



Central Coast Council
Business Paper
Extraordinary Council Meeting
23 March 2020





COMMUNITY STRATEGIC PLAN 2018-2028

ONE – CENTRAL COAST IS THE COMMUNITY STRATEGIC PLAN (CSP) FOR THE CENTRAL COAST LOCAL GOVERNMENT AREA

ONE – CENTRAL COAST DEFINES THE COMMUNITY'S VISION AND IS OUR ROADMAP FOR THE FUTURE

ONE – CENTRAL COAST BRINGS TOGETHER EXTENSIVE COMMUNITY FEEDBACK TO SET KEY DIRECTIONS AND PRIORITIES

One - Central Coast will shape and inform Council's business activities, future plans, services and expenditure. Where actions are the responsibility of other organisations, sectors and groups to deliver, Council will work with key partners to advocate on behalf of our community.

Ultimately, every one of us who live on the Central Coast has an opportunity and responsibility to create a sustainable future from which we can all benefit. Working together we can make a difference.

RESPONSIBLE

WE'RE A RESPONSIBLE COUNCIL AND COMMUNITY, COMMITTED TO BUILDING STRONG RELATIONSHIPS AND DELIVERING A GREAT CUSTOMER EXPERIENCE IN ALL OUR INTERACTIONS.

We value transparent and meaningful communication and use community feedback to drive strategic decision making and expenditure, particularly around the delivery of essential infrastructure projects that increase the safety, liveability and sustainability of our region. We're taking a strategic approach to ensure our planning and development processes are sustainable and accessible and are designed to preserve the unique character of the coast.

 **Good governance and great partnerships**

G2 Communicate openly and honestly with the community to build a relationship based on transparency, understanding, trust and respect

There are 5 themes, 12 focus areas and 48 objectives



All council reports contained within the Business Paper are now aligned to the Community Strategic Plan. Each report will contain a cross reference to a Theme, Focus Area and Objective within the framework of the Plan.



Meeting Notice

**The Extraordinary Council Meeting
of Central Coast Council
will be held in the Council Chamber,
2 Hely Street, Wyong on
Monday 23 March 2020 at 6.30 pm,
for the transaction of the business listed below:**

1 PROCEDURAL ITEMS

- 1.1 Disclosures of Interest 4
- 1.2 Notice of Intention to Deal with Matters in Confidential Session 6

2 PLANNING REPORTS

- 2.1 Draft Local Strategic Planning Statement 9

3 GENERAL REPORTS

- 3.1 Proposal to Purchase Land known as the Davistown Wetlands14
- 3.2 Draft Central Coast Economic Development Strategy17
- 3.3 Exhibition of Draft Operational Plan 2020-2122
- 3.4 Public Exhibition of Waste Resource Management Strategy35
- 3.5 Community Support Grant Program - January 202070

4 CONFIDENTIAL ITEMS

- 4.1 Independent Proposal Review, 148 Woy Woy Road Kariong
- 4.2 CPA/2853 - Tender Evaluation - Replacement of Amenities Blocks

Gary Murphy
Chief Executive Officer

Item No: 1.1
Title: Disclosures of Interest
Department: Governance



23 March 2020 Extraordinary Council Meeting

Trim Reference: F2019/00041-004 - D13820265

Chapter 14 of the *Local Government Act 1993* ("LG Act") regulates the way in which the councillors and relevant staff of Council conduct themselves to ensure that there is no conflict between their private interests and their public functions.

Section 451 of the LG Act states:

- (1) *A councillor or a member of a council committee who has a pecuniary interest in any matter with which the council is concerned and who is present at a meeting of the council or committee at which the matter is being considered must disclose the nature of the interest to the meeting as soon as practicable.*
- (2) *The councillor or member must not be present at, or in sight of, the meeting of the council or committee:*
 - (a) *at any time during which the matter is being considered or discussed by the council or committee, or*
 - (b) *at any time during which the council or committee is voting on any question in relation to the matter.*
- (3) *For the removal of doubt, a councillor or a member of a council committee is not prevented by this section from being present at and taking part in a meeting at which a matter is being considered, or from voting on the matter, merely because the councillor or member has an interest in the matter of a kind referred to in section 448.*
- (4) *Subsections (1) and (2) do not apply to a councillor who has a pecuniary interest in a matter that is being considered at a meeting, if:*
 - (a) *the matter is a proposal relating to:*
 - (i) *the making of a principal environmental planning instrument applying to the whole or a significant part of the council's area, or*
 - (ii) *the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant part of the council's area, and*
 - (a1) *the pecuniary interest arises only because of an interest of the councillor in the councillor's principal place of residence or an interest of another person*

1.1 Disclosures of Interest (contd)

(whose interests are relevant under section 443) in that person's principal place of residence, and

- (b) the councillor made a special disclosure under this section in relation to the interest before the commencement of the meeting.*
- (5) The special disclosure of the pecuniary interest must, as soon as practicable after the disclosure is made, be laid on the table at a meeting of the council and must:*
 - (a) be in the form prescribed by the regulations, and*
 - (b) contain the information required by the regulations.*

Further, the Code of Conduct adopted by Council applies to all councillors and staff. The Code relevantly provides that if a councillor or staff have a non-pecuniary conflict of interest, the nature of the conflict must be disclosed as well as providing for a number of ways in which a non-pecuniary conflicts of interests might be managed.

Recommendation

That Council and staff now disclose any conflicts of interest in matters under consideration by Council at this meeting.



Item No: 1.2
Title: Notice of Intention to Deal with Matters in Confidential Session
Department: Governance

23 March 2020 Extraordinary Council Meeting

Trim Reference: F2019/00041-004 - D13820281

Summary

It is necessary for the Council to adopt a resolution to formalise its intention to deal with certain matters in a closed and confidential Session. The report is incorporated in the "Confidential" business paper which has been circulated.

The *Local Government Act 1993* requires the Chief Executive Officer to identify those matters listed on the business paper which may be categorised as confidential in terms of section 10A of the *Local Government Act 1993*. It is then a matter for Council to determine whether those matters will indeed be categorised as confidential.

Recommendation

That Council resolve that the following matters be dealt with in closed session, pursuant to s. 10A(2)(e and c) of the Local Government Act 1993 for the following reasons:

Item 7.1 – Independent Proposal Review – 300 Woy Woy Road, Kariong

Reason for considering in closed session:

2(e) contains information that would, if disclosed, prejudice the maintenance of law.

That Council resolve, pursuant to section 11(3) of the Local Government Act 1993, that this report and Attachment remain confidential in accordance with section 10A(2)(e) of the Local Government Act contains information that would, if disclosed, prejudice the maintenance of law and because consideration of the matter in open Council would on balance be contrary to the public interest as it would affect Councils ability to obtain value for money services for the Central Coast community.

Item 7.2 – CPA/2853 - Tender Evaluation - Replacement of Amenities Blocks

Reason for considering in closed session:

2(c) contains commercial information of a confidential nature that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business :

That Council resolve, pursuant to s.11(3) of the Local Government Act 1993, that this report remain confidential in accordance with section 10A(2)(c) of the Local Government Act as it contains information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business and because consideration of the matter in open Council would on balance be contrary to the public interest as it would affect Councils ability to obtain value for money services for the Central Coast community.

Context

Section 10A of the *Local Government Act 1993* (the Act) states that a Council may close to the public so much of its meeting as comprises:

- 2(a) personnel matters concerning particular individuals (other than Councillors),*
- 2(b) the personal hardship of any resident or ratepayer,*
- 2(c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business,*
- 2(d) commercial information of a confidential nature that would, if disclosed:*
 - (i) prejudice the commercial position of the person who supplied it, or*
 - (ii) confer a commercial advantage on a competitor of the Council, or*
 - (iii) reveal a trade secret,*
- 2(e) information that would, if disclosed, prejudice the maintenance of law,*
- 2(f) matters affecting the security of the Council, Councillors, Council staff or Council property,*
- 2(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,*
- 2(h) information concerning the nature and location of a place or an item of Aboriginal significance on community land.*

It is noted that with regard to those matters relating to all but 2(a), 2(b) and 2(d)(iii) it is necessary to also give consideration to whether closing the meeting to the public is, on balance, in the public interest.

Further, the Act provides that Council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public (section 10A(3)).

As provided in the Office of Local Government Meetings Practice Note August 2009, it is a matter for the Council to decide whether a matter is to be discussed during the closed part of a meeting. The Council would be guided by whether the item is in a confidential business paper, however the Council can disagree with this assessment and discuss the matter in an open part of the meeting.

Attachments

Nil



Item No: 2.1
Title: Draft Local Strategic Planning Statement
Department: Environment and Planning

23 March 2020 Extraordinary Council Meeting

Reference: F2018/01916 - D13881547
Author: Rianan Rush, Senior Strategic Planner
Melati Lye, Senior Strategic Planner
Gary Hamer, Section Manager, Strategic Planning
Manager: Gary Hamer, Section Manager, Strategic Planning
Executive: Karen Tucker, Acting Unit Manager, Strategic Planning

Report Purpose

The purpose of this report is for Council to consider to exhibit the Draft Local Strategic Planning Statement (LSPS) for 42 days for the purpose of community consultation.

This report recommends that Council adopt the draft LSPS for the purposes of public exhibition.

Recommendation

- 1 That Council request the CEO to exhibit the draft Local Strategic Planning Statement (Attachment 1) for 42 days to allow for public consultation.**
- 2 That community workshops in each Council Ward be undertaken.**
- 3. That a further report be presented to Council on the outcomes of the public exhibition.**

Background

In March 2018, amendments to the *Environmental Planning and Assessment Act 1979* (EP and A Act) introduced new requirements for Councils to prepare and make Local Strategic Planning Statements (LSPS).

Clause 3.9(2) of the Environmental Planning and Assessment Act, 1979 (EPA Act) identifies what the LSPS must include as follows:

(2) The statement must include or identify the following:

- (a) the basis for strategic planning in the area, having regard to economic, social and environmental matters,*

2.1 Draft Local Strategic Planning Statement (contd)

- (b) *the planning priorities for the area that are consistent with any strategic plan applying to the area and (subject to any such strategic plan) any applicable community strategic plan under section 402 of the Local Government Act 1993,*
- (c) *the actions required for achieving those planning priorities,*
- (d) *the basis on which the Council is to monitor and report on the implementation of those actions.*

The LSPS provides a long-term vision and land use planning priorities in the region over the next 20 years and aligns both the state planning goals provided in the *Central Coast Regional Plan 2036 (CCRP)*, and local strategic planning goals and directions of the *One Central Coast Community Strategic Plan 2018 (CSP)*.

The key components that make up the visioning of the LSPS include the four planning pillars, growth strategies, and planning priorities. The LSPS is an iterative document that will be able to be reviewed and improved as circumstances and community aspirations change over time.

The LSPS aims to balance the social, environmental and economic outcomes for the region over the next 20 years by directing our growth to existing centres, along growth corridors and within planned precincts. This new strategic direction is also guided by several long-term planning priorities. These include priorities such as renewing existing centres, providing well designed housing, building the health and wellness industries, protecting and cherishing natural areas and ecosystems, enlivening cultural spaces, and providing efficient public transport. There are a total of 82 short, medium and long term actions to support the region's planning priorities.

The Central Coast will take advantage of the NSW Government's anticipated population growth for the region by utilising the additional skills and human resources to create and support liveable communities, invest in infrastructure and economic growth and best protect the environment and celebrate the lifestyle that we enjoy.

Current Status

A draft LSPS has been prepared and is proposed to be publicly exhibited for a period of 42 days.

Character Statements

The draft Local Strategic Planning Statement includes a "Priorities & Actions" section that a list of programmed work that will help Council in achieving the landuse response to the Community Strategic Plan (CSP). Planning Priority 10 includes an action that will "Undertake a character assessment across the Central Coast LGA to inform local plans, statements and strategies". The project timeframe will be three (0 - 3) years, however, following Resolution 171/20 of the 9 March 2020 Ordinary Council meeting:

That Council include the following as part of the consultation for the LSPS including:

- ***Drafting of character statements for the former Wyong LGA in a similar format to those of the former Gosford LGA;***
- ***Review the proposed permitted uses in these zones***

This will commence as soon as possible.

Consultation

Stage 1 of the LSPS (Spatial Plan)

Previous consultation was undertaken during the exhibition of the Draft Urban Spatial Plan: A Framework for the Local Strategic Planning Statement. The draft Plan was presented to Councillors and the Executive Leadership Team at Councillor briefings on 15 October 2018 and 18 March 2019. The briefings provided an overview of Council's strategic planning direction regarding how we will plan for future growth and respond to population challenges on the Central Coast.

Community drop-in sessions were held at Erina Fair and Westfield, Tuggerah; with a total of 22 attendees. During public exhibition, the plan was displayed at Gosford and Wyong Civic Centres and online.

There were more than 2,300 visits to Council's engagement website – Your Voice Our Coast. Public Exhibition also included advertisements in local newspapers, media releases, and social media posts.

Key local challenges and opportunities were identified through consultation with the community, these include:

- Creating employment opportunities
- Improving public amenity
- Providing transport infrastructure now
- Pathways that connect and activate places
- Plan for and support Warnervale Airport
- Build quality developments
- Preserve and protect bushland
- Plan for centres

Stage 2 - LSPS

The public consultation of the LSPS is proposed to commence on the 6 April until the 12 May 2020. Ward-based community consultation workshops will be held (one in each ward) to allow the community to provide feedback prior to final adoption of the LSPS.

The public consultation stage will consist of five (5) Ward Based consultations, Councillor workshop and online consultation that enable the community and external stakeholders the ability to obtain further information or seek clarification on the contents of the statement.

- Councillor workshop that will outline the contexts of the LSPS including additional work developed since the completion of the draft Urban Spatial Plan (USP).
- Community Consultation Sessions will be conducted as an opportunity for the community to discuss and provide input into the LSPS from a regional perspective. These will be conducted during the exhibition period.
- Central Coast Council Webpage (Pinpoint) allowing and online forum for the community to provide comment on particular focal points including more place-based matters. This is located on Council's community engagement webpage.
- Frequently Asked Questions (FAQ's) located on Council's webpage that will provide information similar to the draft Urban Spatial Plan FAQ.

Financial Impact

The plan has been developed and prepared in-house utilising Council's internal resources for completion of the project. A budget of \$15,000 has been allocated for the community consultation workshops. This includes venue hire, light refreshments, printing and staff overtime costs.

Link to Community Strategic Plan

Theme 2: Smart

Goal C: A growing and competitive region

S-C1: Target economic development in growth areas and major centres and provide incentives to attract businesses to the Central Coast.

Risk Management

Regional NSW Councils have a legal obligation to prepare an LSPS under the *Environment Planning and Assessment Act 1979*, by 1 July 2020. In order to manage Council's risk to deliver an LSPS within this timeframe, Council endorsement to exhibit this plan is requested.

Critical Dates or Timeframes

The timeframe below shows the key project stages including reporting and consultation dates.



Attachments

1 Local Strategic Planning Statement SUMMARY 2020 - March 2020 version Exhibition	Provided Under Separate Cover	D13867348
---	-------------------------------	-----------



Item No: 3.1
Title: Proposal to Purchase Land known as the Davistown Wetlands
Department: Innovation and Futures

23 March 2020 Extraordinary Council Meeting

Reference: F2020/00878 - D13837145
Author: Paul Forster, Section Manager, Property and Infrastructure
Manager: Jamie Barclay, Unit Manager, Economic Development and Project Delivery
Executive: Ricardo Martello, Executive Manager Innovation and Futures

Report Purpose

This report provides advice to Council on the outcome of negotiations for the proposed purchase of land known as the Davistown Wetlands.

Summary

Reporting on the negotiations to purchase the following land known as the Davistown Wetlands:

- 11 Lilli Pilli Street Davistown- Lot 1 DP547660
- 51 Pine Avenue Davistown- Lot 30 DP 456234
- 1 Cross Road Davistown- Lot 31 DP 5820
- 3 Cross Road Davistown- Lot 32 DP 5820
- 10-20 Kincumber Crescent – Lot 52 DP 6014
- 11-29 Kincumber Crescent Davistown– Lot 53 DP 6014
- 108A Malinya Road Davistown- Lot 92 DP 12206
- 83 Malinya Road Davistown- Lot 93 DP 12206

Recommendation

- 1 That Council receive the report on the offer to purchase the Davistown Wetland land.**
- 2 That Council continue to pursue a negotiated purchase of the land for a market value based on and supported by the valuation by K and T Property Consultants Pty Ltd and in accordance with Council's resolution made at its meeting held on 11 June 2019, while the properties remain on the Market.**
- 3 That Council resolve, pursuant to section 11(3) of the Local Government Act 1993, that Attachment 1 to this report remain confidential in accordance with section 10A(2)(d) of the Local Government Act as it contains commercial information of a confidential nature that would, if disclosed would confer a commercial advantage on a competitor of the Council and because consideration of the matter in open**

Council would on balance be contrary to the public interest as it would affect Council's ability to obtain value for money services for the Central Coast community.

Context

Council at its Ordinary Meeting held on 11 June 2019 resolved the following in respect of the Davistown Wetlands land:

548/19 That Council authorise the Chief Executive Officer to commence negotiations for the purchase of the combined 19.26ha bundle of land parcels and offer a fair and reasonable purchase price having regard to market value.

Council based on valuation advice from K and T Property Consultants Pty Ltd on 5 July 2019 offered the Vendors solicitor to purchase the Davistown Wetlands land for the sum determined.

The response to Council's offer from the solicitor suggested that the owner may get its own valuation, to satisfy itself as to a proper market value. No further advice has been received.

Council also made the offer to One Agency Platinum, the agent marketing the property for sale on behalf of the owner, to ensure all avenues are covered regarding a potential purchase. At the time of publication of this report, a response to the offer had not been received.

Council at its meeting held on 25 November 2019 further resolved:

1207/19 That Council request the Chief Executive Officer to provide another valuation.

MJD Valuers and Property Consultants provided a second valuation of the market value of the land known as the Davistown Wetlands and it determined the market value to be slightly lower.

Both valuations obtained by Council adopt the same methodology and the determination of both satisfy that the market value of the land is no more than the value assessed by K and T Property Consultants.

It should also be noted that the properties were identified by Council officers, in consultation with councillors, to be included as potential National Park sites, confirmed in a letter to Minister for Energy and Environment Matt Kean MP.

Options

That Council pursue a negotiated purchase of the land for a market value that is based on and supported by the initial valuation by K and T Property Consultants Pty Ltd.

3.1 Proposal to Purchase Land known as the Davistown Wetlands (cont.)

Council cannot commence the process to compulsory acquire the lots known as Davistown Wetlands until such time as the properties are withdrawn from the Market. Alternatively, as there has been no response to Council's offer, and as the land is not required for an essential public purpose, Council forego further pursuit of the purchase of the Davistown Wetlands land.

Link to Community Strategic Plan

Theme 4: Responsible

Goal F: Cherished and protected natural beauty

R-G4: Serve the community by providing great customer experience, value for money and quality services.

Attachments

- 1 Valuation Report - Davistown Wetlands Davistown (008-0120) - D13837202



Item No: 3.2
Title: Draft Central Coast Economic Development Strategy
Department: Innovation and Futures

23 March 2020 Extraordinary Council Meeting

Reference: CPA/2048 - D13752338
Author: Christine Jarvis, Assistant Property Development Manager
Manager: Jamie Barclay, Unit Manager, Economic Development and Project Delivery
Executive: Ricardo Martello, Executive Manager Innovation and Futures

Report Purpose

The purpose of this report is to present to Council the draft Central Coast Economic Development Strategy 2020-2040 and seek endorsement to place the strategy on public exhibition.

Summary

The Central Coast Economic Development Strategy is essential to provide a strategic framework to guide Council's decision-making around sustainable economic development initiatives that assists in creating jobs and stimulating the Central Coast economy.

Recommendation

- 1 That Council receive and note this report, Draft Central Coast Economic Development Strategy 2020-2040 and all supporting documentation.**
- 2 That Council endorse, the Draft Central Coast Economic Development Strategy 2020-2040 to be placed on public exhibition from 31 March 2020 to 28 April 2020.**
- 3 That Council resolve, pursuant to section 11(3) of the Local Government Act 1993, that Attachment 6 to this report remain confidential in accordance with section 10A(2)(d) of the Local Government Act as it contains commercial information of a confidential nature that would, if disclosed would confer a commercial advantage on a competitor of the Council and because consideration of the matter in open Council would on balance be contrary to the public interest as it would affect Council's ability to obtain value for money services for the Central Coast community.**

Context

An Economic Development Strategy is a fundamental tool to drive the creation of jobs for residents and stimulate the overall economy. The Central Coast region has been operating

without an overarching strategy to prioritise actions and align the efforts of the multitude of stakeholders involved. Councils throughout New South Wales and Australia recognise the importance of an Economic Development Strategy to grow their economies in a coordinated and clear manner. The Central Coast Council has highlighted the importance of developing a strategy that represents the shared values of the region in striving to improve the outcomes for the local economy, and ultimately, its residents.

In December 2018, Council engaged a wide range of external stakeholders to assist in developing the Central Coast's first Economic Development Strategy. Consultation and collaboration was broad, including key stakeholders within the greater region and Central Coast residents. Feedback received during the consultation phase formed the basis of the Draft Economic Development Strategy and provided clear direction on where the Central Coast should steer its local economy.

As the Central Coast region enters a new decade, it faces different types of economic and demographic challenges, including:

- Unemployment rates that are higher than State and National averages.
- Specifically, youth and senior citizen unemployment and underemployment rates are high due to inadequate experience, skills/qualifications, or transport options.
- Job growth has not kept pace with the increase in the population over the past 20 years. As a result, a sizeable proportion of the local labour force commutes to work outside of the local government area on a daily basis to Sydney, Newcastle, and beyond. This also means the loss of spin-off employment opportunities that would normally occur due to the multiplier effect, affecting a wide range of service sectors.
- As economic development services are provided by several different agencies, a more coordinated approach is required to create synergies and better outcomes for Central Coast businesses and residents.
- The nature of employment is changing rapidly – education and training will need to meet future demands of these emerging sectors for the Central Coast region to thrive.

As a region, the Central Coast has significant economic opportunities ahead – this strategy aims to build a strong, innovative and resilient economy. The Central Coast is committed to more jobs, economic strength, sustainable growth, diversification, local investment, and community well-being.

Current Status

The Draft Economic Development Strategy (Attachment 1) includes broad objectives and actions that aim to strengthen the local economy through targeted investment, improved partnerships between the community, business, education sector, and State and Federal Governments, and promotion of the local area as a desirable place to do business. This strategy will also enable the region to focus its initiatives on those which provide the greatest tangible benefits to the local economy and Central Coast residents.

3.2 Draft Central Coast Economic Development Strategy (contd)

The Economic Development Strategy was prepared as a collaborative effort of a wide range of stakeholders and Central Coast residents. The values, objectives, strategic themes, and priority actions are a direct result of input from overarching strategies, public consultation, stakeholder engagement, and in-depth data analysis. It embodies the overall vision that the Central Coast is:

"A choice destination, greater than Sydney... Succeeding because of abundant opportunities and incredibly skilled people that thrive on a strong indigenous heritage, natural beauty and unique lifestyle"

By 2040, the Central Coast will welcome nearly 88,000 new residents, grow the economy by over \$21 Billion, and create over 72,000 new jobs. Our economy will be strong, diverse and resilient, delivering opportunity and benefits to our community.

Consultation

In December 2018, Council engaged external consultants to assist with the development of this Council's first Economic Development Strategy. This strategy has been created in collaboration with key stakeholders within our region and public consultation.

Consultations were undertaken as part of the Central Coast Economic Development Strategy, including focus group workshops, face-to-face meetings, phone meetings, and surveys. The primary consultation period was 31 January through 29 March 2019, with an intensive period of local engagement and focus group workshops during the week commencing 18-21 March 2018, with follow up calls made to unavailable key stakeholders following this. A summary of the consultation, including a full list of focus group workshop attendees, individual meetings and subsequent telephone meetings are included in Attachment 5 of this report.

Additional consultation occurred during the period between October 2019–February 2020 after completion of the first draft of the Economic Development Strategy. Council staff distributed this document via Executive Leadership Team and Councillor Briefings, emails to key stakeholders within the greater region including Council Staff, businesses, Local Aboriginal Land Council, State and Federal Governments for review and comment. Feedback has been encapsulated in the draft Economic Development Strategy (Attachment 1). Insights captured after the Public exhibition will be included in the Economic Development Strategy which is targeted to be reported to Council in June 2020.

It is prudent to note that the Council Resolution No 760/17 stated:

"That Council immediately suspend all works, land acquisitions and expenditure on the Central Coast Airport, except where those works are required by law or the suspension of those works would put Council in breach of existing contractual obligations and/or expose Council to claims for damages or variation under any such contract."

However, throughout all stages of the public consultation process with both the general public and local business stakeholders, the terms "Aviation" and "Airport" were consistently referenced as being a key element of the economic fabric of the future. In terms of raw data,

these two terms were referenced positively and unprompted in 59.7% of responses. It is for this reason that "Aviation" was listed within the Economic Development Strategy as an "Opportunity" for further consideration.

Link to Community Strategic Plan

Theme 2: Smart

Goal C: A growing and competitive region

S-C1: Target economic development in growth areas and major centres and provide incentives to attract businesses to the Central Coast.

Theme 2: Smart

Goal D: A place of opportunity for people

S-C3: Facilitate economic development to increase local employment opportunities and provide a range of jobs for all residents.

Theme 3: Green

Goal E: Environmental resources for the future

G-E4: Incorporate renewable energy and energy efficiency in future design and planning, and ensure responsible use of water and other resources.

Theme 4: Responsible

Goal H: Delivering essential infrastructure

R-H4: Plan for adequate and sustainable infrastructure to meet future demand for transport, energy, telecommunications and a secure supply of drinking water.

Theme 4: Responsible

Goal I: Balanced and sustainable development

R-I3: Ensure land use planning and development is sustainable and environmentally sound and considers the importance of local habitat, green corridors, energy efficiency and stormwater management.

Theme 4: Responsible

Goal G: Good governance and great partnerships

R-G1: Build strong relationships and ensure our partners and community share the responsibilities and benefits of putting plans into practice.

Theme 5: Liveable

Goal J: Reliable public transport and connections

L-J4: Design long-term, innovative and sustainable transport management options for population growth and expansion.

Critical Dates or Timeframes

Task	March	April	May	June
Council Meeting - For Public Exhibition				
Public Exhibition				
Incorporate public feedback				
Council Meeting for adoption				

Attachments

- | | | | |
|----------|---|-------------------------------|-----------|
| 1 | Draft Central Coast Economic Development Strategy 2020-2040 | Provided Under Separate Cover | D13854965 |
| 2 | Draft Central Coast Economic Development Strategy Detailed Support Document 2020-2040 | Provided Under Separate Cover | D13854993 |
| 3 | Draft Central Coast Economic Development Implementation Plan 2020-2040 | Provided Under Separate Cover | D13855008 |
| 4 | Central Coast Economic Development Strategy Technical Appendices | Provided Under Separate Cover | D13855064 |
| 5 | Central Coast Economic Development Strategy Consultation Summary Report | Provided Under Separate Cover | D13855068 |
| 6 | CONFIDENTIAL - Central Coast Economic Development Strategy Community Survey Raw Data | | D13855076 |

-



Item No: 3.3
Title: Exhibition of Draft Operational Plan 2020-21
Department: Innovation and Futures

23 March 2020 Extraordinary Council Meeting

Trim Reference: F2019/01964 - D13750527
Author: Sharon McLaren, Senior Project and Research Officer
Michelle Best, Financial Controller
Mellissa McKee, Financial Controller
Manager: Vivienne Louie, Unit Manager, Financial Performance
Michelle Bannister, Unit Manager, Performance and Innovation
Executive: Craig Norman, Chief Financial Officer
Ricardo Martello, Executive Manager Innovation and Futures

Summary

Council is required to undertake its planning and reporting activities in accordance with the *Local Government Act 1993* ("LG Act"), the *Local Government (General) Regulation 2005*, and the NSW Integrated Planning and Reporting (IP&R) framework for NSW Councils.

At its meeting held on 24 February 2020, Council resolved as follows:

142/20 That further to the Council's recent 2020/2021 budget workshop Council now formally directs the Chief Executive Officer to provide options for a draft 2020/2021 budget for Council's consideration that clearly demonstrates a fair distribution of expenditure across the five wards of this Council, taking into account regional projects.

The purpose of this report is to provide the options to Council as requested in resolution 142/20 and recommends the draft Operational Plan 2020-21 (Attachment 1), including the draft Fees and Charges (Attachment 2) be publicly exhibited and the subject of public consultation in accordance with the LG Act.

Recommendation

- 1 That Council endorse the draft Operational Plan, including Fees and Charges, for the 2020-21 financial year for the purposes of public exhibition from Tuesday 31 March to Monday 27 April 2020 and invite public submissions in accordance with the Local Government Act 1993.**
- 2 That Council give public notice of the draft Operational Plan 2020-21, including Fees and Charges, in accordance with s.405(3) of the Local Government Act 1993, and publicly exhibit that draft Operational Plan 2020-21 in accordance with that public notice.**

- 3 That Council resolve, for the purpose of s. 405(4) of the Local Government Act 1993, that maps showing the parts of the Central Coast local government area to which each category and sub-category of ordinary and special rates proposed in the draft Operational Plan 2020-21 be made available in Council's Gosford and Wyong Administration Offices.**
- 4 That Council authorise the Chief Executive Officer to make appropriate amendments to the draft Operational Plan 2020-21, including Fees and Charges, to correct numerical or typographical errors.**
- 5 That Council consider final adoption of the draft Operational Plan 2020-21, including Fees and Charges, and making of rates and charges at a meeting of the Council on 9 June 2020.**

Context

Council is required to develop an Operational Plan for the 2020-21 financial year and be publicly exhibited and adopted prior to 1 July 2020.

The Operational Plan 2020-21:

- Details the principal activities as defined in the Delivery Program and the activities proposed to be carried out by Council during the 2020-21 financial year;
- Includes a statement of Council's revenue policy during the 2020-21 financial year, which must include prescribed statements concerning the estimated income and expenditure of Council for the period, as well as prescribed statements concerning the rates, charges and fees that Council proposes to make and levy for that period;
- Has been prepared in accordance with the relevant provisions of the *Integrated Planning and Reporting Guidelines for local government in NSW* published by the Office of Local Government in March 2013 ("IP&R Guidelines").

Council is required to do the following prior to adopting the Operational Plan for the 2020-21 financial year:

- Give public notice of the draft Operational Plan 2020-21, advising that submissions may be made to Council for a period of not less than 28 days: ss. 405(3) of the LG Act;
- Publicly exhibit the draft Operational Plan 2020-21 in accordance with that notice: ss. 405(3) of the LG Act;
- Make available for inspection at an office of the Council a map of the Central Coast Local Government Area that shows those parts of that area to which each category and sub-category of the ordinary rate and each special rate included in the draft Operational Plan applies: s. 405(4) of the LG Act; and
- Consider any submissions received by Council concerning the draft Operational Plan 2020-21: ss. 405(5) of the LG Act.

The purpose of these legislative provisions is to ensure the community is informed of the proposed activities and revenue decisions that Council proposes and provide an opportunity for the community to express their views on that draft Operational Plan 2020-21.

Current Status

The draft Operational Plan 2020-21 is the third and final year of the Delivery Program (2018-19 – 2020-21) and includes the following:

- An Operational Plan that outlines the operational actions and indicators, and capital works program that Council intends to carry out in the 2020-21 financial year, and is linked to Councillor priorities and objectives of the Community Strategic Plan (CSP); and
- Financial information including the Long Term Financial Plan, operational and capital income and expenditure, Statement of Revenue, proposed rates, and the Fees and Charges planned for 2020-21.

The draft Operational Plan 2020-21 is comprised of the following:

- Introduction – this includes information about the Central Coast Local Government Area and about Central Coast Council
- Operational Plan – this includes the CSP framework, the priorities from the Delivery Program, and the Operational Plan actions and indicators proposed for 2020-21
- Financial Information – includes the financial overview for 2020-21, the operating and capital income and expenditure, and the capital works program
- Long Term Financial Plan (LTFP) – includes scenarios and assumptions
- Statement of Revenue – details the proposed rates and annual charges
- Fees and Charges (Attachment 2) – details the proposed fees and charges and will be issued as a separate document

Consultation

This report sets out the mandatory requirements for community consultation for the draft Operational Plan 2020-21.

Distribution of Expenditure

The draft 2020-21 Operational Plan includes both the operational and capital budgets. The draft operational budget is comprised of \$551.6 million in Operating Income and \$584.1 million in Operating Expenditure. The draft Capital Works Program is \$248.3 million. The total expenditure (operating expenditure and capital works program) is therefore \$832.4 million. The nature of operating expenditure is predominately aimed at delivering services for the entire local government area and therefore is not possible to be allocated across each ward.

3.3 Exhibition of Draft Operational Plan 2020-21 (contd)

Capital expenditure has been allocated on a regional and ward basis and this represents 29.8% of the total expenditure. Capital budgets are developed on sound asset management and financially sustainable principles. Weighted multi-criteria analysis is used to prioritise projects and develop the sub-programs over a three-year planning and delivery horizon.

Strategies put in place in recent years are aimed at ensuring that expenditure is focused on renewal and upgrade projects to reduce the asset backlog and noting in some areas such as buildings and facilities the current spend is in the range of 1.2% to 1.5% of the gross replacement cost with a view to reaching the recommended 2.0% spend over time.

Capital expenditure within the Water, Sewer and Drainage area is highly regulated by the IPART determination so, like expenditure aimed at meeting backlogs, there is very little discretionary spending.

Expenditure is also constrained by capital grant funding requirements as the funding is generally for specific projects with clear outcomes which Council needs to deliver.

For past capital budgets and the current draft capital budget the allocation to regional or wards can be viewed by two methodologies:

- A. by allocating the proposed capital expenditure based on the location of the spend but not allocating regional specific projects to wards. For the draft 2020-21 capital budget this is as follows

Capital works program by Actual			
Ward	\$	% Overall	% Local
Region Wide	83,930,192	33.8%	
Local Scale Projects			
Budgewoi	24,225,926	9.8%	14.7%
Gosford East	20,430,448	8.2%	12.4%
Gosford West	48,867,256	19.7%	29.7%
The Entrance	18,480,089	7.4%	11.2%
Wyong	52,327,133	21.1%	31.8%
Sub-total Local Scale Projects	164,330,852	66.2%	100.0%
Grand Total	248,261,044	100.0%	

From year to year this allocation will change as, for example, this methodology sees the Mardi to Warnervale water trunk main (\$26 million) being allocated to the Wyong ward. This highlights a potential issue with this methodology as clearly the pipeline provides benefits to the whole LGA (region). Similarly, the tip cell expansion at the Buttoderry Waste Management facility (\$7.8 million) has also been allocated to the Wyong ward although both domestic and commercial waste from other wards is accepted at Buttoderry.

3.3 Exhibition of Draft Operational Plan 2020-21 (contd)

- B. viewing roads, transport, drainage and waste; water and sewer; regional community facilities such as Central Coast Stadium, Central Coast Regional Sporting Complex, Adcock Park as being assets that are a part of a network or a service that provides benefits to all ratepayers. Under this methodology the draft capital works budget is:

Capital works program by Region/Ward	\$	% Overall	% Local
Region Wide	217,285,717	87.5%	
Local Scale Projects			
Budgewoi	9,615,144	3.9%	5.9%
Gosford East	7,693,448	3.1%	4.7%
Gosford West	4,295,281	1.7%	2.6%
The Entrance	5,963,859	2.4%	3.6%
Wyong	3,407,595	1.4%	2.1%
Sub-total Local Scale Projects	30,975,327	12.5%	18.8%
Grand Total	248,261,044	100.0%	

Options

Staff have considered the options of how to address what may be considered to be a fair distribution but noting that there is not a conclusive definition of what is fair.

There are four options that have been considered (noting that there would be multiple ways to views this issue and there is no definition or requirement by local government to view expenditure at this level)

1. Each of the five wards should receive 20% each of the non-regional focused proposed capital spend (depending on whether it is viewed as allocation method A or B outlined in the previous section).
2. Based on the relevant rates income each ward contributes to council
3. Based on a progressive taxation principle that those with relatively lower land values (as the basis for levying our rates income) should receive more of the capital expenditure; and
4. An allocation method based on asset management and financial sustainability principles.

Each option has some merit but also some issues.

For options 1 and 2 whilst both appear relatively straightforward, they both ignore a number of issues such as:

- They implicitly assume all assets are at the same stage of their life-cycle which clearly is not the case. Adopting this approach would more than likely result in expenditure on assets that is "wasted" as it is too early and would be at the expense of renewing assets that require it sooner.

3.3 Exhibition of Draft Operational Plan 2020-21 (contd)

- They also assume there is an even spread of the quantity of assets but, for example, Budgewoi ward has 17.8% of roads in the LGA whereas Gosford West has 24.1%.

In regards to option 3 whilst the Act's guiding principles do state that councils (amongst other principles) should consider social justice principles, IPART's December 2016 Review of Local Government Rating System referenced the Henry review of 2012. The Henry review found that local rates are the most efficient of all taxes as they minimise welfare losses so it could be argued that Council has already a fair system in place. This is a view that not all may agree with, but it further highlights that whatever allocation methodology is used has potential flaws.

Preferred Option

Option 4, as previously highlighted, is aimed at ensuring that the allocation expenditure is fair as it is focused on renewal and upgrade projects to reduce the asset backlog and providing a financially sustainable platform for all residents of the LGA. It is also based on transparent targets such as the infrastructure backlog ratio that applies to NSW Councils.

Therefore, it is recommended that the draft 2020-21 capital works program as presented to Councillors be maintained.

Financial Impact - Draft Operational Plan 2020-21

During the 2020-21 financial year it is proposed that Council will receive operational revenue of \$551.6 million and spend \$584.1 million on essential services. This results in an operating deficit before capital grants and contributions of \$32.5 million.

This differs to the forecasted operating deficit of \$16.0 million for the 2020-21 from the 2019-20 Operational Plan Long Term Financial Plan as there have been some significant changes to our operating income and expenditure for 2020-21 including:

- decrease in development application fees - a significant proportion of this is a result of changes to State Significant Development (SSD) provisions, including specific provisions of the Gosford City Centre. Under these circumstances applications are lodged (and fees paid) directly to the Department of Planning Industry & Environment. These SSD provisions are generally for larger applications and therefore the fees are significant on a per application basis. Note that Council officers are still required to undertake assessment work for these applications, through formal referral processes, so whilst the fees are reduced, the level of work remains approximately the same;
- reduction in interest income due to lower interest rates;
- increase in emergency services levy – Council was notified of a significant increase in the emergency services levy (due to changes to fund reforms to workers compensation for firefighters diagnosed with work-related cancers) after the 2019-20 operational plan was adopted. For the 2019-20 financial year the State Government agreed to cover the increase for the workers compensation reforms. This was not agreed for future financial years;
- increase in contract costs for Holiday Parks management under the new contract;
- increase in costs for the development of Coastal Management Plans;

3.3 Exhibition of Draft Operational Plan 2020-21 (contd)

- increase in costs for water and sewer for the development of the integrated water cycle management strategy;
- costs to implement LED streetlighting which will result in future savings in energy costs.

Council has budgeted to invest \$248.3 million on assets in 2020-21 to improve and add to Council's infrastructure, property, plant and equipment asset portfolio, which has a gross replacement cost of over \$10.4 billion.

As at February 2020 Council has an investment portfolio of \$403.6 million which is managed in accordance with our regulatory obligations, Ministerial Order and Council's adopted investment policy.

The table below provides a summary of the proposed budget of Council for the 2020-21 financial year, with more detailed information available provided in the draft Operational Plan 2020-21.

Key Financial Information \$M	2020-21 Proposed Budget	2019-20 Q2 Budget
Financial Performance		
Operating Income	551.6	536.5
Operating Expenditure	584.1	561.0
Net Operating Result (excluding Capital Grants and Contributions)	(32.5)	(24.5)
Capital Grants and Contributions	45.9	49.8
Net Operating Result (including Capital Grants and Contributions)	13.4	25.3
Capital Works Program	248.3	255.0

Capital Works Program

Council proposes a budget of \$248.3 million on capital works in the 2020-21 financial year. The proposed capital plan is targeted at renewal and upgrade to existing assets, with over 71.3% (\$177.1 million) of the proposed capital spend focussed on renewal and upgrading of existing assets. This allocation allows Council to maintain and renew existing assets and to address the asset backlog. This also satisfies the obligations imposed as part of the determination of the Independent Pricing and Regulatory Tribunal ("IPART") to permit a Special Rate Variation ("SRV"), which required the former Wyong Shire Council and now this Council to spend an average of \$10.0 million on capital upgrades over 10 years from the commencement of the SRV.

Council is also investing \$71.1 million in new and regionally significant assets.

Capital Works Program Summary by capital type	Proposed 2020-21 budget	
	\$	%
New and Strategic	71,132,673	28.7%
Renewal	123,972,977	49.9%
SRV - Wyong only	5,624,523	2.3%

3.3

Exhibition of Draft Operational Plan 2020-21 (contd)

Upgrade	47,530,871	19.1%
Grand Total	248,261,044	100%

Proposed capital spending is concentrated in areas considered to be a high priority by the community, with 77.7% of the proposed capital spend allocated to community priorities.

Priority Areas	Proposed 2020-21 budget		
	\$	%	CSP Theme
Roads, Transport and Drainage	79,072,230	31.9%	Responsible
Water and Sewer	60,162,392	24.2%	Responsible
Open Space and Recreation	26,129,875	10.5%	Liveable
Waste Services	8,786,328	3.5%	Green
Facilities and Asset Management	5,462,285	2.2%	Liveable
Environmental Management	5,390,354	2.2%	Green
Economic Development and Project Delivery	3,322,220	1.3%	Responsible
Leisure and Lifestyle	2,125,500	0.9%	Liveable
Libraries, Learning and Education	1,374,100	0.6%	Liveable
Innovation and Futures - Energy Management	1,009,685	0.4%	Green
Grand Total	192,834,969	77.7%	

The following table provides a summary of proposed capital spend across the 5 wards. A region wide project is one that provides benefit to the whole Central Coast local government area and is not suburb specific. Region wide also includes water and sewer projects (whilst they are undertaken in individual suburbs, the works contribute to the overall running of the water and sewer network across the region) and roads, transport and drainage (the road network which the community and visitors use to navigate the Central Coast). Works on assets such as Central Coast Stadium, Adcock Park, waste management facilities, Council's administration buildings and plant & fleet are also classified as region wide projects as the works undertaken provides a benefit to the Community.

Capital works program by Region/Ward	\$	% Overall	% Local
Region Wide	217,285,717	87.5%	
Local Scale Projects			
Budgewoi	9,615,144	3.9%	5.9%
Gosford East	7,693,448	3.1%	4.7%
Gosford West	4,295,281	1.7%	2.6%
The Entrance	5,963,859	2.4%	3.6%
Wyong	3,407,595	1.4%	2.1%
Sub-total Local Scale Projects	30,975,327	12.5%	18.8%
Grand Total	248,261,044	100.0%	

Council has \$33.5 million in additional capital works projects which are a combination of projects pending external grant funding confirmation or gated projects where funding will be released once the project meets set criteria to continue. Where grant funding is confirmed

3.3 Exhibition of Draft Operational Plan 2020-21 (contd)

during the public exhibition period the operational plan will be updated before adoption in June 2020.

Where Council receives the external funding agreement after the operational plan has been adopted the appropriate grant funding revenue will be recognised, in accordance with the grant funding agreement, via the Quarterly Budget Review process. Council will assess how much of the project will be able to be delivered in the 2020-21 financial year at this time as the project may span multiple financial years.

Should Council receive confirmation of external grant funding for all projects and all gated projects meet the project criteria to release the gated project funding, the proposed capital works program would total \$281.8 million.

Highlights of projects listed within the capital works program for 2020-21 financial year include:

- \$79.1 million in Roads, Transport and Drainage projects
- \$60.2 million in Water and Sewerage projects
- \$15.4 million for the redevelopment of Adcock Park
- \$3.9 million for the Colongra Sporting Facility Development
- \$1.4 million for Lake Munmorah Recreation Facility Development
- \$1.4 million for Toukley Town Centre: Toukley Village Green Upgrade
- \$1.3 million for improvements to Central Coast Stadium
- \$1.3 million for Regional Playspace Development - Sun Valley Park, Green Point

Council's spending is focussed on providing services in areas important to the community and on improving asset management. The plan also invests in the continued transformation of Council to improve customer service, automation, measurement and efficiency. Savings arising from the resulting efficiencies will be reinvested into improving service levels.

Long-Term Financial Plan

The Long-Term Financial Plan contains the 10 year forecast, sensitivity analysis and details on the financial performance measures.

Statement of Revenue

The total amount of rates and annual charges which Council can levy is defined by legislation. Council's Statement of Revenue includes information on rates and annual charges.

Rates

Rates - Maximum permissible income

Under the *Local Government Act 1993*, there is a rate path freeze for merged councils which includes Central Coast Council. This means that Council is required to maintain the rate path that was last applied by the former Gosford City and Wyong Shire Councils. The former

3.3 Exhibition of Draft Operational Plan 2020-21 (contd)

Council rate paths will apply until 30 June 2021. From 1 July 2021 Central Coast Council will be able to make changes to the rate paths.

The freeze in the rate paths is not a freeze on the amount Council can levy by way of rates.

The Independent Pricing and Regulatory Tribunal (IPART) has approved an annual "rate peg" increase, which means that Council's permissible rates income for 2020-21 is the sum of the rates income for each of the former local government areas within Central Coast Council's local government area, as if the amalgamation had not occurred, plus the allowable rate peg set by IPART. For 2020-21 IPART approved a rate peg of 2.6% as the allowable increase in Council's permissible rates income.

Under the Valuation of Land Act 1916 Council is required to use the most current land values when calculating ordinary and special rates.

These values are provided by the NSW Valuer General (VG), the independent statutory authority responsible for determining land values in NSW. The latest values provided by the VG are being used for levying rates in and have a base date of 1 July 2019. These new valuations replace those with a base date of 1 July 2016.

As a direct result of the NSW Valuer General's revaluation, properties with large increases in land value will experience rate increases well above the IPART approved rate pegging increase of 2.6%. As Council's total rates income can only increase by the IPART approved 2.6%, other ratepayers will see increases of less than 2.6% and many will see rate decreases.

Annual Charges

Water, Sewer and Drainage Service Charges

Council's water, sewerage and drainage services and a number of associated ancillary services are declared monopoly services under s. 4 of the *Independent Pricing and Regulatory Tribunal Act 1992*. Council's prices must therefore be set in accordance with any Independent Pricing and Regulatory (IPART) determined methodologies and/or maximum prices, and are subject to approval by the relevant Minister.

All prices for water, sewerage, drainage and ancillary services for 2020-21 are in accordance with IPART's final determinations issued on 24 May 2019 adjusted for the estimated CPI multiplier at 1.9% as the final determinations were made in 2019-20 dollars (\$2019-20). Council has assumed that the CPI multiplier as 1.9% as the CPI for the March quarter 2020 has not been released at the time of developing the 2020-21 budget. Once the CPI for the March quarter 2020 is released Council will calculate the CPI multiplier to apply to the 2020-21 annual charges and other charges in accordance with the final determinations and the operational plan will be updated before the adoption in June 2020.

Domestic Waste Management Charge

3.3 Exhibition of Draft Operational Plan 2020-21 (contd)

Central Coast Council provides domestic waste management services including weekly domestic waste (red) bin collection, alternate fortnightly recycling (yellow) and vegetation (green) bin collection and six free kerbside collections per annum.

Any amounts charged to residents for the domestic waste management service is "restricted for purpose", which means Council can only recover the cost of providing the service from residents without any profit. Any unspent funds must be restricted and used only to pay for the costs of providing domestic waste management services.

Typical Residential Ratepayer

Former Gosford Local Government Area

Based on 2019 Land Value of \$413,000	Annual Amount	Quarterly Instalment
Ordinary Residential Rates	\$1,029	
Domestic Waste Management Charge* Three bin waste and recycling collection services with 6 bulk kerbside collections. <i>*\$512 Eastern area waste service or \$454 Western area waste service which excludes the garden vegetation bin service</i>	\$512	
Water Authority Charges# Water, sewerage and stormwater drainage services as detailed in the table below	\$697	
Total Annual Rates and Charges	\$2,238	\$551

Former Wyong Local Government Area

Based on 2019 Land Value of \$309,000	Annual Amount	Quarterly Instalment
Ordinary Residential Rates	\$1,202	
Domestic Waste Management Charge* Three bin waste and recycling collection services with 6 bulk kerbside collections. <i>*\$512 Eastern area waste service or \$454 Western area waste service which excludes the garden vegetation bin service</i>	\$512	
Water Authority Charges# (water, sewerage and stormwater drainage services as detailed in the table below)	\$665	
Total Annual Rates and Charges	\$2,378	\$595

Water Authority Charges - Central Coast Local Government Area

The 2020-21 proposed prices are in accordance with IPART's final determination indexed for the estimated CPI multiplier of 1.9% as the March 2020 quarter CPI has not been released at the time the operational plan and budgets has been developed. The final charges will be updated for the operational plan to be adopted in June 2020.

Former Gosford Local Government Area (excluding water usage charges)

Single Residential Dwelling - House	Annual Amount	Quarterly Instalment
Water Service Charge For the supply of water services (separate user pays charges apply for water usage)	\$86.10	
Sewer Service Charge For the supply of sewer service	\$397.48	
Stormwater Drainage Service Charge Provides funds to maintain and improve Council's drainage network	\$106.54	

3.3 Exhibition of Draft Operational Plan 2020-21 (contd)

Sewer Usage Charge	\$107.00	
Fixed usage charge		
Total Service and Sewer Usage Charges (excluding water usage @ \$2.06 per kL)	\$697.12	\$174.28

Former Wyong Local Government Area (excluding water usage charges)

Single Residential Dwelling - House	Annual Amount	Quarterly Instalment
Water Service Charge	\$86.10	
For the supply of water services - (separate, user pays, charges apply for water usage)		
Sewer Service Charge	\$365.11	
For the supply of sewer services - (separate, user pays, charges apply for sewer usage)		
Stormwater Drainage Service Charge	\$106.54	
Provides funds to maintain and improve Council's drainage network		
Sewer Usage Charge	\$107.00	
Fixed usage charge		
Total Service and Sewer Usage Charges (excluding water usage @ \$2.06 per kL)	\$664.75	\$166.19

Fees and Charges

Water and Sewer Usage Charges

Water and Sewer Usage Charges for 2020-21 are based on IPART pricing determination issued in May 2019 and have been *indexed for the estimated CPI multiplier of 1.9% as the March 2020 quarter CPI has not been released at the time the operational plan and budgets has been developed. The final charges will be updated for the operational plan to be adopted in June 2020.*

Potable water usage charge is \$2.06 per kL.

Other Fees and charges

All IPART regulated charges are contained in the Statement of Revenue or the Fees and Charges schedule.

Other fees and charges are subject to either competitive forces or legislated charges.

Council sets other fees and charges based on partial (subsidised) cost recovery, full cost recovery or subject to market forces. Pricing categories are disclosed against each fee in the Fees and Charges schedule appearing in Attachment 2 to this report.

Link to Community Strategic Plan

The draft Operational Plan 2020-21 responds to all five CSP Themes. The requirement to provide the Operational Plan 2020-21 and meet legislation is linked to following:

Theme 4: Responsible

Goal G: Good governance and great partnerships

R-G4: Serve the community by providing great customer experience, value for money and quality services.

Risk Management

The draft Operational Plan 2020-21 will be on public exhibition from Tuesday 31 March 2020 to Monday 27 April 2020. Submissions will be progressively reviewed to ensure legislative timeframes are adhered to and consideration of public submissions and adoption of the draft Operational Plan 2020-21 is carried out at the Ordinary Meeting of Council on 9 June 2020.

Critical Dates or Timeframes

The draft Operational Plan 2020-21 will be on public exhibition from Tuesday 31 March 2020 to Monday 27 April 2020, at Council's libraries and at the Gosford and Wyong administration buildings, as well as online at www.yourvoiceourcoast.com.au.

During that time, members of the community may make a submission by writing in person to:

Post: PO Box 21, Gosford NSW 2250; or
PO Box 20, Wyong NSW 2259

Email: ask@centralcoast.nsw.gov.au

Online at: www.yourvoiceourcoast.com

Council expects to consider those submissions and adoption of the draft Operational Plan 2020-21 at the Ordinary Meeting of Council on 9 June 2020.

Attachments

- | | | |
|----------|---|---|
| 1 | Draft Operational Plan 2020-21 for exhibition | Provided Under Separate Cover
– Due notice is given that this Attachment will be provided on or before the Ordinary Meeting of 23 March 2020 |
| 2 | Draft Fees and Charges 2020-21 for exhibition | Provided Under Separate Cover
– – Due notice is given that this Attachment will be provided on or before the Ordinary Meeting of 23 March 2020 |



Item No: 3.4
Title: Public Exhibition of Waste Resource Management Strategy
Department: Roads Transport Drainage and Waste

23 March 2020 Extraordinary Council Meeting

Reference: F2019/00874 - D13753884
Author: Andrew Pearce, Unit Manager, Waste Services and Business Development
Manager: Andrew Pearce, Unit Manager, Waste Services and Business Development
Executive: Boris Bolgoff, Director Roads Transport Drainage and Waste

Report Purpose

The Central Coast Waste Resource Management Strategy provides a Strategic Framework, Action Plan and Recommendations for waste and resource recovery across the LGA.

The purpose of this report is to seek Council approval to place the Central Coast Waste Resource Management Strategy on public exhibition.

Recommendation

- 1 That Council exhibit the draft Waste Resource Management Strategy for a minimum of 28 days for the purpose of Community Consultation.**
- 2 That, following exhibition of the draft Waste Resource Management Strategy, Council considers a further report on results of community consultation.**

Background

There currently exists no waste management or resource recovery strategy for Central Coast Council, so this document will become the key driver for improved waste management and resource recovery across the Central Coast Local Government Area. The strategy will cover a term of ten (10) years until 2030 and will include periodic reviews to ensure it remains targeted and relevant.

Strategy

Central Coast waste management is complex and in terms of tonnes under management and households served, is a large and diverse waste management service. There are significant benefits of this scale, including efficiency payoffs, greater resilience to external shocks and a capacity to develop and underwrite innovation in waste and recycling solutions.

This Waste Resource Management Strategy articulates a balance between aspiration and risk, external dynamics and local priorities, short-term pressures and long-term asset optimisation,

3.4 Public Exhibition of Waste Resource Management Strategy (contd)

and best value, taking into account both economic, social and environmental cost. Above all, it recognises that waste is a resource of value.

To deliver a step change towards improved resource management and recovery that meets these goals, Council is, and will continue to, consider options to divert residual red bin waste from landfill and develop and implement innovative solutions to target other waste streams, including those streams generated by Council's own activities, businesses and other institutions.

The vision guiding the Central Coast Waste Resource Management Strategy is:

Promote the Central Coast as a creative environment for developing a local circular economy that values the recovery of resources and advocates prevention of waste.

Its overarching priorities are to:

- Reduce the waste generated on the Central Coast
- Increase recycling options available on the Central Coast
- Utilise funding opportunities to facilitate waste avoidance and diversion
- Encourage and support the development and delivery of sustainable local circular economy
- Reduce remaining residual waste landfilled on the Central Coast

These priorities are oriented around the four objectives contained within the Strategy, which work together to provide waste services that improve the community and customer experience, are safe, secure, cost-effective and deliver the recovery outcomes desired by the Central Coast community. These Strategic objectives are supported by a suite of actions and sub actions that are to be delivered over the life of the Strategy.

Objective 1 – Drive Waste Avoidance

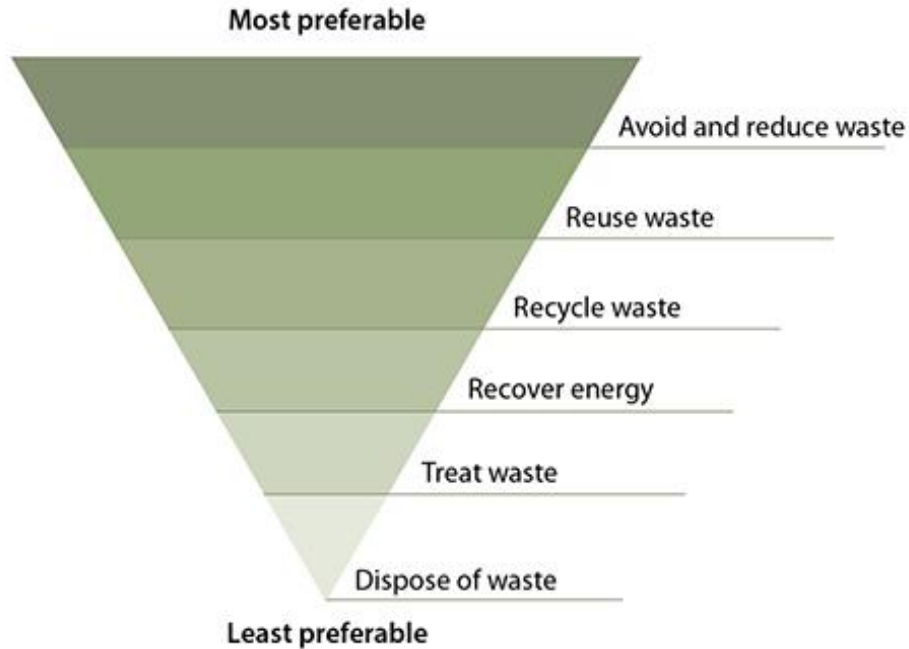
The Central Coast community is environmentally conscious and aware of waste management issues. Almost 90% of those who participated in the survey said that it is very important to reduce the amount of waste that households generate and subsequently landfill.

A convenience lifestyle and 'throw-away' mindset has led to an increasing volume of unnecessary, single-use waste. Some common materials that make up a large proportion of avoidable waste are coffee cups, plastic bags, plastic foodware, single portion packets (e.g. sugar) and junk mail.

3.4 Public Exhibition of Waste Resource Management Strategy (contd)

Our first objective is to drive a higher level of waste avoidance. This aligns with the Waste Hierarchy (fig. 1) as avoiding waste in the first instance addresses the life cycle impacts of consumption, from supply chain to end of life.

Figure 1 Waste Hierarchy



Where product consumption cannot be avoided, Council and the community need encouragement and support to break the single use habit and explore reusable options and consider repurposing materials. Council intends to lead by example by addressing its own single use footprint, such as auditing and reviewing single use items at Council premises and events, and work with other stakeholders to help them embrace a similar change.

The following actions which are supported by sub actions detailed in the strategy document:

- 1.1 Enhance community awareness and action around waste avoidance and reuse through targeted education campaigns
- 1.2 Engage local businesses to support uptake of opportunities for avoidance waste and increase recycling
- 1.3 Identify avoidable Council waste streams and improve waste management behaviours
- 1.4 Enhance the sustainability focus in Council procurement to close the local loop

Objective 2 – Deliver a step change in Resource Recovery and build a circular economy

With 59% of our kerbside waste sent to landfill in 2018-19, increased resources management delivering higher value (both economical and environmental) outcomes is a critical step in reducing the waste footprint of the Central Coast community.

3.4 Public Exhibition of Waste Resource Management Strategy (contd)

The community consultation demonstrated a high level of interest in diverting waste from landfill, including a willingness to pay more for processing of red bin waste and, among other things, to drop-off household items at a resale shop to be given another useful life.

Council needs to operate at varying scales, from major infrastructure through to targeted solutions to divert and recover value from key streams going to landfill. Key barriers to resource recovery are access to and availability of services and facilities and subsequently, finding viable end markets for the recycled products or materials.

Stimulating and increasing local demand for recovered materials will not only support a sustainable circular economy but generate flow-on effects such as new jobs and development of innovative solutions.

Key actions which are supported by detailed sub actions in the strategy document:

- 2.1 Investigate large-scale waste processing solutions for mixed residual waste
- 2.2 Explore the viability of an integrated resource recovery precinct(s) to maximise recovery of resources from a wide range of local waste streams
- 2.3 Assess targeted recovery options for a broader range of household items, including salvage from kerbside collection and waste dropped off at landfills, and the viability of a resale or hire shop
- 2.4 Optimise existing waste management facilities to better sort, extract and recycle dry wastes
- 2.5 Improve and expand community recycling practices through education and promotion
- 2.6 Facilitate and utilise local end markets for recycled products and materials

Objective 3 – Strengthen triple bottom line outcomes

Solutions are strengthened when developed and delivered by multiple parties, bringing high levels of commitment and participation. Council also recognises that recycling and reuse projects offer opportunities for local engagement, delivering economic and social benefits while continuing to act as a steward for the environment.

Empowering and supporting the community to drive waste avoidance and resource recovery will enhance the effectiveness of Council initiatives.

Council's Waste Resource Management team is committed to working with stakeholders within and outside of Council, including the formation of mutually beneficial partnerships, to achieve meaningful triple bottom line outcomes. The actions under this objective focus on strengthening relationships with stakeholders to improve efficiencies and to benefit all parties involved.

Key actions which are supported by sub actions detailed in the strategy document:

- 3.1 Collaborate with social enterprises and not-for-profit groups in mutually beneficial partnerships

3.4 Public Exhibition of Waste Resource Management Strategy (contd)

3.2 Develop an ongoing dialogue with the community, business and other stakeholders with regards to waste management

3.3 Work with other levels of government, stakeholders and NGOs, to advocate for policies and programs that support Council's waste strategy

3.4 Continue to optimise waste facilities and services through delivery of efficient and cost-reflective operations

Objective 4 – Enhance street and open space appeal

Waste Resource management is an essential service that, at its core, is designed to support neighbourhoods that are healthy, safe and attractive. Council are adding smart technology and a focus on public places to shape and improve the experience for the local community.

This includes maintaining clean streetscapes and waste infrastructure that fosters pride and encourages inclusive behaviours. Council also aims to optimise the servicing of public place services, bins and bulky waste and improve convenience to support resource recovery.

New solutions will emerge as technology and practices evolve. Council aims to lead by being open to new solutions and opportunities through active review and trials of smart city technologies, supported by a detailed understanding of the waste context, challenges and opportunities on the Central Coast.

Key actions which are supported by sub actions detailed in the strategy document:

4.1 Enhance public place waste and recycling services

4.2 Explore smart city technology to enhance waste processes

4.3 Audit kerbside bins, bulky waste and public place bins to target opportunities to improve recovery

4.4 Review best practice bulky waste collection services, including service delivery and education

4.5 Review best practice waste storage design and service delivery for residential development, commercial / industrial development and subdivisions

Consultation

Public

Large scale community consultation was undertaken to build the Central Coast Waste Resource Recovery Strategy, a 10-year plan for reducing our waste, circulating our resources and optimising our facilities and services to deliver environmental, social and economic benefits.

The comprehensive consultation program included surveys, workshops, online discussions and pop-up information sessions. With more than 1,300 surveys submitted and 151 residents attending workshops, the future of waste and resources management is a clear community priority.

3.4 Public Exhibition of Waste Resource Management Strategy (contd)

This community feedback has been brought together with Council priorities, waste sector expertise, a review of local and global trends and detailed analysis of our major infrastructure options to set the strategic direction and develop an action plan to manage waste generated from households and council activities, including civil works and public places and buildings. Council waste facilities also underpin essential waste services for the Central Coast business and construction sectors.

Further engagement will be done throughout the public exhibition process.

Councillors

Staff held three Councillor Briefings and incorporated valuable feedback from several Councillors into the development of the Draft Strategy.

Councillors raised 18 key points to include or address within the strategy.

The key themes raised were related to the 4 objectives listed above and contained within the Strategy. Where required the actions related to the objectives were updated to include Councillor feedback.

Key areas of feedback included review of kerbside collections and additional facilities or services related to increase recovery of resources and diversion of waste from landfill.

The strategy has also included opportunities to explore and assess contemporary waste treatment and collection methods that align with the waste hierarchy and Councils existing Community Strategic Plan.

Although some feedback included commentary around detailed technical solutions such as Alternative Waste Treatments and Waste To Energy, the strategy at this time does not favour a particular or detailed technical solution but, commits to conducting further research and assessments into finding a favourable long term outcome that aligns with the key objectives and, community acceptability and expectations.

Staff

All Staff were given the opportunity to attend Strategy information sessions and provide feedback after the event. Staff who are noted stakeholders of Councils waste activities were also given further opportunities to contribute.

Link to Community Strategic Plan

Theme 3: Green

Goal E: Environmental resources for the future

G-E3: Reduce littering, minimise waste to landfill and educate to strengthen positive environmental behaviours.

3.4 Public Exhibition of Waste Resource Management Strategy (contd)

Risk Management

Failing to place the Waste Resource Management Strategy on public exhibition may limit opportunity for further comment, feedback and refinement prior to recommending a final strategy to Council for adoption.

Critical Dates or Timeframes

Present Draft Waste Strategy to Councillors at Councillor Meeting and seek approval from Councillors to present Draft Waste Strategy for Public Exhibition	23-Mar-20
Waste Strategy team to review and amend Draft Waste Strategy (based on any feedback given at Council Meeting)	Fourth week of Mar 2020
Release Draft Waste Strategy for Public Exhibition utilising the following; <ul style="list-style-type: none"> • <i>Your Voice Our Coast website</i> • <i>Media releases</i> • <i>Direct notification of previous strategy participants</i> • <i>Councils 1 Coast waste services website</i> 	1-Apr-20 to 30-Apr-20
Engagement to provide Public Exhibition Report	Third week May 2020
Waste Strategy team to review Public Exhibition Report and provide feedback to external Waste Strategy Consultant	Fourth week May 2020
Final Waste Strategy to be submitted by external waste strategy consultant (based on any feedback given through Public Exhibition)	June
Waste Strategy team to review Final Waste Strategy	June
Director / Unit Manager / Section Managers and ELT to review Final Waste Strategy	June
Present Final Waste Strategy to CEO and seek approval from CEO to present Final Waste Strategy to Councillors for Adoption	June
Present Final Waste Strategy to Councillors at Councillor Meeting and seek approval for Adoption	July / August

Financial Impact

Waste management costs across local government have been increasing due to increasing volumes of waste, rising contract costs for the collection and processing or landfilling of waste. These increasing costs in addition to the cost to implement the wide range of actions within the draft Strategy will be accommodated within forward waste budgets. Adequate budget provision to commence implementation of the strategy has been made in the 2019-20 and the draft 2020-21 budgets.

The source of funds for the forward waste budgets to enable implementation of the strategy will be provided through the existing Domestic Waste Management Charge within residents' rates and through pursuing the significant grant funding opportunities available to this area, including those funded by the NSW Waste Levy.

3.4 Public Exhibition of Waste Resource Management Strategy (contd)

Future major step increases to our community's landfill diversion and resource recovery outcomes will require investment into the processing of bulk kerbside and red lid bin waste, with actual costs dependant on the technology pathway and procurement methodology selected. Details in relation to these changes would be subject to Council approval and future budget considerations.

Attachments

- 1** Central coast resource management strategy 2020 D13860851



CENTRAL COAST
~~WASTE~~ RESOURCE
MANAGEMENT
STRATEGY
2020-2030



CONTENTS

Glossary	3
1 Introducing our strategy	4
2 Key drivers	7
2.1 The challenges and opportunities	7
2.2 Community aspirations	8
2.3 Waste policy and principles	10
3 Where are we now?	13
3.1 The central coast in profile	13
3.2 Our waste services	15
3.3 Where does your waste go?	18
3.4 Waste and recycling performance	21
4 Resource recovery opportunities	26
4.1 Recovery options for general waste	26
4.2 Bulky waste resource recovery	32
5 The action plan	32
6 Implementation plan	48
7 What does success look like?	49
8 Online resources	50

GLOSSARY

Acronym	Meaning
AWT	Alternative Waste Technologies
C&D	Construction and Demolition
C&I	Commercial and Industrial
CDS	Container Deposit Scheme
CPP	Cities Power Partnership
CRC	Community Recycling Centre
DCP	Development Control Plan
DPIE	NSW Department of Planning, Industry and Environment
EfW	Energy from Waste
EPA	Environment Protection Authority
FOGO	Food Organics and Garden Organics
MLA	Metropolitan Levy Area
MSW	Municipal Solid Waste
MRF	Materials Recovery Facility
MUDs	Multi-Unit Dwellings
POEO Act	Protection of the Environment Operations Act 1997
RDF	Refuse Derived Fuel
ROCs	Regional Organisation of Councils
RVM	Reverse vending machine
SUDs	Single Unit Dwellings
VWMGs	Voluntary Waste Management Groups
WARR	Waste Avoidance and Resource Recovery

1 INTRODUCING OUR STRATEGY

A century ago, in 1920, Frederick Talbot in his book 'Millions From Waste' wrote that "Waste is merely raw material in the wrong place". Our Central Coast 2030 Strategy is underpinned by the modern view of that same philosophy from 100 years ago – "waste is a resource to be managed and not a problem to be rid of".

The key drivers and actions identified in this Strategy have been developed from extensive community feedback and reflect a modern community's needs and aspirations for a sustainable circular economy.

Throughout the world there is an increased understanding of the negative impacts that waste and wasteful behaviours have on our environment and available resources. It has been well documented that the current linear (take – make – use – throw) use of valuable resources is unsustainable in the long term and society needs to move to the circular economy.



In addition to the positive environmental impacts associated with the principles of a circular economy, there are significant local economic benefits gained by transitioning to resource recovery.

The National Waste Policy 2018 noted the waste management and resource recovery industry is no longer just an essential service; it is now a significant contributor to Australia's economy, with an annual turnover of \$15 billion and 50,000 full time equivalent employees across the country.

Modelling by the Centre for International Economics (2017) suggests that a 5% increase in the recycling rate could add \$1 billion to Australia's Gross Domestic Product (GDP). If we look only at the domestic waste stream and aspire to the higher performance levels being achieved by some councils in Australia, there is the potential to add \$4 billion to the Australian GDP just by all councils achieving the same levels of Resource Management.

The National Waste Policy 2018 also noted that just over 9 jobs are created for each 10,000 tonnes of waste recycled. If we apply that to the additional 3 million tonnes that could be recovered by all councils achieving the same as the best performers, we have the potential to create almost 3,000 new jobs in the recycling industry and even more if we utilised those recycled materials by developing the circular economy within Australia instead of export. That's at least 1 new job for each 3,000 households that could be created locally.

It is this feedback, together with society's increased interest and desire to mitigate our negative environmental impacts, that has underpinned our Resource Management Strategy and objectives.

The vision guiding the Central Coast Waste Resource Recovery Strategy is:

Promote the Central Coast as a creative environment for developing a local circular economy that values the recovery of resources and advocates prevention of waste

Overarching priorities:

- Reduce the waste generated on the Central Coast
- Reduce waste landfilled on the Central Coast
- Increase recycling options available on the Central Coast
- Explore funding opportunities to facilitate waste avoidance and diversion.

These overarching priorities are oriented around four objectives, which work together to provide waste services that are safe, secure, cost-effective and deliver the recovery outcomes desired by the Central Coast community. These four objectives are supported by a suite of actions that are to be delivered over the life of the Strategy. They are summarised below and presented more fully in Section 5.

OBJECTIVES

ACTIONS

01.**Drive waste avoidance**

- 1.1 Enhance community awareness and action around waste avoidance and reuse through targeted education campaigns
- 1.2 Engage local businesses to support uptake of opportunities for avoidance waste and increase recycling
- 1.3 Identify avoidable Council waste streams and improve waste management behaviours
- 1.4 Enhance the sustainability focus in Council procurement to close the local loop

02.**Deliver a step change in diversion from landfill and build a circular economy**

- 2.1 Investigate large-scale waste processing solutions for mixed residual waste
- 2.2 Explore the viability of an integrated resource recovery precinct(s) to maximise recovery of resources from a wide range of local waste streams
- 2.3 Assess targeted recovery options for a broader range of household items, including salvage from kerbside collection and waste dropped off at landfills, and the viability of a resale or hire shop
- 2.4 Optimise existing waste management facilities to better sort, extract and recycle dry wastes
- 2.5 Improve and expand community recycling practices through education and promotion
- 2.6 Facilitate and utilise local end markets for recycled products and materials

03.**Strengthen triple bottom line outcomes**

- 3.1 Collaborate with social enterprises and not-for-profit groups in mutually beneficial partnerships
- 3.2 Develop an ongoing dialogue with the community, business and other stakeholders with regards to waste management
- 3.3 Work with other levels of government, stakeholders and NGOs, to advocate for policies and programs that support Council's waste strategy
- 3.4 Continue to optimise waste facilities and services through delivery of efficient and cost-reflective operations

04.**Enhance street and open space appeal**

- 4.1 Improve public place waste and recycling services
- 4.2 Explore smart city technology to enhance waste processes
- 4.3 Audit kerbside bins, bulky waste and public place bins to target opportunities to improve recovery
- 4.4 Review best practice bulky waste collection services, including service delivery and education
- 4.5 Review best practice waste storage design and service delivery for residential development, commercial / industrial development and subdivisions

**2 KEY DRIVERS****The challenges and opportunities**

With the NSW Waste and Resource Recovery (WARR) Strategy coming to an end in 2021-22 and rapid evolution in the global challenge around recycling, the State Government has embarked on development of a 20-year Waste Strategy to generate a long-term direction, integrate new thinking and facilitate new technology. Given NSW is already well short of its 2021 resource recovery goals – currently recovering 41% of municipal solid waste (MSW) against a target of 70% – it may well embrace concepts such as the circular economy, the co-collection of food organics and garden organics (FOGO) and a new framework to consider technologies such as energy from waste and small-scale reprocessing of kerbside recyclables and other streams.

Wasted resources are not just an operational issue for Council to manage. It has many direct and indirect impacts on the sustainability of our lifestyles and environment as landfills are Australia's seventh largest source of greenhouse gases with clear linkages to climate change, which is a focus area in our own Community Strategic Plan 2018-2028.

In July 2019, Council adopted its Climate Change Policy to accelerate actions to reduce greenhouse emission from Council operations to support the transition towards a net zero emissions region by 2050.

There are clear social benefits too. Transforming so called wastes into secondary resources with additional life not only cleans our community and protects the environment, import replacement helps our balance of trade and builds local resilience. Council understands that transitioning to new skills is of vital importance to keep up with the new technology and processes that will emerge in the evolving waste and resource recovery industry. Council will support the upskilling of the industry, as well as ensuring Council staff receive the training required to remain innovative.

The need and the opportunity are clear. Building on the foundations of our waste system with new approaches, views and principles that avoid, reuse, recycle or recover resources from waste delivers benefits across the triple bottom line.



Community aspirations

The Central Coast community is very clear in its views about the goals and issues around managing Resources and Waste. Almost 90% of surveyed residents rated reducing waste to landfill as 'very important'. To inform this Strategy, Council undertook extensive consultation in mid-2019, engaging the community via workshops, pop-up information sessions, surveys, online quizzes and promotion through both traditional and social media.

With more than 1,300 surveys completed and 151 residents attending the four workshops, the outcome is a clear picture of community priorities, pressures and aspirations.

Changing household behaviours

- More than 75% of survey respondents are likely to change the way they manage waste at home to reduce waste going to landfill. The top suggestions to do this were:
 - Improving recycling rates through the yellow lid recycling bin:

- Consistently using the green lid garden organics bin for garden organics; and
- Taking advantage of the opportunities to recycle through the Return and Earn Container Deposit Scheme (CDS).
- A need for more education to promote waste avoidance, diversion and bin usage was identified as a top priority. Council websites and social media should be supported by community-based education campaigns, such as at schools, libraries and community events. Information should target specific audiences and highlight the relevant short term and long-term benefits.
- Encourage behavioural change through bin inspections and rewarding correct use.

Drop-off opportunities

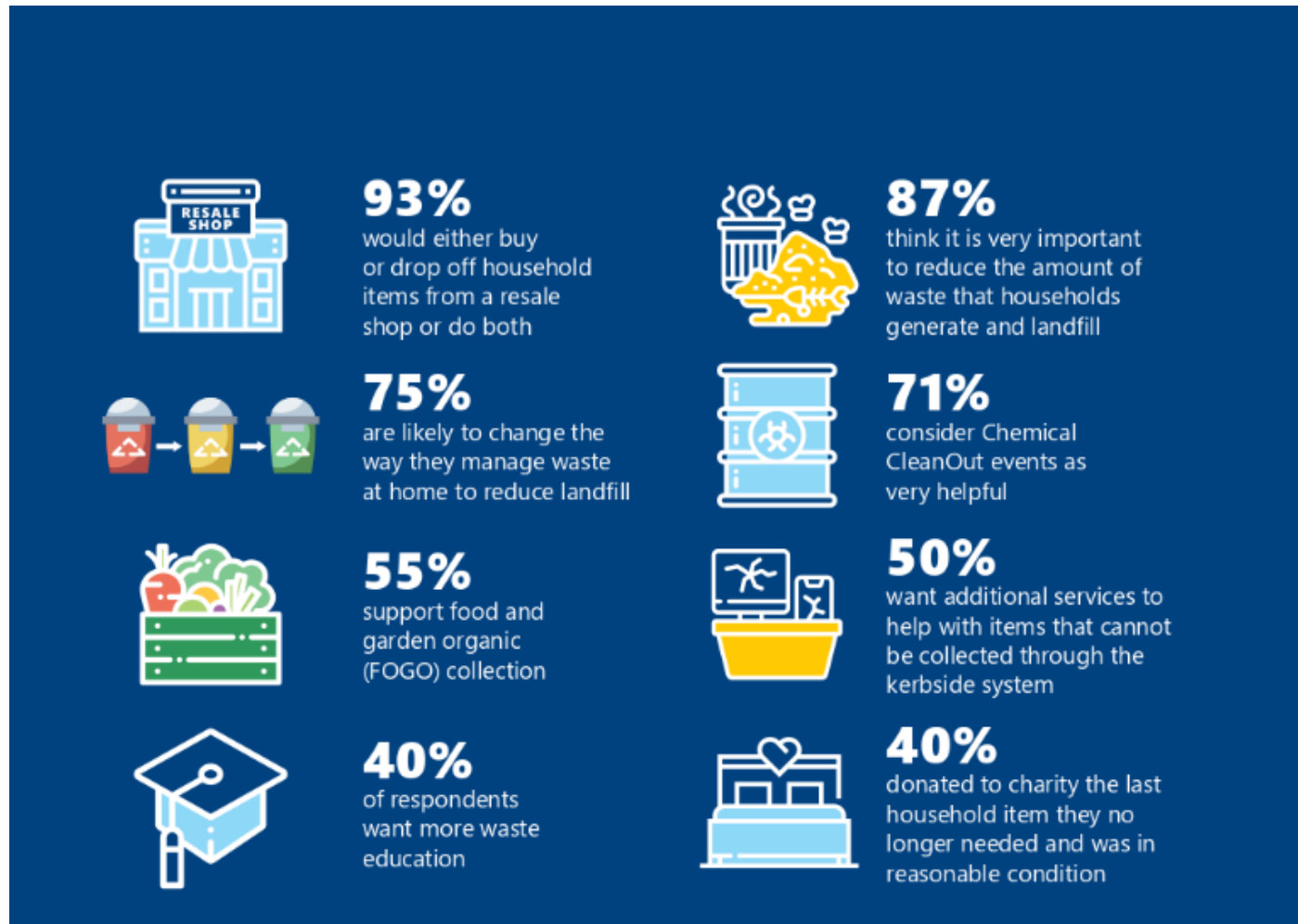
- Almost half of survey respondents would consider dropping off and buying used household items from a resale shop, while the online discussion forum also elicited strong support for a tip shop or resale shop. There was particularly strong support from residents under 25 years old, who identified this as the highest priority for managing bulky waste.
- A very high 75% of people said they would drop off soft plastic packaging at Council facilities, such as libraries, customer service centres and waste management facilities.
- Drop off opportunities and collection events for household hazardous wastes were also identified as high value in terms of promoting recycling and managing problem waste. Key opportunities include:
 - 71% supported Chemical CleanOut events.
 - 56% supported light globe, battery and mobile phone recycling, which are common problem household wastes.
 - 50% supported e-waste recycling in general, which includes computers, lighting equipment, electronic tools, telecommunication equipment and small appliances, etc.

Improve kerbside recycling

- The following ideas from the community aim to reduce red lid general waste going to landfill:
 - Reduce the size of the red lid general waste bin to help residents think about the amount of waste they generate and encourage avoidance.
 - Change collection frequency to once a fortnight to promote waste avoidance
 - Introduce a separate collection for compostable (FOGO) material.
- The following ideas from the community address the yellow lid recycling bin:
 - Consider additional services to help manage materials that are potentially recoverable but not currently collected through the kerbside system, such as e-waste, light bulbs, solar panels and polystyrene. These are examples of materials that can be recycled through tailored systems. Unfortunately, the current yellow lid recycling bin kerbside collection doesn't have a system that can efficiently and safely manage and sort these materials to ensure the material is recycled and repurposed responsibly.
 - Provide more educational material to help reduce contamination through better sorting.
- The key green waste solutions identified by the community were:
 - Introduce a FOGO collection.
 - Develop or commission a compost or mulch service / facility, to improve conversion of the FOGO material into a beneficial product.
 - Promote composting, which could include introducing a community compost service or provide workshops on how to compost at home.

Perspectives on technology

- The following criteria were identified by the community as the highest priority in assessing potential waste processing technologies:
 - Certainty of diversion from landfill
 - Minimal greenhouse gas emissions to minimise environmental impact
 - Produce an output material with sufficient local market scale and appetite.
- Almost 60% of respondents would be prepared to pay an additional \$50 per year on their household rates to reduce waste going to landfill through new technologies or processes.



Waste policy and principles

Waste policies are ever evolving and adapt to reflect the changing industry. Planning for waste management should consider both well-established principles and emerging trends. Governing bodies will be required to be responsive and agile as waste management becomes more challenging and the community becomes more alert to issues and impacts of waste.

Waste Governance

All levels of government throughout Australia have a role in appropriately managing waste and encouraging resource recovery, with a collective framework of responsibilities that cascades from the Commonwealth through to the states and on to regional council groups and local government. These roles are evolving as waste becomes increasingly viewed as a fully domestic responsibility (with no exports) and a valued resource that can be reinjected into the Australian economy.

In terms of waste management, the Commonwealth has been active in international treaties related to hazardous wastes and a small number of national programs, including carbon emissions programs and product stewardship schemes for targeted products including electronic waste.

However, there is growing pressure for more direct national leadership on the strategic challenges and common issues that affect all states and territories.

Historically, state and territory regulators have led the way in defining the opportunities and constraints for waste management. The NSW Environment Protection Authority (EPA) sets the long-term direction via the state Waste and Resource Recovery (WARR) Strategy, while as the regulator it significantly influences the present industry operating environment. The economic drivers for resource recovery have been driven through the Waste Levy, which is set by the State Government.

Local government operates within this state context to provide the on-the-ground operations and waste services to the community. Waste management services are one of the most significant financial commitments Councils make on behalf of the community. Council must ensure that these services are fit for purpose and offer the ratepayer value for money.

Table 1 summarises the roles and responsibilities of Commonwealth, State, Regional and Local Government.

Table 1: The hierarchy of responsibility for waste management

Government level	Responsibility
Commonwealth	<ul style="list-style-type: none"> National Waste Policy 2018 National Packaging Covenant National Packaging Targets National Food Waste Strategy National Television and Computer Recycling Scheme
State	<ul style="list-style-type: none"> Protection of the Environment Operations (POEO) Act 1997 and Waste Regulation 2015 NSW Waste Avoidance and Resource Recovery (WARR) Strategy and 2020-21 targets NSW 20 Year Waste Strategy 2020 (currently in development) Energy from Waste Policy Statement NSW Circular Economy Policy Statement Return and Earn Container Deposit Scheme (CDS)
Regional	<ul style="list-style-type: none"> Local governments may join an urban Regional Organisation of Councils (ROCs) or non-urban Voluntary Waste Management Groups (VWMGs) In early 2017, Central Coast Council participated with the Hunter Joint Organisation of Councils, to develop the Hunter / Central Coast Regional Waste Avoidance & Resource Recovery Strategy 2017-2021
Local	<ul style="list-style-type: none"> Local government provides waste education to the community to inform waste behaviours and ensure residents know how to use the waste systems provided Councils are responsible for collection, treatment and disposal of municipal waste (through in-house operations or contracted services), including kerbside, council generated and illegally dumped or littered waste Councils are encouraged to meet state targets (with some state funding for waste programs), however each councils' appetite to meet these targets is usually a function of their politics and priorities and the available infrastructure and services Central Coast Community Strategic Plan (CSP) 2018-2028 – Maintaining our natural assets is a core community value. Keys to our approach are: ongoing education (such as reducing litter and minimising waste); inviting the community to take a hands-on role in environmental conservation, protection and remediation; and championing renewable energy in our future design and planning to minimise the impacts of climate change in our region. Green objectives – Two CSP objectives have specifically informed the Waste Strategy: Reduce littering, minimise waste to landfill and educate to strengthen positive environmental behaviours (E3); and Improve enforcement for all types of environmental non-compliance, including littering and illegal dumping, and encourage excellence in industry practices to protect and enhance environmental health (F3).

Waste Hierarchy

The waste hierarchy is the core guide used globally to prioritise approaches to waste management on the basis of environmental impacts and sustainability (Figure 2). The hierarchy is the core conceptual framework behind the NSW WARR Strategy and helps to inform this Strategy. It recognises the benefits across the supply chain of avoiding consumption and reuse, the materials benefits in recycling waste back into new products and the energy value when all other recovery is exhausted.

Figure 2: The waste hierarchy guides preferred outcomes



Typically, local governments have more control over the lower portion of the waste hierarchy as the responsible entity for providing waste collection, processing and disposal services for municipal waste. However, councils are starting to consider how they can address the higher order options in response to the emerging challenges in managing waste. As a result, the first objective within this Strategy is to drive waste avoidance.

Circular Economy

Recognition of the need for a less linear approach to materials flow through the economy has led to development of the circular economy model, which aligns with the hierarchy but seeks to present a more active indication of pathways and priorities (Figure 3).

To establish a more self-sustaining circular economy, all aspects of the economy need to be considered, from the extraction of resources, to design and manufacturing all the way through to the consumers who use these products and end of life management.

The concept is based on seven principles outlined in the NSW Circular Economy Policy Statement;

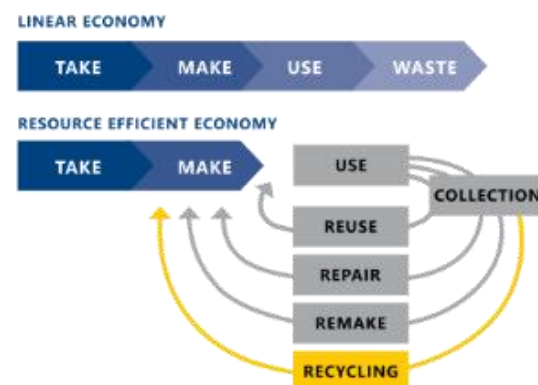
1. Sustainable management of all resources
2. Valuing resource productivity
3. Design out waste and pollution
4. Maintain the value of products and materials
5. Innovate new solutions for resource efficiency
6. Create new circular economy jobs
7. Foster behaviour change through education and engagement.

In general, the earlier in the circle the more effective the intervention, with 90% of the lifecycle impact of many products determined at the design stage. While Council has limited influence on how products are designed and manufactured, it has a key role in providing the capability to reuse or recycle materials and keep them 'circulating' in the productive economy for as long as possible.

Practical examples of initiatives at each stage of the circle are outlined below:

- Manufacturers use recycled materials in their processes and design products for disassembly to further promote product repair and material recycling, extending their lifetimes.
- Retailers advocate for, and are open to, new business models, whether selling second hand and refashioned items or selling a service rather than the product.
- Consumers, including businesses and Council, consider sustainability in their procurement and for unwanted items pursue the highest feasible outcomes in the waste hierarchy.
- Council prioritises resource and energy recovery through the waste services it contracts on behalf of the community.

Figure 3: A circular economy retains materials in their highest productive use



3 WHERE ARE WE NOW?

The Central Coast in profile

The Central Coast Council area is approximately 1,681 km², over half of which is classified as national park or protected areas.

It has 80km of coastline and neighbours the local government areas Lake Macquarie and Cessnock to the north, Hawkesbury to the west and Hornsby to the south.

The area is easily accessible by the M1 (Pacific Motorway) and the Central Coast and Newcastle Line of intercity rail. The largest population centres are Gosford, Tuggerah-Wyong, Erina, Woy Woy and The Entrance, all of which are located in the eastern region.

West of the M1 is low density and primarily classified as natural asset, productive land and rural lifestyle and National Park and Reserve / State Forest.

The Central Coast population is 342,047¹ and mostly English speaking. Some 35.8% speak a language other than English at home, including Mandarin, Arabic, Cantonese, Greek, Spanish, Italian and Filipino.

Growth has been steady over the last decade at an average 0.914% per year. There are more than 130,000 residential premises in the council area, predominately comprised of stand-alone houses (76.6%), followed by medium density homes (18.3%) and a small proportion of high-density dwellings (3.4%). Reference: <https://profile.id.com.au/>

¹ <https://economy.id.com.au/central-coast-nsw>, June 2018

However, density is growing. By 2036 the population is expected to grow by 19.67% to 414,615 people (Figure 5), with an additional 41,500 dwellings needed to meet this new demand, including a higher proportion of residents living in multi-unit dwellings (MUDs).

The 2016 census showed that there are around 22,000 registered businesses on the Central Coast, creating 115,443 jobs. The top three industries within the local government area are health care & social assistance, retail and accommodation & food services, which are key waste generating sectors. There were more than 7.8 million visitors to the local government in 2017/18, accounting for 3.07% of all visitors to the state and around 9% of total tourism expenditure in regional NSW.

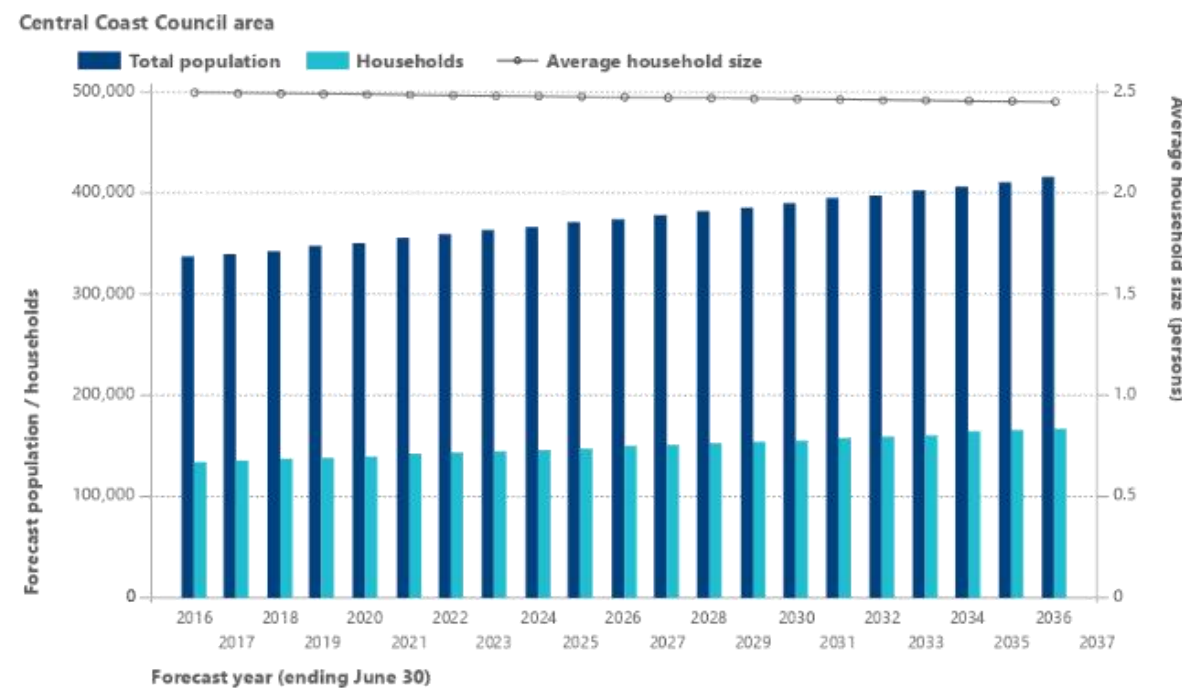


Figure 5: Population and household forecasts, 2016 to 2036



Figure 6: The standard bin configuration for stand-alone houses east of the M1

Our waste services

Household waste collection

Collection of waste and recyclables from households is a core local government responsibility. Waste collection contracts are long-term commitments due to the significant investment by the contractor in vehicles, facilities and staff. A collection contract commenced in 2018 covering all household waste streams and the entire Central Coast region, one of the largest waste collection systems in Australia.

The services are tailored to the diverse needs of the region, with different bin configurations in urban and rural locations. The higher density areas east of the M1 contain stand-alone single unit dwellings and multi-unit dwellings (MUDs) that include townhouses and apartment blocks.

The standard service offers the following collections:

- One 140 litre red lid general waste bin, collected weekly
- One 240 litre yellow lid recycling bin, collected fortnightly
- One 240 litre green lid garden organics bin, collected fortnightly
- On-call bulky waste collections, six (6) per year.

The rural areas west of the M1 are characterised by single unit dwellings and often larger block sizes. The standard services are:

- One 140 litre red lid general waste bin, collected weekly
- One 240 litre yellow lid recycling bin, collected fortnightly
- On-call bulky waste collections, six (6) per year.

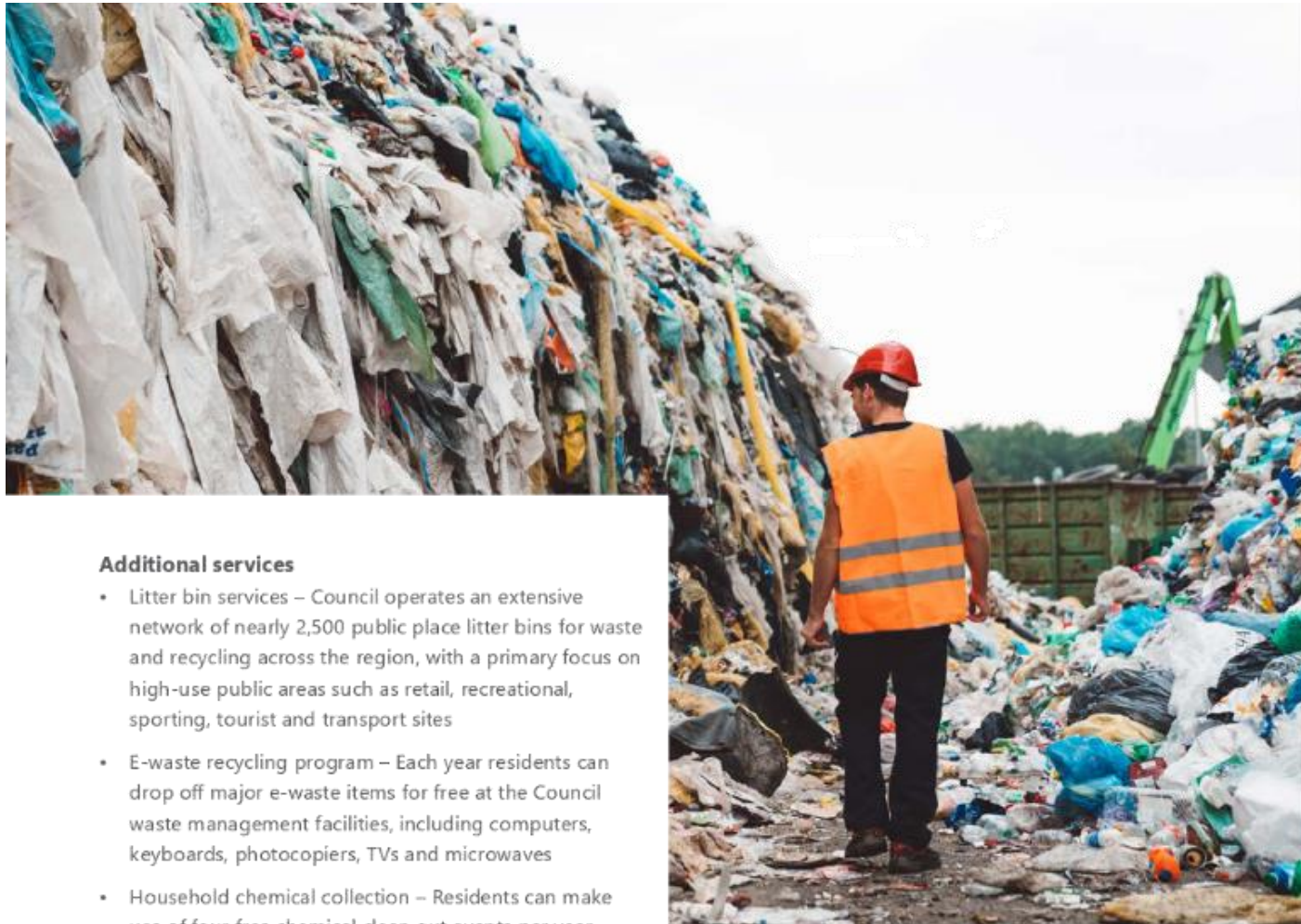
Variations to the standard bin services are offered to suit the wide diversity of residential areas and individual needs within the Central Coast region. For a small additional fee, residents can increase the frequency of, or upsize their red lid general waste bin to 240L and 360L. Residents can also increase the frequency or size of their yellow lid recycling or green lid garden organics bin service (360L). In addition, MUDs may also share larger bulk bins for their waste and recycling.

Commercial waste collection

Council waste services are offered to some small businesses, including restaurants, cafes, food outlets, retailers and offices, as well as schools, pre-schools and surf lifesaving clubs.

Collection is available as part of the household waste collection run and only picks up kerbside wheelie bins.

However, most commercial and construction waste on the Central Coast is collected by private operators directly contracted by the waste generator. Commercial and construction generators and their operators make the decisions on the collection, transport, and ultimate destinations for their waste. It does not fall within Council responsibilities and there is no local data on these waste streams.



Additional services

- Litter bin services – Council operates an extensive network of nearly 2,500 public place litter bins for waste and recycling across the region, with a primary focus on high-use public areas such as retail, recreational, sporting, tourist and transport sites
- E-waste recycling program – Each year residents can drop off major e-waste items for free at the Council waste management facilities, including computers, keyboards, photocopiers, TVs and microwaves
- Household chemical collection – Residents can make use of four free chemical clean out events per year, covering items such as paint, pesticides, motor oils, gas bottles, pool chemicals, fluorescent tubes and unwanted medical items
- A Community Recycling Centre (CRC) – A CRC is under construction at Buttonderry Waste Management Facility and when open will accept wastes such as paint, motor oils, cylinders, lead acid batteries, household batteries, fluorescent tubes and globes
- Waste education – While not a conventional service, waste education is a critical Council function to avoid waste and optimise recovery. Council operates popular waste education centres at Woy Woy and Buttonderry Waste Management facilities, but this Strategy will expand these education programs through new channels and across numerous demographic groups
- Scrap metal drop off – Residents and businesses can drop-off scrap metals for free at Council waste management facilities, including ferrous and nonferrous metals, car bodies, white goods and all other primarily metal containing products such as barbeques, trampoline frames and bikes.

Planning approvals for waste services

Increasing building density in our urban centres influences the design and amenity impact of waste services. An important control over new apartment development is Council's control over the configuration of waste services for the building through the Development Approval process.

The Development Control Plan (DCP) stipulates aspects such as waste storage area and collection regime, depending on the scale of the building. Each development proposal is subject to detailed review of its adequacy for waste services, support for recycling, impact on streetscapes and mitigation of safety risks.

A revised DCP currently under development will update controls for the modern Central Coast and support Council's ability to mandate and monitor building development.

CASE STUDY

Closing the loop on mattresses

In 2018-19, Central Coast Council implemented a mattress recycling program allowing residents to either include mattresses in their booked kerbside collection (free of charge), or drop them off at the Council waste facilities (fee charged). In the last 12 months, more than 22,000 mattresses from the Central Coast area have been recycled, diverting this bulky waste stream away from landfill into new products.

Recently, some of these mattresses have been processed by a social enterprise in country NSW, which has provided valuable work experience and skills to people with indigenous backgrounds, including school leavers and long term unemployed. The mattresses are deconstructed and components such as metal, foam, wood, plastic and textile flocking are recycled. The metals go into new train wheels, the foam becomes carpet underlay and the remaining components are used as biofuel.

Where does your waste go?

Current infrastructure

The Central Coast is well supplied with household waste and recycling infrastructure. Council operates three major waste management facilities across the local government area to cater for household and commercial waste. All are open to the public seven days a week, except for Christmas, New Year's Day and Good Friday.

Garden organics are collected and processed at a composting facility located at Councils Buttonderry Waste Management Facility.

Recyclables are processed locally under contract at a Materials Recovery Facility (MRF) located at Somersby, which accepts both household and commercial recyclables.

There are also a limited number of privately-operated waste facilities, primarily smaller sites focused on construction waste. There are no other facilities licenced to accept putrescible household residual waste in the local government area. There are however a number of commercial operators who transport commercial, construction and putrescible waste for disposal at facilities outside of the local government area.

Buttonderry	
Type of Facility	Integrated Waste Management Facility encompassing: <ul style="list-style-type: none"> • Landfill • Green waste processing facility • Drop-off facility for batteries, motor oil, tyres and other specific types of waste including e-waste • Sorting and recycling area for scrap metal waste • Materials recovery area for sorting and recovery of concrete, bricks and tiles • Biosolids processing • Waste education centre and garden • Community Recycling Centre for problem household wastes due to open in 2020
Capacity	Licenced to receive 250,000 tonnes per annum (140,000 tonnes to landfill and 110,000 tonnes to recovery)
Primary Wastes Accepted (see website for more)	<ul style="list-style-type: none"> • Putrescible waste • Non-putrescible waste • Asbestos • Tyres
Primary Direct Users	Residents and businesses in the northern part of the LGA, and potential to service Sydney and the Hunter region due to proximity to the M1
Remaining Life	Approximately 30 years in the current operational area (at current disposal rates), with the potential for further expansion within the site
Opportunities for Future Development	Approved landfill capacity extension and resource recovery expansion potential
Landfill Gas	Landfill gas extraction, flaring and electricity generation activities undertaken. Two 1.1 MW generators currently annually generate around 18,000 MWh's of electricity per delivering to the grid the equivalent power needs of around 3200 homes and the abatement of 114,000 tonnes of CO ₂ equivalent.

Woy Woy

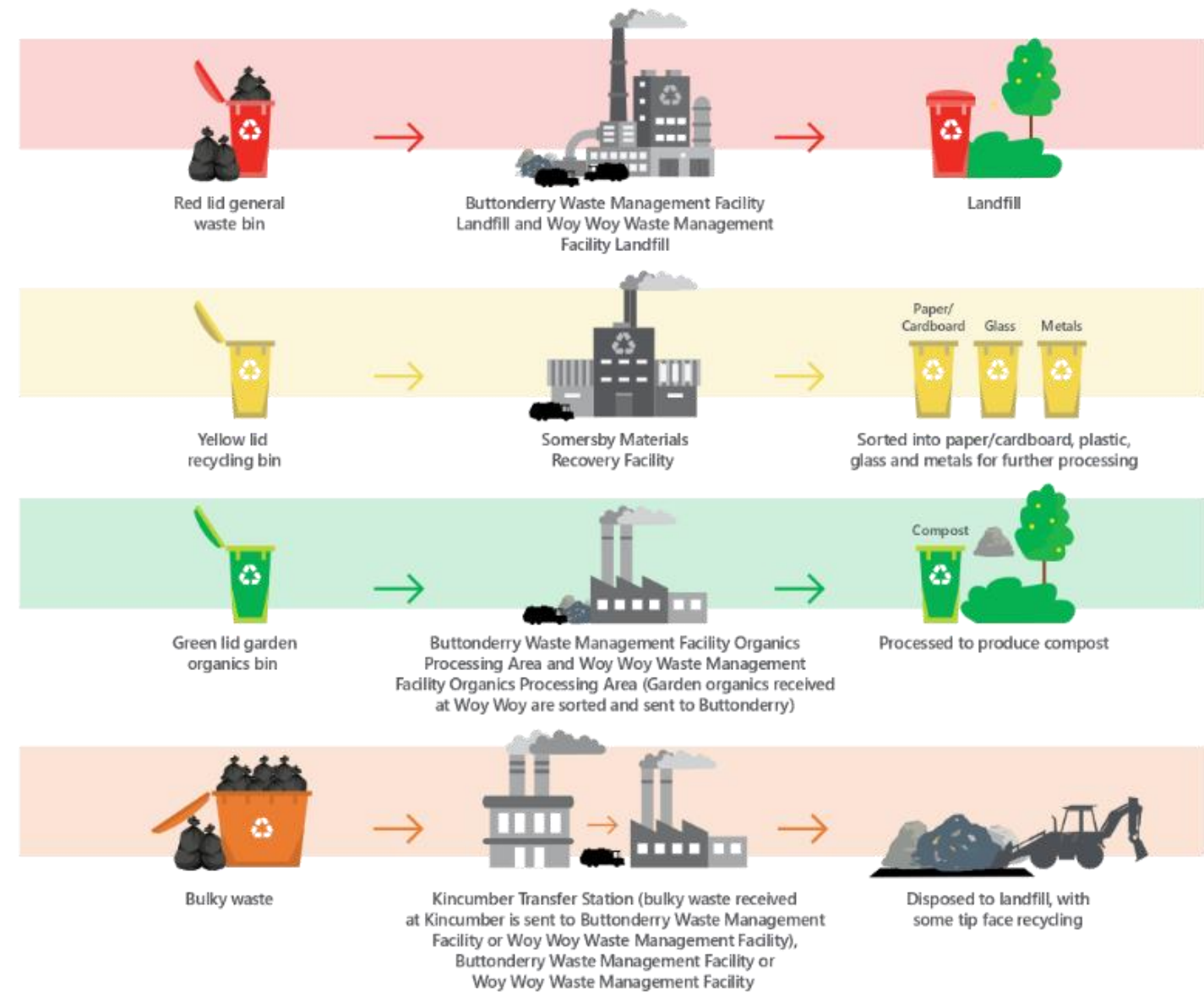
Type of Facility	Integrated Waste Management Facility encompassing: <ul style="list-style-type: none"> • Putrescible landfill • Garden organics sorting and transfer • Drop-off facility for recyclables and specific waste types, including e-waste • Sorting and recycling area for scrap metal waste • Materials recovery area for sorting and recovery of concrete, bricks and tiles • Biosolids processing • Waste education centre
Capacity	Licenced to receive 100,000 tonnes per annum
Primary Wastes Accepted (see website for more)	<ul style="list-style-type: none"> • Putrescible waste • Non-putrescible waste • Asbestos • Tyres
Primary Direct Users	Residents and businesses in the southern end of the LGA
Remaining Life	14 years at current disposal rates
Opportunities for Future Development	<ul style="list-style-type: none"> • Development Approval to develop an alternative waste treatment facility on-site with the potential to process up to 115,000 tonnes per annum • Near-term relocation of the garden organics facility • Expansion of the current landfill cell to extend the landfill design by up to 10 years
Landfill Gas	Landfill gas extraction, flaring and electricity generation activities undertaken. A 1.1 MW generator annually generates around 7,200 MWh's of electricity delivering to the grid the equivalent power needs of around 1,200 homes and the abatement of 34,000 tonnes of CO ₂ equivalent





Kincumber	
Type of Facility	Transfer Station (public and commercial drop-off). The site also retains contingency landfill airspace and its landfill licence.
Capacity	Licensed to receive 100,000 tonnes per annum
Primary Wastes Accepted (see website for more)	<ul style="list-style-type: none"> • Dry inert waste • Green waste
Primary Direct Users	Residents and businesses in the eastern part of the LGA
Remaining Life	Not applicable for a transfer station. The site has approximately 600,000 m3 of contingency landfill space.
Opportunities for Future Development	Potential to develop an enclosed facility to process dry waste streams, subject to viable volumes.
Landfill Gas	Landfill gas extraction, flaring and electricity generation activities undertaken. A 1.1 MW generator annually generates around 1,900 MWh's of electricity delivering to the grid the equivalent power needs of around 320 homes and the abatement of 12,000 tonnes of CO ₂ equivalent.

The waste management pathways for household waste.



Waste and recycling performance

Municipal waste flows

Across all household collections on the Central Coast, residents generated 168,243 tonnes of waste in 2018-19, of which 59% (98,511 tonnes) was sent to landfill and 41% (69,732 tonnes) was recovered. Another 106,763 tonnes of drop-off material was received at our three waste facilities.

Total waste generation fluctuated between 2011-12 and 2017-18, with a peak in 2014-15 due to a spike in bulky and garden waste after severe storms caused extensive property damage and tree loss. Residual waste in the red lid general waste bin has remained relatively constant over the last five years while recycling volumes have declined, reducing our overall landfill diversion rate by 3% over the last five years from nearly 44%.

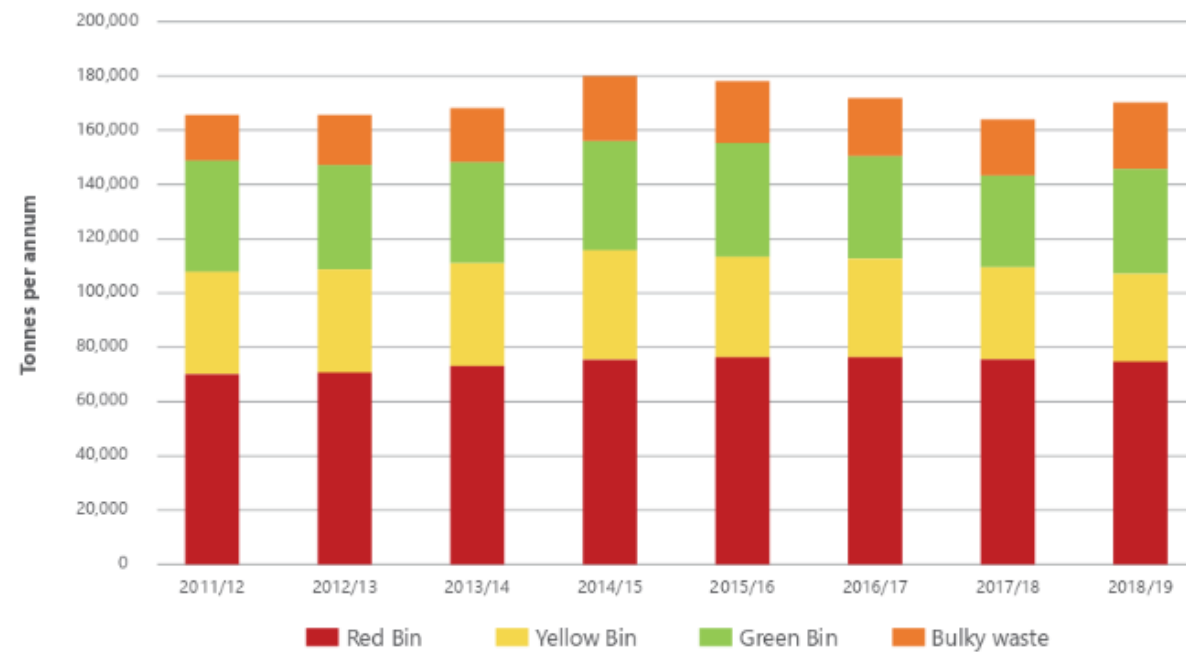


Figure 7 Total waste and recycling collected by Council

To achieve the current state-wide 70% landfill diversion target for municipal waste by 2021-22, the Central Coast will need to recover an additional 48,038 tonnes from the 98,511 tonnes a year that are currently sent to landfill. There are real opportunities to extract value from the red lid general waste bin and to improve recovery from bulky and drop-off waste.

Central Coast households on average generated nearly 20 kg per week of waste and recycling, in addition to 12 bulky waste items per year.

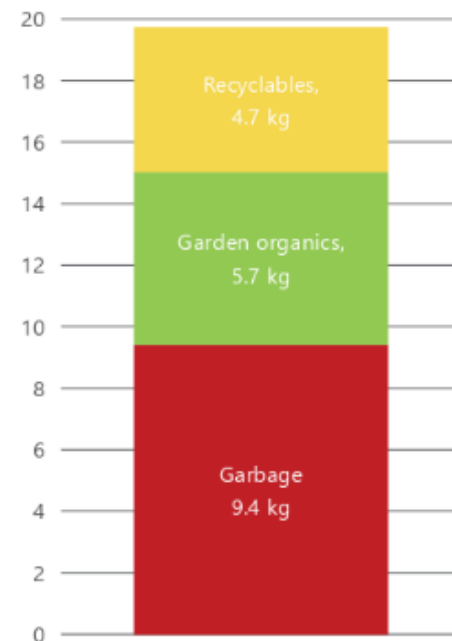


Figure 8: Typical kilograms of kerbside waste per household per week

Household bins

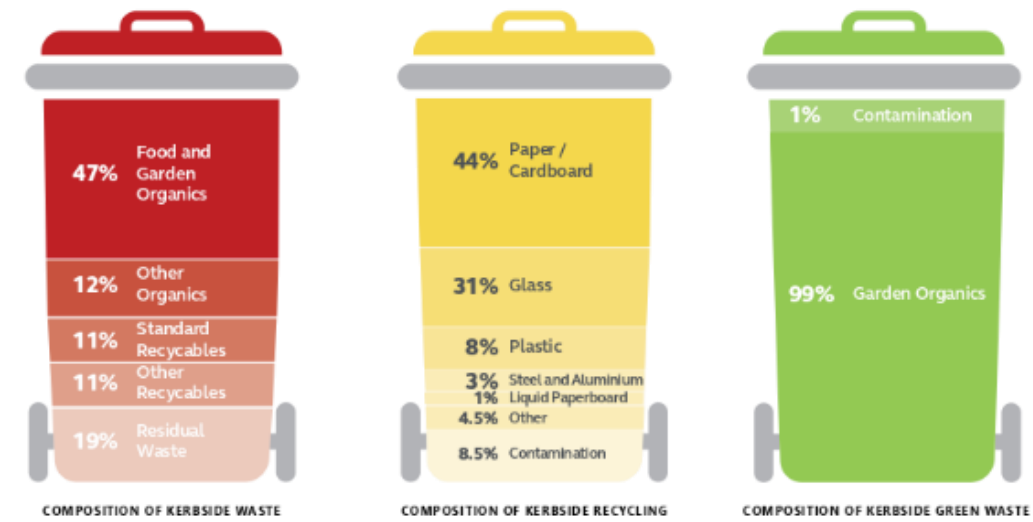


Figure 9: The typical composition of Central Coast red lid general waste bins, yellow lid recycling bins and green lid garden organic bins(2018)

Assessment of the composition of our kerbside waste and recycling streams helps to zero in on opportunities to improve recovery and reduce contamination.

A significant 22% of material in our red lid general waste bins (by weight) was recyclable items that should be captured in yellow lid recycling bins or other existing recycling services.

A further 59% is organic, including food waste and other organic wastes. A variety of alternative waste treatment options could recover some value from this organic fraction, whether through a dedicated collection service or extracted from the mixed waste stream (see Section 4 for more on waste processing technologies).

Altogether, there is potential to recover more than 61,000 tonnes of additional resources from the general waste stream by improving capture rates and expanding waste services (Table 2). Detailed analysis is required to assess the viability of new service options (Section 4).

Table 2: Recovery potential in Central Coast bins.

Material	Items Per Household	Recovery Potential
Standard recyclables	Divert standard recyclables still in our red lid general waste bin into the yellow lid recycling bin.	8,300
Other recyclables	Target soft plastics, expanded polystyrene (EPS) and similar plastics in the red lid general waste bin.	8,300
Food and garden organics	Target food and garden organics in the red lid general waste bin by introducing a FOGO collection.	35,500
Other organics	Target other organics in red bin by sending to a mixed waste AWT processing plant.	9,000
Total		61,100

In terms of the yellow lid recycling bin, 8.5% of its content is contamination, including soiled paper, non-recyclable glass (mixed glass and glass fines), non-recyclable plastic, plastic film and containerised food. While marginally better than the NSW average, contamination with non-recyclable items can lead to rejection of valuable recyclables by the recycler, increasing community costs and reducing our recovery rate. Further education and community support is required to support Council in minimising contamination.

The green lid garden organics bin has low contamination at 1%, with the main contaminants including treated timber, glass containers, food, textiles, ceramics and earth-based materials. Ongoing education will continue to drive contamination performance.



Bulky waste

Household items that are too large or too heavy for regular kerbside bin collection are defined as bulky waste, which is collected through an individually booked service (Section 3.2).

The audit indicated 44% of the items in our bulky waste stream could be reused, equivalent to 5.2 reusable items per pile. The most common items with reuse potential were kitchenware, furniture, carpet, building materials, clothing and toys. It also revealed that 7% of items were not acceptable within bulky waste and should not have been placed on the kerbside for disposal.



Drop-off waste

In addition to kerbside collections, residents and businesses dropped off more than 106,000 tonnes of waste materials in 2018/19. Of this, 13% (13,500 tonnes) was salvaged and sent to recovery, a baseline performance from which Council aims to improve.



Figure 10: Standard return and earn reverse vending machine station

CDS collected containers are less contaminated than kerbside collected material and as a result attracts higher prices and more robust end markets, including the potential to turn them back into bottles.

Commercial waste flows

Council also provides an essential disposal option for both commercial and industrial (C&I) and construction and demolition (C&D) waste streams in the region.

Commercial waste is generated by more than 22,000 businesses on the Central Coast and disposed at the owner's discretion, with 8,500 tonnes taken to Council-run facilities in 2018-19. Council also collects waste from small businesses as part of the household waste collection run.

Some 13,500 tonnes of C&D waste was delivered by private contractors to the Council waste facilities in 2018-19, of which 99% was landfilled and 1% recovered.

Traditionally, C&I and C&D waste streams have a low recovery rate, presenting opportunities to divert the waste currently deposited at Council facilities and to create an attractive recovery solution for wastes currently disposed outside the LGA. Additionally, large waste generators and transporters outside the Central Coast have expressed interest in utilising Council facilities, which could provide the volumes required to support innovative resource recovery infrastructure.

Container deposit scheme soars

In 2017, the NSW Government introduced a state-wide Container Deposit Scheme (CDS) to reduce littering of beverage containers, which had made up 44% of the volume of litter and cost more than \$162 million a year to manage.

The scheme, which refunds a 10 cent deposit paid on each eligible container returned at an approved collection depot or reverse vending machine (RVM), has been popular across NSW and on the Coast.

There are multiple RVMs and automated depots across the Central Coast, including in Wyong, Tuggerah, Lake Haven, Gosford, Umina, Toukley, Charmhaven and Kincumber. The volume of the commingled recycling stream dropped 25% in 2018, almost certainly due to the impact of the CDS. While a very positive outcome, a perverse impact is the reduction in Council's waste diversion performance by reducing recovery through the kerbside system.

In the first half of 2019, more than 43 million containers were recovered, either returned by Central Coast residents through these facilities or collected in kerbside recycling. This is the second largest number of any local government area in NSW, after Blacktown in Western Sydney.



4 RESOURCE RECOVERY OPPORTUNITIES

Growth in waste generation, the limited remaining life of landfilling at Woy Woy and the community and Council objective to increase resource recovery, drives the need to explore resource recovery opportunities.

Analysis of our waste data clearly indicates that the key opportunity to deliver a step-change in waste outcomes on the Coast is to:

1. Recover value from the red lid general bin waste, which is the largest waste stream and currently goes directly to landfill; and
2. Enhance the bulky waste processes to avoid and divert more waste from landfill.

Recovery options for general waste

The two broad approaches to diverting more material from the red lid general waste bin are some variety of alternative waste treatment (AWT) facility that extracts viable value from mixed waste, or to separate food waste for collection and processing with garden organics.

The primary technology options are:

- Mechanical Biological Treatment: A process that combines mechanical separation of dry and organic fractions, with further sorting of dry recyclables and biological processing of the organics into low-grade soil improver (compost) and/or Refuse Derived Fuel (RDF)

- EFW (Energy from Waste): The primary options are combustion, which burns the carbon-based components of the waste in a purpose-built furnace to generate electricity (and heat), and gasification by burning the waste in a limited oxygen environment so that it is partially oxidised into a combustible synthetic gas (syngas).

- Food Organics and Garden Organics (FOGO): A modification to the current kerbside garden organics service offered east of the M1, by establishing a co-collected food and garden organics service for processing into high value compost.

To understand the costs and diversion rate implications of these options within the Central Coast context, these technologies and their associated collection scenarios have been modelled to provide an indicative assessment of impacts and benefits.

Options

Business as Usual (BAU)

The standard BAU service provided by Council consists of:

- Weekly collection and disposal of a 140L red lid general waste bin
- Fortnightly collection and processing of a 240L yellow lid recycling bin
- Fortnightly collection and processing of a 240L green lid garden organics bin, provided to the eastern area only
- Landfilling at Woy Woy and Buttonderry

Food Organics and Garden Organics Collection and Processing (FOGO)

Introduction of a weekly FOGO service to co-collect food and garden organics, with a fortnightly red lid general waste bin collection, and development of a FOGO processing facility.

Introduction of a weekly FOGO service, with a weekly red lid general waste bin collection, and development of a FOGO processing facility.

A mixed waste processing energy from waste (EfW) facility

Residual waste is directed to an EfW facility that employs conventional combustion (mass burn) of residual waste.

Residual waste is directed to an EfW facility that employs gasification with at least a basic level of pre-treatment.

A mixed waste processing mechanical biological treatment (MBT) facility

Residual waste is directed to an MBT facility, with mixed waste compost as the primary product

Residual waste is directed to an MBT facility producing RDF and compost as products.

Note: All options continue to use a fortnightly 240L yellow lid recycling bin and bulky waste collection

Comparing results

To inform discussion of long-term waste management, the four waste service scenarios were defined and modelled to compare the costs and outcomes that each might deliver. For each option, the cost to Council and diversion rate potential between 2020 and 2045 were compared in net present value terms. There are several models to investigate which include Council either investing Capital to construct required facilities, or seeking a third party contractor to build and operate the facilities.

Business as Usual

Landfill is the most expensive option due to the significant costs associated with the landfill levy. If Council keeps the current services, costs will increase in line with levy increases, with no benefits in terms of improved resource recovery.

FOGO System

The current 10-year collection contract allows Council to establish a FOGO service, with food and garden organics co-collected weekly in the current green lid garden organics bin, with the service rolled out to all residents across the LGA.

FOGO delivers the lowest diversion given it only targets the organic fraction, resulting in landfill diversion rates of between 14-26%. It is the second most costly alternative scenario given collection costs increase and a significant volume is still sent to landfill, where it incurs the waste levy.

In addition, Council will need to determine whether to collect the organics-depleted red lid general waste bin either weekly or fortnightly. FOGO is most successful (high capture, low contamination rate) when the red lid bin is collected fortnightly, however community acceptance may be a challenge.

Mixed Waste to EfW

Another option is to process general waste in some type of alternative waste treatment facility, including at Woy Woy Waste Management Facility or another location. Of these options, energy-from-waste treatment technologies offer the lowest cost per tonne and accept the widest range of wastes, including bulky waste.

Technical diversion rates are 80-90%, although the NSW Energy from Waste Policy sets a 40% limit on the proportion of red bin general waste allowed to go to EfW where a council runs a 3-bin system that includes garden organics (as on the Coast). The modelling has also captured the above FOGO scenario, in which case there is no limit on residual waste to EfW.

Mixed Waste to MBT

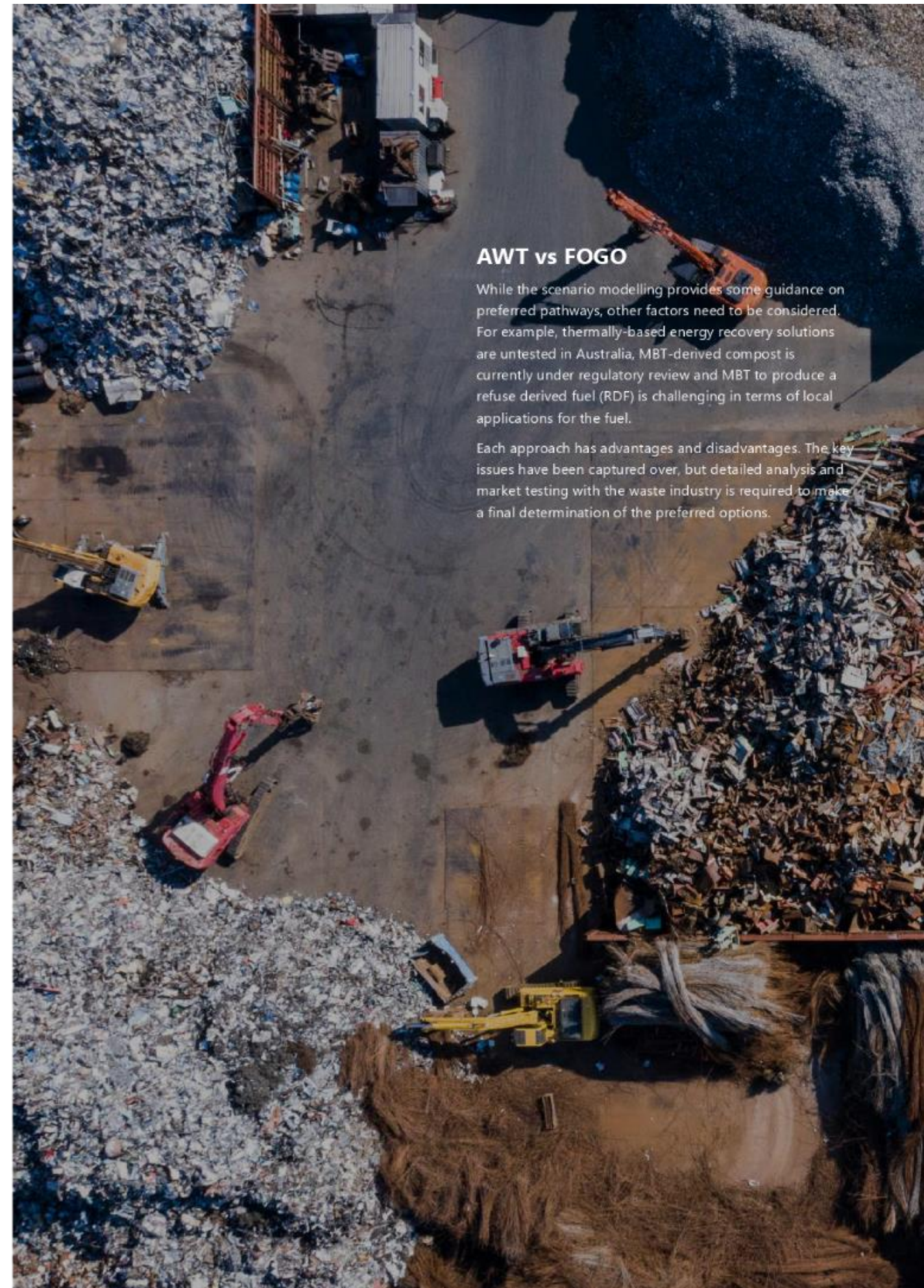
MBT for processing mixed waste delivers competitive outcomes compared to EfW scenarios in cost and diversion (55-85%). However, this is dependent on securing a market for the lower grade compost, which is set to be permanently prevented by the EPA from 2020, effectively eliminating this option.

Diversion rates

Table 4 provides the indicative recovery rates of each scenario.

Table 4: Diversion rates under various service scenarios for red-lid general waste and overall domestic waste.

Description	Red Lid General Waste Diversion Rate	Overall Diversion
Business as usual	0%	41%
FOGO with fortnightly red bin	26%	54%
FOGO with weekly red bin	14%	49%
MBT producing compost	55%	67%
MBT producing RDF	85%	81%
EfW Combustion	34%	58%
EfW Combustion - FOGO, fortnightly red	90%	82%
EfW Combustion - FOGO, weekly red	88%	82%
EfW Gasification	32%	57%
EfW Gasification - FOGO, fortnightly red	86%	80%
EfW Gasification - FOGO, weekly red	84%	80%



AWT vs FOGO

While the scenario modelling provides some guidance on preferred pathways, other factors need to be considered. For example, thermally-based energy recovery solutions are untested in Australia, MBT-derived compost is currently under regulatory review and MBT to produce a refuse derived fuel (RDF) is challenging in terms of local applications for the fuel.

Each approach has advantages and disadvantages. The key issues have been captured over, but detailed analysis and market testing with the waste industry is required to make a final determination of the preferred options.

	Advantages	Disadvantages
Business as Usual	No change to existing household waste practices.	Costs will increase over time due to the rising cost of landfill, including the landfill levy
	A proven service with high community acceptance	No improvement in resource recovery
		Maintains different services provided east and west of the M1
FOGO (Food and Garden Organics)	Leverages the existing garden organics bin and collection service (for those east of the M1)	Separated food waste can be contaminated by plastics from packaging, kitchen caddy liners and other plastics
	The concept of closing the loop on organics back into soil fertility is powerful and easy to understand	Average capture rates of food (into the FOGO bin) are currently only 35% among NSW councils, reducing diversion from landfill
	Targets food waste within the general waste bin, which is the largest single fraction (14-26%) and generates greenhouse gas and liquid leachate in landfill	High impact on the garden organics stream, with higher collection costs and contamination rates from the merged service
	Creates nutrient-rich compost, which expands the range of end use options and increases revenue	Higher overall costs, especially if general waste service remains weekly
	Extracting the primary degradable waste type from the red lid bin service allows consideration of switching to fortnightly general waste collection to reduce service costs	Potential for high community sensitivity if the general waste service is reduced in frequency
	Mature, low risk technology	
Mechanical Biological Treatment (MBT)	No change to household waste practices as it uses the current collection system	MBT composted product is lower quality due to contamination from the red lid bin materials
	Can be provided to all residents equally (east and west of the M1) without change	Recent regulatory changes have effectively eliminated the end markets for MBT composted product, resulting in uncertainty about overall viability
	Achieves a medium recovery rate (40-85%) by targeting all recyclable materials in the general waste bin, including compostable organics and conventional recyclables incorrectly disposed	The end market for the alternative refuse derived fuel (RDF) product is not mature
	Protects clean, low-cost garden organics compost by avoiding contamination with plastics from FOGO	
	There are existing facilities	
	Relatively low cost due to avoidance of the landfill levy	
	Mature, low risk technology	
Energy from Waste	No change to household waste practices as it uses the current collection system	High community and regulator sensitivity, particularly around air emissions
	Can be provided to all residents equally (east and west of the M1) without change	Not proven in Australia
	Achieves a high recovery rate (up to 90%) by targeting all material with energy value in the general waste bin	May require partnering with other councils to achieve minimum tonnes for viability
	Protects clean, low-cost garden organics compost by avoiding contamination with plastics from FOGO	Potential for longer approval and development timeframes
	Could work in tandem with a FOGO system, processing only the non-organic residual waste	
	Relatively low cost due to avoidance of the landfill levy	
	Combustion is a mature technology globally; gasification is less mature	



Bulky waste resource recovery

Nearly 25,000 tonnes of bulky waste was generated in 2018/19. With a recovery rate of 17% (4,300 tonnes), there is significant scope to improve performance. The Strategy has identified a range of options to lift the bar, including:

- A tip shop, hire shop and / or repair shop to give new life to unwanted products
- Repair workshops
- Education
- Provide alternative collection options for specific items, such as electronics, to divert such waste streams from kerbside collections
- Explore additional recycling avenues and then energy from waste.

Any configuration of these options could be combined to amplify diversion performance.

5 THE ACTION PLAN

KEY OBJECTIVES AND ACTIONS

OBJECTIVES

01. Drive waste avoidance

ACTIONS

- 1.1 Enhance community awareness and action around waste avoidance and reuse through targeted education campaigns
- 1.2 Engage local businesses to support uptake of opportunities for avoidance waste and increase recycling
- 1.3 Identify avoidable Council waste streams and improve waste management behaviours
- 1.4 Enhance the sustainability focus in Council procurement to close the local loop

02.

Deliver a step change in diversion from landfill and build a circular economy

- 2.1 Investigate large-scale waste processing solutions for mixed residual waste
- 2.2 Explore the viability of an integrated resource recovery precinct(s) to maximise recovery of resources from a wide range of local waste streams
- 2.3 Assess targeted recovery options for a broader range of household items, including salvage from kerbside collection and waste dropped off at landfills, and the viability of a resale or hire shop
- 2.4 Optimise existing waste management facilities to better sort, extract and recycle dry wastes
- 2.5 Improve and expand community recycling practices through education and promotion
- 2.6 Facilitate and utilise local end markets for recycled products and materials

03.

Strengthen triple bottom line outcomes

- 3.1 Collaborate with social enterprises and not-for-profit groups in mutually beneficial partnerships
- 3.2 Develop an ongoing dialogue with the community, business and other stakeholders with regards to waste management
- 3.3 Work with other levels of government, stakeholders and NGOs, to advocate for policies and programs that support Council's waste strategy
- 3.4 Continue to optimise waste facilities and services through delivery of efficient and cost-reflective operations

04.

Enhance street and open space appeal

- 4.1 Improve public place waste and recycling services
- 4.2 Explore smart city technology to enhance waste processes
- 4.3 Audit kerbside bins, bulky waste and public place bins to target opportunities to improve recovery
- 4.4 Review best practice bulky waste collection services, including service delivery and education
- 4.5 Review best practice waste storage design and service delivery for residential development, commercial / industrial development and subdivisions



OBJECTIVE 1 – DRIVE WASTE AVOIDANCE

The Central Coast community is environmentally conscious and aware of waste management issues. Almost 90% of those who participated in the survey said that it is very important to reduce the amount of waste that households generate and landfill.

A convenience lifestyle and 'throw-away' mindset has led to an increasing volume of unnecessary, single-use waste. Some common materials that make up a large proportion of avoidable waste are coffee cups, plastic bags, plastic foodware, single portion packets (e.g. sugar) and junk mail.

Our first priority is to drive a higher level of waste avoidance. This aligns with the Waste Hierarchy as avoiding waste in the first instance addresses the life cycle impacts of consumption, from supply chain to end of life.

Where product consumption cannot be avoided, Council and the community should explore reusable options and consider repurposing materials. Council intends to lead by example by addressing its own single use footprint, such as reviewing single use items at Council run events, and work with other stakeholders to help them embrace a similar change.

“Together, we can move away from being a society of convenience and begin to create a culture of reuse”

KEY ACTIONS

1.1 Enhance community awareness and action around waste avoidance and reuse through targeted education campaigns

Council will promote waste avoidance through multiple avenues, including online campaigns, community groups and direct messages to household and businesses. Online initiatives will include leveraging the existing online footprint, including more than 35,500 'likes' of the Council Facebook page and 7,000 followers of the Instagram account. Community outreach will target community and church groups, sports clubs, aged care residences, industry groups and the like.

1.1.1 Develop and deliver waste avoidance education campaigns with residents and businesses to support behavioural change.

1.1.2 Target education in schools to reach the region's 29,200 primary school students and 24,130 secondary school students, establishing long-term behaviours and recognising the influence of our younger residents in transferring knowledge and facilitating change.

1.1.3 Promote the reuse, repair, repurposing of household items.

1.2 Engage local businesses to support uptake of opportunities for avoidance waste and increase recycling

Council will work with local businesses including key waste generators and influencers within the community to encourage them to identify, support and implement waste reduction, as well as establishing a local focus on waste solutions.

1.2.1 Engage with large waste generators, such as the fast food, supermarket and health care industries, to keep them accountable and encourage them to minimise waste that can be avoided, in particular the generation of unnecessary waste streams.

1.2.2 Work with smaller businesses to help identify collective waste solutions and consider opportunities to leverage the work of bigger businesses.

1.2.3 Identify particular problematic and unnecessary waste streams and work with the industry to identify alternative products and materials.

1.2.4 Advocate for the Commonwealth and NSW governments, stakeholders and NGOs to develop policies and programs that support this action.

1.2.5 Encourage and support, where appropriate, local businesses in undertaking waste audits, as an ongoing activity, to identify waste reduction opportunities and continuous improvement.

KEY ACTIONS

1.3 Identify avoidable Council waste streams and improve waste management behaviours

Council has committed to assessing the waste streams generated through its day-to-day activities and the practices that drive that waste, to identify opportunities to avoid waste. This will reduce Council's lifecycle impact, reduce waste generation on the Central Coast, support local solution providers and build capacity around waste wise behaviours and promote that to the community. Council will enforce its event waste policy across all Council-run events to avoid waste, where possible, and maximise the diversion of unavoidable waste.

1.3.1 Undertake a 12 month program of waste audits in Council buildings to establish a baseline understanding of the streams that are potentially avoidable. The portfolio of buildings is likely to encompass libraries, childcare centres, depots and administration buildings.

1.3.2 Prioritise waste avoidance within Council buildings, projects and Council-run events, where possible, by identifying key internal stakeholders and solutions that improve waste practices and support a circular economy. Key departments within Council will be engaged to identify and implement solutions tailored to their individual operating context, barriers, scale, material inputs and waste outputs.

1.3.3 Where Council waste cannot be avoided, explore local solutions that support reuse, repair and recycling.

1.3.4 Council will lead by example to advocate for sustainable events. Where Council has control or influence over waste-generating aspects, such as use of single-use plastics, it will promote avoidance.

1.3.5 Improve event waste management infrastructure e.g. wash up stations and cup exchanges.

1.4 Enhance the sustainability focus in Council procurement to close the local loop

Sustainability is already a criterion in the Council procurement policy. Council will work across departments to raise the profile of sustainable procurement opportunities within its own operations and projects.

1.4.1 Enhance implementation of the sustainability assessment in the existing procurement policy within Council.

1.4.2 Promote and preference (where viable) local recyclers, reprocessors and end users when managing Council-generated waste.

OBJECTIVE 2 – DELIVER A STEP CHANGE IN DIVERSION FROM LANDFILL AND BUILD A CIRCULAR ECONOMY

With 59% of our kerbside waste sent to landfill in 2018-19, increased diversion to higher value outcomes is a critical step in reducing the waste footprint of the Central Coast community.

The community consultation demonstrated a high level of interest in diverting waste from landfill, including a willingness to pay more for processing of red bin waste and, among other things, to drop-off household items at a resale shop to be given another useful life.

Council need to operate at varying scales, from major infrastructure through to targeted solutions to divert and recover value from key streams going to landfill. A key barrier to resource recovery is finding viable end markets for the recycled products or materials.

Increasing local demand for recovered materials will not only support a sustainable circular economy but generate flow-on effects such as new jobs and stimulate development of innovative solutions.



KEY ACTIONS

2.1 Investigate large-scale waste processing solutions for mixed residual waste

Processing of red bin general waste is the biggest opportunity to deliver a step change in the Central Coast landfill diversion rate. While Council will prioritise initiatives higher in the waste hierarchy, such as improved waste behaviours and investigating recycling solutions for specific streams, there will always be a significant volume of waste that cannot be conventionally recycled back into new materials.

2.1.1 Council will investigate waste technology options, and the associated collection requirements, that can deliver safe, secure and cost effective processing of residual waste into beneficial use. Solutions may include some form of energy-from-waste facility or co-collection and composting of food and garden organics (Section 4).

2.1.2 Council will investigate the suitability of Council-owned facilities for potential development of an advanced waste processing facility, noting that other sites both inside and outside the LGA may also offer value.

2.2 Explore the viability of an integrated resource recovery precinct(s) to maximise recovery of resources from a wide range of local waste streams

Another option to increase recycling is through an integrated, one-stop recycling park or precinct(s) to expand the suite of recycling services on the Central Coast.

2.2.1 Co-locating recycling and reprocessing facilities for different material types in a recycling park, or in clusters of facilities, may create synergies that increase viability and expand the range of services on offer. Consider the potential to develop an integrated resource recovery park at an existing Council waste facility to take advantage of its existing use, or the merits of facilitating development of a strategically located industrial estate(s).

2.2.2 Investigate drop-off solutions for problem household wastes such as chemicals, light globes, batteries and mobile phones.

2.3 Assess targeted recovery options for a broader range of household items, including salvage from kerbside collection and the viability of a resale or hire shop

There is a high level of community support for an outlet to resell or hire out second-hand goods in order to provide another life for valuable products and reduce demand for new products, together with their associated supply chain impacts. In addition to drop-off at a second hand goods shop, there is considerable recyclable material in kerbside bulky waste that could be salvaged for recovery. While some recovery already occurs when loads are tipped at the landfill, this is less efficient and has a greater likelihood of contamination.

2.3.1 Investigate the viability of establishing a second hand goods shop, such as a tip shop at one of the Council waste facilities, to accept items in good condition that can be resold. This may include a repair room to undertake minor repairs, and potentially conduct education workshops to engage and re-skill the community in repairs.

2.3.2 Consider introducing a bookable pick-up service to collect reusable products, in tandem with any reuse shop.

2.3.3 Trial a service to recover recyclable materials from kerbside bulky waste before it is collected, focusing on traditional recyclables rather than items that can be repurposed at a tip shop (e.g. furniture). The standard collection run would be preceded by a dedicated recovery run to separate cardboard, metals and other recyclable materials.

2.3.4 Consider viable options to ban specific products from disposal via bulky waste collection where they can be managed in a more sustainable manner, such as e-waste and suitable recoverable resources.

2.4 Optimise existing waste management facilities to better sort, extract and recycle various dry wastes

With significant volumes of waste dropped off at Council facilities and high value components in the bulky waste stream, recovery of dry wastes represents a key opportunity as it is easier to sort and less likely to be soiled.

2.4.1 Investigate equipment, infrastructure and resources required at Council's waste management facilities to increase resource recovery of dry wastes including domestic kerbside and self-hauled wastes, Commercial & Industrial (C&I) waste and Construction and Demolition (C&D) waste.

2.5 Improve and expand community recycling practices through education

Council has one of the largest collection contracts in Australia and has the potential to reach a broad range of people to educate them to correctly use waste management services.

2.5.1 Educate community on source-separation and move towards a standardised approach to ensure a level of understanding is maintained throughout the region.

2.5.2 Investigate how to decrease contamination in kerbside bins through ongoing audits and using the data to determine what materials should be targeted in education campaigns.

2.5.3 Provide all residents with educational materials on existing Council services, including kerbside collection, bulky waste pick-up and waste management facilities to improve resource recovery and reduce contamination rates.

2.5.4 Maintain a clear understanding of the challenges in Multi-Unit Dwellings (MUDs) to increase participation in correct waste management and therefore improving waste behaviours

2.6 Facilitate and utilise local end markets for recycled products and materials

Investment in recycling infrastructure requires end market applications for the recovered materials to create market demand, underpinning both materials flow and the economics of recycling. End markets on the Central Coast, where sensible, foster a local circular economy that supports local businesses, reduces transport costs and boosts resilience.

2.6.1 Council will look to support viable local end markets for recycled materials by exploring procurement of locally recycled products for use in local amenities, such as in playgrounds, benches and roads.

2.6.2 Council will support and facilitate trials of local applications for products and materials, particularly those managed or generated by Council, to encourage innovation in local recycling, reprocessing and reuse.

2.6.3 Work with and support local businesses to develop local markets for recovered materials and in turn, consider developing initiatives to attract new business to the region.

CASE STUDY



Constructing roads from plastic bags and recycled glass

In 2019, Council produced an alternative road surfacing material made from processed soft plastics such as shopping bags and chip wrappers, crushed glass and waste toner from printer cartridges.

Every kilometre of two-lane road made from recycled materials contains the following waste products:

- 530,000 plastic bags
- 168,000 glass bottles
- 12,500 cartridges worth of waste toner.

Rather than sending these materials to landfill or long term stockpiling (in the case of glass), these waste products are added to bitumen. Results have shown that the alternative road surfacing product has the strength and resistance to deformation that is equal or superior to traditional asphalt, which improves its longevity and capacity to handle heavy vehicle traffic.

Figure 12: First road being laid in the Central Coast comprised of soft plastics

Council's first major projects to be delivered using this alternative product were:

- Wards Hill Road, Empire Bay – to stabilise and seal a 260 metre section of road
- Boomerang Road, Long Jetty – installation of a cul-de-sac road and road upgrade

Due to the success of this product, Council is keen to expand the collection of these wastes. Given 75% of surveyed residents said they would drop off soft plastics to a convenient collection point, Council support for an innovative application on the Central Coast could help close the loop on a recognised problem waste stream.

OBJECTIVE 3 – STRENGTHEN TRIPLE BOTTOM LINE OUTCOMES

Solutions are strengthened when developed and delivered by multiple parties, bringing high levels of commitment and participation. Council also recognises that recycling and reuse projects offer opportunities for local engagement, delivering economic and social benefits while continuing to act as a steward for the environment.

Empowering the community to drive waste avoidance and improve diversion will enhance the effectiveness of Council initiatives.

Council is committed to working with stakeholders within and outside of Council, including the formation of mutually beneficial partnerships, to achieve triple bottom line outcomes. The actions under this objective focus on strengthening relationships with stakeholders to improve efficiencies and to benefit all parties involved.

“To create a vibrant, inclusive and sustainable community, we must encourage innovation and value individual forms of creativity”

KEY ACTIONS

3.1 Collaborate with social enterprises and not-for-profit groups in mutually beneficial partnerships

Social enterprises have long been involved in the resource recovery sector, improving recovery rates while providing a pathway to engage people with a disability or long-term disadvantage in meaningful work. Council will seek to facilitate this win-win scenario. Council will also explore programs developed by environment and community groups to engage business and the community in waste reduction behaviours.

3.1.1 Consider opportunities to work with social enterprises such as disability groups, correctional centres and women / men's shed groups to recover resources from targeted waste streams and create local jobs and wellbeing.

3.1.2 Explore opportunities to partner with interest groups to encourage community engagement, such as the Plastic Free Places program, Take 3 for the Sea, community gardens and other groups.

3.1.3 Engage and support local community groups to implement programs and campaigns that align with this Waste Strategy.

3.2 Develop an ongoing dialogue with the community, businesses and other stakeholders with regards to waste management

The strong community response to the consultation (Section 2.2) highlights an appetite for an ongoing dialogue around waste management practices and processes. Council will continue to engage with the community around the broad agenda of waste and resource management.

3.2.1 Support community-based sustainability and circular economy initiatives that are in line with this Strategy.

3.2.2 Continue community engagement to assess and enhance waste awareness, behavioral patterns and satisfaction with Council's direction.

3.2.3 Capture the required data to report on internally and also to the community, to demonstrate how the targets have been met and to promote transparency.

3.3 Work with other levels of government to advocate for policies and programs that support Council's waste strategy

Council will work with other levels of government, key waste generators and influencers within the community to encourage them to identify, support and implement waste reduction, as well as establishing a local focus on waste solutions.

3.3.1 Engage with large waste generators, such as fast food chains, supermarkets and health care, to keep them accountable and encourage them to minimise waste that can be avoided, in particular the generation of unnecessary waste streams.

3.3.2 Work with smaller businesses to help identify collective waste solutions and consider opportunities to leverage the work of bigger businesses.

3.3.3 Identify particular problematic and unnecessary waste streams and work with the industry to identify alternatives.

3.3.4 Advocate for the Commonwealth and NSW government to develop policies and programs that support this Strategy.

3.4 Continue to optimise waste facilities and services through delivery of efficient and cost-reflective operations

Council will continue to focus on efficient operations of waste management facilities, services and new opportunities in order to reduce costs and optimise ratepayer value.

3.4.1 Council will continue to pursue best practice, operational efficiencies and regulatory compliance at all waste facilities.

3.4.2 Council is committed to ensuring that future initiatives achieve value for money and take into consideration the triple bottom line outcomes of all decisions and actively seek grant funding opportunities.

3.4.3 Raise awareness and promote existing initiatives such as the Container Deposit Scheme (CDS).

3.4.4 Consider reviews in current pricing models for waste management facilities and in rates, taking into consideration dwelling type (e.g. SUDs vs MUDs)



OBJECTIVE 4 – ENHANCE STREET AND OPEN SPACE APPEAL

Waste management is an essential service that, at its core, is designed to support neighbourhoods that are healthy, safe and attractive. Council are adding smart technology and a focus on public places to shape and improve the experience of waste management for the local community.

This includes maintaining clean streetscapes that foster pride and encourage inclusive behaviours. Council also aim to optimise the servicing of public place bins and bulky waste and improve convenience to support resource recovery.

New solutions will emerge as technology and practices evolve. Council aims to lead by being open to new solutions through active review and trials of smart city technologies, supported by a detailed understanding of the waste context, challenges and opportunities on the Central Coast.

KEY ACTIONS

4.1 Enhance public place waste and recycling services

Council will investigate ways to improve the capacity and convenience of public place waste and recycling bins through enhancing public waste infrastructure, to increase diversion of public waste from landfill.

4.1.1 Increase the number of public place recycling bins to increase capture rates.

4.1.2 Strategically reconfigure the current network and location of public place waste and recycling bins, where appropriate, to increase capture rates.

4.2 Explore smart city technology to enhance waste processes

As part of a broader commitment to exploring smart city technologies, Council will assess the potential application of relevant technologies across all its waste practices, installing them where and when they offer the greatest value and effectiveness.

4.2.1 Evaluate the current trial of smart sensors monitoring the capacity of conventional public place bins for consideration of further roll-out.

4.2.2 Pilot the use of solar-powered public place bins to reduce the frequency, cost and amenity impact of collection.

4.2.3 Consider the suitability of other smart technologies and models as they emerge, including benefits, barriers, risks and community appetite.

4.2.4 Develop an open access digital platform to collect, verify and publish waste and recycling data in real time.

4.3 Audit kerbside bins, bulky waste and public place bins to target opportunities to improve recovery

Household 'wheelie' bins and public waste bins are essential features of waste services in modern society. Along with the rest of the waste system, this collection infrastructure needs to be optimised to meet the needs of the Central Coast community. Bulky waste is collected from each household on a scheduled basis, six times per year. While the value of the service is recognised by Council and the community, there is an opportunity to assess its efficiency and effectiveness in maintaining street appeal and supporting recovery.

4.3.1 Audit the composition of the kerbside and public waste bins to identify opportunities to improve service delivery and recycling and implement the opportunities as determined.

4.3.2 Ongoing review of the public place bin network to maintain an effective and adequate network and service that reduces litter across the council area, particularly in high traffic areas and litter hot spots such as parks and beaches.

4.3.3 Audit the composition of the bulky waste stream to identify opportunities to improve service and recycling performance.

4.3.4 Where relevant, consider collection/recovery options to optimise servicing and recycling of kerbside bulky waste.

KEY ACTIONS

4.4 Review best practice bulky waste collection services, including service delivery and education

Council will actively promote information sharing and feedback from various sources, including; other local councils, industry and the community, in order to deliver best practice bulky waste collection services.

4.4.1 Review collection servicing options around bulk waste at the kerbside to identify opportunities to move towards best practice

4.4.2 Consider drop-off events and locations for specific household products (e.g. e-waste and mattresses).

4.4.3 An education campaign, including targeted information around problem locations and for tenants (through real estate agents).

4.5 Review best practice waste storage design and service delivery for residential development, commercial / industrial development and subdivisions

Delivery of waste services in an increasingly urbanised community requires active influence over the design of waste storage and collection in new buildings to protect streetscapes, ensure safety, optimise recycling and minimise waste to landfill.

4.5.1 Council will finalise and implement a new Development Control Plan (DCP) and associated Waste Control Guidelines for new buildings to support Council's ability to mandate and monitor the design and development of new buildings.



CASE STUDY

Smarter litter bins

Council has rolled out new generation public place waste and recycling bins which will use compaction and networked technology to deliver an optimised collection solution.

Big Belly bins are fitted with compaction technology that condenses the waste they receive down to 20% of its original volume, on average. The integrated solar cell on the top side of the bin powers the compaction equipment, as well as sensors that signal when the bin is 85% full and ready for collection. The bins will deliver a significant pay-off in terms of reduced collection frequency.

Council are also pursuing a sensor-based public place bin network, with the intent to retrofit 20 conventional public place bins with sensors that send alerts when the bin requires emptying.

This initiative contributes to the achievement of Action 4.2, expanding smart city technology to enhance waste processes.

6 IMPLEMENTATION PLAN

Action	1-3 years	4-6 years	7-10 years
1 Drive waste avoidance			
1.1 Enhance community awareness and action around waste avoidance and reuse through targeted education campaigns	Plan/implement	Maintain	Maintain
1.2 Engage local businesses to support uptake of opportunities for avoidance waste and increase recycling	Plan/implement	Maintain	Maintain
1.3 Identify avoidable Council waste streams and improve waste behaviours, including at Council run events	Investigate	Potential timeframe if investigation is positive	Potential timeframe if investigation is positive
1.4 Enhance the sustainability focus in Council procurement to close the local loop	Plan/implement	Maintain	Maintain
2 Deliver a step change in diversion from landfill and build a circular economy			
2.1 Investigate large-scale waste processing solutions for mixed residual waste	Investigate	Potential timeframe if investigation is positive	Potential timeframe if investigation is positive
2.2 Explore the viability of an integrated Regional Resource Recovery Park to maximise recovery of resources from a wide range of local waste streams	Investigate	Potential timeframe if investigation is positive	Potential timeframe if investigation is positive
2.3 Investigate opportunities at Council waste management facilities to increase recovery of dry wastes	Plan/implement	Maintain	Maintain
2.4 Assess targeted recovery options for a broader range of household items, including salvage from kerbside collection and the viability of a resale or hire shop	Investigate	Potential timeframe if investigation is positive	Maintain
2.5 Improve and expand community recycling practices through education	Plan/implement	Maintain	Maintain
2.6 Facilitate and utilise local end markets for recycled products and materials	Plan/implement	Maintain	Maintain
3 Strengthen triple bottom line outcomes			
3.1 Collaborate with social enterprises and not-for-profit groups in mutually beneficial partnerships	Investigate	Potential timeframe if investigation is positive	Maintain
3.2 Develop an ongoing dialogue with the community, business and other stakeholders with regards to waste management	Plan/implement	Maintain	Maintain
3.3 Work with other levels of government to advocate for policies and programs that support Council's waste strategy	Plan/implement	Maintain	Maintain
3.4 Continue to optimise waste facilities and services through delivery of efficient and cost-reflective operations	Plan/implement	Maintain	Maintain
4 Enhance street and open space appeal			
4.1 Enhance public place waste and recycling services	Investigate	Potential timeframe if investigation is positive	Maintain
4.2 Explore smart city technology to enhance waste processes	Investigate	Potential timeframe if investigation is positive	Maintain
4.3 Audit kerbside bins, bulky waste and public place bins to target opportunities to improve recovery	Plan/implement	Maintain	Maintain
4.4 Review collection servicing options around bulk waste at the kerbside to identify opportunities to move towards best practice	Investigate	Potential timeframe if investigation is positive	Maintain
4.5 Use the Development Control Plan (DCP) and associated Waste Control Guidelines for all developments	Plan/implement	Maintain	Maintain

■ Plan/implement ■ Investigate ■ Potential timeframe if investigation is positive ■ Maintain

7 WHAT DOES SUCCESS LOOK LIKE?

Vision

Promote the Central Coast as a creative environment for developing a local circular economy that values the recovery of resources and advocates prevention of waste.

Priorities

- Reduce the waste generated on the Central Coast
- Reduce the waste landfilled on the Central Coast
- Increase recycling options available on the Central Coast
- Explore funding opportunities to assist with achieving waste avoidance and diversion.

The Central Coast Resource Recovery Strategy sets a 10-year direction for the Central Coast in optimising resource use and recovery, evolving our waste facilities, managing our residual waste and continuing to facilitate a clean and healthy environment. This is captured in the Strategy's overarching vision:

Promote the Central Coast as a creative environment for developing a local circular economy that values the recovery of resources and advocates prevention of waste

Over the life of the Strategy, we strive to deliver the following achievements:

- Clean culture – Residents, businesses and Council eliminate the concept of waste by recognising that products and materials are valuable resources by making conscious choices about their consumption, use, recovery and end-of-life treatment
- Sustainable services – Our waste management facilities and services are fit for purpose in terms of service offerings, recovery performance, cost, longevity and overall satisfaction
- Recycling revolution – Opportunities to reuse products and recycle materials are maximised, including development of facilities and end markets on the Central Coast that build local industry and support the resilience of Australian recycling
- Red bin recovery – We have secured a solution to divert a significant portion of red lid general waste from landfill to higher value use
- Liveable lifestyle – The Central Coast retains its status as a healthy, attractive and liveable region.
- Active leadership – Council will continue to monitor, pursue and advocate for best practice in waste and resource management.

To track the progress against these objectives and the specific goals of the Waste Strategy, Council will release a report each year.

8 ONLINE RESOURCES

Local initiatives and services

- Local waste and recycling service information - www.centralcoast.nsw.gov.au/residents/waste-and-recycling and <https://1coast.com.au/>
- Our Coast, Our Waste - www.yourvoiceourcoast.com/our-coast-our-waste
- Council operated waste facilities in the LGA - www.centralcoast.nsw.gov.au/residents/waste-and-recycling/find-waste-facility
- Return and Earn (container deposit scheme) - <https://returnandearn.org.au/return-points/>
- The Hunter / Central Coast Waste Avoidance and Resource Recovery Strategy 2017-21 - www.hccrems.com.au/product/2017-hunter-central-coast-waste-avoidance-resource-recovery-strategy-2017-21/

State initiatives and programs

- Love Food Hate Waste program - www.lovefoodhatewaste.nsw.gov.au
- Sustainable events - www.lgns.gov.au/events-training/event-sustainability
- NSW EPA BinTrim program (for business audits) - www.epa.nsw.gov.au/your-environment/recycling-and-reuse/business-government-recycling/bin-trim
- NSW OEH Sustainability Advantage program - www.environment.nsw.gov.au/sustainabilityadvantage/
- NSW EPA Circulate industrial ecology program - www.epa.nsw.gov.au/your-environment/recycling-and-reuse/business-government-recycling/circulate-business

National initiatives and services

- Recycling Near You - <https://recyclingnearyou.com.au/>
- Planet Ark business recycling tool - <https://businessrecycling.com.au/>
- Plastic free July - www.plasticfreejuly.org/
- Buy Nothing New Month - www.buynothingnew.com.au/
- Garage Sale Trail - www.garagesaletrail.com.au/
- War on Waste television series - www.abc.net.au/tv/programs/war-on-waste/
- Take 3 for the Sea - www.take3.org/
- Plastic Free Places - <https://www.plasticfreeplaces.org/>

Litter and illegal dumping

- RIDOnline (Report Illegal Dumping) - <https://ridonline.epa.nsw.gov.au/#/home>
- Keep Australia Beautiful NSW - www.kabnsw.org.au/
- Clean Up Australia Day - www.cleanup.org.au/

Education

- Getting started with Sustainability in schools - sustainabilityinschools.edu.au/
- Sustainable schools NSW - www.sustainableschoolsnsw.org.au/
- Cool Australia learning resources - www.coolaustralia.org/
- Schools Recycle Right challenge - <https://schoolsrecycle.planetark.org/>
- 'Waste Not' film and educational tools (for schools and adult education) - www.wastenot.org.au/

Circular economy

- Ellen MacArthur circular economy foundation - www.ellenmacarthurfoundation.org/
- European Union 2018 circular economy package - <http://ec.europa.eu/environment/circular-economy/>
- NSW EPA Circular Economy discussion paper - www.epa.nsw.gov.au/publications/recyclereuse/18p1061-too-good-to-waste-circular-economy-discussion-paper





Council Offices 2 Hely St Wyong | 49 Mann St
Gosford | 8.30am - 5.00pm Monday to Friday |
T 1300 463 954

centralcoast.nsw.gov.au



Item No: 3.5
Title: Community Support Grant Program - January 2020
Department: Connected Communities

23 March 2020 Extraordinary Council Meeting

Reference: F2020/00039 - D13827923
Author: Stuart Slough, Team Leader, Community Planning and Funding
Manager: Kerrie Forrest, Acting Unit Manager Community Partnerships
Executive: Julie Vaughan, Director Connected Communities

Summary

This report considers the applications and recommendations for the Community Support Grant Program, which supports the community to deliver community activities which require a small amount of funding and/or in-kind support.

Recommendation

- 1 That Council allocate \$27,697.00 from the 2019-20 grants budget to the community grant programs as outlined in the following report and Attachment 1.**
- 2 That Council decline applications for the reasons indicated in Attachment 2 the applicants be advised and where relevant, directed to alternate funding.**

Context

Council's grant programs are provided to support the community to deliver quality programs, projects or events that build connections, celebrate our local community, that align with the One-Central Coast Community Strategic Plan and build capacity across the entire Central Coast community.

The Community Support Grant Program is provided to support the community to deliver activities which require a small amount of funding and/or in-kind support. The Community Support Grant Program remains open throughout the year to provide assistance for community activities that require:

- 1 In-kind support through the provision of subsidised access to Council services.
- 2 Financial assistance for community activities that require a smaller amount of support.

The Community Support Grant Program provides a combined budget of \$300,000 annually as detailed in table one below.

3.5 Community Support Grant Program - January 2020 (contd)

Table one: Community Support Grant Program

Program	Budget	Opening Period	2019/2020 allocation to date	Recommendation allocation within this report	Allocation to date + Recommendation within report
Community Support Grant Program	\$300,000	Ongoing	\$263,432.99	\$27,697.00	\$291,129.99
TOTAL			\$263,432.99	\$27,697.00	\$291,129.99

Current Status

The Community Support Grant Program remains open for applications throughout the year and the closing date for each assessment period is the last day of each month.

The Community Support Grant Program provides up to \$5,000 per project per financial year in combined funding and in-kind Council services to applicants who are a legally constituted not-for profit organisations, or auspiced by one.

Assessment

Eight applications were received and assessed by 31 January 2020 with seven recommended for funding in this Council report.

The Community Support Grant applications were assessed by Council's Unit Manager Community Partnerships and the Community Planning and Funding Team, against the Community Support Grant Program guidelines.

Consultation

Information on Council's Community Grants program is provided on Council's website and promoted through Council's social media platforms.

Regular emails with relevant information were provided to the community grants database.

Council staff also provided information and individual appointments with interested applicants to assist with their submissions where required.

Options

- 1 Approval of all recommended applications as submitted will provide a community benefit to residents of the Central Coast Local Government Area.

3.5 Community Support Grant Program - January 2020 (contd)

- 2 Non approval of some or all applications, as recommended, may result in projects not being undertaken if the respective proponents are unable to secure alternate funding.

Financial Impact

Council's 2019/2020 Council Operational Expenditure budget allocates \$300,000 to the Community Support Grant Program.

Expenditure is approved until the end of the 2019-20 financial year. Unspent funds will lapse on 30 June 2020.

Link to Community Strategic Plan

Theme 1: Belonging

Goal A: Our community spirit is our strength

B-A1: Work within our communities to connect people, build capacity and create local solutions and initiatives.

Risk Management

All successful applications will receive a letter of offer outlining Council's requirements of funding, service delivery and accountability for both Council and the funded organisation.

All successful applicants are required to submit a final project acquittal report no later than twelve weeks after the agreed completion date of the activity/project with copies of any photos, promotional materials and evidence of payment/purchase for each funded item.

Critical Dates or Timeframes

Many of these grant applications are dependent upon support via Council's grant program. Should decisions be delayed or not supported projects may not be undertaken.

Attachments

- | | | |
|----------|---|-----------|
| 1 | Community Support Grants - January 2020 - Recommend for Funding | D13839592 |
| 2 | Community Support Grants - January 2020 - Not Recommended for Funding | D13839594 |

Recommended for Funding – January 2020

Organisation Name	Project Title and Summary	Staff Funding Recommendation	Staff Assessment
Central Coast Mountain Bike Club Incorporated	Amenities for Ourimbah MTB Park - Build a double, wheelchair accessible amenities block	\$5,000.00	Recommended for funding as community benefit is demonstrated and all required information is provided.
Volunteering Central Coast	National Volunteering Week Expo, Awards and Volunteering Support Services – Central Coast Volunteer Awards and Expo, series of volunteer training workshops	\$2,287.00	Recommended for part funding for all items excluding the Banner Stand booking fee from the budget, as per application. The Banner Stand booking fee is ineligible as this item is deemed retrospective, as per Guidelines Ineligibility Clause 7.10 Recommendation is conditional on all required booking approvals being confirmed prior to the release of funds.

Organisation Name	Project Title and Summary	Staff Funding Recommendation	Staff Assessment
Multiple Sclerosis Limited	MS exercise classes in the Central Coast for people with a disability - Exercise classes for 40 weeks for people with multiple sclerosis and people with a disability	\$4,400.00	Recommended for funding as community benefit is demonstrated and all required information is provided.
Central Coast Sea Dragons Inc	Trolleys for Dragon Boats - Support for two new trolleys used to launch Dragon Boats into Lake Budgewoi	\$5,000.00	Recommended for funding as community benefit is demonstrated and all required information is provided.
Yarramalong School Community Centre Inc	Safety enclosures – construct a timber sleeper bay for mulch, landscaping materials and occasional tools	\$1,800.00	Recommended for funding as community benefit is demonstrated. Recommendation is conditional on the written confirmation from Council's Heritage Officer that the planned works do not impact the heritage status of the property prior to the release of funds.

Organisation Name	Project Title and Summary	Staff Funding Recommendation	Staff Assessment
Toukley & Districts Art Society Inc.	Toukley Art Gallery Community based Art Workshops - Assistance with providing educational art workshops to our local community	\$4,800.00	Recommended for funding as community benefit is demonstrated and all required information is provided.
Tuggerah Lakes Art Society	2020 TLAS Workshops – Series of quality learning and teaching art workshops for members and the general public to develop skills across a number of mediums	\$4,410.00	Recommended for funding as community benefit is demonstrated and all required information is provided.
TOTAL:		\$27,697.00	

Not Recommended for Funding – January 2020

Organisation Name	Project Title and Summary	Staff Funding Recommendation	Staff Assessment
Roundabout Circus	GLOW: A Wellbeing Circus Program - A youth program blending the mental and physical benefits of circus arts, with mindful practises such as pilates and meditation, for greater connection and engagement	\$0.00	Not recommended for funding as currently proposed as insufficient information is provided to make an accurate assessment. Recommend applicant liaise with Council Grants Officers and consider resubmitting in a subsequent round.