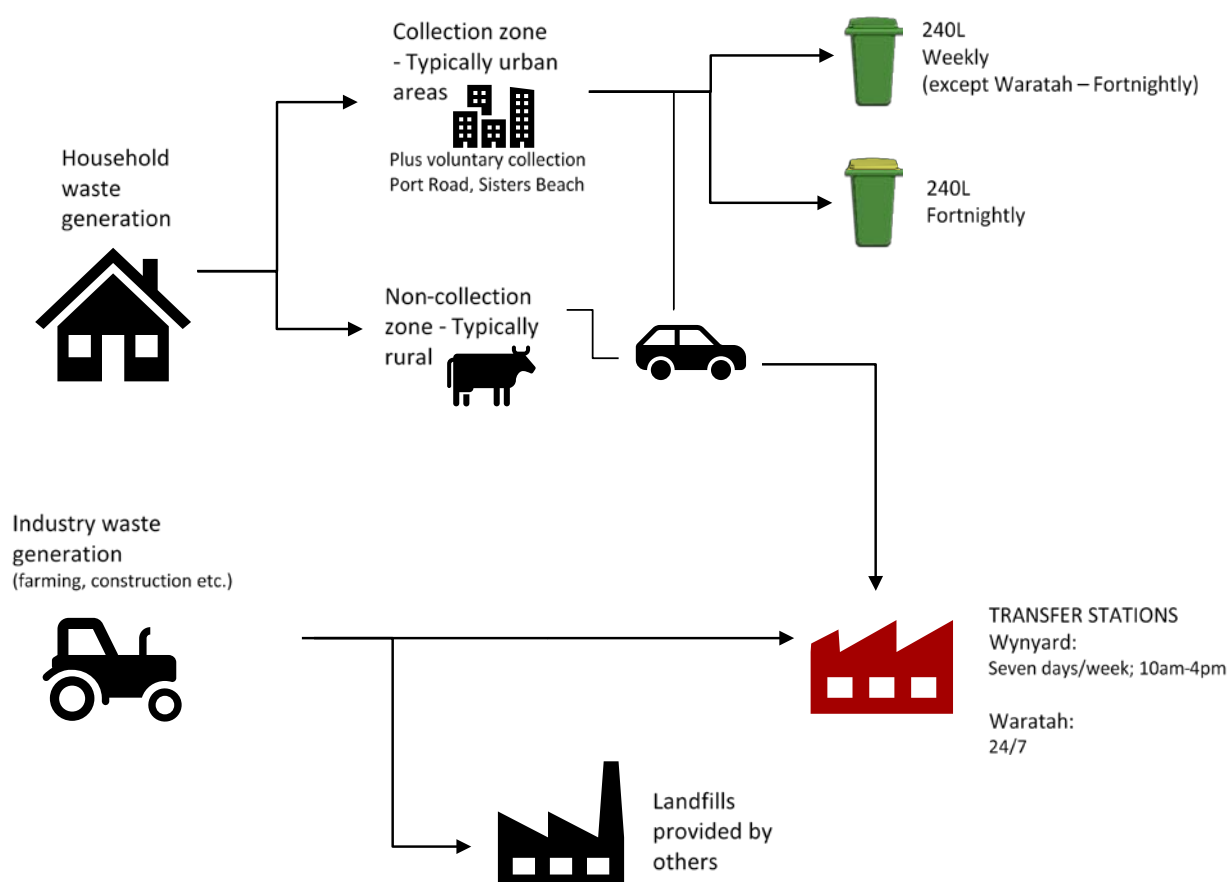


## 7. Waste Levels of Service

Council currently provides an urban kerbside service, made up of a weekly collection for general waste (fortnightly Waratah) and a fortnightly collection for domestic recycling. All properties within the collection zone (with exception to vacant blocks) are registered and contribute to the cost of the service. In 2017-18, approximately 4,500 properties were registered for the urban kerbside collection service. No rural kerbside collection is currently offered.

Where bins are damaged, vandalised or stolen, the costs associated with their replacement are generally borne by the individual (either property owner or occupier) unless the damage has occurred due to negligent damage by the Council or its collection contractor. Green-lidded general waste wheelie bins are purchased by the individual. Yellow-lidded recycle bins must be purchased through the Council and are expected to stay at the property it was purchased for.

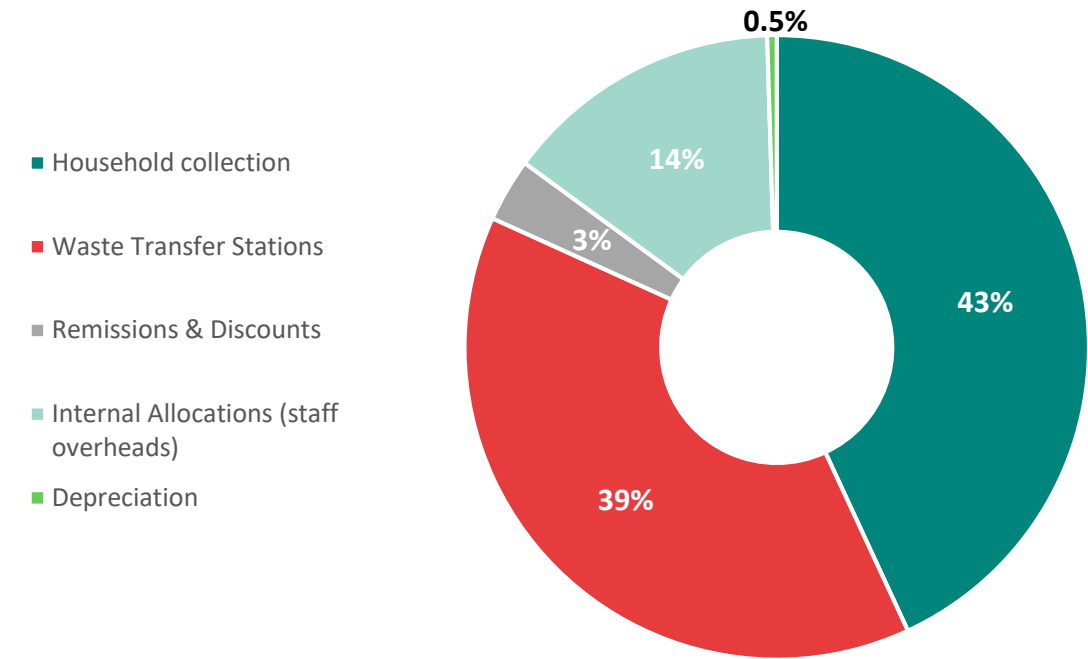
A Waste Transfer Station is provided in Wynyard, which is open to the public seven days a week from 10am-4pm. A second communal waste disposal location is offered in Waratah and is always accessible.





### 8. Funding Model

The current funding model is based on a user pays approach, with the intent that the full cost of waste management is recovered through separate charges. In doing so, the true cost of waste management is transparent to the community and avoids subsidisation through general rate revenue that is already distributed to fund the costs of other services. Each year, charges to properties are set to generate an income that is predicted to cover the expenses related to the waste management service. In 2018/19, the total forecasted operational expenditure for waste related activities was \$1,984,400.



Whilst Council aims for a full cost recovery model, the future expenditure for waste services can be difficult to predict which has an impact on determining the appropriate income requirements for that year. An example is illustrated by the below graph, demonstrating the actual expenditure and revenue received in 2017/18 represented against volumes of waste.



A Waste Utility Charge (2018/19 = \$100) is charged to all properties to cover the majority of costs associated with the Waste Transfer Stations. At the time of preparing this Strategy, the cost of the Waste Transfer Stations is not fully recovered by the utility charge as the revenue received (utility charge \$745,000; gate fees \$51,000) is approximately \$70,000 short of the total expenditure incurred.

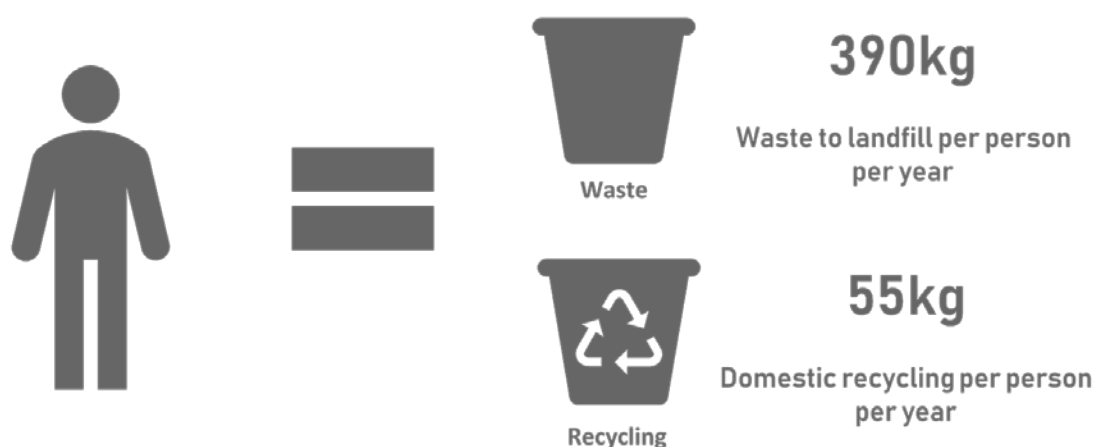
In addition, a separate charge of \$220 is levied to all households within the urban zone to cover the expenditure related to kerbside waste and recycling collection. Households that are not in a kerbside serviced area, such as rural properties, do not contribute to the cost of providing that service.

## 9. Council's Waste Journey

In 2003, the Council identified a need to prepare a Solid Waste Management Strategy to address increasing community expectation and demand for a formalised waste disposal arrangement with the neighbouring municipal area of Circular Head. The Strategy was to be endorsed post the finalisation of the Cradle Coast Authority audit report in 2004. A key focus of this strategy was to document current activities in waste management and ensure any recommendations were readily achievable. The Solid Waste Management Strategy has since expired.

The development of the new Waste Strategy (2019-2024) is instead focussed on minimising waste to landfill through various diversion schemes and improved education efforts. Emphasis has been placed on continuous improvement through evidence-based outcomes for waste management, which are both affordable and valued by the local community.

As a result of Council's previous strategy, waste to landfill has improved by 21% and kerbside recycling volumes have shown an upwards trend. Almost two-thirds of municipal waste to landfill originates from urban kerbside collection.



Information based on Waratah-Wynyard 17/18 tonnages and ABS 2016 Census

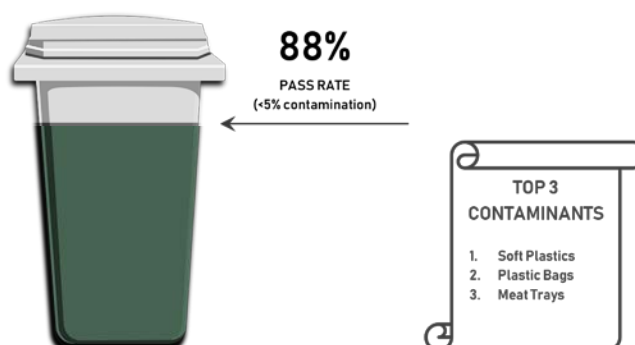
Each week, Council's collection contractor collects up to 4,300 general waste wheelie bins, which are then emptied, and its contents transported to the Port Latta Landfill facility. Given the quantum of waste received through this service, any improvements to reduce waste in household generation can have a significant impact on the level of diversion from landfill. Whilst no formalised audit program has been undertaken for the composition of the general waste bins, anecdotal evidence suggests that up to 50% is comprised of organic materials (food wastes and garden wastes) which may fluctuate during the year depending upon season. This is clearly the largest area for improvement in managing volumes of waste to landfill from kerbside collection.

The Council has participated in a regional recycling bin audit program, providing evidence to support its future decision making. The 2017/18 audit demonstrated that 2,387 properties were visited and during this time 2,043 bins were presented and available for inspection, indicating that 15% of bins were not placed for collection at the time of inspection. Additionally, 88% of the bins inspected were rated with a 'pass' as less than 5% of the bins contents were contaminated.

#### GENERAL WASTE COMPOSITION



#### RECYCLING CONTAMINATION





# WASTE MANAGEMENT FOR THE FUTURE



## **10. Being Accountable: Measurement of the Strategy Progress**

A range of measurement processes will track the progress against this Strategy. The production and regular update of the waste services dashboards is the intended tool to monitor the progress against each strategy focus area and advancement towards the 50% reduction of waste to landfill by 2024. Key performance indicators (KPI's) will be developed and reported against using the dashboard.

Challenges in measurement include the lack of systems to easily measure waste as it is received during collection or disposal. Waste streams such as the tip shop, green waste and builder's rubble currently have no systematic way of measurement and tonnages of waste is only measured at the landfill gate, where appropriate. This represents an opportunity to improve data systems and ultimately improve Council's ability to track performance against strategy objectives.

## **11. Strategy Actions to Deliver Objectives**

Each key focus area (materials recovery; education; environmental compliance; value-for-money) of this Strategy has been considered and actions have been prepared to deliver upon the commitment of reducing waste to landfill. The discussion relating to opportunities aligned with the focus areas has been included below.

### **11.1. Focus 1: Materials Recovery**

#### **Food Organics and Garden Organics (FOGO)**

FOGO is considered to be the largest individual component identifiable within the waste stream that is deposited at the landfill site. Organics deposited at landfill take up vital capacity and thus shorten the lifespan of the landfill. Upon decomposition, the organic material produces methane, a known contributor to greenhouse gas.

Significant interest has peaked around a separate organics collection both locally and regionally, all of which warrant further investigation. However, it is noted that the transport of organic material to any facility (landfill or organics processing) is a large deciding factor when assessing against the principles of environmental compliance and value-for-money. The consideration of these factors, alongside market and commercial opportunities licenses a future feasibility assessment that is tailored to the municipal area.

Therefore, it is recommended that further analysis is undertaken to determine the viability and community appetite for the provision of an organics collection service.

### Expanded kerbside collection

A preliminary feasibility survey was undertaken in early 2019 in order to determine the rural community's appetite and willingness to pay for an expanded household kerbside collection service. The survey made available to residents three options; a rural general waste collection; rural recycling collection or no change to current service levels. Estimated cost per annum was provided for each option, however predicting cost was difficult to determine without scope of collection. Instead, costs were formed on the basis of benchmarking with neighbouring communities and comparatives in relation to the Waratah-Wynyard urban collection.

Survey participants were selected at random across the rural network. A total of 300 surveys were mailed to property owners, which represented 15% of the possible rural household community. Surveys were asked to be returned to Council within two weeks. A total of 169 responses were received, the majority of which received by the allocated due date. The response rate has provided a 99% statistical confidence level with a 10% margin of error.

As a result, 56% of the 169 replies did not want an expanded kerbside collection. The remainder wanted some form of kerbside collection, with almost an even third split between those that wanted only general waste collection, only recycling collection or both.

Some participants provided comments alongside their response, ranging from cost of service through to distance between house and probable collection point. Some ratepayers thought the service was already paid for through the waste utility charge or that they were subsidising urban residents who already receive kerbside collection. This indicates an opportunity to improve cost transparency and understanding throughout the community.

Given these results did not clearly articulate a strong community position in relation to an expanded collection service, it is recommended that further work is undertaken to gain a higher level of confidence in the predicted costs and undertake a larger survey to determine community appetite.



### Other materials recovery programs

A key priority of Council is to minimise waste to landfill through the identification and delivery of recovery schemes and through encouraging the community to adapt disposal behaviours accordingly. These activities align with the key focus areas of materials recovery and environmental compliance, alongside current community expectations which have been identified through consultation associated with the development of this strategy. Maximising materials recovery would be supported through the following recommendations:

- Introducing accessible recycling opportunities, such as e-waste and household batteries schemes
- Expansion and formalisation of the 'tip shop' and encouraging greater utilisation
- Investigating the viability and opportunities associated with providing household hard waste (bulky item) collection
- Advocating for state- and nation-wide schemes



## 11.2. Focus 2: Education and Awareness

### Contamination

The minimisation of contamination in waste streams is an ongoing issue for waste managers. At Waratah-Wynyard, the kerbside recycling bin audits indicate that 88% of the bins inspected achieved a pass rating of less than five percent contamination. Whilst this is a commendable result, there is still much that can be done to minimise confusion at the point of disposal and improve contamination rates even further; such as targeting the top three contaminants of soft plastics, plastic bags and meat trays through awareness and education campaigns.

However, it is not just in recycling collection that Council can identify issues with contamination. Council's green waste pile, managed entirely through the Wynyard Waste Transfer Station, is prone to contamination which includes items like lead painted timber, plastics, noxious weeds and tyres. This increases the cost to manage green waste when chipping and can limit the future possibilities for reuse.

Targeting contamination and good practice waste sorting and disposal in Council communications may assist with minimising the issue and provide an opportunity for Council to maximise value creation.

Recommendation: A proactive and innovative engagement strategy is established to address specific waste-related contamination issues.

### Illegal dumping

Illegal dumping within Waratah-Wynyard requires further investigation in order to determine the scale and costs of the issue. A barrier to this research is the suggestion that much of the illegal dumping issue occurs on land not maintained or controlled by Council. In establishing a baseline for this data, the Council could expand its activities to include private property owners to participate in regional illegal dumping monitoring and development of campaigns which aim to alter attitudes and behaviours for waste disposal.

Recommendation: Further investigation is undertaken to determine the causes of illegal dumping and to obtain a better understanding of these issues.

## 11.3. Focus 3: Environmental Compliance

### Air, water and noise disturbances

Council will continue to plan and implement waste activities with increasing diligence as community expectation continues to influence policy. It is vital that Council considers the range of national and state legislation and policy when performing its role within the local community. The performance of regular audits and reporting in this regard will help maintain accountability and compliance with this legislation.

Additionally, Council has a responsibility to manage its operations in a way that mitigates air, water and noise disturbances to the nearby community. One of the challenges associated with this phenomenon is the proximity of the Wynyard Waste Transfer Station and local households and should be addressed through continuous review of services and operations.

Recommendation: A regular audit program is established to manage environmental compliance issues and that Council's operations are reviewed to determine new technologies or methods which may reduce impact to nearby residents.

## 11.4. Focus 4: Value-for-Money

### Tip tickets and fee structure

At the setting of the 2011/12 Annual Plan, the Council introduced a waste utility charge to each rateable property and issued a total of ten tip tickets that provided "pre-paid" entry to the Wynyard Waste Transfer Station. The tickets were installed as a method to incentivise appropriate waste disposal at the waste transfer station. Approximately 37% of the tip tickets issued per year are used for access to the transfer station.

Since introducing the tip ticket system, the Council has received mixed feedback relating to the associated benefits and general confusion around the purpose of the tickets. Over this time, residents requested that users pay the full and true costs at the gate, given their personal use of the waste transfer station was considered low. In addition, the provision of

the tip tickets presents an inequity as they are not always passed down from property owners to their tenants. Given that a quarter of Waratah-Wynyard residents were known to be renting during the 2016 census, this can be considered a significant matter.

The waste utility charge is levied to properties as a fixed charge subsidy, that is intended to cover the costs associated with managing and operating the transfer stations, supplemented by the revenue received at the gate to the Wynyard Waste Transfer Station. In the first year of implementing the tip ticket system, revenue received over the gate reduced by 35% and continued to decline over the following two years to represent a total 50% reduction. In 2017/18, the actual revenue received at the gate was \$51,000, which is approximately 6% of the total costs of the transfer stations. The remaining 94% of the transfer station costs are funded through the existing waste utility charge.

An opportunity for Council is to revisit its current funding model for the waste transfer stations. The removal of the tip tickets appears to be an efficient solution to resolving the confusion around their purpose. However, there are some views in the community that the waste utility charge funds the provision of the tickets and the removal of them would equally remove the utility charge. If the utility charge was removed, the costs associated with the transfer station would be subsidised by the general rate, which on 2018/19 figures would equal a rate rise of approximately 8%.

An alternative would be to supplement the removal of the tip tickets with the removal of gate fees at the Wynyard Transfer Station for Waratah-Wynyard residents. The loss in revenue from the gate could be received through an increase to the fixed utility charge per rateable property. Fees could be charged at the transfer station gate for difficult to dispose of items (i.e. tyres), non-residents and commercial entities so that the cost to dispose isn't subsidised by ratepayers.

Another alternative for full cost recovery of the waste transfer station without a general rate subsidy would be to implement a user pays system. In this model, the cost of entry for a car/station wagon would increase to \$24 up from \$6 which would likely discourage use of the waste transfer station and thus increase the potential for illegal dumping or incorrect disposal methods.

Recommendation: The provision of tip tickets and Waste Transfer Station gate fees are removed, and the costs of the transfer stations are funded fully through the waste utility charge.

### Green waste contamination

The storage of the green waste pile is currently located towards the western end of the boundary at the Wynyard Waste Transfer Station. The site layout prohibits visibility of the pile from the main entry and disposal points. As a result, an estimated 5-7% of 3,470m<sup>3</sup> of green waste is considered contaminated. Once contaminated materials are chipped with the green waste, the entire stockpile is considered as contaminated. The main contaminants

include tyres, tin, noxious weeds and plastics. The quality of the green waste and the costs to chip and dispose are therefore higher than predicted with a lower contamination rate.

Options have been considered but require greater investigation to determine value.

Regardless of the option selected, community education around the impacts of contamination is decidedly an important factor. Methods for education include communications and signage.

One option includes additional resourcing, so the area can be physically monitored, however the construction of a suitable shelter and amenities would be required in this instance. Alternately, monitoring systems such as CCTV and PA Systems could be installed for a fraction of the cost, although resource would



still need to be considered for the ongoing management and maintenance of such equipment. Another option to consider includes the placement of skip bins at the green waste site, enabling customers to “do the right thing” in a way that is easier than the current layout. Finally, the green waste pile may be moved to an alternate location that is more visible by staff onsite. Constraints of the property currently exclude most areas within the existing property, but this idea may factor in to the design of a possible future greenfield site.

Recommendation: Issues associated with green waste contamination are investigated and appropriate methods of managing the contamination is implemented.



## 12. Waste Strategy Action Plan

	Recommendations	2019/20	2020/21	2021/22	2022/23	2023/24	Priority	Measures of Success
<b>1</b>	<b>Materials Recovery</b> <i>Divert waste from landfill by partnering with business and the community</i>							
	<b>A</b> Explore opportunities to reduce organic waste to landfill						High	• Reduction in waste to landfill, measured per tonne
	<b>B</b> Determine community's appetite for a change in opening hours at the Wynyard WTS and implement changes (if any) the following year						Medium	
	<b>C</b> Provide services for paint, e-waste and household battery collection at a central location						Medium	• Reduction in household waste generation
	<b>D</b> Investigate opportunities for the provision of an enclosed 'tip shop'; including location, management and security. Implement recommendations the following year						Medium	
	<b>E</b> Provide a detailed analysis of an expanded kerbside collection service to rural areas which: <ul style="list-style-type: none"> <li>Examines costs and further explores the rural community's appetite for expansion (2020/21)</li> <li>Develops an implementation plan for the roll out of an expanded collection service, including a community engagement strategy (2020/21)</li> <li>Expand kerbside collection per recommendations from analysis and community desirability (2021/22)</li> </ul>						Medium	<ul style="list-style-type: none"> <li>Reduction in recycling contamination</li> <li>Increase in household recycling generation balanced against population growth</li> </ul>
	<b>F</b> Work with event organisers to identify opportunities that minimises waste to landfill, including the trial of bin toppers or other recycling methods at future events						Medium	
	<b>G</b> Explore opportunities to maximise capacity and value of scrap metal						Low	
	<b>H</b> Investigate the viability of the kerbside collection of household hard waste (bulky items) and prepare implementation options						Low	
	<b>I</b> Continue to use builder's rubble in Council's future works program, as required						Low	

	Recommendations	2019/20	2020/21	2021/22	2022/23	2023/24	Priority	Measures of Success
<b>2</b>	<b>Education and Awareness</b> <i>Build awareness around individual roles in value creation and provide a high level of community engagement around waste generation and management</i>							
	<b>A</b>	Improve the use of the WTS compactor and reduce contamination (recycling and green waste) through innovative engagement techniques					High	<ul style="list-style-type: none"> <li>• Improved recycling and reduced contamination</li> <li>• Improved engagement levels</li> <li>• Minimum number of education efforts achieved per annum</li> <li>• Reduction in illegal and incorrect waste disposal</li> </ul>
	<b>B</b>	Actively pursue regional partnerships and funding that help support Council's Strategy, including alternate waste technologies					High	
	<b>C</b>	Prepare and deliver campaign to promote awareness of public value in relation to the short/mid/long-term outcomes received in waste management					High	
	<b>D</b>	Investigate systems and methods to improve measurement of waste streams					Medium	
	<b>E</b>	Support and promote at home initiatives, such as composting					Low	
	<b>F</b>	Investigate the causes and effects of illegal dumping and implement recommendations to reduce incidences					Low	
	<b>G</b>	Support and promote programs and activities available to the community, such as Clean Up Australia Day					Low	

	Recommendations		2019/20	2020/21	2021/22	2022/23	2023/24	Priority	Measures of Success
3	Environmental Compliance <i>Be compliant with the relevant environmental legislation</i>								
	A	Develop an audit program to confirm compliance with environmental legislation						Medium	• Waste management operations complies with legislation  • Reduction in complaints relating to air, water or noise disturbances for waste management
	B	Ongoing audits are conducted per recommendations from 3A						Medium	
	C	Continue to review operations to ensure practices do not constitute air, water or noise disturbances in relation to waste management, based on an identified improvement or receipt of complaint						Medium	
4	Value-for-Money <i>Provide valued services that are affordable for our local community</i>								
	A	Maintain best value through further reviews and improvements to service delivery when an opportunity for improvement has been identified						High	• Waste related funding model supports the user pays principle  • Waste management operations meets service performance targets  • Costs and benefits for ratepayers meet or exceed expectations in relation to local benchmarking
	B	Commence engagement for new WTS funding model (i.e. tip tickets and gate fees) and implement solution following year						High	
	C	Investigate and implement methods for monitoring and managing green waste contamination						High	
	D	Fully recover costs associated with the WTS through the Waste Utility Charge within three years						High	
	E	Review viability of in-house waste management operations						Medium	
	F	Investigate opportunities to include smart technology in Council’s waste management practices						Medium	