

# Strategic Plan

2009-2014

## DOCUMENT RECORD

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## EXECUTIVE SUMMARY

Dulverton Waste Management believes it can contribute leadership, not just in its owners' region but further afield in Tasmania, through environmentally sustainable operations and experience that build increased awareness for behavioural change in the community and industry. This leadership role will allow the organisation to increasingly become an advocate and consult with Government to positively support regulation and enforcement within the State in support of this.

DWM will focus on developing multiple strategies to reduce emissions in a carbon constrained environment. It will remain sustainable, competitive and accountable to both its stakeholders and the community. Opportunities will be identified to develop regional use of DWM assets and provide waste/resource management advice. As a business, DWM will provide a customer-focussed business approach with acceptable returns to its stakeholders while building and provisioning for the future.

Intergenerational equity will be developed and maintained through the application of DWM's strategies.

The Board and Management of DWM will develop annual Operating Plans which outline the specific actions/tactics and details underpinning each of the stated strategies. Annual review of the Strategic Plan will update the focus of the organisation and continue to plan through its long term view and application of a rolling plan.

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## 1. INTRODUCTION

### 1.1. Background

Dulverton Waste Management (DWM) is owned by Central Coast, Devonport, Kentish and Latrobe Councils. It developed this Strategic Plan as required by the Rules adopted on 15th August 2005.

The Plan was prepared in consultation with the Representatives of its Participating Councils. It has been approved by these Councils and became operational from 1st July 2009. It has been developed for a 5 year window but will be reviewed on an annual rolling basis to retain a consistent five year perspective.

### 1.2. Core Activities

The core activities of the business are identified below:

- Acceptance and safe management of waste from within our Participating Councils' regions;
- Acceptance of organic waste from industry and the Cradle Coast region for processing at the Dulverton Organics Facility;
- Provision of waste related advisory services to Cradle Coast region;
- Contract administration of the Cradle Coast Regional Recycling Contract;
- Provide representation on the Cradle Coast Waste Management Group and support facilitation of project delivery for the Group; and
- Develop and implement strategies to manage wastes within a carbon constrained environment.

## 2. PHILOSOPHY

### 2.1. Values

The values of DWM are:

- Our role as a community owned service provider;
- The opportunity to provide leadership in environmentally sustainable waste management;
- Leadership that provides safe fulfilling employment in an innovative, challenging, ethical and participative work environment; and
- Commercial principles and governance that support sustainable cost competitive business activity.

### 2.2. Vision and Mission

Given DWM's philosophy, our vision and mission are:

#### Vision

*"An innovative organisation recognised as leaders in holistic waste management in Tasmania."*

#### Mission

*"Dulverton Waste Management meets the Community's current and future needs, providing safe and sustainable environmental waste minimisation, recycling and management services."*

### 3. STRATEGIES

Eight strategies have been defined to direct the Board and Management over the next five years. Action summaries are included and formalised in the Annual Business Plan.

#### **Strategy 1**

***Remain focussed on the core purpose of DWM's existence, namely to provide a long term, cost effective and environmentally sustainable capability to handle the solid waste management needs of our owners.***

**Why** - Dulverton exists to service its owner Councils and their communities. The service must be provided cost effectively. We must make a reasonable financial return on our owners' investment while minimising legacy issues for future generations.

#### **Actions**

1. Develop and report on a range of key performance measures that give our Councils confidence in the short and long term effectiveness of DWM, its Board and Management.
2. Maintain sound business practices:
  - Proactively build and maintain partnerships with Councils, industry and stakeholders;
  - Maintain a level of governance and risk management appropriate to the business;
  - Establish and maintain an active Audit and Risk Committee;
  - Provide an appropriate level of transparency to the public;
  - Demonstrate compliance with the Competition Principles Agreement for Government Trading Enterprises.
3. Maintain good operational practices:
  - Work closely with site operations and contractors to improve efficiency of landfill operations;
  - Use sustainable operational practices that support the safety of our people, comply with environmental regulations and optimise the use of our landfill and other assets.
4. Reduce landfill gas emissions through actions such as gas capture.
5. Secure the long-term operations of the Landfill through land acquisitions and planning controls within its buffer zone.
6. Develop and manage a succession planning process for the organisation.

## **Strategy 2**

***Seek to divert material from landfill in order to extend the landfill life and to reduce the future implications of greenhouse gas emissions.***

**Why** – installation of a landfill gas capture system will not capture 100% of GHG emissions generated by organic waste decomposition – at best 70% can be expected to be captured.

Thus additional strategies are needed to divert organics such as domestic food waste to composting and away from landfill.

Readily recyclable material including plastic, aluminium, paper and cardboard need to be diverted to reduce emissions by saving the embodied energy they contain.

### **Actions**

1. Coordinate the Regional Recycling program to maximise recycling rates along the Coast.
2. Develop the capacity of the Dulverton Organics Recycling Facility by investigating sustainable markets for composted materials and engaging with bulk producers of organic waste.
3. Examine the practical and economic feasibility of commercial and domestic food waste and garden organics separation at source for collection and composting.
4. Seek grant funding for investigations and facilities development.

## **Strategy 3**

***Develop DWM to become the Region's waste disposal service provider of choice for our core activities.***

**Why** - DWM owns and operates a unique land disposal site. The landfill's geological characteristics are excellent; it possesses long life that can be increased further; it is located away from residential areas; and includes an adjacent organic waste treatment facility. These physical assets along with the skills and experience of DWM can add significant value to our customers and the Cradle Coast community.

There are also economies of scale that benefit owner and non owner coastal Councils if Dulverton evolves as the Region's landfill. Landfill and composting costs are predominantly fixed with incremental volumes handled at minimum cost. It is likely, therefore, that the economic advantages of Dulverton will favour the site over other regional alternatives such as development of new landfills as existing ones close.

### **Actions**

1. Facilitate and assist non-participating Councils to assess alternatives to extending their landfills or developing new landfills.
2. Increase the technical capacity / knowledge of our staff to become recognised as industry leaders
3. Develop and provide advisory service to Councils.
4. Add value to regional waste management by expanding into related waste/resource management services supported by our owners and other Councils in the region.

## **Strategy 4**

***Adopt proactive approaches to help solve industry and State disposal and resource recovery needs.***

**Why** - the nature of Dulverton's landfill and adjacent composting facility makes it a valuable resource for handling various types of controlled waste that pose a problem for the State and for industry producing large volumes of organic waste. DWM has the skills and knowledge to assist industry and the State with these needs, which may result in business opportunities for DWM.

### **Actions**

1. Participate with Department of Economic Development and the Environment Division to identify issues, constraints, barriers to investment, and specific business problems that need attention and to offer solutions if we can.
2. Investigate resource recovery opportunities with industry.
3. Be receptive to innovative technology via regular research and industry collaboration within the constraint of being early adopters of new technology where it is proven.

## **Strategy 5**

***Work within the waste industry and at State and local level to encourage policy, regulation and enforcement consistent with best practice with particular emphasis on rehabilitation, aftercare and avoidance of unfunded legacy problems for future generations.***

**Why** - we require good policy, regulation and enforcement to create a level waste management playing field in Tasmania so that one community does not unfairly subsidise another; and to improve confidence for investment in critical waste infrastructure.

### **Actions**

1. To demonstrate leadership in the area of sustainability we need to practice what we preach.
2. Work cooperatively with State Government at political and administrative levels:
  - Provide information to Government to support and aid policy formulation;
  - Communicate both directly and indirectly to support implementation of existing environmental regulations in Tasmania;
  - Participate in State initiatives or programs that have state-wide economies of scale (recycling, education, controlled waste etc); and
  - Help Government understand and quantify the implications of proposed regulations and changes.
3. Have a leadership role in the Cradle Coast Waste Management Group (CCWVG).
4. Work collaboratively on funding opportunities.
5. Maintain active participation in the Waste Management Association of Australia (Tasmanian Branch) at both organisational and event level.

## **Strategy 6**

***Work with the community to take ownership of waste avoidance and reuse.***

**Why** - the momentum and convenience of our “use, throw and forget culture” will take some time and effort to reverse. A concerted and persistent effort is required to inspire public and industry support of behavioural change. It will require educational and marketing approaches independently and in partnerships.

### **Actions**

1. Actively promote tours of the landfill, compost facility and the regional recycling facility.
2. Support programs via the CCWVG to facilitate community engagement and behavioural change in industry and the public.
3. Develop projects independently, with Councils and other partners, to educate and affect behavioural change.

## **Strategy 7**

***Promote DWM to establish an image for the organisation as an innovator and forward thinker within a Tasmanian context.***

**Why** - to achieve credibility within industry as a solution provider and to facilitate community behavioural change we need to develop a reputation and image that supports these goals.

### **Actions**

1. Support the CCWVG's research regarding the level of community understanding, expectations and willingness to change.
2. Remain operationally focussed on best practices.
3. Be the voice, create the status, and demonstrate our ability to deliver on waste management issues facing the North West Coast; be prepared and then seek the opportunity to make statements on technical issues; be proactive and communicate our knowledge and experiences appropriately.
4. Develop an informative Website.
5. Emphasise DWM's participation on educational programs to support MRF, household hazardous waste collection (if pursued), avoidance initiatives, etc.

## **Strategy 8**

***Develop a culture and practice of personal development, innovation and team working that challenges standard practice, develops sustainable solutions, and achieves personal satisfaction in the process.***

**Why** – one of our values is leadership that provides safe fulfilling employment in an innovative, challenging, ethical and participative work environment. Results are achieved through people. Our employees and contractors are the key resource to achieving our Strategic Plan.

### **Actions**

1. Recruit, develop and retain people with the necessary capability and attitude.
2. Support staff (and contractors through our conditions of contract) to have a safe working environment, up-to-date training and appropriate tools to do their job effectively.
3. Create a positive management environment, practice and structure in which employees can grow and prosper.
4. Develop and maintain appropriate human resource management policies, systems and procedures to guide and support the above actions.