

AGENDA

Environment and Planning Committee

Monday, 08 March 2021

7.00pm

BLENDED MEETING

Dragon Room (Level 1, Georges River Civic Centre,
Hurstville)

and

Skype Online Meeting



ENVIRONMENT AND PLANNING**ORDER OF BUSINESS****1. OPENING****2. ACKNOWLEDGEMENT OF COUNTRY****3. APOLOGIES / LEAVE OF ABSENCE****4. NOTICE OF WEBCASTING****5. DISCLOSURES OF INTEREST****6. PUBLIC FORUM****7. CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**

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CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

Item: ENV003-21 Confirmation of the Minutes of the Environment and Planning Committee Meeting held on 8 February 2021

Author: Executive Services Officer

Directorate: Office of the General Manager

Matter Type: Previous Minutes

ENV003-21

RECOMMENDATION:

That the Minutes of the Environment and Planning Committee Meeting held on 8 February 2021 be confirmed.

ATTACHMENTS

Attachment 1 Minutes of the Environment and Planning Committee - 8/02/2021

MINUTES

Environment and Planning Committee

Monday, 08 February 2021

BLENDED MEETING

Dragon Room (Level 1, Georges River Civic Centre,
Hurstville)

and

Skype Online Meeting

PRESENT**COUNCIL MEMBERS**

Councillor Con Hindi (Chairperson), Councillor Vince Badalati, Councillor Nick Katris, Councillor Kathryn Landsberry and Councillor Leesha Payor.

COUNCIL STAFF

Director Environment and Planning - Meryl Bishop, Manager Development and Building - Ryan Cole, Manager Environment, Health & Regulatory Services - Andrew Spooner, Manager Office of the General Manager - Roxanne Thornton and Executive Services Officer - Neil Treadwell.

OPENING

Councillor Hindi opened the meeting at 8.32pm.

ACKNOWLEDGEMENT OF COUNTRY

Councillor Hindi acknowledged the traditional custodians of the land, the Bidjegal people of the Eora Nation.

APOLOGIES/LEAVE OF ABSENCE

There were no apologies or requests for leave of absence.

NOTICE OF WEBCASTING

The Chairperson, Councillor Hindi, advised staff and the public that the meeting is being recorded for minute-taking purposes and is also webcast live on Council's website, in accordance with Section 4 of Council's Code of Meeting Practice. This recording will be made available on Council's website.

DISCLOSURES OF INTEREST

There were no disclosures of interest made.

PUBLIC FORUM

ITEM	SPEAKER
Management of Feral and Infant Companion Animal Animals Policy 2021	Dr Renae Jackson

ENV001-21 Confirmation of the Minutes of the previous meeting held on 7 December 2020
(Report by Executive Services Officer)

RECOMMENDATION: Councillor Landsberry and Councillor Katris

That the Minutes of the Environment and Planning Committee Meeting held on 7 December 2020 be confirmed.

Record of Voting:

For the Motion: Unanimous

COMMITTEE REPORTS

ENV002-21 Adoption of Management of Feral and Infant Companion Animals Policy 2021
(Report by Manager Environment Health & Regulatory Services)

RECOMMENDATION: Councillor Katris and Councillor Payor

- (a) That Council adopt the Georges River Management of Feral and Infant Companion Animals Policy (2021) as contained in Attachment 1 to this report.
- (b) That a further report be provided to Council on a future companion animal identification and de-sexing program within 12 months of the commencement of the Policy.

Record of Voting:

For the Motion: Unanimous

CONCLUSION

The Meeting was closed at 8.53pm.

Chairperson

COMMITTEE REPORTS

Item: ENV004-21 Draft 2021/22 Budget - Consideration of Significant Tree Register

Author: Manager Environment Health & Regulatory Services

Directorate: Environment and Planning

Matter Type: Committee Reports

ENV004-21

RECOMMENDATION:

That Council consider the allocation of \$40,000 within the draft 2021/2022 budget for the engagement of a suitably qualified environmental consultancy to prepare a Significant Tree Register for the Georges River local government area.

EXECUTIVE SUMMARY

1. The purpose of this report is to provide an update on elements of the implementation of the Tree Management Policy to date and to provide details of a proposed Significant Tree Register (STR).
2. This report recommends that Council consider the allocation of \$40,000 within the draft 2021/2022 budget for the engagement of a suitably qualified environmental consultancy to prepare a STR and undertake a process that includes:
 - Draft definition and assessment criteria for a significant tree.
 - A draft list of Council trees in parks and streets to be considered for the STR;
 - A draft nomination form for the STR including background information on the STR;
 - Review nominated trees and recommend trees to be placed on the STR.
3. The STR would form part of a suite of strategic documents for tree management, which includes Council's Tree Management Policy, Kogarah Street Tree Masterplan and Strategy 2009, Hurstville Street Tree Management Study 2015 and relevant controls for tree preservation in Council's current Development Control Plans (DCPs).

BACKGROUND

4. Council at its meeting on 23 April 2019 resolved to adopt the Tree Management Policy and that a further report be provided to Council addressing:
 - (i) the operation of tree review panels;
 - (ii) the application of fees including the Offset Fee for Tree Replacement (per tree) for trees on private land and the Security against compliance with tree preservation requirements/conditions (street tree) fee and;
 - (iii) the development of a Significant Tree Register.
5. This report provides details on the above points.

6. Council at its meeting on 27 July 2020 resolved (in part) in relation concerning a Moreton Bay Fig Tree located in Sans Souci Park, Water Street adjacent to the Bathers Pavilion as follows:

That Council give serious consideration to the inclusion of the tree in Council's future STR once finalised.

7. As a result of the 27 July 2020 resolution, the Moreton Bay Fig Tree located in Sans Souci Park has been included on the draft list of trees to be considered for inclusion on the STR.
8. Further, Council at its meeting on 14 December 2020 resolved (in part) in relation to significant trees:

That subject to funding of a STR, Council include within the scope of the STR report, the need to address succession planning for street tree planting programs and prioritise planting locations for significant trees on public lands. The report should also include public consultation to help identify these priority planting areas.

9. At the same meeting, Council resolved the following in relation to tree canopy:
- (a) *Take all practical steps to retain all of our mature trees in public spaces such as parks, nature strips and golf courses;*
 - (b) *In cases where they need to be removed, they are replaced with species of a similar size where possible, with an appropriate tree;*
 - (c) *Adhere to its "two for one" replacement ratio; and*
 - (d) *Ensure that private land owners also adhere to this policy.*

REPORT

10. Council at its meeting on 25 February 2019 adopted a target of 40% urban canopy by 2038. To help achieve this, the adoption of the Tree Management Policy in April 2019 implemented a number of actions, two detailed within this report as follows:
- a. A two-stage review panel, including panels of senior staff to be used for reviewing decisions to prune or remove trees on private land.
 - b. The application of fees such as the Offset Fee to Tree Replacement and the Security against compliance with tree preservation requirements/conditions (street tree) fee.

Tree Review Panels and Other actions

11. Section 3.3.1 of the Policy requires that applications for the removal of trees on private or public land, 10m and over in height are to be "determined by the Director Assets and Infrastructure following advice and recommendation from Tree Management Officer and documented".
12. To better achieve accurate monitoring of canopy loss and additions and further enhance implementation of the Tree Management Policy, Council's Environmental Sustainability and Waste and GIS Teams have created a new layer in the Planning and Development module of Council's Intramaps GIS system titled 'Tree Approval (DA's)'. This layer has two sub-layers; one for mapping trees retained and the second for mapping trees removed.
13. Recording tree removals, replacements and fees paid as recommended below will best place Council to ensure the Policy is being adhered to.
14. Since the introduction of the Policy, there have been 10 applications for Stage 1 Reviews and no Stage 2 Reviews received by Council. Based on records maintained by the Assets and Infrastructure Directorate, nine of these 10 applications have been approved as the applicants provided additional information to enable Council's determination. Assets and

Infrastructure staff maintain records of all reviews in Council's document management system in accordance with the Tree Management Policy and related procedures.

Offset Fees

15. In June 2019, Council publicly exhibited the Draft Schedule of Fees and Charges 2019/20, including the following:
 - Offset Fee for Tree Replacement (per tree) for trees on private land, as valued by Thyer (2011) Tree Valuation Method (fee range between \$1,000 and \$10,000);
 - Security against compliance with tree preservation requirements/conditions (Street Tree) payment, as valued by Thyer (2011) Tree Valuation Method (fee range between \$1,000 and \$10,000);
 - Review of Tree Removal and Pruning Application on Private Land – Stage 1 Review - \$70.00; and
 - Review of Tree Removal and Pruning Application on Private Land – Stage 2 Review - \$144.00.
16. No comments were received from the public on these fees; therefore they were adopted in accordance with the 23 April 2019 resolution and became part of Council's Adopted Fees and Charges 2019/20. These fees were carried over to the Adopted Fees and Charges for 2020/21 with standard fee increases to account for inflation. The resultant 2020/21 Schedule of Fees and Charges for Stage 1 and Stage 2 Review Fees are now \$72.00 and \$144.00, respectively.
17. Since the adoption of fees, the Council is to note that the Offset Fee has been applied during the development assessment process on several occasions whereby the tree replacement ratio of 2:1 for native trees cannot be met by the landholder.
18. Since February 2020 Offset Fees ranging between \$1,700 and \$10,000 has been received from six applications.
19. The funds from these Offset Fees are currently sitting in the Tree Preservation Reserve. Funding will be allocated towards the planting of appropriate trees in public areas in proximity to the development sites where the trees have been subject to removal. Internal planning is underway to use these fees for offset tree planting in Autumn 2021.

Significant Tree Register

20. The current Policy contains references to significant trees and a STR, therefore there is no need to amend the Policy, however it is necessary to create a framework for a STR to support the Policy.
21. To assist in forming the STR framework, Council staff have suggested a draft definition of a significant tree that would include elements such as:
 - a. is visible over a wide area due to its size;
 - b. is a specimen in a prominent location;
 - c. has ecological values because it forms part of the remnant vegetation of the area and contributes to the gene flow, has habitat hollows or provides food for wildlife;
 - d. is a species in good condition;
 - e. exhibits exceptional form;
 - f. is associated with the history of a place; or

- g. forms part of an avenue of trees.
22. Draft assessment criteria for a significant tree will also be developed and the criteria will include elements such as:
- Visual significance
 - Botanic significance
 - Ecological value
 - Historical significance
 - Social significance
23. The definition and assessment criteria for a significant tree will be developed with the draft STR.
24. It is also proposed that Council staff nominate trees located on public land to be considered for the STR. Further, it is proposed that members of the community can also nominate trees located on their own private land once per annum. It is suggested that significant tree nominations for private trees on private land follows a similar process to nominating heritage properties under the LEP in that it is restricted to land owners only; more specifically, the land owner of the land upon which the tree is located.
25. The environmental consultant will, as part of their engagement, be required to outline a robust assessment process by which Council staff can then determine applicability of trees (located on public land). The consultant will also develop a methodology for an independent assessment of trees located on private land for consideration for inclusion on the STR.
26. The consultant will lead the community consultation process once the STR has been drafted, along with the supporting criteria and methodology.

CONCLUSION

27. To continue with the program of protecting trees and canopy in the local government area, it is recommended that Council consider a budget bid of \$40,000 in the preparation of the 2021/2022 budget for the engagement of a suitably qualified environmental consultancy to prepare a draft Significant Tree Register and implement the processes to create the register.

FINANCIAL IMPLICATIONS

28. Funds of \$40,000 are required to fund the STR development and will be included as a budget bid within the 2021/2022 budget.

RISK IMPLICATIONS

29. No risks identified.

COMMUNITY ENGAGEMENT

30. Community engagement will be not be required at this stage.

FILE REFERENCE

19/2272, D20/259437

Item: ENV005-21 Outcomes of Public Exhibition - Planning Proposal (Georges River Local Environmental Plan 2021)

Author: Strategic Planner/Urban Designer and Senior Strategic Planner

Directorate: Environment and Planning

Matter Type: Committee Reports

ENV005-21

RECOMMENDATION:

- (a) That Council notes the submissions received during the public exhibition of the Planning Proposal (PP2020/0002) to amend the *Hurstville Local Environmental Plan 2012* and *Kogarah Local Environmental Plan 2012* (or if gazetted, *Georges River Local Environmental Plan 2020*).
- (b) That Council endorses the amended Planning Proposal as follows to be forwarded to the Department of Planning, Industry and Environment for gazettal in accordance with Section 3.36 of the *Environmental Planning and Assessment Act 1979*:
 - i) Amend the Land Zoning Map to rezone the Narwee Housing Investigation Area from R2 Low Density Residential to a combination of R3 Medium Density Residential and R4 High Density Residential;
 - ii) Amend the Lot Size Map to increase the minimum subdivision lot size:
 - a. in the proposed R3 Medium Density Residential from 450sqm to 800sqm; and
 - b. in the proposed R4 High Density Residential from 450sqm to 1,000sqm;
 - iii) Amend the Height of Buildings Map to:
 - a. increase the maximum building height in the proposed R4 High Density Residential from 9m to 13m (Narwee HIA);
 - b. increase the maximum building height in the Hurstville – Hillcrest Avenue HIA from 12m to 13m;
 - c. amend the maximum building height applied at 33 Dora Street, Hurstville from 30m to 15m; and
 - d. amend the maximum building height applied at 199 Rocky Point Road, Ramsgate from 21m to 15m and 21m in accordance with the existing split zoning;
 - iv) Amend the Floor Space Ratio Map to:
 - a. to increase the maximum floor space ratio in the proposed R3 Medium Density Residential from 0.55:1 to 0.7:1 (Narwee HIA);
 - b. to increase the maximum floor space ratio in the proposed R4 High Density Residential from 0.55:1 to 1:1 (Narwee HIA); and
 - c. amend the maximum floor space ratio applied at 199 Rocky Point Road, Ramsgate from 2.5:1 to 1.5:1 and 2.5:1 in accordance with the existing split zoning;

- v) Amend Clause 4.1B Minimum lot sizes and special provisions for certain dwellings to include:
 - a. minimum lot size of 800sqm for manor houses;
 - b. minimum lot width of 18m for manor houses;
 - c. minimum lot size of 800sqm for multi dwelling housing (terraces); and
 - d. minimum lot width of 21m for multi dwelling housing (terraces);
- vi) Restrict the following sensitive use development types on all land located within the Narwee Housing Investigation Area:
 - a. Hospital
 - b. School
 - c. Child care facility
 - d. Old age housing
- (c) That Council endorses the Director Environment and Planning to make minor modifications to any numerical, typographical, interpretation and formatting errors, if required, in the finalisation of the Planning Proposal.
- (d) That all persons who made a submission to the Planning Proposal be notified of the outcomes of this meeting.

EXECUTIVE SUMMARY

1. In June 2020, Council was advised by the Department of Planning, Industry and Environment ("DPIE") that Council must create capacity for additional dwellings to meet the Greater Sydney Commission's short term housing target of 3,450 - 4,250 dwellings (for the period from 2021 to 2026).
2. The DPIE also advised that the surplus grant funding from the NSW Government's Accelerated LEP Program would be made available to enable the expedited preparation of a planning proposal to address this shortfall in housing delivery, subject to the submission of this planning proposal for finalisation by 31 March 2021.
3. In response, Council, at its meeting on 24 August 2020, resolved to prepare a Planning Proposal to amend the *Hurstville Local Environmental Plan 2012* ("HLEP 2012") and *Kogarah Local Environmental Plan 2012* ("KLEP 2012"), or if gazetted, the *Georges River LEP 2020* to promote housing choice and create capacity for additional dwellings to meet the Greater Sydney Commission's 6-10 year housing target (3,450 - 4,250 additional dwellings) for the period from 2021/22 to 2025/26.
4. The Planning Proposal, known as LEP21, was endorsed by Council at its meeting dated 23 November 2020 to be forwarded to the DPIE for a Gateway Determination.
5. The primary objective of LEP21 is to identify additional housing opportunities in the LGA to meet the short term targets imposed by the State Government. This Planning Proposal creates capacity for 300 additional dwellings through the rezoning of a housing growth area which has been identified by Council's *Local Strategic Planning Statement 2040*.
6. In addition, this Planning Proposal also seeks to address a number of considerations unresolved by the *Georges River LEP 2020*.
7. A Gateway Determination for the Planning Proposal was issued by DPIE on 23 December 2020, including a number of Conditions to be fulfilled prior to the commencement of public

exhibition (refer **Attachment 1**). The Conditions as summarised below required the Planning Proposal to be updated prior to community consultation:

- Remove the proposed insertion of ‘manor house’ and ‘multi dwelling housing (terraces)’ into the LEP Land Use Tables;
 - Note that the minimum lot width controls in a LEP for ‘manor house’ and ‘multi dwelling housing (terraces)’ will not apply to complying developments;
 - Identify that this Planning Proposal will amend the Hurstville LEP 2012 and Kogarah LEP 2012 unless the Georges River LEP 2020 comes into effect; and
 - Adopt the recommendations of the *Narwee Housing Investigation Area Risk Assessment*.
8. The required amendments have been made in response to the Gateway Conditions and the amended Planning Proposal for LEP21 was placed on public exhibition from 20 January 2021 to 17 January 2021 (inclusive).
9. A total of 36 community submissions and 2 public authority submissions were received. All submissions have been reviewed and summarised. Public authority submissions are provided in **Attachments 2 and 3**. The summary of each community submission and Council’s response are provided in **Attachment 4**.
10. In summary, the content of the community submissions can be categorised into the following topic areas:
- Hurstville Hillcrest Avenue Housing Investigation Area
 - Manor houses and multi dwelling housing (terraces)
 - Mapping anomaly at 199 Rocky Point Road, Ramsgate
 - Narwee Housing Investigation Area
 - General objections to development and any increase in density
 - Requests for upzoning of particular areas and properties
 - Requests for changes in controls unrelated to this Planning Proposal
11. This report considers whether amendments to the Planning Proposal for LEP21 should be made in response to the submissions received from public authorities and the community.
12. One amendment is proposed to the Planning Proposal in response to the submission from APA Group, the operator of the high pressure gas pipeline:
- Amend the Planning Proposal to restrict sensitive use development types on all land located within the Narwee Housing Investigation Area.
13. In relation to the consideration of community submissions, this Report details the analysis undertaken with respect to the Narwee Housing Investigation Area (“HIA”) in response to the key issues raised by the submissions as follows:
- Objection to any increase in density in the precinct;
 - Objection to R4 High Density rezoning but supportive of R3 Medium Density zones; and
 - Request for the whole precinct to be rezoned to R4 High Density.
14. The detailed analysis indicates that the most appropriate outcome is to proceed with the as-exhibited Planning Proposal which seeks to rezone the Narwee HIA to a combination of R3 Medium Density and R4 High Density zones. Further details are provided under the heading “Narwee HIA Analysis”.

15. In accordance with the NSW Government's funding agreement, Council must submit this Planning Proposal for final legal drafting by 31 March 2021.
16. A consequence of not meeting this mandated timeframe may include not receiving the grant funding of approximately \$750,000, and as such Council will need to meet the costs of relevant LEP-related expenses.
17. It is recommended that Council endorses the recommended amendment to the Planning Proposal for LEP21 and forwards the revised Planning Proposal to the DPIE for finalisation.

BACKGROUND

18. On 7 September 2018, Council received funding from the NSW Government of \$2,500,000 for an accelerated review of Council's existing LEPs and the preparation of a new LEP that aligns with the priorities outlined in the *South District Plan*. The grant funding also enabled Council to prepare the *Local Housing Strategy* and *Inclusive Housing Strategy* to inform the new LEP and a local strategic planning statement for the LGA.
19. The Planning Proposal for the *Georges River Local Environmental Plan 2020* ("LEP 2020") was revised with consideration of the public exhibition outcomes and was reported to the Georges River Local Planning Panel ("LPP") in June 2020 seeking endorsement to submit the revised Planning Proposal to the Department of Planning, Industry and Environment ("DPIE") for final legal drafting. It is anticipated the LEP 2020 will come into effect in the coming months.
20. The LEP 2020 was the first stage of a four-stage approach to preparing the principal Georges River LEP. The staged approach was developed to enable detailed investigations to be conducted to support the full suite of actions and changes proposed by Council's *Local Strategic Planning Statement 2040* ("LSPS 2040").
21. LEP 2021 is the next stage within the Georges River LEP staged approach. However before the preparation of LEP 2021 could commence, in June 2020 the DPIE advised that Council must create capacity for additional dwellings to meet the Greater Sydney Commission's 6-10 year housing target of 3,450 - 4,250 dwellings (for the period from 2021 to 2026).
22. The DPIE also advised that the surplus grant funding from the NSW Government's Accelerated LEP Program would be made available to enable the expedited preparation of a planning proposal to address this shortfall in housing delivery, subject to the submission of this planning proposal for finalisation by 31 March 2021. The remaining LEP funding is approximately \$750,000.
23. The revised *Local Housing Strategy* demonstrates that based on the existing development completions data, the LGA will struggle to meet its 0-5 year target of 4,800 additional dwellings as specified by the *South District Plan*. The delivery shortfall has been identified to be approximately 700 dwellings.
24. To ensure the LGA delivers an additional 14,000 dwellings as required by 2036, Council at its meeting held 24 August 2020 resolved to prepare a Planning Proposal to amend the *Hurstville Local Environmental Plan 2012* ("HLEP 2012") and *Kogarah Local Environmental Plan 2012* ("KLEP 2012"), or if gazetted, the *Georges River LEP 2020* to promote housing choice and create capacity for additional dwellings to meet the Greater Sydney Commission's 6-10 year housing target (3,450 - 4,250 additional dwellings) for the period from 2021/22 to 2025/26.
25. Further work will need to be conducted throughout the Georges River LEP staged program to create capacity and flexibility for additional take up to meet the 10-20 year dwelling target (period from 2026 to 2036).

26. The staged approach to preparing the Georges River LEP has been updated in response to the preparation of this Planning Proposal, known as LEP21. The following LEP Program was endorsed by Council at its meeting dated 23 November 2020:
- **Stage 1:** Housing and Harmonisation (completed with no change)
 - **Stage 1B:** LEP21 Housing Capacity (this Planning Proposal)
 - **Stage 2:** Housing Choice (update timeframe from 2021 to 2022)
 - Seek to promote inclusive and affordable housing
 - Investigate mechanisms such as big house conversions and build to rent to provide more housing choice across the LGA
 - **Stage 3:** Jobs and Activation (update timeframe from 2022 to 2023)
 - Review development standards in centres
 - Infrastructure delivery mechanisms
 - Review and implement the outcomes of the Hurstville City Centre and Beverly Hills Local Centre masterplans
 - **Stage 4:** Housing and Future Growth (no change to schedule for 2025 and beyond)
 - Focus on land use changes beyond the next 5 years.
27. In addition to the preparation of this Planning Proposal, the LEP grant funding has also enabled the preparation of a number of key strategic studies and plans which will be used to inform future amendments to the Georges River LEP subject to Council's endorsement. The following additional projects are currently underway:
- **Georges River Affordable Housing Policy**
Preparation of Council's *Affordable Housing Policy* includes considerations of build-to-rent provisions and inclusionary zoning to promote inclusive and affordable housing. A draft Policy has now been prepared and is subject of a separate report to this meeting. It is anticipated the draft Policy will be placed on community consultation in mid-2021.
 - **Georges River Biodiversity Study**
A *Biodiversity Study* is being prepared to provide an encompassing assessment of the current biodiversity values across the entire LGA. Through detailed field surveys, this Study will identify areas of high biodiversity value and importance to the LGA to ensure its protection. The Study will provide recommendations to enable better protection of the LGA's biodiversity within the development process and to inform the preparation of a future biodiversity strategy.
 - **Mortdale Local Centre Masterplan**
A masterplan for the Mortdale Local Centre is being developed to explore opportunities to make Mortdale a better place to live, work and visit with the aim to improve the amenity and quality of the built environment and will include recommendations for:
 - future land use zones
 - building heights
 - floor space ratios (FSRs)

- road network improvements
- provision of affordable housing
- public domain improvements that will facilitate activation
- job creation and housing choice.

- **Foreshore Scenic Character Review**

The *Foreshore Scenic Character Review* is being prepared with the intent of further investigating the role, mapped extent and zoning of the Foreshore Scenic Protection Area ("FSPA") in accordance with the following resolution made by the Georges River Local Planning Panel at its meeting dated 25 and 26 June 2020:

2. *The Panel recommends that Council as part of the preparation of the draft Local Environmental Plan in 2021/2022, further define the role, mapped extent and zoning of the FSPA, in both the former Hurstville and Kogarah Local Government Areas, having regard to those properties and ridge lines visible to and from the Georges River and its tributaries, and associated environmental protection applying to those areas in order to better reflect the objectives of Clause 6.7 of the Georges River Local Environmental Plan 2020. This may include the consideration of additional environmental protection zones or modifications of the FSPA.*

The outcomes of this Review will inform investigations of the FSPA and other aspects of local character across the foreshore localities of the LGA.

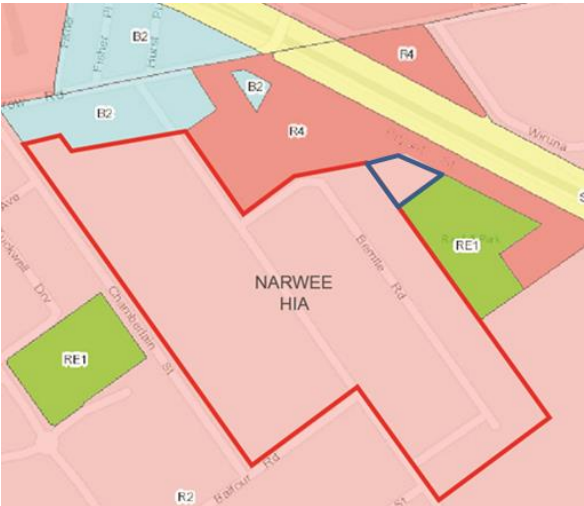
PLANNING PROPOSAL AND GATEWAY DETERMINATION

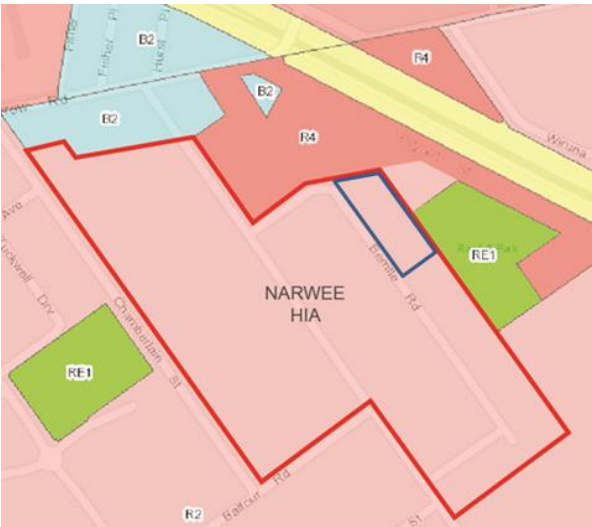
28. The primary objective of this Planning Proposal for LEP21 is to identify additional housing opportunities in the LGA to meet the short-term targets imposed by the State Government. In addition, this Planning Proposal also seeks to address a number of considerations unresolved by draft LEP 2020.
29. A Gateway Determination for the Planning Proposal was issued by the DPIE on 23 December 2020, including a number of Conditions to be fulfilled prior to the commencement of public exhibition (refer **Attachment 1**).
30. The Gateway Conditions and the corresponding amendments to the Planning Proposal are outlined in **Table 1** below:

Table 1 – Gateway Conditions and Amendments to Planning Proposal

Gateway Condition	Planning Proposal Amendment
<i>Gateway Condition 1(a) to remove the proposed permissibility amendments to the land use tables for 'manor houses' and 'multi dwelling housing (terraces)' as these are inconsistent with the Codes SEPP and Standard Instrument</i>	<p>The LEP cannot be inconsistent with the Codes SEPP and the Standard Instrument LEP. The land use terms of 'manor houses' and 'multi dwelling housing (terraces)' do not exist in the Standard Instrument LEP as land use terms that can be inserted into Land use Tables.</p> <p>Council was advised that DPIE is currently investigating an amendment of the Standard Instrument LEP to formally introduce the land uses of 'manor houses' and 'multi dwelling housing (terraces)' across all LEPs.</p>

Gateway Condition	Planning Proposal Amendment
	<p>In the meantime, the permissibility of manor houses as development applications is currently enabled by the application of Clause 3B.1A of the Codes SEPP while development applications for terraces are to be considered by Council as a type of multi dwelling housing. Council must rely on the Codes SEPP for the permissibility of these developments.</p> <p>Accordingly, the Planning Proposal will be amended to remove the proposed insertion of 'manor houses' and 'multi dwelling housing (terraces)' in the Land Use Tables of the R3 and R4 zones.</p>
<p>Gateway Condition 1(b) to note that complying development under the Codes SEPP does not give regard to the minimum lot width in a LEP for 'manor house' and 'multi dwelling housing (terraces)'</p>	<p>The explanation of provisions publicly exhibited with the Planning Proposal includes a statement clarifying that the minimum lot width requirements for 'manor house' and 'multi dwelling housing (terraces)' of 18m and 21m respectively will not be applicable to complying developments carried out under the Codes SEPP.</p>
<p>Gateway Condition 1(c) to ensure the explanation of provisions identifies that the Hurstville LEP 2012 and Kogarah LEP 2012 will be amended unless the Georges River Comprehensive LEP is subsequently notified</p>	<p>The explanation of provisions states that this Planning Proposal seeks to amend the existing Hurstville and Kogarah LEPs unless the draft LEP 2020 is subsequently notified.</p>
<p>Gateway Condition 1(d) in accordance with the recommendations of the Narwee Housing Investigation Area Risk Assessment prepared by Arriscar dated 23 December 2020. The identification of sensitive land uses is to be in accordance with those defined under Hazardous Industry Planning Advisory Paper No 4 – Land Use Safety Planning Criteria (HIPAP 4).</p>	<p>Arriscar's Risk Assessment contains two recommendations pertaining to the rezoning of the Narwee HIA in response to the risk criteria requirements specified by the Hazardous Industry Planning Advisory Paper (HIPAP):</p> <ul style="list-style-type: none"> • <i>Recommendation 1 - Remove lots 407 and 432 of DP752056 from the HIA planned rezoning to ensure the criteria for residential development area complied with.</i> <p>The Risk Assessment has identified that 5 and 7 Bryant Street are located in very close proximity to the Ethane Pipeline and possess very high individual risk of fatality. The level of individual risk of fatality on these two sites cannot satisfy the risk criteria stipulated by the HIPAP for</p>

Gateway Condition	Planning Proposal Amendment
	<p>rezoning and/or intensification. Therefore, the <i>Risk Assessment</i> has made the recommendation to remove 5 and 7 Bryant Street from the proposed upzoning and retain the existing R2 zone on these sites to ensure there will be no intensification in future development density.</p> <p>In accordance with Recommendation 1, the two sites in question located at No.5 and 7 Bryant Street (Lots 407 and 432 in DP 752056, refer Figure 1 below) have been removed from the proposed rezoning at the Narwee HIA.</p> <p>Figure 1 – Location Map of No.5 and 7 Bryant Street, Narwee (blue outline)</p>  <ul style="list-style-type: none"> • <i>Recommendation 2 - Ensure sensitive use development such as aged care facilities, childcare centres or schools is not approved for lots 1 through to 7 of DP16824 in the northeast corner of the HIA.</i> <p>In accordance with Recommendation 2, the following sensitive use developments as defined under the HIPAP 4 are proposed to be restricted from being carried out on the properties located at No. 1, 3, 5, 7, 9, 11 and 13 Berrille Road, Narwee (being Lots 1-7, DP 16824, refer Figure 2 below):</p> <ul style="list-style-type: none"> • Hospital • School

Gateway Condition	Planning Proposal Amendment
	<ul style="list-style-type: none"> • Child care facility • Old age housing <p>Figure 2 – Location Map of No.1-13 Berrille Road, Narwee (blue outline)</p>  <p>It should be noted that HIPAP 4 was prepared prior to the implementation of the Standard Instrument LEP. As a result, the above development types are inconsistent with the land use terms specified within Direction 5 of the Standard Instrument LEP. It is anticipated that the relevant land use terms will be nominated during legal drafting of this Planning Proposal.</p>

31. The Planning Proposal was revised in accordance with the Gateway Conditions prior to community consultation. The exhibited Planning Proposal comprised of the following components:
- Identify additional housing opportunities in the LGA through a review of future housing growth areas nominated by the *Local Strategic Planning Statement 2040* ("LSPS 2040");
 - Contribute to the supply and diversity of housing within the LGA by creating capacity for an additional 300 dwellings through the rezoning of the Narwee HIA to a combination of R3 Medium Density and R4 High Density Residential, which is one of the six future housing growth areas identified by the LSPS 2040;
 - Ensure sensitive use developments as defined under the Hazardous Industry Planning Advisory Paper No.4 ("HIPAP 4") are restricted on No. 1, 3, 5, 7, 9, 11 and 13 Berrille Road, Narwee;

- Introduce minimum lot size of 800sqm for “manor houses” and “multi dwelling housing (terraces)” to apply to development applications carried out under LEP 2020 and complying developments carried out under the Low Rise Housing Diversity Code in the *State Environmental Planning Policy (Exempt and Complying Development Codes) 2008*;
- Introduce minimum lot width of 18m for “manor houses” and 21m for “multi dwelling housing (terraces)” to apply to development applications carried out under LEP 2020;
- Resolve mapping anomalies that were not included in LEP 2020 on the following sites:
 - 199 Rocky Point Road, Ramsgate – amend height and floor space ratio (“FSR”) to 21m/15m and 2.5:1/1.5:1 FSR to match the split zoning applied to the site;
 - 33 Dora Street, Hurstville – amend height to 15m to match the adjoining sites; and
- Increase the maximum building height from 12m to 13m for the Hurstville – Hillcrest Avenue Housing Investigation Area which was rezoned in LEP 2020 to enable residential flat building developments of four storeys which are compliant with the *Apartment Design Guide*.

TARGETED PRE-EXHIBITION CONSULTATION

32. Targeted consultation was conducted with the owners and occupiers of properties located within and adjacent to the Narwee HIA (refer **Figure 3** below) prior to formal public exhibition.
33. It should be noted that this pre-exhibition consultation is not a required step in the Planning Proposal process.

Figure 3 – Location of Narwee HIA (outline in red)



34. This preliminary targeted consultation session commenced on 7 December and closed on 20 December 2020 and provided the opportunity for affected and potentially affected property owners to respond to the proposed changes.
35. The 2 week engagement period is consistent with the targeted HIA consultation conducted as part of the preparation of LEP 2020.
36. The targeted pre-exhibition consultation was comprised of the following components:
 - 309 targeted letters sent to owners of properties located within and adjacent to the Narwee HIA
 - 4 notification signs fixed on street poles within and around the Narwee HIA
 - Your Say project page
 - Survey requesting feedback on the proposed changes
 - Fact sheets explaining the following:
 - Background and selection rationale
 - Existing and proposed controls
 - Examples of development outcome
 - LEP process and next steps
 - Dedicated email for enquiries
 - Dedicated phone line for enquiries
 - One-on-one online meetings with interested property owners
37. The survey comprises of the following questions:
 - 1) Where do you live?
 - Within the boundary of the Narwee Housing Investigation Area
 - Outside and adjacent to the Narwee Housing Investigation Area

- More than a few streets away and/or in another suburb
- 2) Do you own property within the Narwee Housing Investigation Area?
 - Yes - If yes, how long have you owned the property?
 - No
- 3) Do you agree with the proposed boundary of the Narwee Housing Investigation Area?
 - Yes, I agree without changes
 - No, I disagree with the boundary - Please specify reasons
 - Neutral, neither agree or disagree
- 4) Do you support the proposed rezoning from R2 low density to R3 medium density and the proposed building heights (e.g. various 2 storey medium density developments like townhouses and manor houses)?
 - Yes, I support the rezoning
 - Yes, but I think the heights could be increased - Please specify reasons
 - No, I do not support the rezoning - Please specify reasons
 - Neutral, neither agree or disagree
- 5) Do you support the proposed rezoning from R2 low density to R4 high density and the proposed building heights (e.g. 4 storey apartments)?
 - Yes, I support the rezoning
 - Yes, but I think the heights could be increased - Please specify reasons
 - No, I do not support the rezoning - Please specify reasons
 - Neutral, neither agree or disagree
- 6) What do you like now about the Narwee Housing Investigation Area?
- 7) If there is anything else you would like to tell us about the changes proposed in the Narwee Housing Investigation Area, please use the space below.
- 8) Your age group?
 - 18 to 24 years old
 - 25 to 39 years old
 - 40 to 60 years old
 - 60 years or older
- 9) Do you want to join the mailing list to stay updated on the proposed changes?

38. A total of 34 survey responses were received as part of this targeted consultation. The survey responses are summarised as follows:
- Less than half (45%) of the respondents live within the Narwee HIA;
 - In terms of responses from owners within the Narwee HIA:
 - Most responses supported the proposed rezoning from R2 Low Density to R3 Medium Density;
 - Most responses did not support the proposed rezoning from R2 Low Density to R4 High Density;
 - Some responses supported the rezoning to R4 High Density but requested increases to the proposed building heights. These responses suggested including both side of Mercury Street in the proposed R4 zone and providing increased building heights of 6 to 8 storeys to enable more apartments to be built;
 - More than half (55%) of the respondents live immediately outside of the Narwee HIA and/or in other suburbs;
 - In terms of responses from owners located outside of the Narwee HIA:
 - The majority of the responses objected to any form of increase in density in the area;
 - Some responses did not object to the proposed rezoning from R2 Low Density to R3 Medium Density; and
 - All responses objected to the proposed rezoning from R2 Low Density to R4 High Density.
39. The key issues raised in the objections are summarised as follows:
- More development will result in more traffic congestion, greater conflict between cars and pedestrians and reduce the availability of on-street car parking;
 - The existing character of the low-scale streetscape will be negatively impacted;
 - There is insufficient infrastructure in the area to accommodate more people;
 - Existing amenity will be reduced by more development;
 - Value of property will be reduced due to oversupply of apartments;
 - Greater density will cause increases in crime rates, anti-social behaviour and illegal dumping;
 - High density developments will cause the area to become congested like Hurstville; and
 - The proposed rezoning is skewed to the southern side of the railway line. Council should be working together with Canterbury Bankstown Council to review the density in the 800m catchment around Narwee Station.
40. It should be noted that due to the short timeframe between the conclusion of this pre-exhibition consultation on 20 December 2020 and the receipt of the Gateway Determination on 23 December 2020, the exhibited Planning Proposal was not amended to include responses to the survey results. Nonetheless, the survey results have been reviewed in conjunction with the written submissions received during the formal public exhibition period.
41. This Report details the analysis undertaken with respect to the Narwee HIA in response to key issues raised by the survey results and written submissions as follows:

- Objection to any increase in density in the precinct
- Objection to R4 High Density rezoning but supportive of R3 Medium Density zones
- Request for the whole precinct to be rezoned to R4 High Density

42. Further details are provided under the heading “Narwee HIA Analysis”.

PUBLIC EXHIBITION PROGRAM

43. The Planning Proposal was revised in response to the Gateway Conditions and was placed on public exhibition from 20 January 2021 to 17 February 2021 (inclusive) for a total of 29 days.
44. The public exhibition of the Planning Proposal was conducted in accordance with Council's *Community Engagement Strategy* and the requirements of the *Environmental Planning and Assessment Act 1979* and its *Regulations 2000*.
45. The main objective of the public exhibition was to inform and engage target groups who may be impacted by the changes proposed by LEP21 and provide accessible opportunities for all to receive more information and speak with Council's strategic planning staff.
46. The following materials have been made publicly available during the exhibition period:
- The Planning Proposal and relevant maps
 - Supporting documentation:
 - Gateway Determination from DPIE
 - *Traffic Impact Assessment*
 - *Ethane Pipeline Risk Assessment*
 - Lands register of Council-owned land in the R3 Medium Density and R4 High Density Residential zones
 - NSW Government's *Best Practice Guideline for LEPs and Council Land* (dated January 1997)
 - Plain-English explanatory information detailing of all the changes proposed by LEP21
 - Fact sheets on the following key elements:
 - FAQs on the LEP process and planning proposals
 - Narwee HIA – existing and proposed controls
 - Narwee HIA – proposed development types
 - Narwee HIA – selection rationale
 - Narwee HIA – hazard analysis and sensitive uses
 - FAQs for the Narwee HIA informed by targeted consultation outcomes
47. The public exhibition program comprised of the following components:
- Your Say project page
 - Online submission form
 - Hard copies of the Planning Proposal and exhibition package in Council Libraries and Customer Service Centres
 - Dedicated email for enquiries
 - Dedicated phone line for enquiries
 - One-on-one online meetings with strategic planning staff
 - Social media (Facebook posts)
 - Newspaper advertisement in The Leader (fortnightly)

- Your Say project updates to all registered users
48. Targeted letters were also sent out to the following stakeholders as they are directly affected by the changes proposed by LEP21:
- Property owners located within the Narwee HIA (consistent with pre-engagement)
 - Property owners adjoining the Narwee HIA (consistent with pre-engagement)
 - Property owners of sites affected by mapping anomaly rectification:
 - 33 Dora Street, Hurstville
 - 199 Rocky Point Road, Ramsgate
 - Property owners located within R3 and R4 zones
 - Property owners located within the Hurstville – Hillcrest Avenue HIA (consistent with LEP 2020 consultation)
 - Property owners adjoining the Hurstville – Hillcrest Avenue HIA in the O'Briens HCA and to the south on Hillcrest Avenue (consistent with LEP 2020 consultation)

OUTCOMES OF PUBLIC EXHIBITION – PUBLIC AUTHORITY SUBMISSIONS

49. In accordance with Condition No.3 of the Gateway Determination, the following public authorities were provided with a copy of the Planning Proposal and the relevant supporting material during the public exhibition period of the Planning Proposal from 20 January 2021 to 17 February 2021 (inclusive):
- Transport for NSW
 - APA Group (Pipeline Operator)
 - Canterbury Bankstown Council
50. Transport for NSW and APA Group both did not object to the Planning Proposal for LEP21. Council did not receive a response from Canterbury Bankstown Council.
51. A summary of the comments received from Transport for NSW ("TfNSW") and APA Group and Council's response are provided below in **Table 2 and 3** respectively:

Table 2 – TfNSW Submission Summary and Council Response

TfNSW Submission Summary	Council Response
Ensure that the Narwee HIA remains accessible via Broadarrow Road for public transport service access.	Noted and this Planning Proposal does not include changes that will affect existing public transport service access via Broadarrow Road.
Advises Council to advocate for delivery of transport related infrastructure and services in this part of the LGA that can be well integrated into land-use planning so as to support the growth of the area and adequately distribute reliance on various transport modes.	Council is currently preparing a <i>Georges River Transport Strategy</i> which will address all modes of transport including public transport, private vehicles, freight movements, active transport (walking and cycling) and non-government transport services.
Advises that a traffic assessment should investigate the suitability and alignment of speed limits and supporting infrastructure.	There are no existing traffic issues known to Council in the local road network of the Narwee HIA with regards to speed limits and this is supported by the findings of the <i>Traffic Impact Assessment</i> . However, Council is open to preparing Local Area Traffic Management Schemes where required to address significant traffic issues as they emerge in the future.

Recommends Council investigate local area traffic management measures that could be implemented in this area to mitigate any efficiency and safety impacts from additional traffic generated by the proposal.	The <i>Traffic Impact Assessment</i> recommends that a traffic management measure be implemented to restrict right turn movement from Mercury Street to Stoney Creek Road periodically using appropriate signage during the PM peak only (i.e. 4pm to 6pm on weekdays).
Recommends Council review car parking provisions to minimise private vehicle use for medium and high density residential zones close to the station utilising maximum car parking rates (including for visitor parking).	After an extensive review through the <i>Georges River Car Parking Strategy</i> (2018), at its meeting dated 27 April 2020 Council endorsed a <i>Car Parking Positions Paper</i> which adopts the continued application of a minimum car parking rate in the LGA. The rates have been included in the draft Georges River DCP 2020.
Requests to meet with Council to discuss the potential rezoning of rail land identified as surplus land.	This request is noted and Council welcomes opportunities for future collaborations with TfNSW. Any future rezoning will be subject to a separate planning proposal process.
Recommends Council engage and collaborate closely with TfNSW for future strategy plans.	This recommendation is noted and Council will continue to actively engage with TfNSW for future strategies and plans.

Table 3 – APA Group Submission Summary and Council Response

APA Group Submission Summary	Council Response
<p>The Narwee HIA is located entirely within the Measurement Length (ML), which is the area affected by heat radiation in the unlikely event of the pipeline's rupture.</p> <p>There is insufficient pipeline fatality data in Australia to produce accurate likelihood values for the fatality rates in the event of a gas pipeline failure. Subsequently there are shortcomings within the risk assessment methodology required under 'HIPAP 10'.</p>	<p>The Hazardous Industry Planning Advisory Papers (HIPAPs) are planning guidelines developed by the DPIE for hazardous development. APA Group's submission will be forwarded to DPIE to highlight APA's concerns with the shortcomings of the assessment criteria under HIPAP 10.</p>
<p>Assessment of land use and construction risks should be undertaken in accordance with the Australian Standard 2885 (Pipelines – Gas and Liquid Petroleum) (AS2885).</p>	<p>Council notes the requirement for risk assessments in accordance with AS2885 for future development applications in areas affected by the gas pipeline.</p>
<p>A Safety Management Study (SMS) should be undertaken when a planning proposal or development application seeks to change the risk profile of the gas pipeline through a change in the existing use of the land.</p> <p>However, APA determines that this Planning Proposal does not require a SMS due to the current location class and the characteristics of</p>	<p>The outcomes of APA Group's assessment are noted and there is no need for a SMS to be prepared for this Planning Proposal.</p> <p>Council will continue to refer to the outcomes and recommendations of the <i>Ethane Pipeline Risk Assessment</i>.</p>

the subject gas pipeline.	
<p>APA is supportive of the <i>Ethane Pipeline Risk Assessment</i> recommendation to exclude sensitive uses such as aged care facilities, childcare centres or schools from Lots 1-7 of DP16824 in the north-eastern corner of the Narwee HIA.</p> <p>APA recommends this exclusion to be expanded to cover the whole HIA, as the precinct is located entirely within the area of consequence in the very unlikely event of a pipeline failure.</p>	<p>The recommendations are noted and this Planning Proposal has been amended to restrict sensitive uses such as aged care facilities, childcare centres or schools from the entire precinct of the Narwee HIA.</p> <p>The expansion of the restriction on sensitive use development types to the whole Narwee HIA is considered to be consistent with the objective of the Planning Proposal in creating additional housing capacity. The increased restriction will not impact the development potential of the precinct as the 'highest and best use' development types of multi dwelling housing and residential flat buildings will continue to be permitted.</p>

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OUTCOMES OF PUBLIC EXHIBITION – COMMUNITY SUBMISSIONS

52. The Planning Proposal for LEP21 was placed on public exhibition from 20 January 2021 to 17 February 2021 (inclusive) for a total of 29 days, which exceeds the minimum 28 day exhibition period requirement stipulated by Section 3.34 and Schedule 1 of the EP&A Act, and the requirements of the Gateway Determination Conditions.
53. During the public exhibition period, the Your Say project page registered around 1,400 visits and the Strategic Planning staff members responded to over 130 phone and email enquiries. A total of 12 one-on-one meetings were provided by Strategic Planning staff through a combination of online and in-person meetings.
54. A total of 36 unique written submissions were received, including 1 petition with 36 signatures. All submissions have been reviewed and summarised. The summary of each submission and Council's response are provided in **Attachment 4**.
55. In summary, the content of the submissions can be categorised into the following topic areas:
 - Hurstville Hillcrest Avenue HIA – 2 submissions
 - Objection to the rezoning of this area;
 - Support for the proposed increase in maximum building height;
 - Manor houses and multi dwelling housing (terraces) – 7 submissions
 - Objection to the proposed controls;
 - Concern for increased manor house and terrace developments which will cause overdevelopment and detrimental impacts to the existing local character;
 - Mapping anomaly – 1 submission
 - Objection to rectifying the anomaly at 199 Rocky Point Road, Ramsgate;
 - Narwee HIA – 11 submissions

- Support for the rezoning as an opportunity to improve the area;
 - Support for rezoning to only R3 Medium Density to retain the existing character of the area;
 - Objection to any uplift in the area due to concerns for traffic and amenity impacts, incompatibility with the existing low density character, insufficient infrastructure capacity, increased crime rates and impact on property prices;
 - Request for the whole HIA to be rezoned to R4 High Density to create more housing;
 - Request for review of the Narwee centre;
- General objections to development and any increase in density due to existing issues such as traffic, insufficient infrastructure and community facilities, loss of trees and landscaping, high density developments affecting views and adverse impacts on existing local character – 8 submissions;
 - Requests for upzoning of particular areas and properties – 3 submissions;
 - Request for changes to planning controls to address climate change and to protect and enhance the natural environment – 2 submissions; and
 - No justification or no written content in the submission – 2 submissions.
56. In addition to the community submissions, support for the Planning Proposal was received from Urban Taskforce and the Property Council of Australia. Council was congratulated for providing capacity for 300 additional dwellings to meet the 6-10 year housing target for the LGA, as well as taking steps to contribute to greater housing diversity in accordance with Council's *Local Strategic Planning Statement 2040* and *Local Housing Strategy*.
57. All submitters have been notified and invited to speak at the Council meetings.

NARWEE HIA ANALYSIS

Background

58. The Narwee HIA is one of six future housing growth areas identified by the Local Strategic Planning Statement ("LSPS") 2040. In response to the need to create capacity for additional dwellings to meet Council's 6-10 year housing targets, The Narwee HIA was selected to be rezoned in this Planning Proposal because of its existing access to a good level of infrastructure i.e. public transport, school education facilities, local open space opportunities, and commercial facilities.
59. The area is conveniently located between Narwee Primary School, Narwee Preschool, Rasdall Park, Narwee Park and Beverly Hills Girls High School. It is immediately south of the Narwee Local Centre. It adjoins R4 High Density Residential land to the north east. There is good access to other local parks nearby.
60. Rezoning for additional housing in this area in the future would provide the opportunity to create diversity in dwelling types, within walking distance to existing infrastructure.
61. The Planning Proposal seeks to rezone the area from the existing R2 Low Density Residential zone to a combination of R3 Medium Density and R4 High Density Residential zones. A comparison summary of the existing and proposed precinct information for the Narwee HIA is provided in **Table 4** below:

Table 4 - Narwee HIA Proposed Precinct Information

Estimated potential yield	407 dwellings (107 existing and an additional 300 dwellings)
Existing zoning and controls (under GRLEP 2020)	R2 Low Density Residential Height – 9m FSR – 0.55:1
Proposed zoning and controls	R3 Medium Density Residential Height – 9m FSR – 0.7:1 R4 High Density Residential Height – 13m FSR – 1:1
Proposed built form	R3 Medium Density Residential – One and two storey dual occupancies, manor houses, terraces, villas and townhouses. R4 High Density Residential – Small apartment blocks of a maximum of four storeys.

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Summary of Issues Raised by Submissions

62. A total of 11 submissions were received in relation to the Narwee HIA during public exhibition and comprised of the following:
- 3 supports for the proposed rezoning;
 - 3 objections to any increase in density;
 - 3 objections to the proposed R4 High Density Residential rezoning but are supportive of the R3 Medium Density;
 - 1 petition with 36 signatures requesting that Council rezone the whole Narwee HIA to R4 High Density Residential; and
 - 1 neutral submission expressing concern for the feasibility of the proposed building height in the R4 High Density zone.
63. In summary, there are 3 key issues raised by the pre-exhibition survey results and the formal written submissions:
- Objection to any increase in density in the precinct
 - Objection to R4 High Density rezoning but supportive of R3 Medium Density zones
 - Request for the whole precinct to be rezoned to R4 High Density
64. Detailed analysis has been undertaken in response to each of the key issues for the purpose of determining whether the Planning Proposal should be amended prior to finalisation. Further details are provided below.

Issue 1 – Objection to any increase in density in the precinct

65. Council must not proceed with the proposed or any future rezoning in the Narwee area to accommodate the objections against introducing increased population density into the precinct.

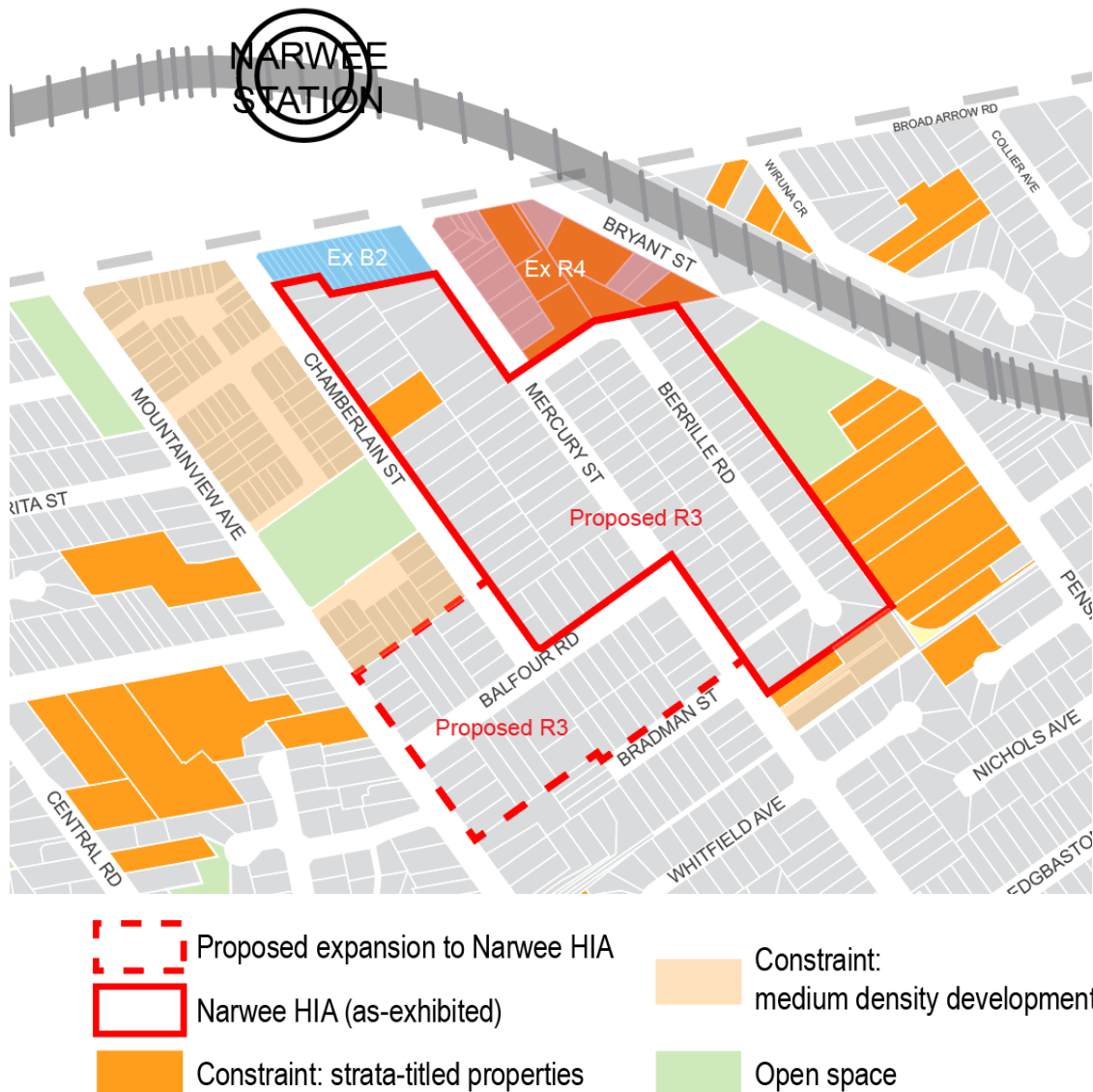
66. The removal of the Narwee HIA rezoning from this Planning Proposal is considered to be inconsistent with Council's strategic directions due to the following reasons:
- Not proceeding with the proposed rezoning will lead to a loss of capacity for 300 dwellings in the LGA, which is contrary to the direction from the DPIE;
 - Council will not meet the conditions of the LEP grant funding agreement and subsequently not receive the State Government funding of approximately \$750,000. Therefore Council must meet the relevant project costs;
 - Council will not be able to meet the prescribed housing targets for the '6-10 year' period from 2021 to 2026 and potentially jeopardise the delivery of sufficient housing in the short and medium term;
 - To ensure additional housing capacity is created for the LGA's future population, Council will need to rely on the provision of more housing in the other housing investigation areas and the delivery of housing in the commercial centres. This may create additional pressure on other areas of the LGA;
 - Furthermore, this will lead to an inequitable distribution of growth. Existing analysis demonstrates that subject area is well serviced by existing infrastructure, essential facilities and open spaces and is relatively unrestricted by environmental and traffic constraints. Not proceeding with the rezoning of this precinct is considered to be contrary to the strategic direction set out by the LSPS 2040 and its *Criteria to Guide Growth*; and
 - There will be a loss of opportunity to provide a diverse range of housing products ranging from medium to high density dwellings.

Issue 2 – Objection to R4 High Density rezoning but supportive of R3 Medium Density zones

67. Two approaches have been analysed in response to the community's preference for medium density developments:
- Rezoning the Narwee HIA from R2 Low Density to R3 Medium Density only with no additional high density areas and no expansion of the Narwee HIA; and
 - Rezoning the Narwee HIA from R2 Low Density to R3 Medium Density only with no additional high density areas while ensuring the housing capacity for an additional 300 dwellings is retained.
68. The replacement of the proposed R4 High Density zone in the Chamberlain and Mercury Street block with a R3 Medium Density zone will lead to the loss of 135 dwellings. This is a significant reduction from the existing proposal to accommodate an additional 300 dwellings.
69. Accordingly, the approach of rezoning the whole precinct to R3 Medium Density will only be able to deliver a maximum of 165 additional dwellings. Council will not be able to meet the Greater Sydney Commission's housing target for the 2021-2026 periods and will need to investigate alternative locations to create capacity for additional dwellings.
70. If Council wishes to ensure the capacity for a total of 300 additional dwellings is maintained, the existing Narwee HIA is required to be expanded and additional areas will need to be rezoned from the existing R2 Low Density zone to R3 Medium Density.
71. Due to the development constraints presented by the existing medium and high density properties surrounding the Narwee HIA, any expansion must be located towards the south-western corner of the precinct.

72. Accordingly, **Figure 4** below identifies the additional land that will be required to be incorporated into the Narwee HIA to ensure the housing capacity is created for an additional 300 dwellings with a consistent R3 Medium Density zone.

Figure 4 – Required Expansion to the Narwee HIA to ensure Dwelling Capacity



73. Both approaches are not recommended as it requires Council to seek an Alteration to the Gateway Determination from the DPIE as they will alter the intent of the Planning Proposal. If an Alteration to Gateway is granted by the DPIE, the revised Planning Proposal will also require re-exhibition. The minimum public exhibition period is 28 days as specified by the EP&A Act and its Regulations.
74. The above processes will result in Council not being able to meet the required finalisation timeframe of 31 March 2021. Therefore Council may not receive the State Government funding of approximately \$750,000 and as such needing to meet the cost of relevant LEP related expenses.

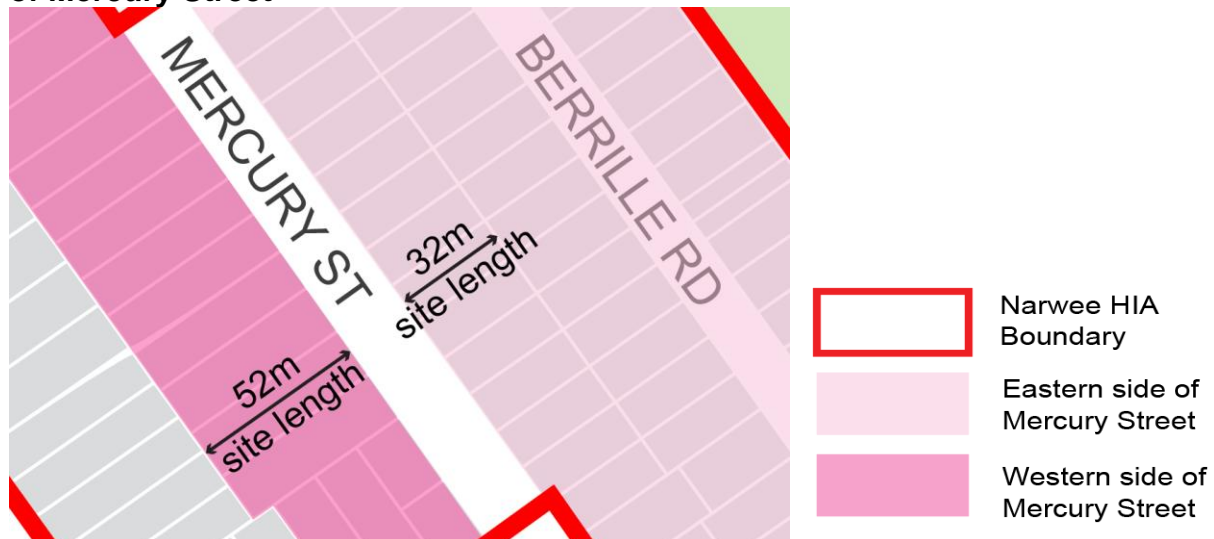
75. In response to the petition submission which contains 36 signatures from owners on Berrille Road and the eastern side of Mercury Street, this scenario explores the rezoning of the whole Narwee HIA precinct from R2 Low Density to R4 High Density.
76. The rezoning of the Narwee HIA to R4 High Density will create capacity for a total of 495 additional dwellings, which significantly exceeds the forecasted capacity used to inform the preparation of the *Ethane Pipeline Risk Assessment* and the *Traffic Impact Assessment*.
77. Furthermore, an analysis of the existing context, lot size and subdivision patterns in the Narwee HIA identifies that a R3 Medium Density zone is most appropriate for the area on the eastern side of Mercury Street in consideration of traffic impacts, amenity outcomes and development feasibility.
78. Mercury Street is a key transition area in the Narwee HIA. The eastern side of Mercury Street is proposed to be rezoned to R3 Medium Density while the western side is proposed to be rezoned to R4 High Density to enable a more appropriate built form outcome.
79. The existing medium density developments located on Bryant Street, which is behind the Berrille Road properties, will be adversely impacted by overlooking and other amenity issues if 4 storey apartments are permitted on Berrille Road. Additionally, Berrille Road is currently constrained with only 1 carriageway and a narrow laneway at the end of the cul-de-sac. Additional density is considered to be incompatible with the existing road infrastructure.
80. One of the other key considerations in determining the proposed rezoning is development feasibility. Apartment developments are considered to be less viable on the eastern side of Mercury Street while there are significantly less constraints affecting development feasibility for the proposed R3 Medium Density zone.
81. The comparison below in **Table 5** demonstrates the key constraints impacting development feasibility if the area on the eastern side of Mercury Street is rezoned to R4 High Density to permit apartment development instead of the proposed R3 Medium Density zone:

Table 5 – Comparison of Lot Size and Subdivision Pattern

	Eastern Side	Western Side
Average Lot Size	420m ²	650m ²
Number of Sites Required for Apartment Development	3 sites	2 sites
Average Site Length	32m	52m
Required Front Setback for Apartment Development	5m	5m
Required Rear Setback for Apartment Development	6m or 9m (6m plus 3m additional to enable transition to the lower density zone at the rear)	6m (no additional transition required as R4 zone is also applied at the rear)
Remaining Building Length (Site Depth minus Front and Rear Setbacks)	18m or 21m	41m

82. The above comparison shows that the existing lot size and subdivision patterns on the eastern side of Mercury Street requires a minimum of 3 sites to be amalgamated to meet the lot size requirement of 1,000sqm for residential flat buildings.
83. Development viability for apartments is further impacted by the limited site depth of these allotments (refer **Figure 5** below) which will result in building floor plates that are half of the length of potential developments on the western side.

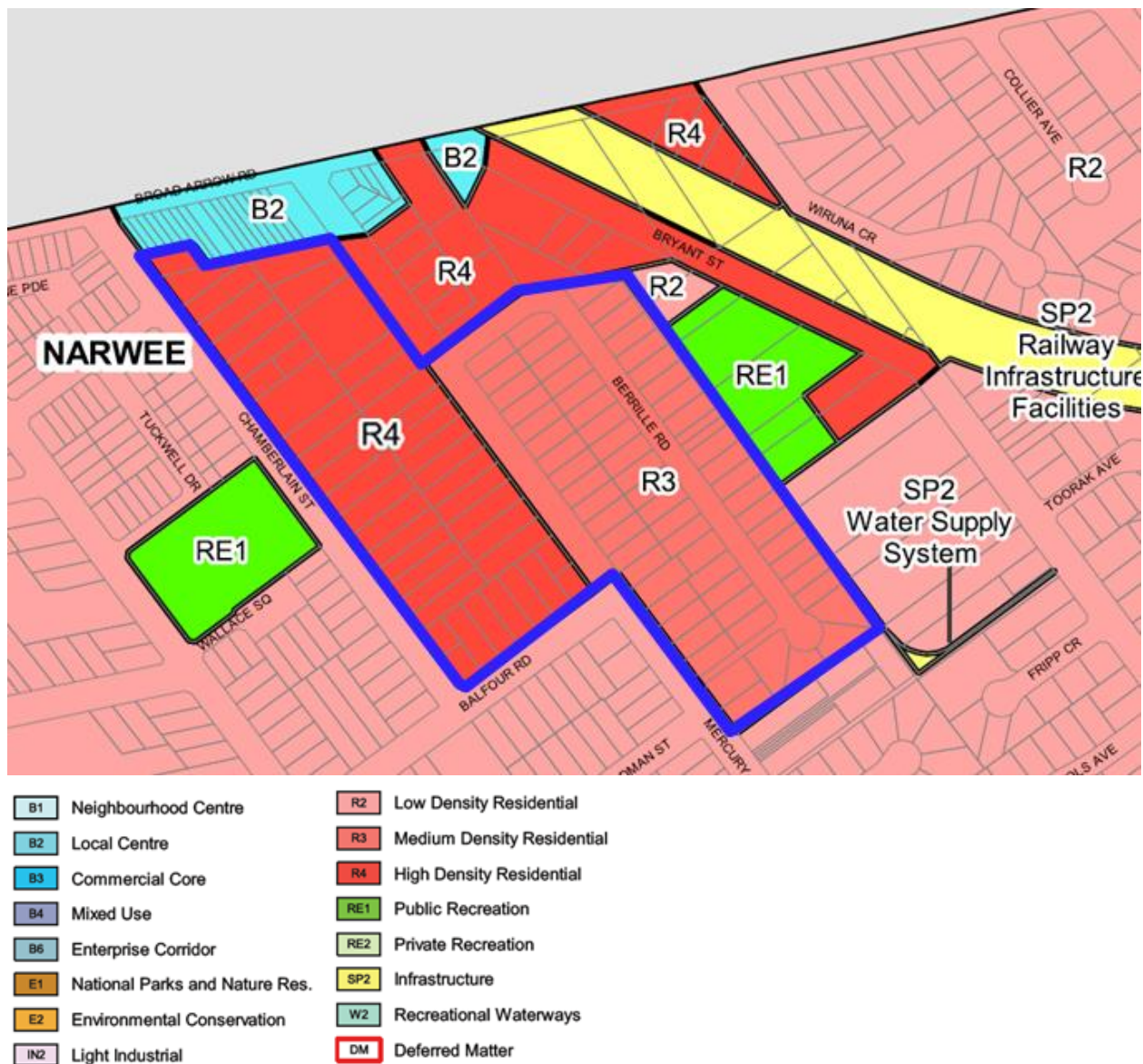
Figure 5 – Comparison of Average Site Lengths on the Eastern and Western Sides of Mercury Street



84. In light of the above analysis, this approach is not recommended to be pursued due to the following:
- Incompatibility of the requested R4 High Density zone on the eastern side of Mercury Street;
 - Requirement for an Alteration of Gateway to be sought from the DPIE; and
 - Need for revisions to the *Ethane Pipeline Risk Assessment* and the *Traffic Impact Assessment* to re-evaluate the suitability of increasing the proposed residential density.
85. Pursuing this approach will require additional assessments to be conducted resulting in Council not being able to meet the required finalisation timeframe of 31 March 2021. Therefore Council may not receive the State Government funding of approximately \$750,000 and as such needing to meet the cost of relevant LEP related expenses.

Recommended option – proceed with no amendments

86. It is recommended that Council proceed with the proposed rezoning of the Narwee HIA (refer blue outline in **Figure 6** below) as per the exhibited Planning Proposal – which seeks to rezone the precinct from R2 Low Density to a combination of R3 Medium Density and R4 High Density Residential zones to create capacity for an additional 300 dwellings in accordance with the Gateway Determination.

Figure 6 - Proposed Land Use Zoning map

87. This approach is recommended for the following reasons:

- The additional capacity for 300 dwellings will enable Council to meet the Greater Sydney Commission's 6-10 year housing target of 3,450 - 4,250 dwellings (for the period from 2021 to 2026);
- The proposed rezoning to a combination of medium and high density residential zones will enable the delivery of a diverse choice of housing;
- The high density built form of 4 storey apartments in the proposed R4 zone is consistent with the typology and density established by the existing walk-up flats adjoining the precinct;
- The proposed R4 zone is bounded by Mercury and Chamberlain Streets, which are wide local streets with capacity for kerbside car parking on both sides as well as accommodate two-way vehicle carriageways;

- The proposed R3 zone provides the opportunity for transition in built form to be provided towards the existing villa and townhouse developments located to the east of the precinct and is responsive to the access constraints of Berrille Road in comparison to Mercury Street and Chamberlain Street;
 - The existing lot sizes and subdivision pattern in the proposed R4 zone is conducive to apartment developments while the proposed R3 zone can appropriately accommodate medium density developments. Further analysis is provided under the investigation of Option 4 below;
 - The *Ethane Pipeline Risk Assessment* concluded that the increased capacity for an additional 300 dwellings is consistent with the risk criteria specified by the HIPAP; and
 - The *Traffic Impact Assessment* conducted for the uplift concluded that despite some existing constraints identified at the King Georges Road corridor, the development traffic resulting from the uplift will have a marginal impact on this network.
88. If supported by Council, the Planning Proposal will be submitted to the DPIE for finalisation by 31 March 2021 in accordance with the timeframe mandated by the LEP funding agreement.

SUMMARY OF POST-EXHIBITION AMENDMENTS

89. In summary, the following amendment is proposed to vary the Planning Proposal for LEP21 in response to the submissions received during the targeted pre-exhibition consultation and formal public exhibition periods:
- Amending the Planning Proposal to restrict sensitive use development types on all land located within the Narwee Housing Investigation Area in response to submission received from APA Group.
90. This report recommends that Council endorses the above amendment as a variation to the Planning Proposal in accordance with Section 3.35 of the EP&A Act and endorses the revised Planning Proposal to be forward to the DPIE under Section 3.36 of the EP&A Act for finalisation by 31 March 2021.
91. The revised Planning Proposal is outlined as follows:
- i) Amend the **Land Zoning Map** to rezone the Narwee Housing Investigation Area from R2 Low Density Residential to a combination of R3 Medium Density Residential and R4 High Density Residential;
 - ii) Amend the **Lot Size Map** to increase the minimum subdivision lot size:
 - in the proposed R3 Medium Density Residential from 450sqm to 800sqm; and
 - in the proposed R4 High Density Residential from 450sqm to 1,000sqm;
 - iii) Amend the **Height of Buildings Map** to:
 - increase the maximum building height in the proposed R4 High Density Residential from 9m to 13m (Narwee HIA);
 - increase the maximum building height in the Hurstville – Hillcrest Avenue HIA from 12m to 13m;
 - amend the maximum building height applied at 33 Dora Street, Hurstville from 30m to 15m; and

- amend the maximum building height applied at 199 Rocky Point Road, Ramsgate from 21m to 15m and 21m in accordance with the existing split zoning;
- iv) Amend the **Floor Space Ratio Map** to:
- to increase the maximum floor space ratio in the proposed R3 Medium Density Residential from 0.55:1 to 0.7:1 (Narwee HIA);
 - to increase the maximum floor space ratio in the proposed R4 High Density Residential from 0.55:1 to 1:1 (Narwee HIA); and
 - amend the maximum floor space ratio applied at 199 Rocky Point Road, Ramsgate from 2.5:1 to 1.5:1 and 2.5:1 in accordance with the existing split zoning;
- v) Amend **Clause 4.1B Minimum lot sizes and special provisions for certain dwellings** to include:
- minimum lot size of 800sqm for manor houses;
 - minimum lot width of 18m for manor houses;
 - minimum lot size of 800sqm for multi dwelling housing (terraces); and
 - minimum lot width of 21m for multi dwelling housing (terraces);
- vi) Restrict the following **sensitive use development types** on all land located within the Narwee Housing Investigation Area:
- Hospital
 - School
 - Child care facility
 - Old age housing

FINANCIAL IMPLICATIONS

92. This Planning Proposal has been prepared and exhibited within budget allocation. The source of budget is the LEP Accelerated Review Program funding from the NSW Government.
93. The NSW Government funding agreement requires Council to submit this Planning Proposal for final legal drafting by 31 March 2021.
94. A consequence of not meeting this mandated timeframe may include not receiving State Government funding of approximately \$750,000 and as such Council needing to meet the cost of relevant LEP related expenses.

RISK IMPLICATIONS

95. No risks identified.

NEXT STEPS

96. If Council endorses the Planning Proposal to be forwarded to the DPIE for finalisation, the anticipated next steps are outlined in **Table 6** below:

Table 6 – Project Timeline

Task	Anticipated Timeframe
Reporting to the Environment and Planning Committee on Planning Proposal for finalisation	8 March 2021 (this report)
Reporting to Council on Planning Proposal for finalisation	22 March 2021
Submit revised Planning Proposal to the DPIE for finalisation	31 March 2021
Drafting of the Planning Proposal for LEP21 to be completed by the NSW Parliamentary Counsel's Office	April to June 2021
LEP21 is anticipated to be gazetted	Mid to late 2021










ENV005-21

97. All persons who made a submission to the Planning Proposal will be advised of the Council's decision.

FILE REFERENCE

D21/11414

ATTACHMENTS

- Attachment 1  Gateway Determination and Conditions dated 23 December 2020 - *published in separate document*
- Attachment 2  Submission from Transport for NSW - *published in separate document*
- Attachment 3  Submission from APA Group - *published in separate document*
- Attachment 4  Community Submission Summary and Council Response - *published in separate document*
- Attachment 5  Amended Planning Proposal Report for LEP21 - dated March 2020 - *published in separate document*
- Attachment 6  PP Appendix 1 - Draft LEP21 Instrument - *published in separate document*
- Attachment 7  PP Appendix 2 - Proposed LEP Mapping - *published in separate document*
- Attachment 8  PP Appendix 3 - Consistency with SEPPs - *published in separate document*
- Attachment 9  PP Appendix 4 - Consistency with S9.1 Ministerial Directions - *published in separate document*

Item: ENV006-21 Public Exhibition of Draft Georges River Affordable Housing Policy 2021

Author: Manager Strategic Planning

Directorate: Environment and Planning

Matter Type: Committee Reports

ENV006-21

RECOMMENDATION:

- (a) That the Council endorses the Draft Georges River Affordable Housing Policy 2021 for community consultation for a minimum period of 28 days.
- (b) That a further report will be provided to Council following the exhibition period.

EXECUTIVE SUMMARY

1. A Draft Affordable Housing Policy has been prepared and is presented to Council for endorsement for community consultation. **Attachment 1** contains the draft Policy.
2. The Draft Policy contains the affordable housing targets from the Inclusive Housing Strategy and details Council's commitment to increasing the range and supply of affordable housing in the Georges River to meet the growing needs of a range of households, including the very low to moderate income households, singles, families, couples, seniors, people with a disability, students, key workers and the broader residential market, including first home buyers.
3. The purpose of the Draft Policy is to outline Council's position and approach to the provision of affordable housing in Georges River. The Policy comprises principles and policy statements that together will guide Council's actions to support affordable housing.
4. The Policy is supported by the Inclusive Housing Strategy, which was adopted by Council on 24 August 2020.
5. An Affordable Housing Contributions Scheme prepared in accordance with State Environmental Planning Policy No. 70 is being prepared for the Mortdale Local Centre. The scheme is being developed based on the masterplan being prepared for the Centre.

BACKGROUND

6. One of the objectives of the Environmental Planning and Assessment Act 1979 is the delivery and maintenance of affordable housing. The metropolitan plan for Sydney – The Greater Sydney Region Plan and the South District Plan support this objective.
7. *Objective 11 - Housing is more diverse and affordable of the Region Plan and Planning Priority S5 - Providing housing supply, choice and affordability, with access to jobs, services and public transport of the South District Plan also support the provision of affordable housing in our local government area (LGA).*
8. The NSW Government's key policies that facilitate and encourage the development of new affordable housing and the maintenance of existing affordable housing include:
 - a. State Environmental Planning Policy (Affordable Rental Housing) 2009 (ARH SEPP)
 - b. State Environmental Planning Policy No 70 - Affordable Housing (Revised Schemes) (SEPP 70)

9. In February 2019, SEPP 70 was expanded to include all councils across NSW. This amendment removes the administrative step of entering a LGA into SEPP 70, thereby expediting councils' ability to investigate and develop an Affordable Housing Contributions Scheme (AHCS).
10. The NSW Government has also placed on community consultation a proposed Housing Diversity State Environmental Planning Policy (Housing Diversity SEPP) which aims to facilitate the delivery of diverse housing that meets the needs of the State's growing population and will support the development of a build-to-rent sector. The Housing Diversity SEPP would consolidate three current SEPPs and update some planning provisions in response to community and council concerns about boarding house and seniors' housing development.
11. The Georges River Community Strategic Plan includes the following goal and strategies:
 - a. *Goal 5.2: Affordable and quality housing options are available*
 - i. *Strategy 5.2.1: Partner with State agencies to increase supply of affordable housing for residents on very low to moderate incomes.*
 - ii. *Strategy 5.2.2: Advocate to the NSW Government to include 'key worker' housing for moderate income earners to be included in affordable housing initiatives.*
 - iii. *Strategy 5.2.3: Advocate to the NSW Government to include mandatory affordable housing requirements in Council LEPs.*
 - iv. *Strategy 5.2.4: Develop policies that encourage a greater supply of housing diversity and choice.*
 - v. *Strategy 5.2.5: Council-led development proposals incorporate, where feasible, options that support affordable and diverse housing.*
12. The Georges River Local Strategic Planning Statement specifies measures to deliver an increased proportion of affordable housing provision in all new development. This includes planning priorities to deliver:
 - a. *P9 A mix of well-designed housing for all life stages caters for a range of needs and incomes*
 - i. *A47. Complete a Local Housing Strategy that includes planning for District Plan housing targets, a hierarchy of residential zones, providing targets for inclusive housing and addressing housing diversity*
 - ii. *A51. Utilise the provisions for planning agreements in the EP&A Act for affordable housing, drawing from the outcomes of the Inclusive Housing Strategy.*
13. Georges River Council prepared a number of studies that have informed the Georges River LEP 2020 which was lodged with the Department of Planning, Industry and Environment on 30 June 2020 for gazettal. One of the key studies is the Local Housing Strategy and the accompanying Housing Investigations Areas Paper which details how and where additional housing will be provided in the LGA.
14. Council also prepared an Inclusive Housing Strategy and Delivery Plan which has informed the Local Housing Strategy. It ensures that the Local Housing Strategy reflects and promotes the inclusion of affordable/inclusive housing for the whole Georges River Community. The Delivery Plan in the Strategy provides a number of mechanisms that encourage and support Inclusive Housing.
15. The key aims of the Inclusive Housing Strategy are:

- a. *To research and develop strategies to increase affordable housing supply for a range of households including the very low to moderate income households, seniors, people with a disability, students, key workers and the broader residential market*
- b. *To encourage the provision of affordable, adaptable and diverse housing*
- c. *To develop planning controls and mechanisms that prevent the loss of existing and deliver new supplies of affordable housing*
- d. *To advocate for, and build partnerships to increase, affordable and liveable housing*
- e. *To explore options for managing affordable housing.*

IMPLEMENTATION

16. The Inclusive Housing Strategy contains a Delivery Plan. Work has commenced on some of the Strategies and actions in the Delivery Plan, including the preparation of an affordable housing policy.

Draft Affordable Housing Policy

17. Action 1.1.2 of the Delivery Plan states:
- a. *Revise Council planning documents and website to reflect Council's policy position on affordable housing*
 - b. *Ensure accurate information is available to the community and industry to encourage inclusive housing delivery*
18. A draft policy has now been prepared and is attached in **Attachment 1**.
19. The draft policy restates the targets in the Inclusive Housing Strategy which are:
- a. *2020-2025 - 14 affordable dwellings per year (70 dwellings to 2025, at 1.5%)*
 - b. *2025-2030 - 24 affordable dwellings per year (120 dwellings to 2030, at 4%)*
 - c. *2030-2040 - 34 affordable dwellings per year (340 dwellings to 2040, at 6%)*
20. These targets will achieve between 5% and 10% of new dwellings as affordable dwellings by 2040, consistent with the GSC requirement.
21. The Draft Policy contains a number of policy statements outlining:
- a. Council's commitment to affordable housing,
 - b. The intended recipients of affordable housing,
 - c. Targets for new dwellings
 - d. Establishment of an Affordable Housing Contributions Scheme,
 - e. Partnerships, and
 - f. Overall Planning and Management

Affordable Housing Contributions Scheme (AHCS)

22. Action 2.1.1 of the Delivery Plan states:
- a. *Prepare an Affordable Housing Contributions Scheme (AHCS)*
 - i. *An affordable housing contributions scheme would be prepared to comply with the Department of Planning, Industry and Environment's Guideline*
 - ii. *Inclusion of the scheme into Council's LEP 2022 is subject review by DPIE and public exhibition.*

23. Council has commenced Part 2 of the Commercial Centres Strategy by starting with a detailed review of one local centre (being Mortdale Local Centre) within the LGA through a place-based master planning process. The review of Mortdale Local Centre will go on to inform the review of the other local centres as part of the preparation of the Commercial Centres Strategy and LEP 2022, as well as providing guidance for the assessment of proponent-led planning proposals in the area.
24. The completion of a masterplan will enable a holistic review of the centre and its surrounding area to encourage urban renewal, improve the amenity and quality of the built environment and public domain as well as provide new housing and employment opportunities to create a vibrant local centre.
25. Conybeare Morrison has been appointed and has been requested to investigate an Affordable Housing Contributions Scheme tied to the Mortdale Masterplan. Further information will be provided to Council as the project progresses.
26. The funding of this project is tied to the Accelerated LEP funding from DPIE and is statutorily required to be delivered by 31 March 2021.

FINANCIAL IMPLICATIONS

27. No financial/budget impact for this report. However, some of the actions will have financial implications which will be reported to Council when required.

RISK IMPLICATIONS

28. No risks identified.

COMMUNITY ENGAGEMENT

29. Community engagement will be conducted including:

FILE REFERENCE

CM9 SF20/4601 & D21/25222

ATTACHMENTS

Attachment 1 to Draft Georges River Affordable Housing Policy to E&P 8 March 2021





AFFORDABLE HOUSING POLICY 2021

POLICY ADMINISTRATION

Dates	Policy approved <i>xx/xx/xxxx</i> This policy is effective upon its approval. Policy is due for review <i>xx/xxxx</i>
Approved by	Council Meeting <i>xx/xx/xxxx</i> Council Resolution <i>xxx</i>
Exhibition Period	<i>Include date of exhibition to the public or consultative committee, if relevant</i>
Policy Owner	Manager Strategic Planning
Related Documents	Georges River Local Housing Strategy Georges River Inclusive Housing Strategy and Delivery Program Georges River Voluntary Planning Agreements Policy Georges River Local Strategic Planning Statement
References & Legislation	<i>Environmental Planning and Assessment Act 1979</i> <i>Local Government Act 1993</i> State Environmental Planning Policy No 70 – Affordable Housing (Revised Schemes) State Environmental Planning Policy (Affordable Rental Housing) 2009
Document Identifier	Policy #: <i>Allocated by Senior Policy Specialist once policy is approved (includes the version number)</i> Doc #: D20/303713
Breaches of Policy	Breaches of any policy will be dealt with and responded to in accordance with adopted codes and/or relevant legislation.
Record Keeping	All documents and information obtained in relation to the implementation of this policy will be kept in accordance with the NSW State Records Act 1998, Georges River Council's Corporate Records Policy and adopted internal procedures.

PURPOSE

The purpose of this policy is to outline Council's position and approach to the provision of affordable housing in the Georges River Local Government Area (LGA). This policy will guide Council's actions to support affordable housing.

SCOPE

This policy applies to the provision of affordable housing (as defined below) in the Georges River LGA.

This policy is supported by, and should be read in conjunction with Council's:

- Local Housing Strategy
- Inclusive Housing Strategy and Delivery Program
- Planning Agreements Policy

DEFINITION OF TERMS

Term	Meaning		
Affordable Housing	<p>"Affordable housing means housing for very low income households, low income households or moderate income households, being such households as are prescribed by the regulations or as are provided for in an environmental planning instrument".</p> <p><i>Source: Environmental Planning and Assessment Act 1979.</i></p>		
Affordable rental housing	Affordable housing managed by a community housing provider and rented to very low, low, or moderate income level households.		
Community housing provider	A not-for-profit organisation which provides affordable rental and social housing for very low, low, to moderate income and is registered under the National Regulatory System for Community Housing.		
Housing affordability	Relates to the general affordability of both rental and purchase housing on the open market, and is not limited to those on low to moderate incomes. A common benchmark of affordability is housing that does not absorb more than 30% of the gross income of very low, low, or moderate income households.		
Key workers	<p>The Bankwest Curtin Economic Centre defines key workers as "occupations which provide essential services to all Australians including teachers, nurses, police and ambulance officers and those in fire and emergency services". The groups as defined by their Census categories are:</p> <table border="1"> <tr> <td> <ul style="list-style-type: none"> • Defence Force Members, Fire Fighters and Police • School Teachers • Midwifery and Nursing </td><td> <ul style="list-style-type: none"> • Personal Carers and Assistants • Child Carers • Cleaners and Laundry </td></tr> </table>	<ul style="list-style-type: none"> • Defence Force Members, Fire Fighters and Police • School Teachers • Midwifery and Nursing 	<ul style="list-style-type: none"> • Personal Carers and Assistants • Child Carers • Cleaners and Laundry
<ul style="list-style-type: none"> • Defence Force Members, Fire Fighters and Police • School Teachers • Midwifery and Nursing 	<ul style="list-style-type: none"> • Personal Carers and Assistants • Child Carers • Cleaners and Laundry 		

Term	Meaning		
	<table border="1"> <tr> <td> Professionals <ul style="list-style-type: none"> • Health and Welfare Support Workers • Automobile, Bus and Rail Drivers </td><td> Workers <ul style="list-style-type: none"> • Sales Assistants and Salespersons • Hospitality Workers. </td></tr> </table>	Professionals <ul style="list-style-type: none"> • Health and Welfare Support Workers • Automobile, Bus and Rail Drivers 	Workers <ul style="list-style-type: none"> • Sales Assistants and Salespersons • Hospitality Workers.
Professionals <ul style="list-style-type: none"> • Health and Welfare Support Workers • Automobile, Bus and Rail Drivers 	Workers <ul style="list-style-type: none"> • Sales Assistants and Salespersons • Hospitality Workers. 		
	<i>Source: Georges River Inclusive Housing Strategy and Delivery Program</i>		

POLICY STATEMENT

1. Council's Commitment

- 1.1. Council is committed to increasing the range and supply of affordable housing in the Georges River LGA. Council will achieve this by:
 - a) Establishing clear targets for the provision of affordable housing in the Georges River.
 - b) Leading change by example.
 - c) Embedding affordable housing in Council's strategies, plans and policies.
 - d) Partnering with State and Commonwealth Government, other local councils, industry experts, the private sector, stakeholders and community housing providers to deliver affordable rental housing.
 - e) Advocating for change to support affordable housing in the Georges River.

2. Who is the housing for?

- 2.1. The affordable housing is to be provided for a range of households, including the very low to moderate income households, singles, families, couples, seniors, people with a disability, students, key workers and the broader residential market, including first home buyers.
- 2.2. A percentage of the housing is to be allocated to households with special needs; such as families / persons escaping domestic violence.

3. Affordable Housing Targets

- 3.1. Council is committed to staggered affordable housing targets to allow the development industry and market to adjust to this new requirement. This includes:
 - 2020 – 2025 – 14 affordable dwellings per year (70 dwellings to 2025, at 1.5%)
 - 2025 – 2030 – 24 affordable dwellings per year (120 dwellings to 2030, at 4%)

- 2030 – 2040 – 34 affordable dwellings per year (340 dwellings to 2040, at 6%)

3.2. These targets will achieve between 5% and 10% of new dwellings as affordable dwellings by 2040, consistent with the *Georges River Inclusive Housing Strategy and Delivery Program*.

4. Affordable Housing Contributions Scheme

- 4.1. Council will prepare an Affordable Housing Contributions Scheme (AHCS) which will be compliant with the Department of Planning, Industry and Environment's *Guideline for Developing an Affordable Housing Contribution Scheme*.
- 4.2. The provision of affordable housing within our centres and areas adjacent to our centres (within 400m radius) will be delivered through the AHCS, and also through controls within the Georges River Local Environmental Plan.
- 4.3. The AHCS for the centres will be staged over a period of 3 years commencing in 2021.

5. Partnerships

- 5.1. Council will work with other stakeholders to develop innovative housing solutions and to achieve affordable housing for the community.
- 5.2. Council may enter into community housing partnerships (i.e. build to rent, dwelling in kind or council owned housing projects).
- 5.3. Council may consider a demonstration project for a building to rent scheme.

6. Planning & Management

- 6.1. Council will establish appropriate practices for the dedication and management of affordable dwellings, including:
 - Establishing appropriate conditions of development consent to ensure the transfer of funds and affordable dwellings; and
 - Establishing, in consultation with affordable housing managers or community housing providers, the timeframe for affordable dwellings in perpetuity.

7. Review of Affordable Housing Program

- 7.1. Council's affordable housing program will be reviewed in 5 years (2026) to consider elements such as targets, delivery rate and the planning framework.

RESPONSIBILITIES

Position	Responsibility
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Position	Responsibility
<i>Councillors</i>	<ul style="list-style-type: none"> <i>To endorse by resolution this policy</i> <i>To promote this policy</i>
<i>General Manager</i>	<ul style="list-style-type: none"> <i>Promote this policy.</i> <i>Implement Council resolutions relating to housing partnerships</i>
<i>Director Environment & Planning</i>	<ul style="list-style-type: none"> <i>Provide a contact for Councillor enquiries.</i> <i>Promote housing partnerships.</i>
<i>Manager Strategic Planning</i>	<ul style="list-style-type: none"> <i>Adhere to the policy.</i> <i>Provide a point of contact about the meaning and application of the policy.</i> <i>Update the policy as necessary</i> <i>Ensure compliance with the policy.</i>
<i>Staff</i>	<ul style="list-style-type: none"> <i>Adhere to this policy.</i>

VERSION CONTROL AND CHANGE HISTORY

Version	Amendment Details	Policy Owner	Period Active
1.0	New Affordable Housing Policy	Manager Strategic Planning	Xx/xx/xxxx

Item: ENV007-21 Georges River Council Waste Strategy 2021 - 2040

Author: Manager Environment Health & Regulatory Services

Directorate: Environment and Planning

Matter Type: Committee Reports

ENV007-21

RECOMMENDATION:

- (a) That Council endorse the Georges River Council Waste Strategy 2021-2040 (Attachment 1) of this report.
- (b) That Council re-allocate \$16.2 million from the Domestic Waste Reserve to a new Waste Strategy Implementation Reserve, dedicated to the implementation of the key actions and vision of the Waste Strategy until 2040.

EXECUTIVE SUMMARY

1. Council at its meeting on 27 July 2020 resolved:
 - a. *That Council endorse the draft Georges River Waste Strategy 2020 for the purposes of community engagement.*
 - b. *That a further report be presented to Council on the outcome of the draft Georges River Waste Strategy 2020 community engagement.*
2. The draft Waste Strategy was publicly exhibited for a period of 51 days, from 11 August 2020 to 30 September 2020. During the public exhibition period, 17 community submissions regarding the Waste Strategy were received. Submissions were generally in support of the vision and/or key actions outlined within the draft Waste Strategy.
3. This report provides an update to Council on the outcomes of the community consultation program and seeks a resolution to endorse the Georges River Waste Strategy 2021 as exhibited.

REPORT**Background – Waste Strategy**

4. By way of background, MRA Consulting Group on behalf of Council prepared a draft Waste Strategy which outlines the strategic direction of both waste and resource recovery collection and processing/disposal services for the Local Government Area over the next 20 years.
5. In March 2020, Council was briefed on available strategic waste options to include within the draft Waste Strategy by MRA Consulting. These options, including consideration of food organics/garden organics (FOGO) collections, contamination management and waste education were included within the draft Waste Strategy.
6. In summary, the draft Waste Strategy outlines Council's proposed vision: to continually improve a reliable environmental and economically sustainable waste management system for Georges River Council residents.
7. This vision will be delivered by the following proposed objectives and actions:
 - Improving amenity and environmental management.

- Optimising waste management costs and fostering adaptive waste management contracts.
 - Supporting and implementing innovative waste management initiatives.
8. A total of 16 key actions have been determined to address the strategic objectives of the Strategy. These actions are proposed for staged implementation commencing prior to 2025 with results delivered up until 2040.
- (1) Trial and if successful then implement food organic/garden organic (FOGO) collections for all single unit dwellings (SUDs) and opt in service for multi-unit dwellings (MUDs) and businesses;
 - (2) Develop and implement an education campaign to move recyclables from the general waste bin into the recycling bin and reduce contamination in the recycling bin;
 - (3) Conduct competitive tender processes (potentially through joint procurement) for upcoming collection and processing contracts;
 - (4) Draft flexible contracts for future general waste and recycling bins for processing/disposal to allow Council to transition alternate processing/disposal options such as Energy from Waste (EfW);
 - (5) Finalise and publish the waste management conditions in the Georges River Council Development Control Plan;
 - (6) Develop a new database to compile all relevant waste management contract information in one place and require all new waste management contracts to have specific reporting requirements to ensure the Waste Service Provider captures the necessary data and it is clearly presented;
 - (7) Continue to monitor and apply for NSW and Commonwealth government grants to improve waste management outcomes for Georges River Council;
 - (8) Undertake direct community consultation to inform the waste services tender for after 2021;
 - (9) Develop a contamination management procedure with the recycling collections and processing contractors to reduce contamination in the recycling bin (average contamination rate of 32.6%) and FOGO trial through the use of enforcement policies such as the 3-strike rule with a focus on MUDs;
 - (10) Conduct a review to determine if the existing Georges River Council resources to combat illegal dumping are sufficient to meet the desired targets for the local environment detailed in the Community Strategic Plan including an assessment of the value for money of Council's partnership with the local Regional Illegal Dumping (RID) squad;
 - (11) Conduct an assessment of Council's litter management infrastructure to prevent the occurrence of litter items and to capture them before entering the environment including a review to determine optimal placement and sufficient capacity of public place litter bins and gross pollutant traps;
 - (12) Investigate user pay principles for residential and commercial waste collections (including additional household clean up material collections) to incentivise waste minimisation;
 - (13) Document and report the climate change benefits associated with capturing the embodied energy of recyclables and of diverting organics from landfill;
 - (14) Develop a regional commercial food collection contract and develop local policies to maximise commercial food diversion from landfill;

- (15) Develop a regional policy and review collective procurement arrangements for alternative waste technologies (Anaerobic Digestion (AD), pyrolysis etc.) and EfW; and
 - (16) Develop a regional Sustainable Procurement Policy with partners (SSROC) which requires minimum percentage recycled content in construction contracts, preferentially purchases local content (compost etc.) and imbeds recycled content (e.g. glass) into road building contracts.
9. Many of the 16 key actions proposed are already underway and or have been delivered under business as usual. The recommended actions that are not yet underway, such as actions 1, 10, 12, 13 are achievable for delivery over the lifetime of the Strategy (20 years) and can be seamlessly incorporated into business as usual waste service provision, staff work plans and standard operating procedures and processes.
 10. Additionally, more strategic and regional based actions such as actions 14, 15 and 16 will continue to be progressed with neighbouring municipalities as part of the SSROC Waste Managers Network group.
 11. The estimated cost to implement the key actions is \$16.2 million over the life of the strategy (20 years) and as they directly relate to domestic waste management services it is therefore recommended that once the Waste Strategy is adopted, priority funding of these projects be provided from the Domestic Waste Management Reserve into a new Waste Strategy Implementation Reserve, dedicated purely for the implementation of the Waste Strategy.

Community Engagement and Public Exhibition of the Strategy

12. The draft Waste Strategy was placed on public exhibition during the waste service community consultation program which also included consultation regarding the future waste collection service specifications ahead of tender (outlined further within a separate report to Council in March 2021).
13. The public exhibition of the draft Waste Strategy exceeded the minimum exhibition requirement of 28 days. In total, the document was available for community comment from 11 August 2020 to 30 September 2020, for a total period of 51 days, via Council's YourSay platform.
14. The draft Waste Strategy exhibition period was promoted through:
 - a. Council's website and social media platforms
 - b. Council's Youtube channel
 - c. Hardcopy posters and flyers at Council and community facilities
 - d. Council newsletters, and
 - e. The Leader (printed newspaper).
15. The key results of the exhibition, as documented through Council's YourSay platform were as follows:
 - a. Total project page visits: 306
 - b. Community members 'aware' of the exhibition: 233
 - c. Document downloads: 34
 - d. Number of submissions made: 17.
16. A total of 17 submissions were made during the exhibition period, through Council's YourSay platform. The submission comment and the relevant response aligned to the submission comment are outlined within Table 1.

Table 1: Waste Strategy Submission Comments and Council Response

Number	Submission Comment through YourSay	Council Response
1	What are you wanting in this "submission" question? Looks like the survey is not near the end. Who wrote this question? Was it not reviewed before being uploaded. I really don't have time for this.	The submission question was open ended enabling the community to provide feedback on the draft Waste Strategy - no applicable comment relating to the contents of the Waste Strategy.
2	I am very pleased to see that GRC is being proactive and giving thought to the issue of waste in our area, especially because the environment is being given major consideration. No response from Council is required to my submission.	Positive support for the contents of the Strategy noted.
3	I would very much welcome the introduction of a FOGO recycling system. I tend to have a lot of food organic waste and would be very pleased to see it go to a good use rather than being thrown out. I also live in a MUD and, while I appreciate the reasons for a 'three strikes' rule, it would be great to have an alternative system for residents whose MUDs are excluded from recycling (such as a drop-off point). We have had significant problems with recycling contamination at my apartment building and I fear we may eventually be excluded from recycling under a 'three strikes' rule. However, I am personally very committed to recycling and would like to be able to continue to recycle even if my MUD is excluded due to the actions of other residents.	<p>Reductions in contamination and potential FOGO collections are both explored in the Strategy. Further, the Compost Revolution program is currently offered to residents as a food waste reduction program.</p> <p>No Multi-Unit Dwelling will be excluded from recycling efforts, contamination management will instead warrant increased waste education actions by Council.</p> <p>Overall, positive support for the contents of the Strategy noted.</p>
4	I welcome the trial of FOGO collection and hopefully its implementation, to (1) reduce general waste by redirecting organic waste to more suitable treatment than landfill, and (2) reduce greenhouse gas emissions from	<p>Reductions in contamination and potential FOGO collections are both explored in the Strategy.</p> <p>Further, and separate to the draft Waste Strategy, Council has committed to reduce carbon emissions by the year 2025 and</p>

	<p>organic waste in landfill.</p> <p>I furthermore suggest to look into study and trials for separate collection of some recyclables, such as glass, plastic drink containers, or paper/cardboard in order to reduce contamination of these recyclables in the generic recycling bin.</p> <p>In general, the waste management strategy looks sensible.</p>	<p>support renewable energy within its operations by the same year.</p> <p>Alternate recycling options are explored within the Strategy, including potential regional collaborations and/or trials.</p> <p>Overall, positive support for the contents of the Strategy noted.</p>
5	<p>There should be a large recycling centre run by the government using labour provided by the prison population in NSW which numbers 11,000. All waste could be sorted by them and then converted to compostable, glass, plastics, metals etc ,if located at Hay or close Victoria and South Australia could also send their waste there .The cost of running this should be worn by all the manufacturers with local companies able to get some refund by using a proportion of recycled materials, overseas manufacturers should pay without a refund. WASTE management should be a National and State issue not just left to local councils</p>	<p>Alternate recycling options are explored within the Strategy, including potential regional collaborations and/or trials.</p> <p>Local and/or regional options are preferred within the Strategy to enable Council to reduce carbon emissions, logistical and financial implications of lengthy transport distances associated with waste management.</p> <p>Further, advocacy is supported within the Strategy and Council currently provides comment and support for regional and whole-of-government approaches to waste management.</p>
6	<p>Special Bins in Local Suburbs, Collection Service: Practically speaking, items that should not placed in the weekly garbage bin collection for disposal and which are not suitable for the council garbage collection by appointment (such as batteries, light bulbs, paints, etc.) are difficult to dispose off if one relies on public transport and does not have access to a private vehicle or is unable to travel to the depots at the specific locations (e.g. Mortdale, Rockdale) during the set opening times due to other clashing commitments. It would be helpful to have special bins for these waste items in more convenient locations within each suburb - such as at the local post office, branch library,</p>	<p>Council has recently commenced the trial of small scale recycling stations at designated locations (such as libraries and customer service centres) for collection of items such as mobile phones and household batteries. The results of the trial will be reported to Council in mid-2021.</p> <p>In the meantime Council continues to promote local recycling services available within and nearby to the Local Government Area through the A-Z Guide on the Council website, and promote a number of services available to the community to recycle a myriad of materials outside of the bin collection service.</p> <p>The comment regarding an on-call collection service for problem wastes</p>

<p>community centre, supermarket, or outside the local train station - as the ready access would encourage more people to use them. For example, pre-COVID-19 when movement was less restrictive, we used to take our used batteries and light bulbs to the special bins that the City of Sydney Council provided at their branch libraries when we did our regular groceries shopping because it was a convenient service that was not available in our local area. (Only used mobile phone batteries can be sent via Planet Ark bags at the post office, not normal batteries.) This is something we have not been able to do for months. The travel restrictions under COVID-19 has really highlighted the importance of local access to such facilities without reliance on public transport or car to get to them.</p> <p>It would also be helpful if it was possible to call the council for collection of used paints, etc., similar to the existing biannual special garbage collections service for used furniture and large organic waste items etc., for people who do not have private vehicles to take these waste items to the depots.</p> <p>Reinstatement of Council Provided Sharps Disposal Collection in Local Suburbs:</p> <p>In pre-coronavirus times, we used to take our sharps to a chemist in our suburb or, when the service was no longer available locally, were forced to take them to another suburb for safe disposal collection provided by another council. Under the current climate where unnecessary travel is discouraged, sharps disposals has become a lot more difficult, especially as we have to rely on public transport to get to another suburb's chemist sharps disposal service because our local Kingsgrove chemists have advised that our council sharps disposal</p>	<p>will be considered as a potential service offering within the future waste collection contract.</p> <p>Sharps services are available at public hospitals and designated chemists and the disposal of these materials is closely aligned with the facilities providing sharps initially with the producers being responsible for the management of this hazardous waste stream. Further, community sharps services are provided in public bathroom facilities by Council in order to reduce community and environmental risk.</p> <p>Council will investigate the delivery of a sharps collection program and consider this project for delivery within the 2021/22 financial year, in partnership with local and participating pharmacies within the Georges River LGA.</p>
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	<p>collection service is no longer available in Kingsgrove. I have contacted Georges River Council to request a reinstatement of the Kingsgrove sharps disposal collection service through a local chemist, but have been advised that it is subject to budget, etc. and is unlikely to resume.</p> <p>Providing a safe sharps disposal collection service via a local suburb collection point (a local pharmacy) is a community health service which should be considered part of GRC's waste strategy. The coronavirus situation highlights this community need - without a local sharps disposal collection service in Kingsgrove, it forces immune-compromised people (diabetics) to travel on public transport to dispose of sharps or to stockpile sharps for an indefinite period of time (6 months? a year? longer?).</p>	
7	What ..	The submission question was open ended enabling the community to provide feedback on the draft Waste Strategy - no applicable comment relating to the contents of the Waste Strategy.
8	<p>'-please make the organic green bin option not opt in for unit blocks</p> <p>-please work on sustainable, innovative long term options for businesses eg all the cafes in the area keep their ground coffee which is collected by council to go into compost and potting mix to go on council gardens, schools and can be collected in bulk by residents.</p> <p>-an education campaign is needed for recycling and kerb side collections, please offer more posters and brochures unit blocks can place on notice boards in other languages not only English. More stickers on bins too.</p> <p>-please take the learnings from other councils already doing the green organic waste collection</p>	<p>Garden organic bin services have been addressed under the Waste Services community consultation project and will be reported separately to Council in March 2021.</p> <p>Council continues support of Responsible Café's programs and enables community connections regarding 'ShareWaste' programs with households and community gardens.</p> <p>A Multi-Unit Dwelling and translated education campaign will be progressively delivered by Council to residents, Strata Managers and/or Building Managers to support waste education. Translated material is currently available in digital format on Council's website and Youtube</p>

	<p>instead of reinventing the wheel</p> <p>Thanks!</p>	<p>channel.</p> <p>Council will ensure future collection services are implemented based on successful case studies and learnings from other Councils to ensure an effective and efficient service for the community.</p>
9	<p>Poorly designed survey.</p> <ol style="list-style-type: none"> 1. Ensure all unit dwellers and single dwellings recycle food waste, not optional 2. Ensure restaurants and supermarkets donate excess food to places like FoodBank, OzHarvest etc 3. Support designout waste products - ensuring a circular economy that packaging is not produced unless it has been recycled first etc 4. Ensure all public bins have options for recycling - some don't in public spaces 5. Where possible use recycled materials for roads and infrastructure projects - ensure Council uses recycled products in landscaping including public seating. 6. Ensure the current strategy is flexible enough to incorporate elements of the NSW Waste Strategy and Plastics Plan, which is due to be out 2021. Have a discussion with DPIE prior to finalising your plan. 7. Facilitate development of a 'Repair and Reuse' cafe, similar to that seen on the North Shore and Inner West - to enable people to repair goods as opposed to throwing away and purchasing a short life product. 	<p>The submission question was open ended enabling the community to provide feedback on the draft Waste Strategy - no applicable comment relating to the contents of the Waste Strategy.</p> <ol style="list-style-type: none"> 1. Food waste services will be trialled with outcomes informing collection arrangements, and case studies for best-practice implementation of a food waste service referred to in the design of such a service so as to minimise contamination risks. . 2. Council currently promotes food reuse services to business within the LGA and undertook a targeted education campaign in July 2020 which included solutions such as OzHarvest and FoodBank. 3. Advocacy for waste avoidance and sustainable design is supported within the draft Waste Strategy. Waste avoidance is the first priority in the waste hierarchy within the Strategy. 4. Council will be undertaking a review of all public bin infrastructure to confirm existing service meet the needs of the community. 5. Council currently participates in reuse projects for roads and infrastructure projects with SSROC and continued participation in reuse activities is supported within the draft Waste Strategy. 6. A review period has been facilitated for the Strategy to enable response to changes at a State level, as State positions are

	8. Promote fast food outlets, supermarkets and restaurants to allow people to buy take-away in own glass container - avoiding the use of plastic.	<p>finalised.</p> <p>7. Council currently provides Reuse and Repair Café's throughout the year, and also makes the Bower Reuse service available via phone. Continued support of reuse initiatives is supported within the draft Waste Strategy.</p> <p>8. Council actively promotes and supports the Responsible Café's program. Continued support of reuse and avoidance initiatives is supported within the draft Waste Strategy</p>
10	Fully support waste and recycling improvements. It will be challenging in unit blocks as many occupants don't seem to be too concerned.	Noted support of the direction of the Waste Strategy and continued need for education in Multi-Unit Dwellings.
11	We would like to return to 2 kerbside clean-ups per year.	Not applicable to the draft Waste Strategy public exhibition. This comment will be noted as part of the Waste Services Community Consultation (reported separately in a report to Council in March 2021).
12	I don't know what you want at this stage.	The submission question was open ended enabling the community to provide broad feedback on the draft Waste Strategy - no applicable comment relating to the contents of the Waste Strategy.
13	At the moment, it is quite difficult for a household to recycle metals. Just a thought, but the Council might want to consider operating a metals drop-off recycling service in the same way as the E-waste drop off operates.	A metal recycling service will be considered within the Waste Services Community Consultation program to guide the new collection contract. A separate metal option may be best provided within the kerbside clean up service in a future collection contract.
14	I believe that Council should continue to provide a scheduled clean up service because it provides certainty for residents, avoids dumping arising from confusion, minimises the time when the unsightly rubbish on the streets and is better for the environment because it allows pickers to take items which can be salvaged.	The clean-up service is a frequently utilised service that is likely to remain a desired service. Comment noted and will be included within the Waste Services Community Consultation program to guide the new collection contract.

15	Waste Management Strategy	The submission question was open ended enabling the community to provide feedback on the draft Waste Strategy - no applicable comment relating to the contents of the Waste Strategy.
16	<p>One concern that I have about waste clean-up is the lack of education of the public as to what and what cannot be recycled. This is very evident during kerb side clean-ups. One solution could be instead of having one truck collect the waste, which would go to land fill, is to have a series of trucks (yes I know this is a greater expense) - one truck to collect e-waste (something no-one seems to recycle); one truck to collect green waste; one truck to collect the discarded cardboard (this is always out on the kerb clean up); and the last truck for the rest of the left-over waste.</p> <p>One method of education is regular letterbox drops (add to council rates notices) - showing pictures/photos of what can & what cannot be recycled.</p> <p>Also add stickers to the yellow bins tell people what can be put in these bins.</p> <p>Finally - conduct regular bin audits to ensure that rate payers are doing the right thing. Leave the rate payer a note giving them praise or advising what was wrong in their bin. This will reinforce the education process.</p>	<p>Increased resource recovery is supported within the draft Waste Strategy. Council is committed to increasing resource recovery and is aware of the improvement to be made with the kerbside clean up service. This comment in support of the kerbside clean up service will be noted within the Waste Services Community Consultation program to guide the new collection contract.</p> <p>The kerbside clean up waste education materials will be progressively reviewed and translated to ensure community engagement. The materials are reviewed regularly and updated in line with best practice. Further, the use of images remains important for communicating simply with the community.</p> <p>Council currently provides education materials to inform residents of how to use dedicated services including stickers, flyers and posters for use in a variety of developments.</p> <p>Contamination management is facilitated by the waste services collection contractor with targeted education occurring to correct contamination of bins.</p>
17	Waste management strategy	The submission question was open ended enabling the community to provide feedback on the draft Waste Strategy - no applicable comment relating to the contents of the Waste Strategy.

17. Overall, the submissions were generally in support of the draft Waste Strategy. There were three submissions lodged by community members who were challenged using the open-ended question. This was despite the submission survey operating as designed and without error throughout the exhibition period and effectively capturing useful submissions from other community members.

18. Given the comments on the Strategy, no change to the contents of the Strategy is required. However, given the exhibition was held in late 2020, the Waste Strategy will be operational from 2021 and thus, the title has been updated to reflect the year it was adopted (Attachment 1) and reflect the 20 year life of the Strategy.

CONCLUSION

19. In summary the content of the community submissions received for the draft Waste Strategy Public Exhibition were positive and in general, supportive, of the vision and the key actions for implementation outlined within the Strategy and this report.
20. On the basis of supportive community feedback being received, the Waste Strategy 2021 is recommended for adoption to guide resource recovery and waste management until the year 2040.

FINANCIAL IMPLICATIONS

21. The development of the draft Waste Strategy has already been funded as part of the Operational Budget 2019/20 and therefore has no financial implications.
22. Key actions outlined within the Waste Strategy are expected to cost \$16.2 million. These actions should be prioritised to ensure resource recovery and sustainable waste management until the year 2040. The \$16.2 million is recommended to be transferred from the Domestic Waste Reserve into a newly created Reserve dedicated to Waste Strategy implementation.

RISK IMPLICATIONS

23. Operational risk/s identified and management process applied.

COMMUNITY ENGAGEMENT

24. Community engagement was conducted in accordance with Council's Community Engagement Policy and as outlined in this report.

FILE REFERENCE

SF21/24, D21/26136

ATTACHMENTS

Attachment [1](#)  Georges River Council Waste Strategy 2021 - 2040



Waste Strategy 2021-2040

Prepared for Georges River Council

8 February 2021



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Georges River Waste Management Strategy	2	Draft	15/06/2020
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Strategy at a glance

Where are we today?

The “Where are we today?” section of the Waste Strategy provides an overview of Georges River Council’s current waste management practices including a review of the current legislation, policy, waste generation, waste composition, waste management contracts, waste management infrastructure and Council’s waste management programs including waste minimisation initiatives and education. It is intended to provide a “snapshot” of the state of waste management within the Local Government Area (LGA) today.

- Georges River Council is a LGA in Sydney, New South Wales (NSW). It is home to an estimated population of just over 156,000 people, residing in approximately 54,000 households. The population is projected to grow to over 188,000 people by 2040.
- Current waste services include residential kerbside collection of general waste, comingled recycling, garden organics and household clean-up materials. Georges River Council also provides kerbside collection of general waste and comingled recycling for businesses in the LGA, on an opt-in basis.
- Georges River Council delivers four Chemical CleanOut events held over six days each year for the disposal of hazardous chemical wastes and has established a drop-off service for tech waste at the Mortdale Council depot every Saturday.
- Total waste and recycling generation for Georges River Council residents is projected to grow from 57,900 tonnes per annum in financial year (FY) 19 to 86,836 tonnes per annum by FY40, based on household growth for the Georges River Council LGA and waste generation growth (kg per household per week) for Georges River Council from FY08 to FY18.
- Total waste and recycling generation for Georges River Council businesses that have opted in for Council’s waste services is projected to grow from 2,132 tonnes per annum in FY19 to 3,130 tonnes per annum by FY40, based on waste generation growth observed for Georges River Council commercial waste collected from FY15 to FY19.
- Of the 57,900 tonnes of waste generated by Georges River Council residents in FY19, approximately 24,000 tonnes were recycled through comingled recycling and garden organics services. This is a recycling rate of 41%, same as 41% average recycling rate for the NSW Metropolitan Levy Area in FY17 and above the Southern Sydney Regional Organisation of Councils (SSROC) average of 40% (latest available data).
- Total waste and recycling generation per capita for Georges River Council residents was 0.38 tonnes in FY19. This is less than the average generation of 0.51 tonnes per capita in FY17 for the NSW Metropolitan Levy Area. This suggests Georges River Council residents are consuming less per person than their peers in similar regions of NSW, or residents are disposing of waste through means other than Council’s kerbside collections and household clean-up collections.
- Georges River Council administers a number of contracts for waste collection and processing services. The contract for collection and processing of all waste streams (including public place litter bins) is due to expire in 2023, except the contract for processing general waste (from former Kogarah only) which expires in 2027.

Where do we want to go to?

The vision for the 19-year period (2021 to 2040) considered under this strategy is:

To continually improve on a reliable environmentally and economically sustainable waste management system for Georges River Council residents.

Specially, three themes are envisioned:

1. Improve amenity and environmental management

- To improve the community's experience of Council's waste services and foster pride in the local community through increased resource recovery rates and reduced occurrences of illegal dumping and littering.

2. Optimise waste management costs and foster adaptive waste management contracts

- To provide waste management services to the residents of Georges River Council at the lowest possible cost which is consistent with the reliability and environmental sustainability of those services.
- Develop contracts for waste management services which will allow Georges River Council to adapt to any changes in waste management technology and regulations.

3. Support and implement innovative waste management initiatives

- To deliver significant waste management outcomes through joint procurement of vital waste infrastructure and engagement in research projects in partnership with stakeholders such as SSROC and the waste management industry.

Strategic objectives were developed to translate the vision and themes into measurable goals.

How do we get there?

Thirty six (36) potential options were identified to address the strategic objectives over the next four years (2021 to 2025). These options were then assessed to select the key actions for the action plan.

The final list of sixteen (16) actions selected to address the strategic objectives of the waste strategy for commencement over the next four years are:

1. Trial and if successful then implement food organics and garden organics (FOGO) collections for all single unit dwellings (SUDs) and opt in service for multi-unit dwellings (MUDs) and businesses;
2. Develop and implement an education campaign to move recyclables from the general waste bin into the recycling bin and reduce contamination in the recycling bin;
3. Conduct competitive tender processes (potentially through joint procurement) for upcoming collection and processing contracts;
4. Draft flexible contracts for future general waste and recycling bins for processing/disposal to allow Council to transition alternate processing/disposal options such as Energy from Waste (EfW);
5. Finalise and publish the waste management conditions in the Georges River Council Development Control Plan;
6. Develop a new database to compile all relevant waste management contract information in one place and require all new waste management contracts to have specific reporting requirements to ensure the Waste Service Provider captures the necessary data and it is clearly presented;
7. Continue to monitor and apply for NSW and Commonwealth government grants to improve waste management outcomes for Georges River Council;

8. Undertake direct community consultation to inform the waste services tendered for after 2021;
9. Develop a contamination management procedure with the recycling collections and processing contractors to reduce contamination in the recycling bin (average contamination rate of 32.6%) and FOGO trial through the use of enforcement policies such as the 3-strike rule with a focus on MUDs;
10. Conduct a review to determine if the existing Georges River Council resources to combat illegal dumping are sufficient to meet the desired targets for the local environment detailed in the Community Strategic Plan including an assessment of the value for money of Council's partnership with the local Regional Illegal Dumping (RID) squad;
11. Conduct an assessment of Council's litter management infrastructure to prevent the occurrence of litter items and to capture them before entering the environment including a review to determine optimal placement and sufficient capacity of public place litter bins and gross pollutant traps;
12. Investigate user pay principles for residential and commercial waste collections (including additional household cleanup material collections) to incentivise waste minimisation;
13. Document and report the climate change benefits associated with capturing the embodied energy of recyclables and of diverting organics from landfill;
14. Develop a regional commercial food collection contract and develop local policies to maximise commercial food diversion from landfill;
15. Develop a regional policy and review collective procurement arrangements for alternative waste technologies (Anaerobic Digestion (AD), pyrolysis etc.) and EfW; and
16. Develop a regional Sustainable Procurement Policy with partners (SSROC) which requires minimum percentage recycled content in construction contracts, preferentially purchases local content (compost etc.) and imbeds recycled content (e.g. glass) into road building contracts.

How will the strategy be implemented?

- The strategy will be implemented in a staged manner, beginning with the most urgent actions. The need to allow the community to 'settle into' changes and plan for funding arrangements, also informed the staged implementation of the strategy.
- The detailed steps required for of the identified actions are listed in the Action Plan (Section 4.1).
- The timeline for the implementation of the identified actions is provided in the Implementation Timeline (Section 4.2).

How to measure success

- Success will be measured to ensure that the action plan is achieving the strategic objectives.
- It is proposed that progress reports be prepared on a six-monthly basis in the first two years, followed by annual progress reports, to summarise the progress made towards implementing the 2021 to 2025 action plan.
- The progress reports will assess the timeliness of implementation, measurable changes in waste performance (resource recovery and contamination rates), community response to implemented actions and the efficiency of spending.
- In 2025, Georges River Council will identify and assess the actions required in the next five years (2025 to 2030) to continue to improve waste management outcomes.

Glossary

Terminology	Description
ABS	Australian Bureau of Statistics
AD	Anaerobic Digestion
AWT	Alternative Waste Treatment
CDS	Container Deposit Scheme
CPI	Consumer Price Index
CRC	Community Recycling Centre
EfW	Energy from Waste
EPA	Environment Protection Authority
EPR	Extended Producer Responsibility
ERF	Emissions Reduction Fund
FOGO	Food Organics and Garden Organics
GO	Garden Organics
GEORGES RIVER COUNCIL	Georges River Council
KPI	Key Performance Indicator
LGA	Local Government Area
LSPS	Georges River Council Local Strategic Planning Statement 2040
MBT	Mechanical Biological Treatment
MRF	Materials Recovery Facility
MUD	Multi Unit Dwelling
MWOO	Mixed Waste Organic Outputs
NWP	National Waste Policy
POEO Act	Protection of the Environment Operations Act 1997
SSROC	Southern Sydney Regional Organisation of Councils
SUD	Single Unit Dwelling
TAC	Technical Advisory Committee
WARR	Waste Avoidance and Resource Recovery

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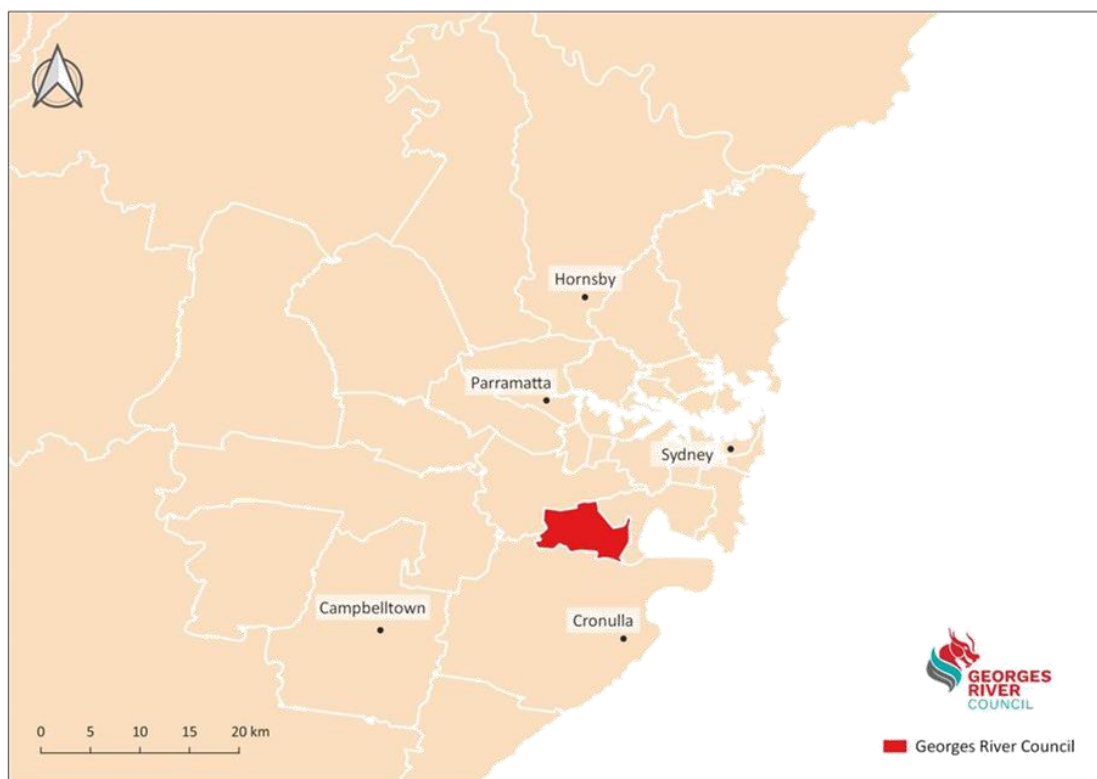
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1 Where we are today

1.1 Population and demographics

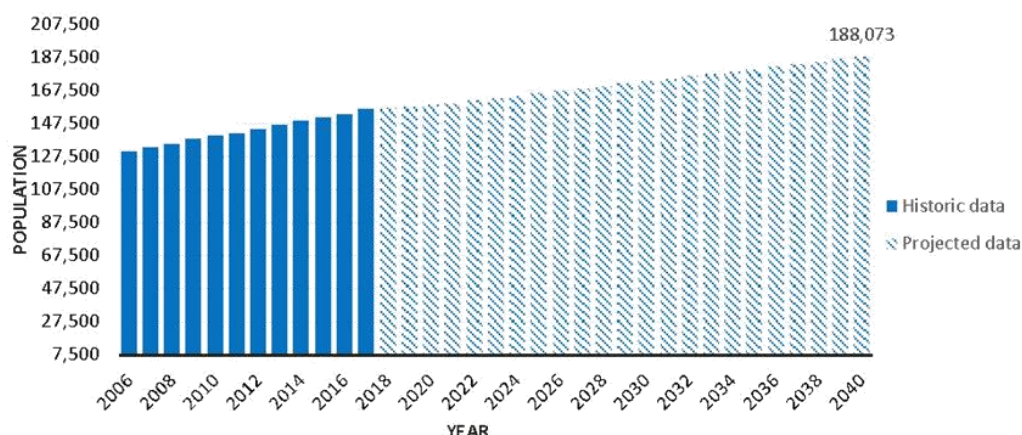
Georges River Council is a Local Government Area (LGA) covering approximately 38 square kilometres in the south of Sydney, NSW (Figure 1).

Figure 1: Location of Georges River Council in Sydney, NSW



The Australian Bureau of Statistics' (ABS) latest available dataset estimated Georges River Council's resident population at 156,293 in 2017, an increase of 25,707 people since 2006 (ABS, 2017). Resident population is estimated to grow to 188,000 people by 2040 (Figure 2). Current population density is 4,123 persons per square kilometre and is projected to be 4,903 persons per square kilometre by 2040. Particular areas of Georges River Council, such as the Kogarah North Precinct are planned to have higher levels of population density in the future.

Figure 2: Georges River Council historic and projected population 2006 – 2040



Source data: ABS (2017) and NSW Department of Planning and Environment (2016)¹

The average household size for Georges River Council is 2.9 persons and with 51,987 households in the LGA in 2016 (ABS, 2016). The breakdown of private dwelling types for 2016 is provided in Table 1. The increased development of residential dwellings especially within key precincts around the railway stations at Hurstville and Kogarah is expected to significantly increase the proportion of residents in Georges River Council that live in high-rise multi-unit dwellings (MUDs).

Table 1: Breakdown of occupied private dwellings in Georges River Council among different dwelling types (ABS, 2016)

Dwelling type	Proportion of occupied private dwellings
Single-unit (SUD)	53.8%
Semi-detached	11.6%
Multi-unit (MUD)	33.6%
Other	0.6%
Rounding difference	-0.3%

The median age of the Georges River Council population is 37 years (ABS, 2016). Georges River Council residents are culturally and linguistically diverse, with only 42% of the population speaking only English at home. The five most common languages spoken at home other than English in order of most to least prevalent are Mandarin, Cantonese, Greek, Arabic and Nepali (ABS, 2016). As Georges River Council residents come from a linguistically diverse background this makes it more challenging to educate residents to reduce contamination in their recycling and garden organics waste bins.

Georges River Council is currently drafting a new Local Environment Plan (LEP) and Development Control Plans (DCP) to standardise the planning controls across the LGA. There are currently multiple planning

¹ NSW Department of Planning and Environment project population until 2036. Projections from 2036 and 2040 have been extrapolated based on a linear growth rate of 0.8%, as seen between 2031 and 2036 projections.

instruments to follow depending on the location of the development and the waste management requirements vary widely across the region. The new LEP and DCP documents will establish clear waste management guidelines for each dwelling type which will be consistent for the whole Georges River Council region.

Georges River Council is a member of Southern Sydney Regional Organisation of Councils (SSROC). SSROC is a voluntary group of councils covering nearly 679 square kilometres in Sydney's southern suburbs, eastern suburbs, central business district, and inner west (Figure 3) with a combined population of approximately 1.6 million people (ABS, 2018).

SSROC allows for member councils (listed below) to approach problems, opportunities and challenges shared across the region as a co-operative which can pool resources to benefit the region as well as the individual member council and its community. SSROC has an active waste management working group which delivers improved waste management outcomes for the region, such as a joint tender for waste audit services and publishing a Regional Waste Avoidance and Resource Recovery Strategy.

SSROC member councils include:

- Bayside Council
- Burwood Council
- Canterbury Bankstown
- City of Canada Bay
- City of Sydney
- Georges River Council
- Inner West Council
- Randwick City Council
- Sutherland Shire Council
- Waverly Council
- Woollahra Municipal Council.

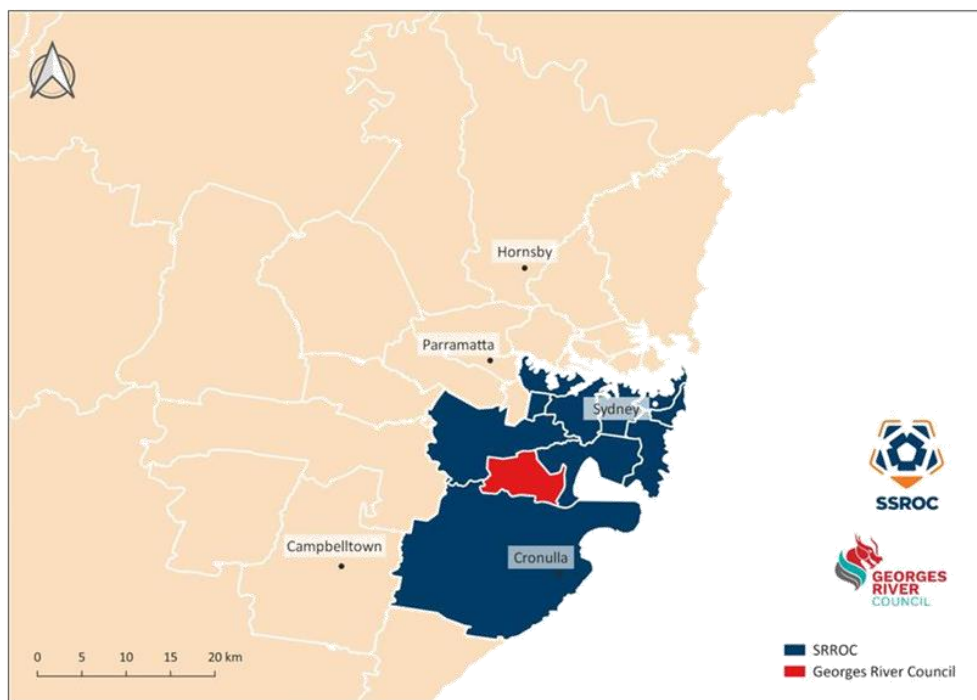


Figure 3: Location of Southern Sydney Regional Organisation of Councils (SSROC) in Sydney, NSW

1.2 Government policy

Policy and regulatory framework

1.2.1 National

The Commonwealth Government has limited constitutional powers to engage directly in local waste management issues. This responsibility rests largely with State, Territory and local governments.

1.2.1.1 National Waste Policy

The Australian Government prepared a National Waste Policy (NWP) in 2018 to encourage a shift away from a linear economy and 'take, make, use, dispose' behaviours to a circular economy where the system maintains the value of resources for as long as possible². The policy provides five principles and fourteen strategies to underpin and guide waste management, recycling and resource recovery in a circular economy. The principles and strategies are non-binding. The policy does not set any resource recovery targets. The only area of measurable action from the 2018 NWP and 2009 NWP is in relation to Extended Producer Responsibility Schemes (EPR) (see section 1.2.1.2).

The Australian Government then published the National Action Plan³ which create targets and actions formulated in the 2018 NWP, including the waste export bans. The targets and actions detailed in the National Action Plan include the following:

² Commonwealth of Australia (2018), 2018 National Waste Policy: less waste more resources, <https://www.environment.gov.au/system/files/resources/d523f4e9-d958-466b-9fd1-3b7d6283f006/files/national-waste-policy-2018.pdf>

³ <https://www.environment.gov.au/protection/waste-resource-recovery/publications/national-waste-policy-action-plan>

- ban the export of waste plastic, paper, glass and tyres, commencing in early 2021;
- reduce total waste generated in Australia by 10% per person by 2030;
- 80% average recovery rate from all waste streams by 2030;
- significantly increase the use of recycled content by governments and industry;
- phase out problematic and unnecessary plastics by 2025;
- halve the amount of organic waste sent to landfill by 2030; and
- make comprehensive, economy-wide and timely data publicly available to support better consumer, investment and policy decisions.

The National Action Plan has set a high standard for resource recovery outcomes for the next 15 years, however, minimal federal funding has been announced to date to achieve these targets.

The Commonwealth Government announced in November 2019 that Australia will ban the export of waste plastic, paper, glass and tyres, that have not been processed into value added materials. The bans which have been legislated under the *Recycling and Waste Reduction Act 2020 (Cwth)* will be staged as follows:

- All waste glass by January 2021;
- Mixed waste plastics by July 2021 and unprocessed single plastic polymers by July 2022;
- All whole tyres including baled tyres by December 2021; and
- Remaining waste products, including mixed paper and cardboard, by no later than June 2024.

The waste export bans have the potential to impact on Georges River Council's comingled recycling in the short term, likely in the form of increased processing costs for the upcoming comingled recycling contract. Georges River Council's current comingled recycling collection contract states that Suez owns the contents of the comingled recycling bin once collected, hence Council is not impacted under the current contract.

1.2.1.2 Extended Producer Responsibility Schemes

EPR) policies engage producers and others involved in the supply chain of a product to take responsibility for the environmental, health and safety footprint of products they produce.

Following the adoption of the first NWP in 2009, the Commonwealth *Product Stewardship Act 2011* was introduced to provide the framework for EPR schemes. The Act creates three types of schemes:

- Mandatory schemes;
- Co-regulatory schemes; and
- Voluntary schemes (either accredited or not).

There are no mandatory schemes created under the Act, and one co-regulatory scheme (the National Television and Computer Recycling Scheme). Most EPR schemes are voluntary, and include programs for:

- Mobile phones (MobileMuster, an accredited scheme);
- Fluorescent lamps (Fluorocycle, an accredited scheme);
- Tyres (Tyre Stewardship Australia);
- Agricultural chemical containers (DrumMuster);
- Paint (Paintback);
- Used Oil (Product Stewardship for Oil Scheme – PSO);
- Mattresses (Soft Landing Product Stewardship Scheme);

- PVC (PVC Stewardship); and
- Newspapers.

The Commonwealth Government establishes a “product list” every year, containing the products that it is considering for some form of EPR scheme. The 2017-18 list includes:

- Plastic microbeads and products containing them;
- Batteries;
- Photovoltaic systems;
- Electrical and electronic products; and
- Plastic oil containers.

The Act is currently under review, including the “product list” process.

Georges River Council holds four Chemical CleanOut events over the course of six days each year to allow residents to dispose of unwanted chemicals, paints, oils and other hazardous items which cannot be placed in the kerbside bins at the Mortdale Depot. Many of the hazardous wastes collected at the Chemical CleanOut events are captured under the EPR schemes listed above such as Paintback for paints and Flurocycle for fluorescent lamps.

Many of these hazardous waste items can also be disposed of at the nearby Suez’s Rockdale Resource Recovery Facility or Suez’s Lucas Heights Resource Recovery Facility. Both of these facilities co-operate with the EPR scheme operators for the collection of these wastes.

Georges River Council offers a free tech-waste recycling service to residents, small businesses and schools every Saturday at Council’s Mortdale depot. Items such as televisions, laptops/computers, electrical cables and printers (including toner/ink cartridges) can be dropped off free of charge.

1.2.1.3 The Emissions Reduction Fund

The Commonwealth Government purchases lowest cost abatement (in the form of Australian Carbon Credit Units (ACCUs)) from a wide range of sources through the \$2.5 billion Emissions Reduction (ERF). This provides an incentive to businesses, households and landowners to reduce emissions.

In order to participate in the ERF, project proponents must carry out a project in accordance with a methodology determination to appropriately estimate abatement from certain activities.

Approved methods for the waste and recycling sectors include:

- Landfill gas capture and destruction;
- Alternative Waste Treatment (AWT)⁴; and
- Source Separated Organics.

The waste sector has provided a substantial amount of abatement under the ERF. ACCU’s would be generated from Georges River Council’s waste, which is processed at the Woodlawn Bioreactor AWT, however, under the current contract Council receives no benefit from the ERF for its waste activities.

⁴ This may be under review due to the NSW EPA’s position to no longer allow the use of Mixed Waste Organic Outputs (MWO) as a soil amendment on agricultural, mining rehabilitation or forestry land.

If Georges River Council were to implement a source separated organics program such as commercial food waste or residential food organics and garden organics (FOGO), Council may be able to negotiate with the waste services provider a share of potential benefits received from the ERF.

1.2.2 State

The NSW Government administers the waste regulatory framework through the State's primary environment protection legislation, the *Protection of the Environment Operations (POEO) Act 1997*, together with the *Waste Avoidance and Resource Recovery (WARR) Act 2001* and the *Protection of the Environment Operations (Waste) Regulation 2014*. These key statutes contain the requirements for managing, storing, transporting, processing, recovering and disposing of waste.

1.2.2.1 Protection of the Environment Operations (POEO) Act 1997

The POEO Act aims to reduce risks to human health and prevent the degradation of the environment by the use of mechanisms that promote pollution prevention, the elimination of harmful wastes, the reduction in the use of materials and the re-use and recovery or recycling of materials.

All waste facilities utilised by Council need to be appropriately licensed under the POEO Act, and the onus of proof rests with waste generators (i.e. Council) to ensure that a site receiving its waste is appropriately licensed.

1.2.2.2 The Waste Levy

The Waste Levy applies to the regulated area of NSW, of which Georges River Council is included. Landfills in regulated areas are required to pay a contribution for each tonne of waste received at the facility. This aims to drive a reduction in the amount of waste being landfilled and promote recycling and resource recovery.

The Waste Levy is currently set at \$143.60/tonne. Under current regulations, the levy will increase every year in line with CPI. NSW's waste levy is firstly allocated into consolidated revenue and later awarded to waste programs and the administration of the NSW EPA through funding bids to treasury. The key waste program in NSW is the \$802m Waste Less Recycle More (WLRM) program administered by the NSW EPA and NSW Environmental Trust. The WLRM program accounts for on average approximately \$100 million or 16% of the waste levy revenue per year since its introduction in 2012.

Table 2: Metropolitan Waste Levy

Period	Metro levy (per tonne)	Approximate waste levy paid by Council
2016-2017	\$135.70	\$ 1,967,115
2017-2018	\$138.20	\$ 5,061,846
2018-2019	\$141.20	\$ 4,835,390
2019-2020	\$143.60	Last financial year

1.2.2.3 Waste Avoidance and Resource Recovery Act 2001

The *Waste Avoidance and Resource Recovery Act 2001* (WARR Act) is the primary Act governing resource recovery in NSW. The objectives of the WARR Act are to promote:

- The most efficient use of resources, including resource recovery and waste avoidance;
- A reduction in environmental harm, including pollution through waste;
- A consideration of the resource management hierarchy through avoidance of unnecessary resource consumption and disposal; and
- Resource recovery, which includes reuse, reprocessing, recycling and energy recovery.

The WARR Act defines the Waste Hierarchy (Figure 4), which ranks waste management options in order of general environmental desirability. Generally, the higher waste is managed up the hierarchy, the lower the impact and risk to the environment and communities. The waste hierarchy is intended for use alongside other assessment tools, such as cost benefit analysis, to guide decision-making.

Figure 4: Waste Avoidance and Resource Recovery Act Waste Hierarchy



Source: *Waste Avoidance and Resource Recovery Act 2001*

1.2.2.4 NSW Waste Avoidance and Resource Recovery Strategy 2014–21

The NSW Waste Avoidance and Resource Recovery Strategy 2014–21 (WARR Strategy) provides a framework for waste management in NSW. Development of a WARR Strategy, including targets for waste reduction, resource recovery and the diversion of waste from landfill disposal, is required under the WARR Act.

The following targets have been set to be achieved by 2021/22:

- Avoiding and reducing the amount of waste generated per person in NSW;
- Increasing recycling rates to 70% for municipal solid waste;
- Increasing recycling rates to 70% for commercial and industrial waste;

- Increasing recycling rates to 80% for construction and demolition waste;
- Increasing waste diverted from landfill to 75%;
- Managing problem waste better, establishing 86 drop-off facilities and services across NSW;
- Reducing litter, with 40% fewer items (compared to 2012) by 2017; and
- Combating illegal dumping, with 30% fewer incidents (compared to 2011) by 2017.

The WARR Strategy guides the development of Council's resource recovery targets. Council will also keep abreast of developments in Waste Less Recycle More (WLRM) funding and have the opportunity to apply for funding to support and augment any of the described actions in order to achieve its objectives more efficiently.

1.2.2.5 NSW 20-Year Waste Strategy

The NSW Government is currently developing a new *20-Year Waste Strategy for NSW* which will set new targets and new waste initiatives out to 2040, the draft strategy is expected to be published in the first half of 2021. The discussion paper the *20-Year Waste Strategy for NSW* has set four key directions for the new strategy which are:

1. Generate less waste by avoiding and 'designing out' waste, to keep materials circulating in the economy.
2. Improve collection and sorting to maximise circular economy outcomes and lower costs.
3. Plan for future infrastructure by ensuring the right infrastructure is located in the right place and at the right time.
4. Create end markets by fostering demand for recycled products in NSW (particularly glass, paper, organics, plastics and metals) so that recovered materials re-enter our economy and drive business and employment opportunities.

1.2.2.6 Waste Less Recycle More Initiative

The WLRM grant program provides funding for organisations to improve their management of waste and recovery of resources.

Phase 1 of WLRM provided \$465.7 million over the period July 2012 to June 2017, focusing on funding new, large-scale waste and recycling infrastructure, recycling facility upgrades, drop off centres, food and garden organics processing and recycling innovations. Phase 2 of WLRM commenced on 1 July 2017, with the capacity to award \$337 million over 4 years. Priorities have already been outlined with a number of funding areas being potentially relevant to Council:

- Local government waste and resource recovery – \$70 million;
- Illegal dumping prevention and waste enforcement – \$65 million;
- Household problem waste – \$57 million;
- Waste and recycling infrastructure – \$48 million;
- Organics infrastructure – \$35.5 million;
- Litter prevention and enforcement – \$30 million;
- Business recycling – \$22.5 million;
- Recycling innovation – \$5 million; and
- Heads of Asbestos Co-ordinating Authorities – \$4 million.

1.2.2.7 Waste and Resource Recovery (Container Deposit Scheme) Regulation 2017

The *Waste and Resource Recovery (Container Deposit Scheme) Regulation 2017* provides the framework for the implementation and operation of the Container Deposit Scheme (CDS), established under Part 5 of the WARR Act, which was implemented on 1 December 2017.

The CDS is a product stewardship scheme for eligible beverage containers. Under the scheme, a deposit of 10c/container is refunded to consumers in return for eligible beverage containers sold in NSW. The CDS only covers a selection of beverage containers (eligible containers), specifically those that are typically consumed away from home and likely to end up as litter. This deposit can be redeemed by presenting eligible containers at designated collection depots. The Scheme Coordinator (Exchange for Change) manage scheme payments, establish key agreements required for the operation of the scheme, conduct auditing and verification. The Network Operator (TOMRA-Cleanaway) establishes and manages Collection Points and ensures redeemed beverage containers are ultimately recycled.

Georges River Council has one Return and Earn Reverse Vending Machine at Carss Bush Park, Carss Park. One additional Return and Earn Reverse Vending Machines is planned for the local area.

Georges River Council agreed to a 50:50 split of the CDS refunds for all co-mingled recycling tonnages collected and processed by Suez for Council from August 2019. The legislation relating to CDS provides for MRF operators to claim refunds for the eligible containers processed via kerbside recycling. The two methods for estimating the number of eligible containers processed are:

- a. The weighing method; and
- b. The direct count method.

Suez uses the weighing method to claim refunds for eligible containers. Where a MRF operator makes a refund claim using the weighing method, the estimated number of eligible containers processed is based on the weight of the output material type delivered from the MRF for reuse or recycling and the eligible container factor (ECF) for the material. The EPA determines the ECFs for each quarter based on a range of data, but predominantly from the sampling of MRFs. These ECFs are then applicable to all MRFs in NSW claiming refunds using the weighing method. Therefore, whilst CDS audits can provide an indication of the change of CDS eligible containers placed in the recycling bin or general waste bin it does not directly relate to the expected CDS refund for Georges River Council. Any future comingled recycling contracts should include an equitable mechanism to ensure an appropriate level of risk-sharing between Georges River Council and the nominated processor.

1.2.2.8 Changes to use of Mixed Waste Organic Outputs (MWOO)

Alternative Waste Treatment (AWT) or Mechanical Biological Treatment (MBT) facilities process mixed waste or garbage from municipal and sometimes commercial sources. Their main product output is a compost-like material known as 'mixed waste organic outputs' (MWOO), which have been generally used in mine rehabilitation, forestry plantations and agriculture in NSW. Georges River Council general waste collected from the former Kogarah Council area is contracted to be processed by the Veolia MBT in Woodlawn (near Goulburn) via rail from the Banksmeadow Transfer Station.

In May 2018, a Technical Advisory Committee (TAC) convened by the NSW Environment Protection Authority (EPA) recommended that MWOO was not suitable for use on broadacre agricultural or

horticultural soils (TAC 2018). As a result, in October 2018, the EPA changed its regulations to temporarily prohibit the application of MWOO to land, having the effect of driving it to landfill. The EPA was continuing the review process into the application of MWOO to land until October 2019 when it announced that it does not intend to allow MWOO to be applied to land on agricultural, mining and forestry land.

The NSW Government has since October 2018 provided funding to minimise risks in disruptions to kerbside collection services and ensure additional costs caused by the ban do not impact councils and ratepayers. The NSW Government has guaranteed to continue this funding until May 2021. If the funding is terminated, disposal costs will significantly increase and Georges River Council may need to renegotiate their AWT processing contract for former Kogarah residents.

As part of this announcement the NSW EPA presented a \$6.5 million package for funding to investigate and develop new products from MWOO or to facilitate the transition of the AWT/MBT facilities to FOGO processing facilities. If the AWT/MBT facilities were to transition to FOGO processing facilities, Georges River Council would need to transition the current garden organics kerbside service to a FOGO service. For Georges River Council to transition to a FOGO kerbside service, Council would need to implement a thorough education program to residents and businesses (using the kerbside service) on the changes.

1.3 Georges River Council policy and strategy framework

1.3.1 Georges River Local Strategic Planning Statement 2040

Georges River Council has articulated its long-term vision for the Georges River Area after consultation with the community to develop the Georges River Local Strategic Planning Statement 2040. The Statement details five strategic themes and planning priorities shaped by the community to guide Georges River Council's goals and operations moving forward. The five themes are:

1. Access and Movement;
2. Infrastructure and Community;
3. Housing and Neighborhoods;
4. Economy and Centres; and
5. Environment and Open Space.

Waste management and recycling targets and strategies are mostly captured under the Environment and Open Space theme. The main target for Georges River Council's waste management and recycling operations is to increase the "proportion of all waste diverted from landfill to at least 70%" from a current baseline of 52%. The Georges River Council Local Strategic Planning Statement 2040 states the baseline was 52%, however, due to the ban of MWOO products being applied to land (Section 1.2.2.8), the landfill diversion rate has dropped to 41%.

1.3.2 SSROC Regional Waste Avoidance and Resource Recovery Strategy

In 2017, SSROC was provided funding by the NSW EPA to update the Regional Waste Avoidance and Resource Recovery Strategy which was originally prepared in 2013. This strategy details the framework to 2021 for the member councils of SSROC to reduce waste, increase recycling and recovery rates, and address illegal dumping, litter and problem waste. The strategy details five key strategic actions to improve waste management and recycling outcomes for SSROC and its member councils; these five actions are:

1. Avoiding and Reducing Waste;

2. Recovering Resources;
3. A Healthy Region;
4. Reducing Illegal Dumping; and
5. Litter Prevention.

Georges River Council is fully supportive of SSROC initiatives and actions highlighted above to improve waste management services for the region through combined procurement to maximise contract outcomes and engage waste management companies to invest in best practice infrastructure. Georges River Council as a member council of SSROC will allow for additional investment into research and education for local businesses and residents in areas such as waste avoidance.

Two examples of Council working with SSROC is the new kerbside clean-up materials processing contract and the joint procurement of kerbside bin audits. Georges River Council is adding their buying power with other SSROC councils in order to maximise the resource recovery potential and ensure Council achieves value for money for the new kerbside clean-up materials contract term.

1.4 Waste and resource recovery collection summary

Georges River Council provides a kerbside collection service to residents and some businesses in the LGA for general waste, recycling waste, garden organics waste and household clean-up materials. In September 2019, this included approximately 54,000 households (32,500 SUDs and 21,500 MUDs) each assumed to have one bin per waste stream, and 1,902 businesses. Table 3 summarises the kerbside waste collection services provided by Georges River Council.

In addition, all residents have access to a drop-off service for tech waste every Saturday at Council's Mortdale Depot and a Return and Earn Reverse Vending Machine at Carss Bush Park. Residents can also dispose of household chemicals through the four Chemical CleanOut events that are held over six days per year.

MRA has utilised the Georges River Council dataset for the purpose of developing this Waste Strategy.

Table 3: Summary of waste services provided to Georges River Council residents (Single Unit Dwelling, SUD; Multi Unit Dwelling, MUD) and businesses

Collection service	User	Tonnes collected (FY 2018-19)	Bin size options	Service frequency	Collector
Garbage	SUD		120L 240L	Weekly	Suez
	MUD	28,354	660L Kogarah 1100L Hurstville and Kogarah	Twice weekly for former Hurstville Weekly for former Kogarah	
	Business	2,132	240L 1100L	Up to twice weekly for former Hurstville Weekly for former Kogarah	
Comingled recycling	SUD		240L	Fortnightly	Suez
	MUD	11,912	240L	Weekly	
	Businesses (optional for Hurstville)	Not distinguishable	240L	Weekly	
Garden organics	SUD		240L	Fortnightly	Suez
	MUD (on request)	11,751	240L	Fortnightly	
Kerbside clean-up materials	SUD & MUD	5,890	3 m ³ pile	Twice per year	Suez

1.5 Waste and resource recovery contracts

Georges River Council administers a number of contracts for the collection, processing and disposal of their numerous waste streams. The following contracts are currently in place (Table 4):

Table 4: Georges River Council waste management contracts summary

Contract Description	Operator	Expiration Date
Collections contract for all residential and commercial waste services across Georges River Council ⁵	Suez	2023
Processing and disposal contract for general waste from former Hurstville only, organics from all Georges River Council, and litter from former Kogarah only	Suez	2023
Processing and disposal contract for general waste from former Kogarah	Veolia	2027
Processing and disposal contract for household clean-up materials from Georges River Council	Bingo	2027
Collection and processing of public place litter bins	Suez	2023

1.6 Waste and resource recovery data, composition and performance

1.6.1 Waste and resource recovery data

Residential waste collections

In financial year 2018-19, Georges River Council collected approximately 57,900 tonnes of waste through residential kerbside collections of which approximately 23,600 tonnes was recycled (comingled recycling and garden organics). Former Kogarah residential garbage is contracted for processing at Veolia's AWT facility at Woodlawn (near Goulburn) via the Banksmeadow Transfer Station. The recent EPA ban on the application of AWT organics to land is likely to have an impact on this contractual relationship unless Veolia can secure a special exemption for the use of this material. Former Hurstville residential garbage is disposed at the Lucas Heights Smart Cell landfill operated by Suez.

As identified in a 2019 kerbside waste audit, weekly household generation of general waste, comingled recycling and garden organics differs greatly between SUDs and MUDs in Georges River Council (APC, 2019). Table 5 shows the breakdown of weekly household general waste, comingled recycling and garden organics generation for both dwelling types. General waste generation represents over half the total waste generation from both SUDs and MUDs by weight. This highlights the opportunity to remove further recyclable material from the general waste stream by working with residents to encourage greater use of the comingled recycling and garden organics bin.

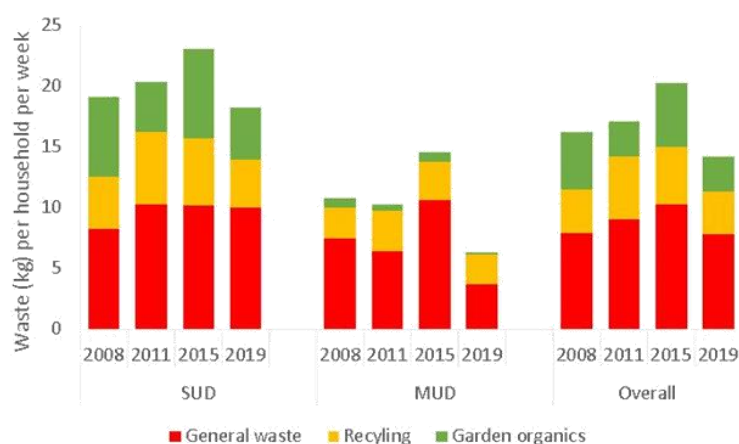
⁵ GEORGES RIVER COUNCIL does not have a processing contract for the comingled recycling waste stream because under the comingled recycling collection contract Suez owns the contents of the comingled recycling bins once collected. This contract insulates GEORGES RIVER COUNCIL from any increases in processing costs due to the reduction of value of recycled commodities e.g. significant comingled recycling processing costs due to China National Sword waste import regulation changes.

Table 5: Georges River Council residential waste and recycling generation for single-unit and multi-unit dwellings

Waste type	Single-unit dwelling	Multi-unit dwelling
	Kilograms per household per week	
General waste	10.0	3.7
Comingled recycling	4.0	2.5
Garden organics	4.3	0.1
Total	18.3	6.3

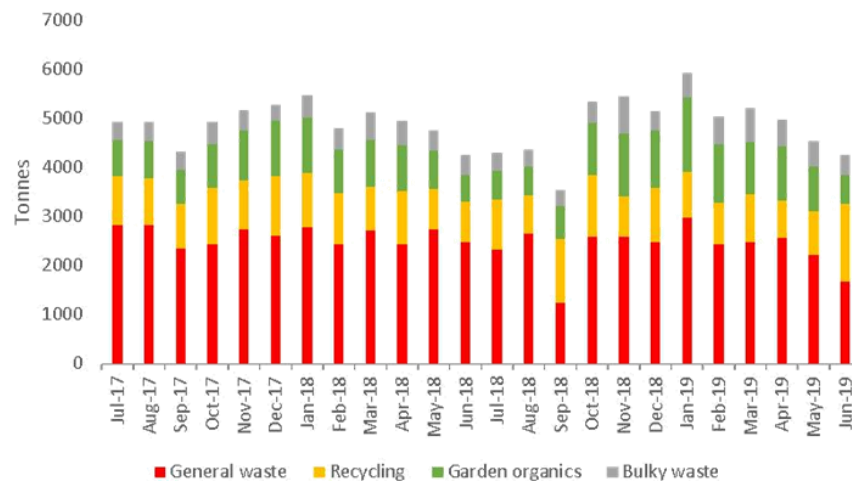
When compared to previous kerbside waste audits, the quantity of comingled recycling and garden organics collected per household per week has decreased since 2008 across both MUDs and SUDs (APC, 2019; Figure 5). General waste has remained approximately constant in SUDs and decreased in MUDs by approximately 65% since 2015.

Figure 5: Household weekly waste generation 2008 – 2019



Seasonal fluctuations in garden organics are seen in Georges River Council, with higher generation observed in summer months compared to winter months for the past two financial years (Figure 6).

Figure 6: Georges River Council residential kerbside services tonnes per month July 2017 – June 2019



1.6.2 Projected waste and recycling generation

Residential waste and recycling generation has been projected for Georges River Council to FY40 using:

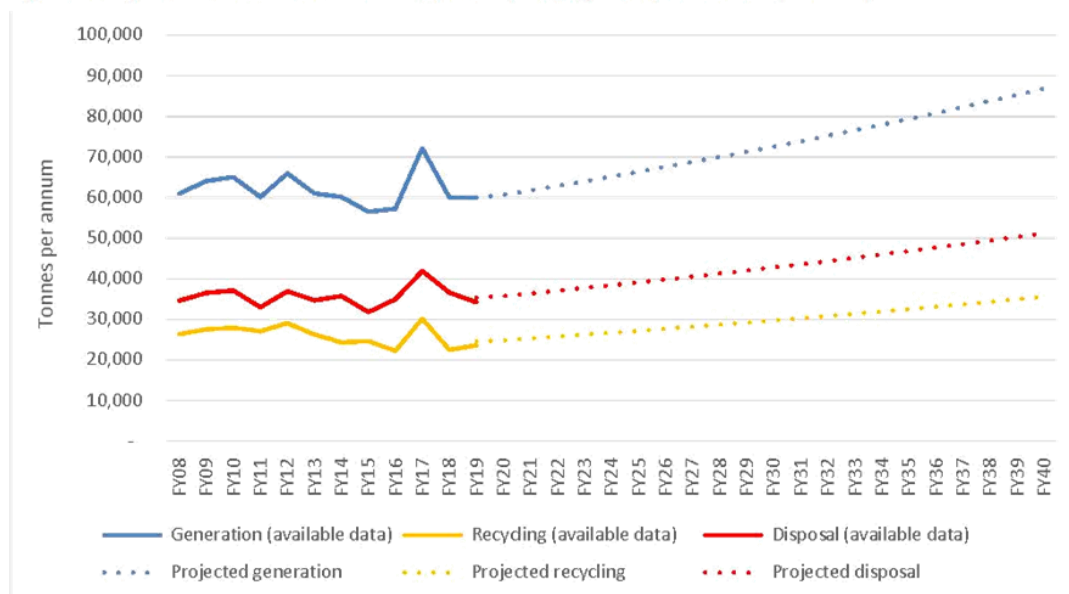
- The rate of household growth in Georges River Council; and
- The rate of growth of waste generation (kg per household per week) for Georges River Council from FY08 to FY18.

These projections estimate that waste generation for Georges River Council residents in FY20 (1 July 2019 – 30 June 2020) will be approximately 60,687 tonnes and will reach approximately 86,836 tonnes per annum by FY40, and recycling generation for residents will be 24,882 tonnes in FY20, reaching 35,603 tonnes in FY40 (Figure 7).

It should be stressed that these are theoretical projections based upon average growth rates of waste generation (kg per household per week) in Georges River Council from FY08 to FY18. In recent years, the rate has declined and so this average growth rate may not adequately reflect the impact of State and Local Government waste reduction campaigns. The forecast should be revisited regularly and reviewed in terms of actual growth rates experienced in the future when longer term data becomes available.

There is current uncertainty around government policy relating to resource recovery for materials processed at Alternative Waste Treatment facilities. Therefore, for the purposes of projecting Georges River Council disposal and recycling, it has been assumed that all general waste will go to landfill.

Figure 7: Georges River Council residential waste generation, recycling and disposal forecast (FY08-FY40)



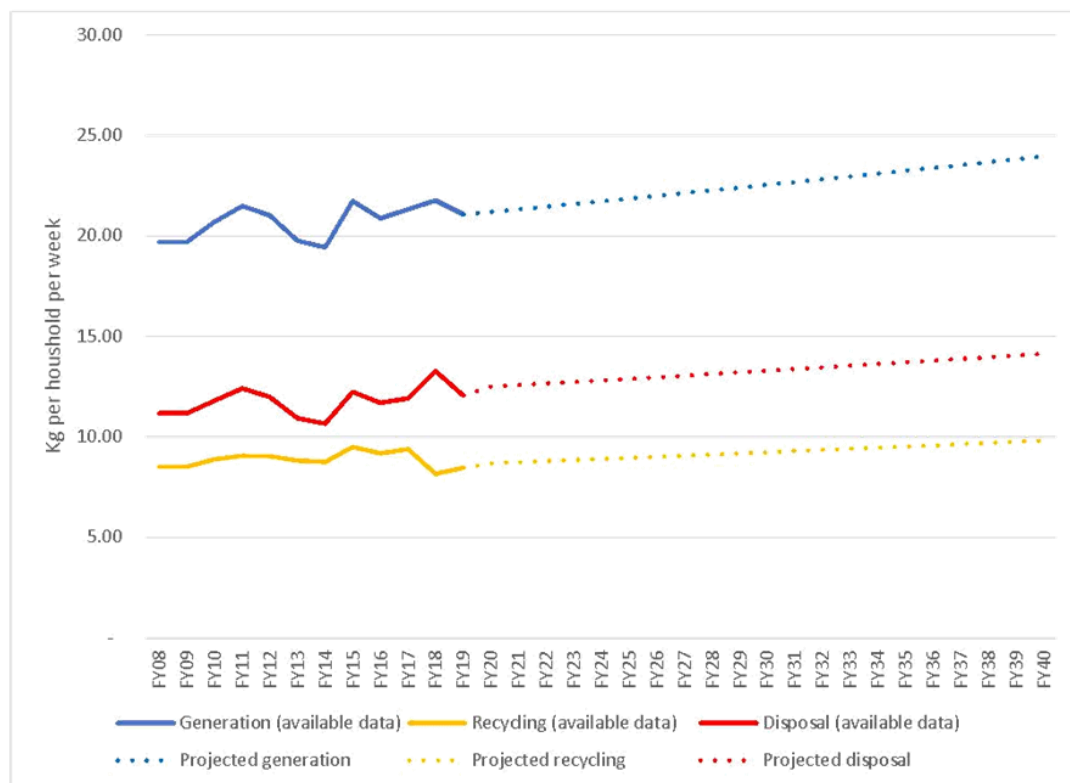
Data source and model assumptions:

- Baseline data for FY18–FY19 was provided by Georges River Council. Baseline data for FY08 to FY17 is from the NSW EPA Local Government Waste and Resource Recovery Data Reports for former Hurstville and Kogarah for 2014-15.
- Waste and recycling generation projections are based on projected household growth of 1.2% population growth of 1.1% per year for Georges River Council (.id – Georges River Council forecasts⁶).
- These datasets show that tonnes of waste generated per person is increasing by 0.6% per year and MRA has assumed that the recycling and disposal rates will remain at 41% and 59% respectively.

Waste generation, recycling and disposal projections on a per household per week basis are presented in Figure 8. By FY20, the average household is projected to generate 21kg of waste per week, of which almost 9kg will be recycled through comingled recycling and organics collections. By FY40, the average household is projected to generate 24kg of waste and almost 10kg of recycling per week.

⁶ <https://forecast.id.com.au/georges-river/population-households-dwellings>

Figure 8: Georges River Council weekly household waste generation, recycling and disposal forecast (FY08 – FY40)



Commercial waste collections

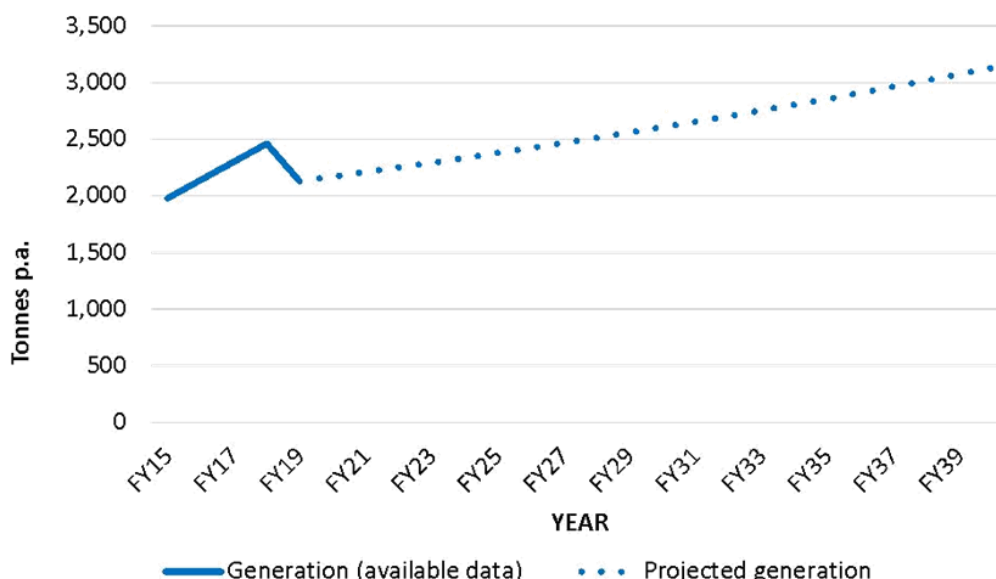
In financial year 2019, Georges River Council collected approximately 2,132 tonnes of waste through commercial kerbside collections.

Commercial waste generation has been projected for Georges River Council using:

- The rate of waste tonnage growth from businesses in Georges River Council from FY15 to FY19.

These projections estimate that waste generation for Georges River Council commercial collections in Financial Year 2020 (1 July 2019 – 30 June 2020) will be approximately 2,170 tonnes and will reach approximately 3,130 tonnes per annum by FY40 (Figure 9).

Figure 9: Georges River Council commercial waste generation forecast (FY15 – FY40)



Data source and model assumptions:

- Baseline data for FY18 – FY19 was provided by Georges River Council. Baseline data for FY15 was based on the Waste Avoidance and Resource Recovery Strategy Dataset for former Hurstville and Kogarah for 2014-15, with commercial general waste generated assumed to be equal to 7.5% of residential general waste collected.
- The projection is based on the trend in waste generation observed from FY15 – FY19 data, which is a 1.85% increase in tonnes of waste generated per year.

1.6.3 Materials composition

SSROC commissioned a compositional audit of Georges River Council residential general waste, recycling and garden organics in 2019. The audit was undertaken over six days in May – June 2019.⁷ The composition of waste and recycling streams are presented below.

Key findings from the audit:

- The largest proportion of general waste is 37.7% of loose/uncontainerised food.
- The proportion of food waste and recyclable materials in the general waste stream has been reducing since 2005.
- The quantity of recyclable containers collected in comingled recycling has decreased since the last audit in 2015, likely due to the introduction of the Return and Earn Scheme in NSW in December 2017.

⁷ SSROC Kerbside Waste Audit Georges River Council Report, September 2019, Prepared by A. Prince Consulting

- Contamination in comingled recycling has increased slightly for both SUDs and MUDs since the last audit in 2015.
- Improved landfill diversion could be achieved through the existing recycling and garden organics services via correct disposal of recyclable containers, recyclable paper and vegetation currently making up 11% of general waste.
- 32% of SUD and 15% of MUD general bins were full or overflowing.
- Contamination in comingled recycling is 32.6% on average, 28.7% for SUDs and 44.9% for MUDs.
- 32% of SUD and 27% of MUD comingled recycling bins were full or overflowing.
- Contamination in garden organics is 0.7% on average, 0.6% for SUDs and 7.6% for MUDs.
- 39% of SUD bins and 0.0% of MUD garden organics bins were full or overflowing.
- The calorific value of general waste from Georges River Council is estimated at 445 terajoules per year.

1.6.3.1 General waste composition

A summary of the composition of Georges River Council's residential general waste is provided in Figure 10, along with the average composition of general waste across SSROC councils. A summary of the composition of Council's residential general waste is provided in the Figures below for the whole LGA (Figure 11), SUDs only (Figure 12), and MUDs only (Figure 13). The largest single proportion of materials in the general waste bin for Georges River Council across SUDs and MUDs was loose food waste.

Approximately 11% of the general waste stream could be recycled through existing kerbside comingled recycling and garden organics services. If Georges River Council were to introduce a FOGO service, further improvements to landfill diversion can be expected with approximately 49% of the general waste stream recovered through the existing kerbside comingled recycling and new FOGO bin.

Figure 10: General waste composition of Georges River Council compared to SSROC 2019

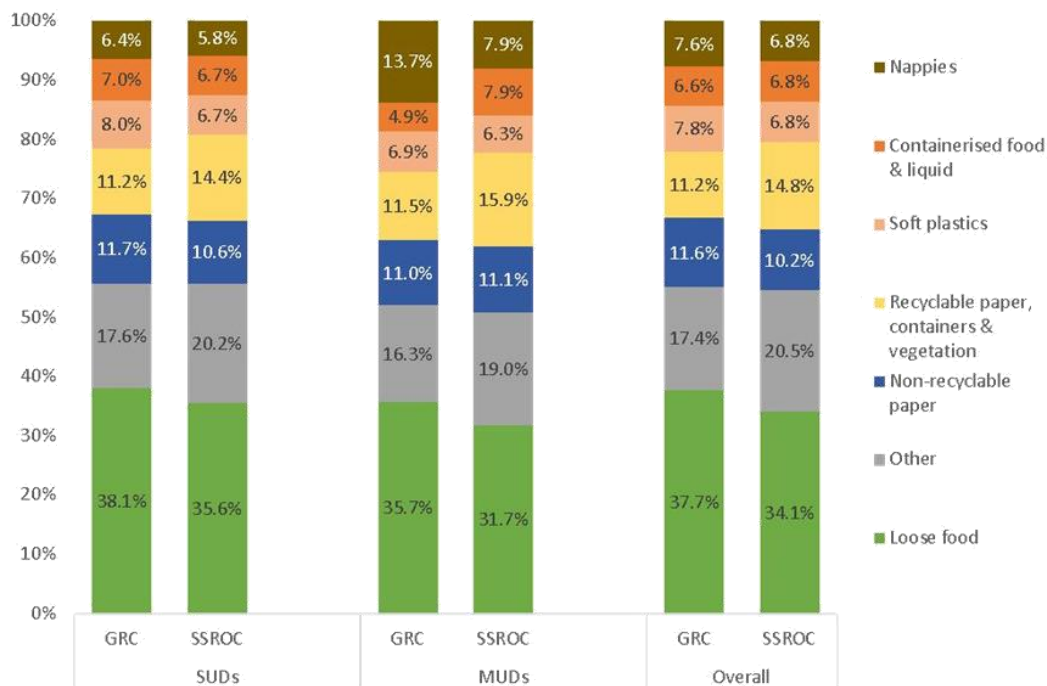


Figure 11: Summarised composition of Georges River Council residential general waste (both SUDs and MUDs)

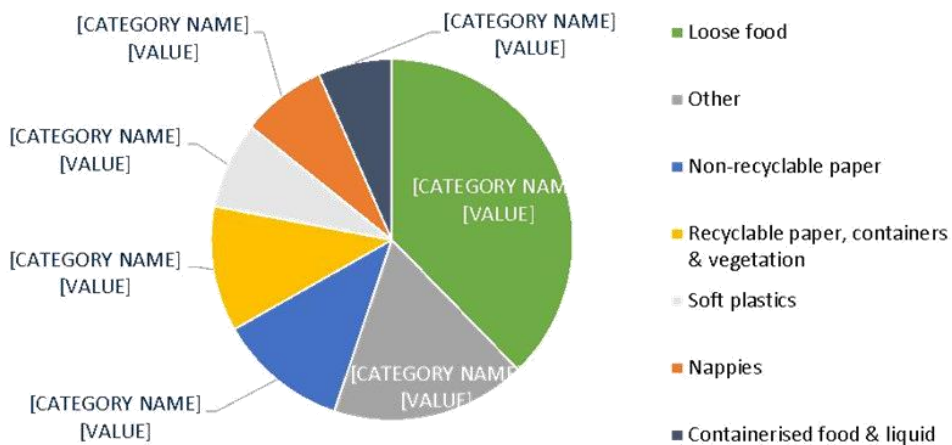


Figure 12: Summarised composition of Georges River Council residential SUDs general waste

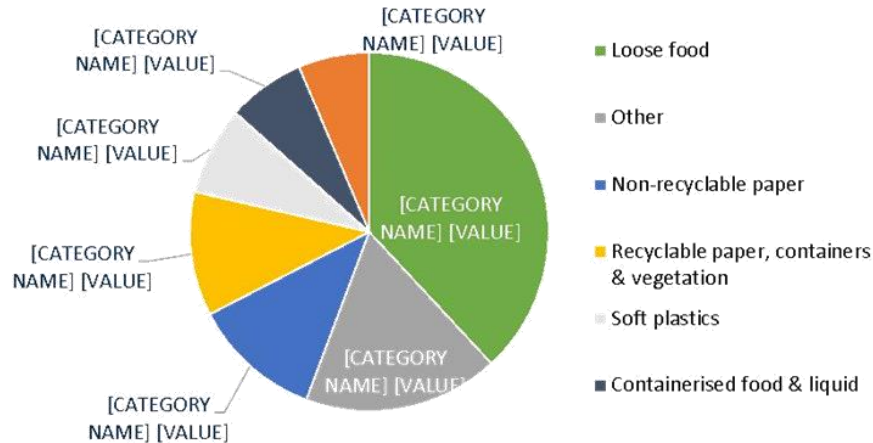
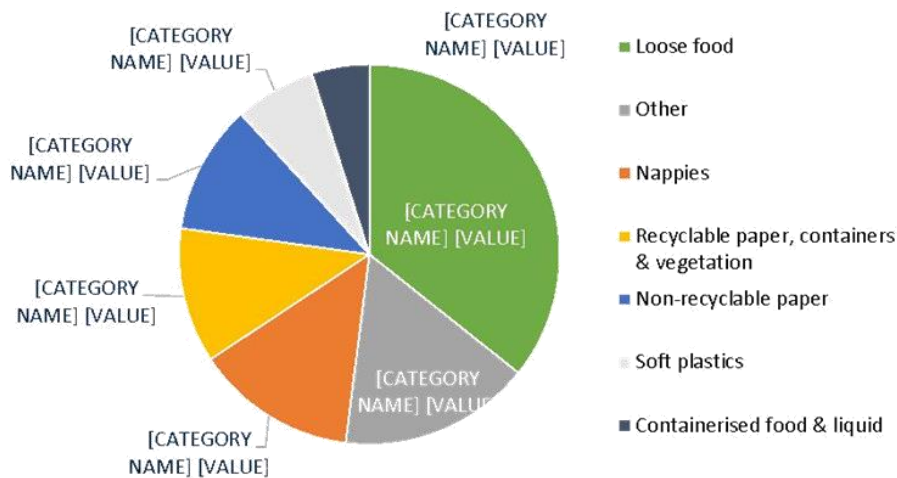


Figure 13: Summarised composition of Georges River Council residential MUDs general waste



1.6.3.2 Comingled recycling composition

A summary of the composition of Georges River Council's residential comingled recycling is provided in Figure 14, along with the average composition of comingled recycling across SSROC councils. A summary of the composition of Council's residential comingled recycling is provided in the Figures below for the whole LGA (Figure 15), SUDs only (Figure 16), and MUDs only (Figure 17). In both SUDs and MUDs, the largest proportion was recyclable paper. There was considerable contamination in both dwelling types, but especially high in MUDs with approximately 45% made up of bagged material and contamination. Under Georges River Council's current comingled recycling collections contract, there is no financial incentive for Council to invest in reducing contamination, for example through education programs or bin stickering, as

Suez owns the contents of the comingled bin once collected and there are no financial penalties for contamination.

However, this arrangement would be unlikely to be included in a new contract post 2023 as the processing costs have seen significant increase following the China National Sword reforms, and may increase further due to the Australian Commonwealth Government's incoming export ban on unprocessed plastic, fibre (paper and cardboard) and glass waste. It is very unlikely that waste service providers would enter into new comingled recycling collection or processing contracts without including financial penalties for contamination rates over a set percentage, unless councils were prepared to accept much higher processing costs.

Figure 14: Comingled recycling composition Georges River Council compared to SSROC 2019

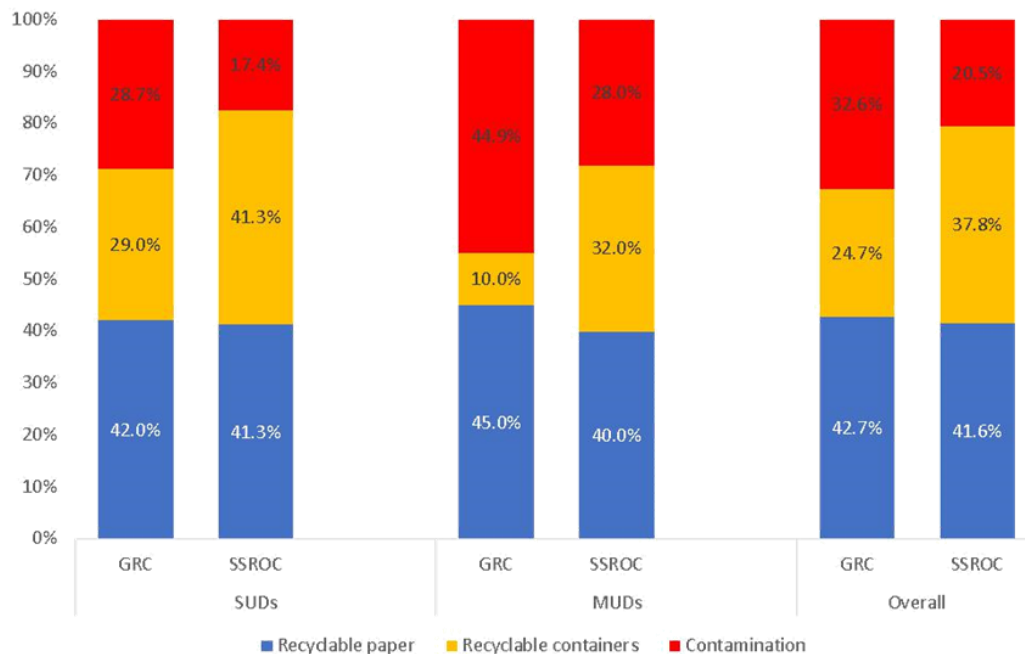


Figure 15: Summarised composition of Georges River Council residential comingled recycling (both SUDs and MUDs)

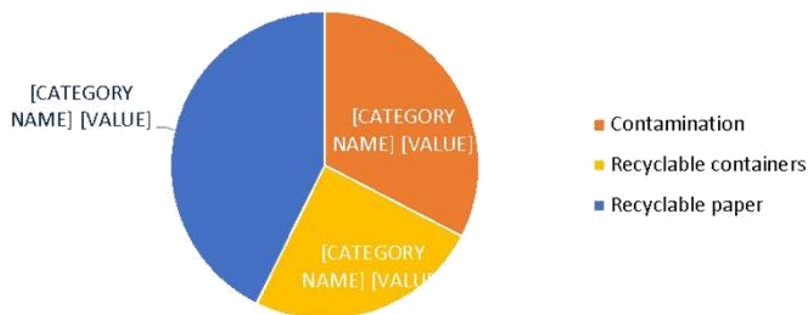


Figure 16: Summarised composition of Georges River Council residential SUDs comingled recycling

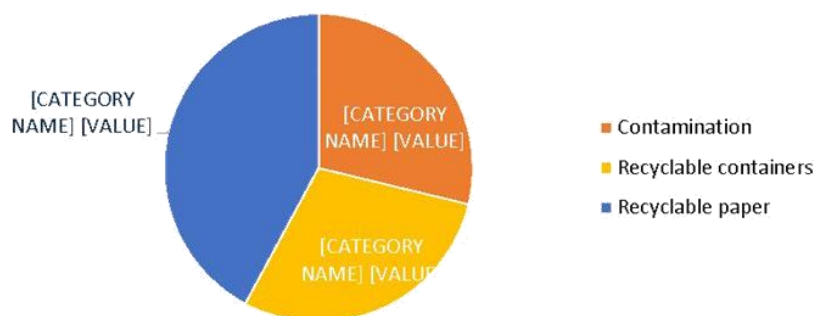
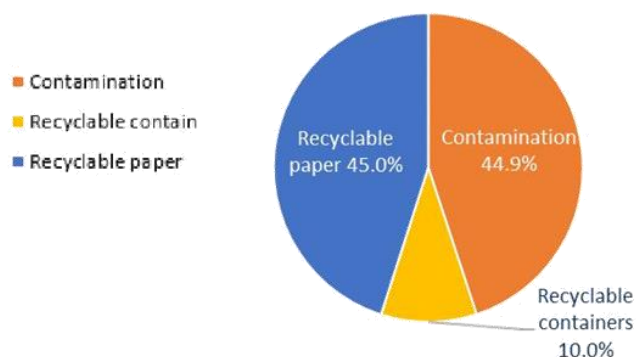


Figure 17: Summarised composition of Georges River Council residential MUDs comingled recycling



1.6.3.3 Garden organics composition

A summary of the composition of Georges River Council's residential garden organics is provided in Figure 18, along with the average composition of comingled recycling across SSROC councils. A summary of the composition of Council's residential garden organics is provided in the Figures below for the whole LGA (Figure 19), SUDs only (Figure 20), and MUDs only (Figure 21). Vegetation made up over 92% of garden organics bins in both SUDs and MUDs. Contamination in SUDs was less than 1% and approximately 8% in MUDs.

As outlined in Section 1.6.3.1 above there is significant potential to include food organics in the current garden organic service to increase resource recovery. However, the key concern with introducing a FOGO service is that the introduction of food organics is likely to increase the contamination rate of the garden organics bin which is minimal (0.7%).

Figure 18: Garden organics composition Georges River Council compared to SSROC 2019

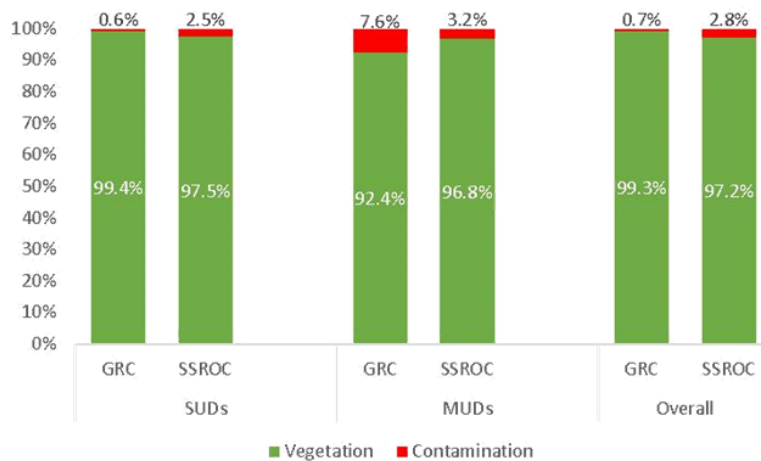


Figure 19: Summarised composition of Georges River Council residential garden organics (both SUDs and MUDs)

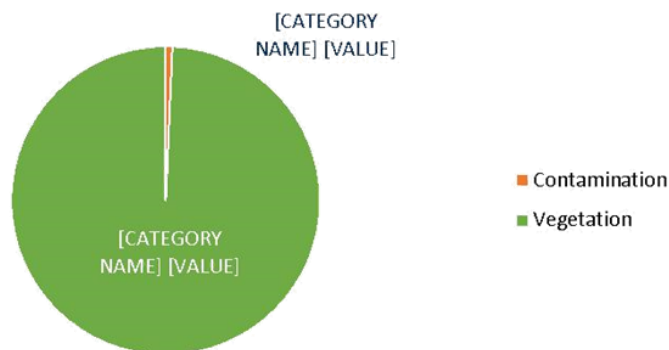


Figure 20: Summarised composition of Georges River Council residential SUDs garden organics

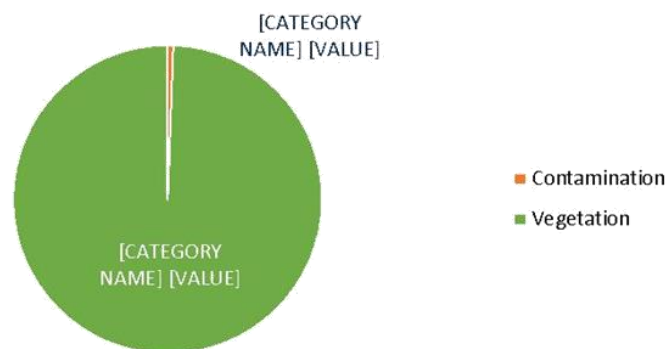
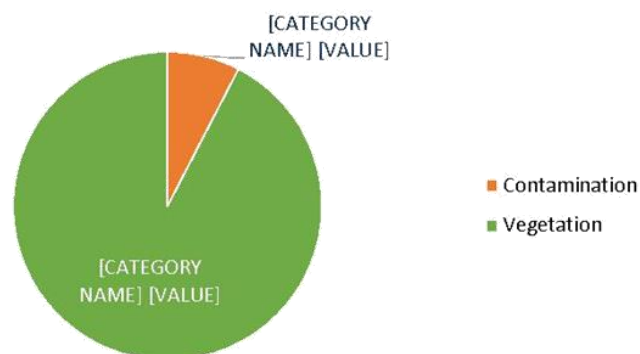


Figure 21: Summarised composition of Georges River Council residential MUDs garden organics



1.6.3.4 CDS eligible containers

The 2019 kerbside audit quantified the number of CDS eligible containers in the general waste and comingled recycling streams. A summary of the number of CDS eligible containers in both streams across Georges River Council household types is provided in Table 6. Georges River Council currently shares in the revenue from CDS containers captured through comingled recycling collections, sharing 50:50 with the current processing contractor, Suez.

As noted in Section 1.2.2.7, Suez uses the weighing method to claim refunds for eligible containers. Therefore, whilst CDS audits can provide an indication of the change of CDS eligible containers placed in the recycling bin or general waste bin it doesn't directly relate to the expected CDS refund for Georges River Council. Any eligible CDS containers which are deposited in the garbage bin do not receive any CDS refund.

Table 6: Average number of CDS material disposed through Georges River Council comingled recycling and general waste collections

Stream	SUDs (hhld/wk)	MUDs (hhld/wk)	Overall (hhld/wk)
Comingled recycling	2.9	0.9	2.2
General waste	2.1	1.0	1.7
Total	5	1.9	3.9

1.6.4 Waste generation and recycling performance

Based on the available data, Georges River Council's recycling rate for residential waste is slightly below the average level for the Metropolitan Levy Area in NSW (Table 7).

Table 7: Georges River Council waste and recycling performance

Key performance indicator	Georges River Council performance	Comparable average	Performance	Comments
Recycling rate	41% (FY19)	41% (MLA FY17; NSW EPA, 2019)	Average	Georges River Council residents are recycling the same material for every tonne of waste generated, compared to its peers in the Metropolitan Levy Area of NSW.
Yield of waste and recycling (per capita, per year)	0.38 tonnes (FY19)	0.51 tonnes (MLA FY17; NSW EPA, 2019)	Above average	Georges River Council is generating less waste and recycling compared to its peers in the Metropolitan Levy Area of NSW. This suggests that Council is performing at an above average level in limiting waste generation, or that some residents may be disposing of wastes by other means.

1.7 Current and planned waste and recycling infrastructure

Georges River Council waste infrastructure

There is no other current or planned waste or recycling infrastructure owned or operated by Georges River Council. Council recommends residents take unwanted non-recyclable waste streams (which cannot be collected during Council's free kerbside clean-up service, donated to a charity or sold on Ebay/Gumtree) to nearby waste management facilities such as the Suez Rockdale Resource Recovery Park or the Suez Lucas Heights Resource Recovery Park for recycling and/or disposal.

There is an opportunity for a Community Recycling Centre (CRC) to be developed in Georges River Council in the near future. Hurstville Council (prior to the amalgamation) had successfully applied for NSW EPA funding to establish a CRC. Problem wastes such as paint, gas bottles, batteries, motor oils and fluorescent tubes can be disposed of in household quantities (20L or 20 kg) at the CRC, improving local council recycling rates and reducing the illegal dumping and/or disposal of these hazardous waste streams. Over 80 CRC's

currently operate in NSW, providing a free permanent drop-off centre for common household problem wastes that cannot be disposed via Georges River Council's kerbside bin or kerbside clean-up services.

Georges River Council currently spends approximately \$90,000 per year on the Household Chemical Cleanout events provided to residents for the disposal of waste streams currently received at CRC's. The establishment of a CRC would eliminate the need for the Household Cleanout events and the current Chemical Cleanout events expenditure could be used to operate the CRC.

Return and Earn machines

Georges River Council has one Return and Earn Reverse Vending Machine at Carss Bush Park, Carss Park. Two additional Return and Earn Reverse Vending Machines are planned for the local area.

Current kerbside and clean-up waste processing facilities

There are a number of commercial waste and recycling facilities within the Georges River Council area and surrounds that service the waste disposal and recycling needs of the region. These facilities are displayed in Appendix A and a description of what waste types each facility can accept is detailed in Appendix C.

Asbestos Waste

Asbestos waste is not allowed to be disposed in Georges River Council's kerbside bins or kerbside clean-up collection services. All asbestos waste can only be disposed of at an appropriately licenced facility. The NSW EPA has compiled a list of waste facilities which can accept household quantities of asbestos waste in the Sydney Metro region, which can be found at: <https://www.epa.nsw.gov.au/your-environment/household-building-and-renovation/dealing-with-household-asbestos/facilities-accept-household-asbestos>.

1.8 Programs, initiatives and community expectations

1.8.1 Education programs

Georges River Council delivers a range of education programs to improve waste management outcomes in the local area and are designed in accordance with the six pillars of Georges River Council's Community Strategic Plan (2018-2028). Georges River Council's waste education programs are based on the objectives and targets detailed in the NSW EPA Waste Avoidance and Resource Recovery Strategy 2014-2021, which include:

- Avoid and reduce waste generation;
- Increase recycling;
- Divert more waste from landfill;
- Manage problem wastes better;
- Reduce litter;
- Reduce illegal dumping.

The waste education programs in general are delivered to three key groups in the Georges River Council LGA; residents, businesses and schools. A selection of the current waste education programs includes:

Residents

- Bower Reuse and Repair Centre as supported by Georges River Council delivers workshops to assist participants to learn new skills to repair broken items such as small electrical goods, bicycles and timber furniture for reuse, preventing waste being sent to landfill.

- Composting and worm farming workshops are run by Georges River Council to provide residents with the knowledge to setup a worm farm or compost bin on their property to recycle their organic waste for reuse of their gardens. Georges River Council provides a 50% discount to residents for the purchase of compost bins, worm farms, and bokashi bins through a partnership with Compost Revolution.

Businesses

- Georges River Council has developed a Business Information Pack for local businesses which details the commercial waste service Council offers (waste types, collection frequencies, etc) and the responsibilities for business owners to maintain their waste management practices.
- Georges River Council is working with the Ethnic Communities Council of NSW (ECC) to deliver the NSW EPA Bin Trim program which provides a free audit and support to businesses to increase recycling and reducing waste sent to landfill. ECC is well suited to support Georges River Council's Culturally and Linguistically Diverse (CALD) businesses as it offers the program in Mandarin, Cantonese, Vietnamese, Arabic, Hindi, Tamil and Korean.

Schools

- Georges River Council is working with local schools to provide them with free recycling bins to educate children on what items can be recycled and increase recycling rates on school campuses.
- Georges River Council has partnered with Keep Australia Beautiful to provide the EnviroMentors Program to local schools. The EnviroMentors provide sustainability workshops for local schools to improve community awareness and engagement on local sustainability issues with input from Council.

The complete list of education programs delivered by Georges River Council is summarised in Appendix B.

1.8.2 Initiatives

Georges River Council staff work in conjunction with the Sydney RID squad to investigate, remediate and prosecute incidents of illegal dumping in the Council area.

Residents can report illegal dumping incidents to the NSW Environment Line for investigation by Georges River Council, the Sydney RID squad or the NSW EPA.

1.8.3 Community expectations

Direct community consultation is to be undertaken by Georges River Council in 2020 and 2021, the results of the consultation will be used to inform the waste services tendered for after 2021.

2 Where do we want to get to?

2.1 Vision and themes

To enable decisions to be made, regarding the direction of Council's efforts in waste management over the next 20 years, the strategy process involved developing an overall vision for Georges River Council's waste management system and translating this vision into a set of themes and strategic objectives.

The vision and themes of the Georges River Council Waste Strategy have been developed in accordance with the Georges River Local Strategic Planning Statement 2040 (LSPS) with a particular focus on linking with the vision of Theme 5: Environment and open space in 2040 of the LSPS as well as the following documents; SSROC Regional Waste Avoidance and Resource Recovery Strategy, Georges River Council Community Strategic Plan (2018-2028) the NSW Waste Avoidance and Resource Recovery Strategy 2014–21 and the key directions of the NSW 20-Year Waste Strategy (Discussion Paper).

The strategy's vision promotes a single, long-term goal for waste management in Georges River Council area in 2040. The themes describe the vision and what it would mean for four key areas of the waste management system; health, amenity and environment, access and use, costs and finances, governance and management.

Figure 22: Georges River Council waste strategy vision and themes



2.2 Strategic objectives

Table 8 presents a list of strategic objectives developed to translate each theme into specific measurable goals. The strategic objectives were then used to develop a set of options, comprised of tasks or action that Council could undertake over the next 20 years to achieve the objectives of this strategy.

Table 8: Georges River Council waste strategy - strategic objectives

Theme 1. Improve amenity and environmental management		
Objectives		Description
1.1	Improve resource recovery and diversion of waste from landfill	Improve Council's resource recovery performance to 70% diversion of residential waste as outlined in the Georges River Local Strategic Planning Statement 2040.
1.2	Minimise environmental impact of waste management and disposal	Undertake actions to minimise environment impact of waste management and disposal.
Theme 2. Optimise waste management costs and foster adaptive waste management contracts		
Objectives		Description
2.1	Unify services across LGA	Ensure there is a consistent service through a single contract for waste management services across the two historic LGAs.
2.2	Reduce waste management costs	Improve the efficiency of spending on waste management services, including regularly reviewing contracts and targeted recovery of economically viable waste stream.
2.3	Improve contract flexibility	Improve Council's waste management contracts to allow for transitions to new waste collection, recycling or disposal options as they come available.
Theme 3. Support and implement innovative waste management initiatives		
Objectives		Description
3.1	Continue to develop joint procurement options for waste management services	Maintain strong relationships and engagement with key waste management industry stakeholders such as SSROC to allow for participation in joint procurement opportunities.
3.2	Improve waste management data	Improve collection and analysis of waste management data to allow Council to identify areas of concern for improvement.

3 How will we get there?

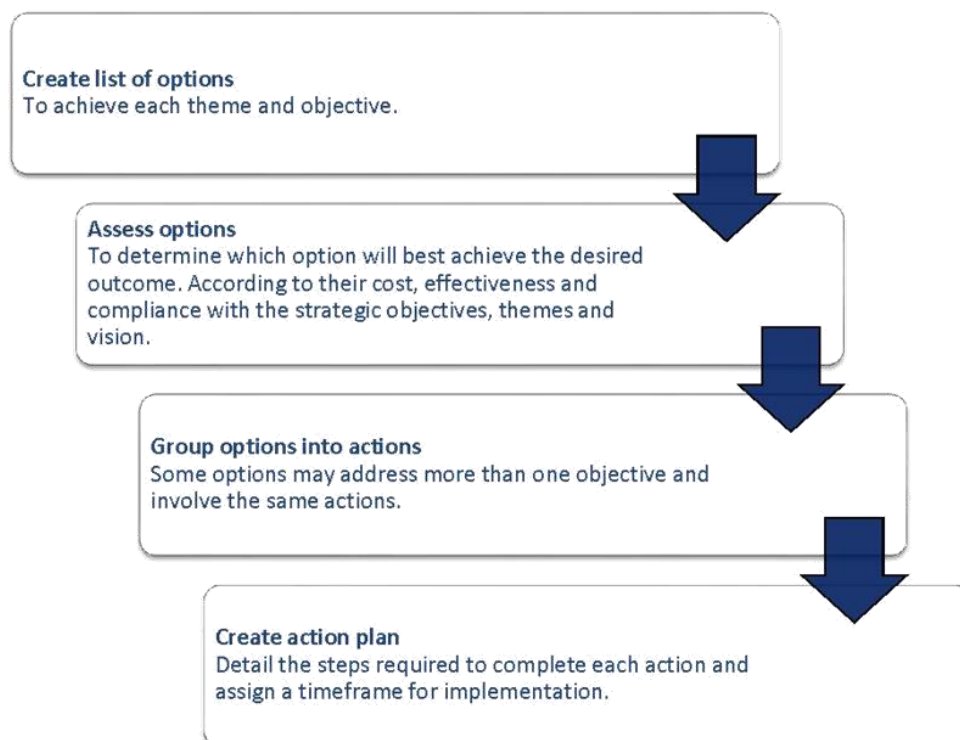
3.1 Steps to develop action plan

A plan of action to achieve the strategy's vision, themes and objectives was developed by MRA. To do so, a number of options were identified to achieve the strategic objectives of the waste strategy.

The options were then assessed against their alignment with the strategy's vision, themes and strategic objectives. This allowed for the consideration of possible actions, and the selection of the best actions for achieving each strategic objective and the strategy's overall vision.

The actions were then broken into their various stages to present a plan for the staged implementation of these actions over the next four years. The full procedure for developing the action plan is summarised in Figure 23.

Figure 23: Procedure applied to assess options and develop action plan



The following Sections present the information and results from the process outlined above.

3.2 Summary of options considered

A list of options to address each of the three strategic objectives was prepared by MRA and is presented in Table 9.

Table 9: List of ranked potential options for achieving the strategy's themes and objectives

Theme 1. Improve amenity and environmental management		
Objectives		Potential Options
1.1	Improve resource recovery and diversion of waste from landfill (towards 70%)	<ol style="list-style-type: none"> 1. Trial FOGO collection for a select number of SUDs in conjunction with a strong education campaign for residents. 2. If FOGO trial is successful expand the service to all SUDs across the LGA and release an expression of interest to allow MUDs and businesses to opt-in to the service. 3. Consider processing general waste through an EfW facility if one becomes available to service Georges River Council. 4. Develop and deliver an education campaign to remove recyclables from the general waste bin (approximately 11% of the general waste bin is recyclable materials). 5. Support Georges River Council or joint SSROC procurement of local recycled content for large capital works such as recycle (glass sand and soft plastic) in road infrastructure.
1.2	Minimise environmental impact of waste management and disposal	<ol style="list-style-type: none"> 1. Finalise and publish the waste management conditions in the Georges River Council Development Control Plan. 2. Develop an education campaign in conjunction with the recycling collections and processing contractors to reduce contamination in the recycling bin (average contamination rate of 32.6%), with a focus on culturally and linguistically diverse communities and MUDs. Adopt Australian Council of Recycling (ACOR) Project Yellow to prioritise collected materials. 3. Commence community consultation to understand their expectations for waste management services. 4. Investigate the potential to establish a Georges River Council Community Recycling Centre or other options such as regular drop off events and smaller permanent drop off options to minimise illegal dumping and improve recycling of hazardous waste. 5. Continue current community and residential education programs with a key focus on reducing contamination in the recycling and garden organics bins. 6. Develop a contamination management procedure with the recycling collections and processing contractors to reduce contamination in the recycling bin (average contamination rate of 32.6%) and FOGO trial through the use of enforcement policies such as the 3-strike rule with a

Theme 1. Improve amenity and environmental management		
Objectives		Potential Options
		<p>focus on MUDs. Establish contamination targets of 10% and 1% for recycling and organics bins, respectively.</p> <p>7. Conduct a review to determine if the existing Georges River Council resources to combat illegal dumping are sufficient to meet the desired targets for the local environment detailed in the Community Strategic Plan including an assessment of the value for money of Council's partnership with the local Regional Illegal Dumping (RID) squad.</p> <p>8. Assess Council's litter management infrastructure to prevent the occurrence of litter items and to capture them before entering the environment including a review to determine optimal placement and sufficient capacity of public place litter bins and gross pollutant traps.</p> <p>9. Document and report the climate change benefits associated with capturing the embodied energy of recyclables and of diverting organics from landfill.</p> <p>10. Develop an asbestos management plan with the EPA and SSROC.</p>

Theme 2. Optimise waste management costs and foster adaptive waste management contracts		
Objectives		Potential Options
2.1	Unify services across LGA	<p>1. Tender for waste management services collectively as Georges River Council as various former Kogarah and former Hurstville Council contract expire. Utilise existing model contracts with contamination penalties incorporated into the contract obligations and include minimum education and engagement funding.</p> <p>2. Develop benchmarks between Councils in the region for:</p> <ul style="list-style-type: none"> a. Kerbside recycling and organics contamination b. Recyclables and organics capture rates (from the red bin) c. Litter index based on standardised litter audits <p>3. Develop a regional Commercial Food collection contract and develop local policies to maximise commercial food diversion from landfill.</p> <p>4. Undertake a bin assessment on quality, standard and lid colour.</p>
2.2	Reduce waste management costs	<p>1. Conduct competitive tender process (potential joint procurement) for upcoming collection and processing contracts and review Council's domestic and commercial waste charges on an annual basis.</p> <p>2. Utilise NSW Government and Commonwealth grant funding.</p> <p>3. Investigate FOGO service for all SUDs and opt in for MUDs and businesses, based on trial FOGO rollout outcome and community</p>

Theme 2. Optimise waste management costs and foster adaptive waste management contracts		
Objectives		Potential Options
		<p>engagement.</p> <ol style="list-style-type: none"> Investigate user pay principles (weight based billing) for residential and commercial waste collections to incentivise waste minimisation such as reducing kerbside bin sizes (e.g. general waste bin reduction from 120L to 80L bin). Consider the use of Radio-Frequency Identification (RFID) bin tags for the trial of user pay services for commercial waste collections. Undertake a "Bin Reconciliation Study" to compare the Council Rates Database to existing bin collection services to ensure that property rates accurately reflect the services being provided. In line with the State Government policy, require new development Waste Management Plans to be developed by qualified and independent specialist consultants. Facilitate Bin Trim campaigns to assist small business recycling.
2.3	Improve contract flexibility	<ol style="list-style-type: none"> Future general waste bin processing/disposal contracts should be short term to allow Council to transition alternate processing/disposal options that provide better environmental and/or financial outcomes.

Theme 3. Support and implement innovative waste management initiatives		
Objectives		Potential Options
3.1	Continue to develop joint procurement options for waste management services	<ol style="list-style-type: none"> Maintain relationships and regularly engage with SSROC member councils and other potential local council partners to enter into joint procurement contracts for waste management services. Continue to undertake detailed bin audits (procured through SSROC) on a 2-4 year cycle and include CDS eligible containers in the scope. Develop a regional policy and review collective procurement arrangements with partners (SSROC), for alternative waste technologies and EfW. Require source separation and recycling of priority products (such as wood, organics, metal and furniture) in regional collection contracts for household cleanup waste. Develop a regional Sustainable Procurement Policy with partners (SSROC) which requires minimum percentage recycled content in construction contracts, preferentially purchases local content (compost etc) and imbeds recycled content (e.g. glass) into road building contracts.

Theme 3. Support and implement innovative waste management initiatives		
Objectives		Potential Options
3.2	Improve waste management data	<ol style="list-style-type: none"> 1. Improve collection and analysis of waste management data to assess waste diversion, cost and performance metrics in real-time for each contract, waste type and Georges River Council overall. 2. Include waste management data reporting clauses in all future contracts as Key Performance Indicator (KPI) with deadlines for reporting to ensure Georges River Council has the required data within an appropriate timeframe. 3. Continue to undertake detailed bin audits to capture data to inform future actions and monitor outcomes of currently implemented actions. 4. Consider the use of RFID bin tags to improve waste management data capture for residential and commercial kerbside waste management services.

3.3 Options assessment

Each of the options identified in Section 3.2 above were then assessed to determine which options should be actioned upon to improve Georges River Council's waste management outcomes over the next four years in accordance with the strategy's vision, themes and strategic objectives.

The results from the options assessment are presented in Table 10 to provide the reader with the assessed benefits, disadvantages and risks as well as the overall score for the options alignment with the waste strategy's vision, themes and strategic objectives, expected cost, ability to divert waste from landfill, meet community expectations and ease of implementation (low, medium or high) for each of the identified options.

Table 10: Options Assessment

Strategic Objective	Option	Benefits, Disadvantages and Risks	Score
1.1 - Improve resource recovery and diversion of waste from landfill (towards 70%)	1. Trial FOGO collection for a select number of SUDs in conjunction with a strong education campaign for residents.	Benefits: <ul style="list-style-type: none"> Increased resource recovery (key goal of Local Strategic Planning Statement 2040) Reduced carbon emissions from landfill (key goal of Community Strategic Plan 2018-2028) Meet community expectations Cost savings if community participation is high Trial period will be used to gauge community participation rate Disadvantages & Risks: <ul style="list-style-type: none"> Administrative effort and costs associated with the implementation of trial Product contamination risk if trial education campaign are not successful Low food waste capture rate if trial area participation rate is low 	High
	2. If FOGO trial is successful expand the service to all SUDs across the LGA and release an expression of interest to allow MUDs and	Benefits: <ul style="list-style-type: none"> Increased resource recovery (key goal of Local Strategic Planning Statement 2040) Reduced carbon emissions from landfill (key goal of Community Strategic 	High

Strategic Objective	Option	Benefits, Disadvantages and Risks	Score
	businesses to opt in to the service.	Plan 2018-2028) <ul style="list-style-type: none"> • Meet community expectations • Cost savings if community participation is high • Trial period will be used to gauge community participation rate Disadvantages & Risks: <ul style="list-style-type: none"> • Administrative effort and costs associated with the implementation of service • Product contamination risk if education campaigns are not successful • Low food waste capture rate if community participation rate is low 	
	3. Consider processing general waste through an energy from waste (EfW) facility if one becomes available to service Georges River Council.	Benefits: <ul style="list-style-type: none"> • Increased resource recovery (key goal of Local Strategic Planning Statement 2040) • Reduced carbon emissions from landfill (key goal of Community Strategic Plan 2018-2028) Disadvantages & Risks: <ul style="list-style-type: none"> • No available sites currently available • Unknown gate fee and processing costs • Incineration technologies are negatively viewed by the community based on experiences with older incineration technology 	Medium
	4. Develop and deliver an education campaign to remove recyclables from the general waste bin (approximately 11% of the general waste bin is	Benefits: <ul style="list-style-type: none"> • Increased resource recovery, up to 11% - significant increase to Council resource recovery (key goal of Local Strategic Planning Statement 2040) • Cost savings by reducing volume of recyclables going to landfill or AWT • Increased community awareness and participation 	High

Strategic Objective	Option	Benefits, Disadvantages and Risks	Score
	recyclable materials).	Disadvantages & Risks: <ul style="list-style-type: none"> Administrative effort and costs (consultancy fees) associated with the development and delivery of education plan Georges River Council is a very diverse community so any education materials will need to be delivered in multiple languages 	
	5. Support Georges River Council or joint SSROC procurement of local recycled content for large capital works such as recylate (glass sand and soft plastic) in road infrastructure.	Benefits: <ul style="list-style-type: none"> Increased resource recovery (key goal of Local Strategic Planning Statement 2040) Often cheaper than virgin materials Allows for transition to circular economy Disadvantages & Risks: <ul style="list-style-type: none"> Contractors and Council engineers are often reluctant to use recycled content over virgin materials 	Medium
1.2 - Minimise environmental impact of waste management and disposal	1. Finalise and publish the waste management conditions in the Georges River Council Development Control Plan.	Benefits: <ul style="list-style-type: none"> Standardise the waste management requirements for all new developments across the LGA Increased resource recovery (key goal of Local Strategic Planning Statement 2040)Reduce administrative costs in assessing waste management plans Disadvantages & Risks: <ul style="list-style-type: none"> Administrative effort and costs associated with the drafting process 	High
	2. Develop and deliver an education campaign in conjunction with the recycling collections and processing contract to	Benefits: <ul style="list-style-type: none"> Increased resource recovery (key goal of Local Strategic Planning Statement 2040) Cost savings by reducing volume of recyclables going to landfill or AWT 	High

Strategic Objective	Option	Benefits, Disadvantages and Risks	Score
	reduce contamination in the recycling bin (average contamination rate of 32.6%), with a focus on culturally and linguistically diverse communities and MUDs. Adopt ACOR Project Yellow to prioritise collected materials.	<ul style="list-style-type: none"> Increased community awareness and participation Improved engagement and communication between Council and recycling contractors Disadvantages & Risks: <ul style="list-style-type: none"> Administrative effort and costs (consultancy fees) associated with the development and delivery of education plan Georges River Council is very diverse community so any education materials may need to be delivered in multiple languages 	
	3. Commence community consultation to understand their expectations for waste management services.	Benefits: <ul style="list-style-type: none"> Gain an understanding of the community expectations and willingness to pay for the upcoming waste management services Engagement with the community now will likely relate to increased engagement with future programs and services Disadvantages & Risks: <ul style="list-style-type: none"> Administrative effort and costs associated with the implementation of community consultation 	High
	4. Investigate the potential to establish a Georges River Council Community Recycling Centre or other options such as regular drop off events and smaller permanent drop off options to minimise illegal dumping and improve recycling of hazardous waste.	Benefits: <ul style="list-style-type: none"> Centralise costs for e-waste, Chemical Cleanout events and disposal of other waste streams in particular hazardous waste streams Minimise illegal dumping by making it easier to dispose of household cleanup and hazardous waste streams NSW Government funding is available to provide financial assistance to establish Community Recycling Centres and other similar options Disadvantages & Risks: <ul style="list-style-type: none"> Suitable site needs to be identified and purchased by Council, if suitable land is not currently owned by Council 	Medium

Strategic Objective	Option	Benefits, Disadvantages and Risks	Score
		<ul style="list-style-type: none"> One off planning approval cost and ongoing operating costs for permanent options (e.g. CRC) 	
	5. Continue current community and residential education programs with a key focus on reducing contamination in the recycling and garden organics bins.	Benefits: <ul style="list-style-type: none"> Increased resource recovery (key goal of Local Strategic Planning Statement 2040) Decrease waste generation Promote circular economy Reduce contamination rates Engagement with community on importance of correct waste management Disadvantages & Risks: <ul style="list-style-type: none"> Administrative effort and costs associated with the implementation of community education programs 	Medium
	6. Develop a contamination management procedure with the recycling collections and processing contractors to reduce contamination in the recycling bin (average contamination rate of 32.6%) and FOGO trial through the use of enforcement policies such as the 3-strike rule with a focus on MUDs. Establish contamination Targets of 10% and 1% for recycling	Benefits: <ul style="list-style-type: none"> Formalises Council's response (3 strike bin inspection policy) to remove heavily contaminated bins from the collection route Increased resource recovery (key goal of Local Strategic Planning Statement 2040) through reduction of recycling being landfilled due to other contamination e.g. soiled paper and cardboard. Reduce expensive contamination fees from the processing contractors (recycling and organics) Disadvantages & Risks: <ul style="list-style-type: none"> Administrative effort and costs associated with the inspections of bin and removal of heavily contaminated bins from the collection route 	High

Strategic Objective	Option	Benefits, Disadvantages and Risks	Score
	and organics bins, respectively.		
	7. Conduct a review to determine if the existing Georges River Council resources to combat illegal dumping are sufficient to meet the desired targets for the local environment detailed in the Community Strategic Plan including an assessment of the value for money of Council's partnership with the local Regional Illegal Dumping (RID) squad.	Benefits: <ul style="list-style-type: none"> Improve the health rating of the Georges River by preventing illegal dumping (target of Community Strategic Plan) Improve resident satisfaction with the quality of open spaces by reducing illegal dumping (target of Community Strategic Plan) NSW Government funding is available for programs to improve illegal dumping management – Combating Illegal Dumping: Clean-up and Prevention Program Improved illegal dumping outcomes for Council Disadvantages & Risks: <ul style="list-style-type: none"> Administrative effort and costs (potentially consultancy fees) associated with the review of Council's illegal dumping resources and the value for money of the involvement with the local RID squad. 	High
	8. Assess Council's litter management infrastructure to prevent the occurrence of litter items and to capture them before entering the environment including a review to determine optimal placement and sufficient capacity of public place litter bins and gross pollutant traps.	Benefits: <ul style="list-style-type: none"> Improve the health rating of the Georges River by preventing litter (target of Community Strategic Plan) Improve resident satisfaction with the quality of open spaces by reducing litter (target of Community Strategic Plan) NSW Government funding is available for programs to improve litter management – Community Litter Grants Disadvantages & Risks: <ul style="list-style-type: none"> Administrative effort and costs (potentially consultancy fees) associated with the review of Council's illegal dumping resources and the value for money of the involvement with the local RID squad. 	High

Strategic Objective	Option	Benefits, Disadvantages and Risks	Score
	9. Document and report the climate change benefits associated with capturing the embodied energy of recyclables and of diverting organics from landfill	Benefits: <ul style="list-style-type: none"> Increases community understanding of the benefits of recycling Provides evidence to Council of the priority ranking of recycling and diversion of organics from landfill, in terms of climate change mitigation actions. Simple and cheap to implement. Disadvantages & Risks: <ul style="list-style-type: none"> No disadvantages or risks were identified 	High
	10. Develop an asbestos management plan with the EPA and SSROC	Benefits: <ul style="list-style-type: none"> Reduces improper handling of asbestos Increases community understanding asbestos SSROC previously developed and implemented such a pilot plan Disadvantages & Risks: <ul style="list-style-type: none"> No disadvantages or risks were identified 	Medium
2.1 - Unify services across LGA	1. Tender for waste management services collectively as Georges River Council as various former Kogarah and former Hurstville Council contract expire. Utilise existing model contracts with contamination penalties incorporated into the contract obligations and include minimum education	Benefits: <ul style="list-style-type: none"> Increased resource recovery (key goal of Local Strategic Planning Statement 2040) Allows for consistent messaging for the whole of Council area Cost savings due larger scale of services required Disadvantages & Risks: <ul style="list-style-type: none"> No disadvantages or risks were identified 	High

Strategic Objective	Option	Benefits, Disadvantages and Risks	Score
	and engagement funding.		
	2. Develop benchmarks between Councils in the region for kerbside and organics contamination, recyclables and organics capture rates and litter based on standardised litter audits	Benefits: <ul style="list-style-type: none"> Establishes best practice Provides incentives to improve Allow for faster comparison of recovery rates and therefore programs each Council has implemented than waiting for NSW EPA to release Local Government Data reports Disadvantages & Risks: <ul style="list-style-type: none"> No disadvantages or risks were identified 	Medium
	3. Develop a regional Commercial Food collection contract and develop local policies to maximise commercial food diversion from landfill	Benefits: <ul style="list-style-type: none"> Increased resource recovery (key goal of Local Strategic Planning Statement 2040) Reduces greenhouse gas emissions (key goal of Community Strategic Plan 2018-2028) Achieves State policy objectives Consistent with best practice in Europe Disadvantages & Risks: <ul style="list-style-type: none"> Will require food waste generation premises to add an extra bin to recover food waste 	High
	4. Undertake a bin assessment on quality, standard and lid colour.	Benefits: <ul style="list-style-type: none"> Ensures common practice between households and businesses Ensures education messages are consistent Disadvantages & Risks: <ul style="list-style-type: none"> No disadvantages or risks were identified 	Medium

Strategic Objective	Option	Benefits, Disadvantages and Risks	Score
2.2 – Reduce waste management costs	1. Conduct competitive tender process (potential joint procurement) for upcoming collection and processing contracts and review Council's domestic and commercial waste charges on an annual basis.	Benefits: <ul style="list-style-type: none"> Reduced waste management costs Increased resource recovery (key goal of Local Strategic Planning Statement 2040) Reduced tendering process costs (if through joint procurement) Joint procurement allows for significant investment by private sector in new or improved resource recovery technologies and facilities Disadvantages & Risks: <ul style="list-style-type: none"> Administrative effort and costs associated with the tendering process Joint procurement partners may have different key outcomes for contracts e.g. focus of increased recovery or focus on reducing waste management costs 	High
	2. Utilise NSW Government and Commonwealth grant funding.	Benefits: <ul style="list-style-type: none"> Provides financial support to for a range of waste management programs and infrastructure to divert waste from landfill Funding can be used to attract potential waste service providers or infrastructure operators Disadvantages & Risks: <ul style="list-style-type: none"> Minor administrative or consulting costs to prepare grant applications 	High
	3. Implement FOGO service for all SUDs and opt in for MUDs and businesses.	Benefits: <ul style="list-style-type: none"> Reduce waste management costs Increased resource recovery (key goal of Local Strategic Planning Statement 2040) Reduced carbon emissions from landfill (key goal of Community Strategic Plan 2018-2028) 	High

Strategic Objective	Option	Benefits, Disadvantages and Risks	Score
		<ul style="list-style-type: none"> Meets community expectations Disadvantages & Risks: <ul style="list-style-type: none"> High contamination and therefore financial penalties if community participation is poor 	
	4. Investigate user pay principles for residential and commercial waste collections (including additional household cleanup material collections) to incentivise waste minimisation	Benefits: <ul style="list-style-type: none"> Rewards residents who increase waste minimisation Residents who require additional services pay extra charges Increased resource recovery (key goal of Local Strategic Planning Statement 2040) Improve efficiency of collection vehicles Disadvantages & Risks: <ul style="list-style-type: none"> Administrative costs to develop and manage the user pay schedules for residential kerbside services Potential for residents to reduce bin size to save money but have overflowing bins leading to wind blown litter 	High
	5. Consider the use of Radio-Frequency Identification (RFID) bin tags for the trial of user pay services for commercial waste collections.	Benefits: <ul style="list-style-type: none"> Allows for accurate billing and measurement of commercial services provided to local businesses by Council Potentially improves competitiveness of Council's commercial waste management services Disadvantages & Risks: <ul style="list-style-type: none"> Administrative and contractor costs to install the RFID tags establish the waste management database to store and analyse the relevant data 	Medium
	6. Undertake a Bin Reconciliation Study to	Benefits: <ul style="list-style-type: none"> Ensures Council is charging for the services it provides 	Medium

Strategic Objective	Option	Benefits, Disadvantages and Risks	Score
	compare the Council Rates Database to bin collection services.	<ul style="list-style-type: none"> Ensures there are no free riders in the system Captures the SUD sites that have been redeveloped into MUDS Captures households with illegal bins Disadvantages & Risks: <ul style="list-style-type: none"> No disadvantages or risks were identified 	
	7. Require Waste Management Plans to be developed by qualified and independent specialists (in line with State Policy).	Benefits: <ul style="list-style-type: none"> Puts the onus for good planning with the developers Ensures Council waste staff time is properly allocated Is consistent with State Policy to require developers to plan for waste using independent waste experts. Disadvantages & Risks: <ul style="list-style-type: none"> No disadvantages or risks were identified 	Medium
	8. Facilitate Bin Trim campaigns to assist small business recycling	Benefits: <ul style="list-style-type: none"> Provides low cost education on recycling for businesses Establishes best practice for small business Disadvantages & Risks: <ul style="list-style-type: none"> No disadvantages or risks were identified 	Medium
2.3 – Improve contract flexibility	1. Draft flexible contracts for future general waste and recycling bins for processing/disposal to allow Council to transition alternate processing/disposal options such as EfW.	Benefits: <ul style="list-style-type: none"> Allows Georges River Council to transition to emerging and improved resource recovery technologies and facilities such as EfW which will provide cost savings and/or improved resource recovery outcomes Reduces the impact of changes in the market (regulatory/commodity) due to short term nature of contract Disadvantages & Risks:	High

Strategic Objective	Option	Benefits, Disadvantages and Risks	Score
		<ul style="list-style-type: none"> Potentially higher per tonne waste management costs due shorter contract length 	
3.1 - Continue to develop joint procurement options for waste management services	1. Maintain relationships and regularly engage with SSROC member councils and other potential local council partners to enter into joint procurement contracts for waste management services.	Benefits: <ul style="list-style-type: none"> Increased resource recovery (key goal of Local Strategic Planning Statement 2040) Reduced waste management costs Reduced tendering process costs (if through joint procurement) Joint procurement allows for significant investment by private sector in new or improved resource recovery technologies and facilities Disadvantages & Risks: <ul style="list-style-type: none"> SSROC membership fees Procurement timeframes may be longer for joint procurement services as all members need to agree 	High
	2. Continue to undertake detailed bin audits (procured through SSROC) on a 2-4 year cycle and include CDS eligible containers in the scope.	Benefits: <ul style="list-style-type: none"> Obtain detailed bin audit data to inform future actions and services as well as assessing the success of current programs Reduced consulting costs through joint procurement Disadvantages & Risks: <ul style="list-style-type: none"> Consulting costs for independent auditors 	Medium
	3. Develop a regional policy and review collective procurement arrangements with partners (SSROC) for alternative waste technologies (AD, pyrolysis)	Benefits: <ul style="list-style-type: none"> Establishes best practice technology in the region Ensures the region is considering landfill alternatives Establishes procurement models Disadvantages & Risks:	High

Strategic Objective	Option	Benefits, Disadvantages and Risks	Score
	etc) and Energy from Waste.	<ul style="list-style-type: none"> Staff time to develop policies Research costs to develop technology reviews 	
	4. Require source separation and recycling of priority products (such as wood, organics, metal and furniture) in regional collection contracts for household cleanup waste.	Benefits: <ul style="list-style-type: none"> Establishes best practice Provides for maximum recycling of household cleanup waste Disadvantages & Risks: <ul style="list-style-type: none"> Costs of household cleanup waste services will increase marginally due to additional labour costs 	Medium
	5. Develop a regional Sustainable Procurement Policy with partners (SSROC) which requires minimum percentage recycled content in construction contracts, preferentially purchases local content (compost etc) and imbeds recycled content (e.g. glass) into road building contracts.	Benefits: <ul style="list-style-type: none"> Ensures a circular economy for recycled products Ensures sustainable markets for commodities Disadvantages & Risks: <ul style="list-style-type: none"> No disadvantages or risks were identified 	High
3.2 – Improve waste management data	1. Improve collection and analysis of waste management data to assess waste diversion, cost and performance metrics in real-time for each contract, waste type and Georges River Council overall.	Benefits: <ul style="list-style-type: none"> Improved waste management data will allow Georges River Council to assess waste diversion, cost and performance metrics in real-time for each contract, waste type and Georges River Council overall. The specific reporting requirements in the new contracts will reduce the administration and management time required to capture and present the key information out of the current reports and invoices provided by 	High

Strategic Objective	Option	Benefits, Disadvantages and Risks	Score
		<p>contractors.</p> <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> Administrative effort and costs associated with developing waste management information database 	
	2. Include waste management data reporting clauses (KPI) in all future contracts with deadlines for reporting to ensure Georges River Council has the required data within an appropriate timeframe.	<p>Benefits:</p> <ul style="list-style-type: none"> Reduces administration time identifying and recording the relevant data from waste service provider reporting and invoices Financial penalties for service providers if reporting deadline are not met to ensure timely delivery of reporting <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> No disadvantages and risks were identified 	High
	3. Continue to undertake detailed bin audits to capture data to inform future actions and monitor outcomes of currently implemented actions.	<p>Benefits:</p> <ul style="list-style-type: none"> Allows for future services and programs to be tailored based on the audit Allows for the assessment of current services and programs Competitive consulting costs are achieved through joint procurement of the audits through SSROC <p>Disadvantages & Risks:</p> <ul style="list-style-type: none"> Consulting costs for independent auditors 	Medium
	4. Consider the use of RFID bin tags to improve waste management data capture for residential and commercial kerbside waste management services.	<p>Benefits:</p> <ul style="list-style-type: none"> Improve quality and reliability of waste management data Allow for Council to identify any concerns or areas for improvement in real time Allow for a simplified billing process using bin lift or weight based charging mechanisms 	Medium

Strategic Objective	Option	Benefits, Disadvantages and Risks	Score
		Disadvantages & Risks: <ul style="list-style-type: none">Administrative or consulting costs to assess the cost-benefit of installing RFID bin tags	

3.4 Final list of actions

Table 11 presents the final list of actions selected (assessed as high in the options assessment above) for the next four years of the waste strategy (2021 to 2025). Options common to more than one general outcome are grouped under the one action, while multiple actions for one objective are listed separately as discrete actions.

Table 11: List of actions selected for the Georges River Council Waste Strategy (2021-2040)

Action	Options captured	Objectives satisfied
1. Trial the rollout of FOGO services to a select number of SUDs and if successful then implement FOGO collections for all SUD and opt in service for MUDs and businesses.	1.1.1, 1.1.2 and 2.2.3	1.1 - Improve resource recovery and diversion waste from landfill 2.2 - Reduce waste management costs
2. Develop and implement an education campaign to move recyclables from the general waste bin into the recycling bin and reduce contamination in the recycling bin. Continue existing community and residential education with a focus on reducing contamination in the recycling garden/FOGO bins. Education programs to have a focus of MUDs and culturally linguistically and diverse communities. Adopt ACOR Project Yellow to prioritise collected materials.	1.1.4, 1.2.2 and 1.2.5	1.1 – Improve resource recovery and diversion of waste from landfill 1.2 - Minimise environmental impact of waste management and disposal
3. Conduct competitive tender processes (potentially through joint procurement) for upcoming collection and processing contracts as combined former Hurstville and former Kogarah councils.	2.1.1, 2.2.1 and 3.1.1	2.1 - Unify services across LGA 2.2 – Reduce waste management costs 3.1 - Continue to develop joint procurement options for waste management services
4. Draft flexible contracts for future general waste and recycling bins for processing/disposal to allow Council to transition alternate processing/disposal options such as EfW.	1.1.3 and 2.3.1	1.1 - Improve resource recovery and diversion of waste from landfill 2.3 - Improve contract flexibility
5. Finalise and publish the waste management conditions in the Georges River Council Development Control Plan.	1.2.1	1.2 - Minimise environmental impact of waste management and disposal

Action	Options captured	Objectives satisfied
6. Develop new database to compile all relevant waste management contract information in one place and require all new waste management contracts to have specific reporting requirements to ensure the Waste Service Provider captures the necessary data and it is clearly presented.	3.2.1 and 3.2.2	3.2 - Improve waste management data
7. Continue to monitor and apply for NSW and Commonwealth government grants to provide financial assistance for programs that will improve waste management outcomes for Georges River Council.	2.2.2, 1.2.4, 1.2.7 and 1.2.8	1.2 – Minimise environmental impact of waste management and disposal 2.2 – Reduce waste management costs
8. Undertake direct community consultation to inform the waste services tendered for after 2021.	1.2.3	1.2 – Minimise environmental impact of waste management and disposal
9. Develop a contamination management procedure with the recycling collections and processing contractors to reduce contamination in the recycling bin (average contamination rate of 32.6%) and FOGO trial through the use of enforcement policies such as the 3-strike rule with a focus on MUDs.	1.2.6	1.2 – Minimise environmental impact of waste management and disposal
10. Conduct a review to determine if the existing Georges River Council resources to combat illegal dumping are sufficient to meet the desired targets for the local environment detailed in the Community Strategic Plan including an assessment of the value for money of Council's partnership with the local RID squad.	1.2.7	1.2 – Minimise environmental impact of waste management and disposal 3.1 - Continue to develop joint procurement options for waste management services
11. Assess Council's litter management infrastructure to prevent the occurrence of litter items and to capture them before entering the environment including a review to determine optimal placement and sufficient capacity of public place litter bins and gross pollutant traps.	1.2.8	1.2 – Minimise environmental impact of waste management and disposal
12. Investigate user pay principles for residential and commercial waste collections (including additional household cleanup material collections) to incentivise waste minimisation.	2.2.4	2.2 – Reduce waste management costs
13. Document and report the climate change benefits associated with capturing the embodied energy of recyclables and of diverting organics from landfill.	1.2.9	1.2 – Minimise environmental impact of waste management and disposal

Action	Options captured	Objectives satisfied
14. Develop a regional Commercial Food collection contract and develop local policies to maximise commercial food diversion from landfill	2.1.3 and 1.1.2	1.1 - Improve resource recovery and diversion waste from landfill 2.1 - Unify services across LGA
15. Develop a regional policy and review collective procurement arrangements for alternative waste technologies (AD, pyrolysis etc) and EfW.	3.1.3	3.1 - Continue to develop joint procurement options for waste management services
16. Develop a regional Sustainable Procurement Policy with partners (SSROC) which requires minimum percentage recycled content in construction contracts, preferentially purchases local content (compost etc) and imbeds recycled content (e.g. glass) into road building contracts.	3.1.5	3.1 - Continue to develop joint procurement options for waste management services

4 How will the strategy be implemented?

4.1 Action plan

Table 12 presents the action plan for implementing Georges River Council's waste management vision and strategic objectives over the next four year period (2021 to 2025). An indicative cost has been assigned and whether there are NSW Governments grants available for each action.

Table 12: Action plan for Georges River Council Waste Strategy

Georges River Council Waste Strategy (2021-2025)				Version/Date: 8 February 2021	
Commencement Date	Action	Steps Required	Details	Indicative Cost	Grants Available
September 2019	5	Finalise and publish the draft waste management conditions for the Georges River Development Control Plan	<ul style="list-style-type: none"> Georges River Council executive and councillors to approve waste management conditions for the Georges River Development Control Plan for publication. 	Consultant costs for this work have been paid for and in-kind work already assigned to relevant teams.	Not applicable as the work has already begun
Ongoing	7	Continue to monitor and apply for NSW and Commonwealth government grants to improve waste management outcomes for Georges River Council	<ul style="list-style-type: none"> Monitor and apply for relevant grant funding especially from the NSW EPA Waste Less Recycle More funding and Commonwealth funding available to support the establishment of recycling infrastructure for upcoming export bans in particular the following grants: <ul style="list-style-type: none"> Combating Illegal Dumping: Clean-up and Prevention Program Community Litter Grants Community Recycling Centre Program AWT Transition Package Organics Infrastructure Fund 	Grant applications to be prepared using in-kind resources or through a consultancy (\$5,000 to \$15,000 per grant application). Registration for Emissions Reduction Fund by in-kind resources or through a consultancy ~\$2,500.	Yes – see information in "Details" column

Georges River Council Waste Strategy (2021-2025)			Version/Date: 8 February 2021		
Commencement Date	Action	Steps Required	Details	Indicative Cost	Grants Available
			<ul style="list-style-type: none"> Register for the Emissions Reduction Fund for any projects that divert organics from landfill such as the provision of a FOGO service for residential and businesses. 		
July 2021	13	Document and report the climate change benefits associated with capturing the embodied energy of recyclables and of diverting organics from landfill.	<ul style="list-style-type: none"> Undertake an assessment of the climate change benefits associated with capturing the embodied energy of recyclables and diverting organics from landfill at the end of each financial year, to determine the diversion of CO2 equivalent emissions. 	Assessment of climate change benefits from Councils' recycling activities could be completed by consultants for ~ \$5,000 for recyclables assessment and \$5,000 for organics assessment.	Not Applicable
July 2021	6	Develop new database to compile all relevant waste management contract information	<ul style="list-style-type: none"> Review the current waste management contracts and relevant information to determine baseline data for all waste streams especially Container Deposit Scheme and specialist waste management services e.g. mattress recycling. 	Database improvements could be completed by in-kind resources.	Not Applicable
September 2021	8	Undertake direct community consultation to inform the waste services tendered for after 2022	<ul style="list-style-type: none"> Prepare the questionnaire to gauge the community's expectations and requirements for future waste management services as well as their willingness to engage and pay for services such as FOGO. The consultation is expecting be undertaken from late 2021 to early 2022, 	Community Consultation could be completed by in-kind resources.	Not Applicable

Georges River Council Waste Strategy (2021-2025)			Version/Date: 8 February 2021		
Commencement Date	Action	Steps Required	Details	Indicative Cost	Grants Available
			the results of the consultation will be used to inform the waste services tendered for after 2021.		
October 2021	9	Develop a contamination management procedure	<ul style="list-style-type: none"> Undertake an internal workshop to identify, assess and formalise the potential contamination management measures such as the 3-strike policy, bin inspection procedures and bin stickering. Publish the contamination management procedures with a fact sheet for residents on how it impacts them. 	Contamination management procedure to be developed by in-kind resources as well as input from the relevant contractors.	Not Applicable
October 2021	11	Assess Council's litter management infrastructure	<ul style="list-style-type: none"> Conduct a review of Council's litter management infrastructure to evaluate the optimal placement and determine the sufficient capacity of public place litter bins and gross pollutant traps. The review will provide a set of prioritised options to improve litter management in Georges River Council in particular litter with the potential to enter the Georges River. 	Council's litter management infrastructure assessment to be developed by in-kind resources as well as consultants for ~ \$10,000 to 20,000 if register of public place bins and gross pollutant traps is available.	Community Litter Grants depending on the scope of the assessment
Early 2022	1	Trial small scale FOGO service in SUDs	<ul style="list-style-type: none"> Prepare a FOGO implementation plan for the trial. Develop and deliver education material for the FOGO trial. Rollout FOGO trial early 2022. 	A FOGO trial of 2,000 households would cost approximately \$50,0000 excluding tipping costs (~\$150/tonne) and transport costs (dependant on FOGO	Organics Collections Grants can provide up to \$1.3m (up to 100% of

Georges River Council Waste Strategy (2021-2025)				Version/Date: 8 February 2021	
Commencement Date	Action	Steps Required	Details	Indicative Cost	Grants Available
				processing facility location). Potential for funding from the Organics Collection Grants or Local Council Transition Fund.	project costs) for audits, education and infrastructure. Local Council Transition Fund provides up to \$180,000 for options assessment, tendering costs, education and staff salaries.
January 2022	10	Review Georges River Council's resources to combat illegal dumping and assess the value for money of Council's partnership with the local Regional Illegal Dumping (RID) squad	<ul style="list-style-type: none"> Review Georges River Council's resources to combat illegal dumping against the targets in the Community Strategic Plan 2018-2028. Assess if Council's involvement in the local RID squad provides value for money. 	Review of Council's resources to combat illegal dumping could be completed by in-kind staff and potentially supported by NSW EPA funding for additional resources or implementation of the findings of the internal review.	Combating Illegal Dumping: Clean-up and Prevention Program – up to \$120,000 for illegal dumping reduction projects (if baseline data available – up to \$20,000 to establish baseline.

Georges River Council Waste Strategy (2021-2025)			Version/Date: 8 February 2021		
Commencement Date	Action	Steps Required	Details	Indicative Cost	Grants Available
January 2022	12	Investigate user pay principles for residential and commercial waste collections	<ul style="list-style-type: none"> Undertake a review of the potential for Council to introduce user pay principles such as weight based billing, fee decreases for reducing size of the bins and fees charged on a per pickup basis (commercial collections only and household cleanup materials). Undertake an analysis of the potential costs and benefits of introducing various user pay business models. 	Review of potential for Council to introduce weight based billing and undertake a cost-benefit analysis of various user pay business models could be completed by consultants for ~ \$25,000	Not Applicable.
July 2021	2	Develop and implement an education campaign to move recyclables from the general waste bin into the recycling bin and reduce contamination in the recycling bin	<ul style="list-style-type: none"> Develop education campaign and materials highlighting the need to place recyclable material in the recycling bin and reduce contamination in the recycling. Deliver education campaign in conjunction with existing education programs as listed in Section 1.8 and Appendix B. Participate in ACOR's Project Yellow. 	Education campaign to be developed and implemented through existing education resources and with the assistance of the relevant contractors	Not applicable, however, the education and communication funding provided by the rollout of a FOGO service (Action 1) could be leveraged for this education campaign.
September 2022	1	Assess outcomes of trial FOGO service	<ul style="list-style-type: none"> Conduct visual general waste FOGO bin audits for the trial area to measure participation and contamination rates. Review general waste and FOGO audit results from trial period to determine 	Undertaking of visual bin audits, review and reporting of audit results as well as the cost-benefit analysis of the trial could be completed by	Organics Collections Grants and Local Council Transition Fund

Georges River Council Waste Strategy (2021-2025)				Version/Date: 8 February 2021	
Commencement Date	Action	Steps Required	Details	Indicative Cost	Grants Available
			participation and contamination rates. <ul style="list-style-type: none"> Conduct a cost-benefit analysis for the roll-out of FOGO service based on trial participation and contamination rates. 	consultants for ~ (\$15,000 to \$20,000).	as detailed above on pages 55-56 for Action 1, FOGO trial.
May 2022	15	Develop a regional policy and review collective procurement arrangements for alternative waste technologies (AD, pyrolysis etc) and Energy from Waste.	<ul style="list-style-type: none"> Discuss a regional policy and review collective procurement arrangements for alternative waste technologies and Energy from Waste technologies with SSROC and the other interested local councils in the Greater Sydney region. If discussion lead to sufficient interest from SSROC members and other local councils in Greater Sydney, develop a policy to attract potential technology providers with a goal for treating all of Georges River Council's general waste in 2027 when former Kogarah's general waste processing contract expires. 	Discussion and development of a regional policy for collective procurement arrangements to be completed using in-kind resources and SSROC resources.	Not Applicable.
June 2022	14	Develop a regional Commercial Food collection contract and develop local policies to maximise commercial food diversion from landfill	<ul style="list-style-type: none"> Discuss with SSROC partners and local business the introduction of a Commercial Food collection contract. If discussions lead to the sufficient interest from SSROC partners and local businesses develop a regional commercial food collection contract, to be integrated with the Council FOGO 	Discussion and development of a regional policy for collective procurement arrangements to be completed using in-kind resources and SSROC resources.	Potentially Commercial Organics Collections Grant and Organics Infrastructure Fund depending on

Georges River Council Waste Strategy (2021-2025)			Version/Date: 8 February 2021		
Commencement Date	Action	Steps Required	Details	Indicative Cost	Grants Available
			service (if FOGO trial is successful).		the scope of the project
June 2022	6	Require all new waste management contracts to have specific reporting requirements	<ul style="list-style-type: none"> Ensure the information required for the waste management contracts database is detailed in any of the new waste contract reporting clauses. 	To be completed using in kind resources or will be undertaken by the consultant appointed to assist with tendering process.	Not Applicable.
July 2022	3	<p>Conduct competitive tender processes (potentially through joint procurement) for upcoming collection and processing contracts</p> <p>Conduct competitive tender processes (potentially through joint procurement) for upcoming collection and processing contracts (continued)</p>	<ul style="list-style-type: none"> Council has the following collection and processing contracts that expire in 2023 that need to be tendered for⁸: <ul style="list-style-type: none"> Collection contracts for all residential, commercial and public place bins; Processing of co-mingled recycling waste; Processing of garden organics (potentially FOGO); and Processing and/or disposal contract for general waste from former Hurstville Council. Review former Kogarah Council general waste processing contract to determine if food waste component can be source separated for FOGO service. Tender for the following services: 	<p>To develop contract specifications for the services detailed to be completed using in-kind resources in addition to consultancy costs ~ \$60,000 to \$70,000.</p> <p>If services are tendered through joint procurement, the tendering costs will be shared across the participants.</p>	Not Applicable.

⁸ See Section 1.5 for further details.

Georges River Council Waste Strategy (2021-2025)			Version/Date: 8 February 2021		
Commencement Date	Action	Steps Required	Details	Indicative Cost	Grants Available
			<ul style="list-style-type: none"> ○ Collection contracts for all residential, commercial and public place bins; ○ Processing of co-mingled recycling waste; ○ Processing of FOGO (for whole of LGA if former Kogarah general waste processing contract is not restrictive); ○ Processing and/or disposal contract for general waste from former Hurstville; and ○ Discuss potential joint procurement opportunities for the above services with SSROC councils and other potential partner councils. • A staged tender process in which collection services are procured last will ensure the selected processing and/or disposal facilities are known for the collection services tender. • Tender returns will be analysed, including costs, with negotiation taking place with shortlisted tenderers to ensure a competitive price is achieved. • The preparation of a tender and contract for processing/disposal services will begin in June 2022, with the tender released by November 2022, tender returns expected 		

Georges River Council Waste Strategy (2021-2025)				Version/Date: 8 February 2021	
Commencement Date	Action	Steps Required	Details	Indicative Cost	Grants Available
			<p>by February 2022 and the contract signed by May 2022 for a commencement in February 2023.⁹</p> <ul style="list-style-type: none"> The preparation of a tender and contract for collection services will begin in February 2023, with the tender released by May 2023, tender returns expected August 2023 and the contract signed by September 2023 for a commencement in February 2024. 		
July 2022	4	Draft flexible contracts for future general waste and recycling bins for processing/disposal to allow Council to transition alternate processing/disposal options such as EfW	<ul style="list-style-type: none"> To be considered during competitive tender process as described above. Processing and/or disposal contract for former Hurstville Council general waste to be no longer than 2027 (to align with expiration of former Kogarah Council general waste processing contract). Existing contracts with collector and processor are to be thoroughly reviewed and a list of changes for the new contracts prepared. Consider the inclusion of clauses in the co-mingled recycling processing contract for periodic (e.g. annual) reviews to be undertaken to monitor the agreement 	To be included in the above tendering assistance costs from the chosen consultant.	Not Applicable.

⁹ Note processing and/or disposal contract for former Kogarah general waste does not expire until 2027 and therefore is considered in this action plan (2021-2025).

Georges River Council Waste Strategy (2021-2025)			Version/Date: 8 February 2021		
Commencement Date	Action	Steps Required	Details	Indicative Cost	Grants Available
			and highlight any significant changes in commodity prices and market conditions which could result in gate fee increases and decreases.		
May 2023	1	Prepare FOGO implementation plan (if FOGO trial is successful)	<ul style="list-style-type: none"> Develop a FOGO implementation plan in consultation with the nominated FOGO processor including the following: <ul style="list-style-type: none"> Opt-in vs Universal and/or transition arrangements; New bin configurations (including FOGO caddy/liner provision); Changes in frequency of collections; and Education and communication plan. 	<p>Preparation and delivery of the FOGO implementation and education plans for approximately 60,000 households would cost ~ \$1.5m for the first year.</p> <p>This budget accounts for the delivery of kitchen caddies and bin liners for every household, employing two full time staff to educate the community and audit bins to identify and mitigate contamination, development and delivery of education materials via social media, radio, door knocking, letterbox drops and</p>	Organics Collections Grants and Local Council Transition Fund as detailed above on pages 55-56 for Action 1, FOGO trial.
October 2023	1	Deliver FOGO implementation plan (if FOGO trial is successful)	<ul style="list-style-type: none"> Deliver the FOGO implementation plan to prepare former Hurstville Council residents for the start of the FOGO service in February 2024. 		

Georges River Council Waste Strategy (2021-2025)				Version/Date: 8 February 2021	
Commencement Date	Action	Steps Required	Details	Indicative Cost	Grants Available
				billboards.	
March 2025	16	Develop a regional Sustainable Procurement Policy with partners (SSROC) which requires minimum percentage recycled content in construction contracts, preferentially purchases local content (compost etc) and imbeds recycled content (e.g. glass) into road building contracts.	<ul style="list-style-type: none"> Discuss a regional Sustainable Procurement Policy with SSROC and the other interested local councils in the Greater Sydney region to require minimum percentage of local recycled content in construction contracts. If discussion lead to sufficient interest from SSROC members and other local councils in Greater Sydney, develop a policy to require minimum percentage of local recycled content in construction contracts. 	Discussion and development of a regional Sustainable Procurement Policy to be completed using in-kind resources and SSROC resources.	Not Applicable

4.2 Action plan implementation timeline

The proposed implementation timeline for the action plan is summarised in Table 13 in the form of a Gantt chart.

Note - General community education and Chemical CleanOut events are not included in this Gantt Chart.

Table 13: Georges River Council Waste Strategy - Implementation Timeline

Action	Year & Quarter	2021				2022				2023				2024				2025			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1	Trial small scale FOGO service in SUDs																				
	Assess outcomes of trial FOGO service																				
	Prepare FOGO implementation plan (if FOGO trial is successful)																				
	Deliver FOGO implementation plan (if FOGO trial is successful)																				
2	Develop and implement an education campaign to move recyclables from the general waste bin into the recycling bin and reduce contamination in the recycling bin																				
3	Conduct competitive tender processes (potentially through joint procurement) for upcoming collection and processing contracts																				
4	Draft flexible contracts for future general waste and recycling bins for processing/disposal to allow Council to transition alternate processing/disposal options such as EfW																				
5	Finalise and publish the draft waste																				

Action	Year & Quarter	2021				2022				2023				2024				2025			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	management conditions for the Georges River Development Control Plan																				
6	Develop new database to compile all relevant waste management contract information																				
	Require all new waste management contracts to have specific reporting requirements																				
7	Continue to monitor and apply for NSW and Commonwealth government grants to improve waste management outcomes for Georges River Council																				
8	Undertake direct community consultation to inform the waste services tendered for after 2021.																				
9	Develop a contamination management procedure																				
10	Review Georges River Council's resources to combat illegal dumping and assess the value for money of Council's partnership with the local Regional Illegal Dumping (RID) squad																				
11	Assess Council's litter management infrastructure																				
12	Investigate user pay principles for residential and commercial waste																				

Action	Year & Quarter	2021				2022				2023				2024				2025			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	collections																				
13	Assess the climate change benefits of waste management services at the end of each financial year																				
14	Develop a regional Commercial Food collection contract and develop local policies to maximise commercial food diversion from landfill																				
15	Develop a regional policy and review joint procurement arrangements for new waste management technologies (e.g. anaerobic digestion, pyrolysis, gasification, incineration, etc)																				
16	Develop a regional Sustainable Procurement Policy																				

5 How will progress be measured

Progress toward implementing the proposed action plan will be measured to establish a consistent and reliable source of information regarding the LGA's waste performance over time. Furthermore, it will enable informed, evidence-based judgements to be made regarding the performance of the LGA's waste services and the effectiveness of the actions undertaken.

In order to record and be able to compare data over time, it is proposed that progress reports be prepared on a six-monthly basis in the first two years, followed by annual progress reports, to summarise the progress made towards implementing the 2021 to 2025 action plan.

The key metrics assessed in each progress report should include:

- The timeliness of implementation;
- Measurable changes in waste performance including but not limited to, resource recovery, greenhouse gas emission reductions and contamination rates;
- Community response to implementation; and
- The efficiency of spending.

As such, the report should provide:

- Detail of any delays to the proposed implementation timeline or necessary restructures to the timeline due to practical or unforeseen circumstances;
- Waste generation, recycling and disposal performance data from the last financial year and comparisons to the benchmark established in this strategy for 2019/20 levels;
- Commentary on the community's reception of various changes implemented under the strategy; and
- Details regarding actual financial spend on implementing the proposed action/s, with comparison to the initial budget proposed for the action/s.

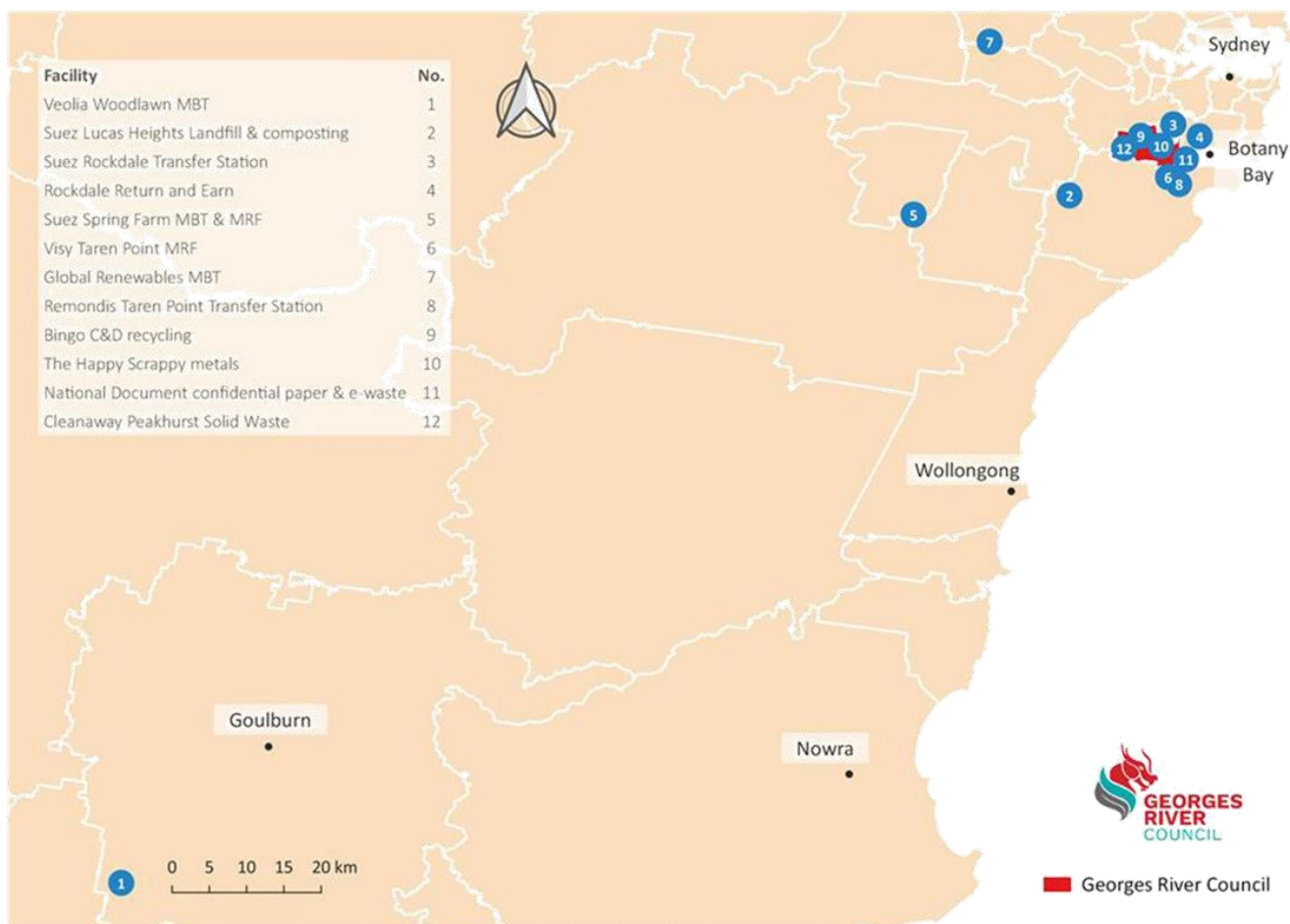
The progress reports will be issued to Council's executive within three months of the end of the assessment period.

In 2025, Georges River Council will identify and assess the actions required in the next five years (2025 to 2030) to continue to improve waste management outcomes in accordance with the vision and strategic objectives outlined in Sections 2.1 and 2.2 above.

References

- Australian Bureau of Statistics (2017), 3218.0 – Regional Population Growth, Australia, 2015-16
- Australian Bureau of Statistics (2016), 2016 Census QuickStats – Georges River Council
- City Plan Strategy & Development (2017), Kogarah North Precinct Urban Design Strategy, Prepared on behalf of Georges River Council
- Commonwealth of Australia (2018), 2018 National Waste Policy: less waste more resources,
- NSW Department of Planning and Environment, 2016, 2016 New South Wales State and Local Government Area Population and Household Projections, and Implied Dwelling Requirements
- NSW EPA, 2017, NSW Local Government Waste and Resource Recovery Data Report 2014-15
- NSW EPA, 2019, NSW Local Government Waste and Resource Recovery Strategy Progress Report 2017-18

Appendix A Waste and recycling infrastructure



Appendix B Georges River Council Waste Education Programs

Table 14: Georges River Council Waste Education Program Summary

Program/Initiative	Target Audience	Past Yearly Outcomes*
Clean Up Australia Day	Residents/Business	26 registered sites in the Georges River Council LGA with an estimated 1,656 volunteers participating collecting approximately 55 tonnes of rubbish
Retail Your Rubbish	Residents	39 households participated and hosted a sale with approximately 148 buyers visiting McRaes Reserve
Strata and Building Manager – Waste Information Pack	Residents	Georges River Council has distributed to 100% of strata managers engaged in 2019 in person and via mail
Commercial Waste Service and Business Information Pack	Business	Georges River Council has distributed and engaged with 58 businesses in the LGA
Plastic Free July DIY Body Care Workshops	Residents	Georges River Council delivered 2 workshops with 14 participants
Bower Repair Workshops	Residents	3 workshops delivered with 35 participants
SSROC CALD Education Workshops	Residents	SSROC delivered 156 education workshops reaching 2,474 participants
Composting and Worm Farming Workshops	Residents	7 workshops delivered teaching 170 participants
World Environment Day Plastic Bag Swap	Residents	500 plastic bags collected, and 100 reusable bags provided to participants
Single Use Plastic Nightmares Halloween Movie Night	Residents	Upcoming event in October 2019
National Recycling Week 2040 Movie Night	Residents	Upcoming event in November 2019
Brim Trim Program with Ethnic Communities' Council of NSW	Business	1 business participating and engaging with the Bin Trim Program through EEC
Responsible Cafes	Business	38 cafes in the LGA are participating and 46 reusable cups have been distributed. An estimated 13,500 disposable cups or 109 kgs per year have been avoided.
Litter Audit Pilot	Schools	1 audit completed with 150 participating students

Program/Initiative	Target Audience	Past Yearly Outcomes*
School Litter Art Competition Pilot	Schools	2 schools participated with 394 entries and 39 flags displayed in LGA CBDs
World Environment Day Speaking 4 the Planet	Schools	4 high school participated with 57 entries
Keep Australia Beautiful EnviroMentors Program	Schools	16 schools participated reaching 3,709 students through 140 education sessions
GEORGES RIVER COUNCIL Preschool Program	Schools	Upcoming event
Free School Recycling Bins	Schools	20 schools participated with 60 recycling bins provided, collecting an estimated 391 tonnes of recycling

*Outcomes based on a reporting period between October 2018 to September 2019.

Appendix C Waste and recycling infrastructure overview

Table 15: Waste and recycling infrastructure

Facility	Operator	Waste types accepted	Additional Comments
Woodlawn Bioreactor	Veolia	Putrescible waste	Council waste is transported to the Woodlawn Bioreactor via train from the Clyde intermodal facility in Sydney. Landfill gas is captured to generate electricity. A portion of Council's general waste is processed at this facility.
Lucas Heights Resource Recovery Park	Suez	Asbestos, construction and demolition, liquid waste, metals, old clothing, batteries, paint, waste oil, comingled waste, tech waste, garden waste, gas bottles, mixed putrescible, non-putrescible, paper and cardboard, soil and tyres.	Open seven days with a public drop-off point. Fees apply. A portion of Council's general waste is processed at this facility. Council's garden organics is processed at this facility to produce compost.
Rockdale Resource Recovery Park	Suez	Batteries, paint, oil, comingled waste, tech waste, garden waste, gas bottles, hazardous waste, mixed putrescible, non-putrescible and tyres.	Open seven days with a public drop-off point. Fees apply.
Spring Farm MRF	Suez	Comingled recycling.	Not open to the public. Council's comingled recycling is processed at this facility.
Spring Farm Resource Recovery Park	Suez	Putrescible waste and non-putrescible waste.	Open to the public.
Rockdale Return and Earn	St George Recyclers	Eligible CDS containers.	St George Recyclers operate an automated depot for the receipt and payment of 10 cent per container for eligible CDS containers. They also provide a free collection service for source separated eligible containers.
Taren Point Transfer Station	Remondis	Garden organics, mixed non-putrescible waste, metals, wood and some hazardous items such as batteries and gas bottles.	Open to the public.
Tarren Point MRF	Visy	Comingled recycling.	Not open to the public. Currently closed due to damages

Facility	Operator	Waste types accepted	Additional Comments
			from a fire in July 2019.
Scrap Metal Rockdale	St George Recyclers	Scrap metal.	Buy non-ferrous metals such as copper, brass, aluminium, etc.
Mortdale Recycling Centre	Bingo	Construction and demolition waste.	Currently closed, site is being modified to improve operations.
Clothing Donation Bins	King Cotton Salvation Army	Textiles.	Multiple bins locations throughout the following locations – Hurstville, South Hurstville, Riverwood and Mortdale.
Peakhurst Solid Waste Services	Cleanaway	General waste, organic waste and residential waste streams.	Not open to the public. Services the Canterbury-Bankstown and Inner West Councils.
National Document Shredding Service	National Document Shredding Service	Document destruction and tech waste.	n/a.

Item: ENV008-21 Status Update on the Food Waste Feasibility Study

Author: Manager Environment Health & Regulatory Services

Directorate: Environment and Planning

Matter Type: Committee Reports

ENV008-21

RECOMMENDATION:

- (a) That the update on the status of the Food Waste Feasibility Study undertaken by the Southern Sydney Regional Organisation of Councils be noted.
- (b) That a further report be provided to Council following the completion of the Food Waste Feasibility Study.

EXECUTIVE SUMMARY

1. At its meeting on 28 September 2020, Council considered a report (ENV037-Food Waste Feasibility Study and Recycling Trial) and resolved:

“That a further report detailing the outcomes of the Food Waste Feasibility Study be provided to Council in early 2021.”

2. This report provides an update to Council regarding the progress of the SSROC regional Feasibility Study being undertaken through the provision of a Local Council Transition Fund grant.
3. It is recommended that a Feasibility Study be completed prior to implementation of a Food Organics Garden Organics (FOGO) or Food Organics (FO) trial collection service to ensure Council implements a sustainable, efficient, effective service in accordance with industry best practice.

REPORT

4. The Southern Sydney Regional Organisation of Councils (SSROC) successfully applied on behalf of Georges River Council and other participating SSROC member Councils for the Department of Planning, Industry and Environment's (DPIE) Local Council Transition Fund grant package. The funding package was created to provide funds to Council and incentivise consideration of Food Organics Garden Organics (FOGO) collection and processing options.
5. The \$120,000 grant funding awarded to SSROC has been used to engage a consultant to develop recommendations for regional implementation of FOGO, including:
 - A desktop review with a focus on metropolitan areas
 - Onsite processing solutions for existing and new Multi-Unit Developments
 - Financial modelling including capital outlays and operational costs under various scenarios and cost benefit analysis
 - Risk mitigation strategies
 - Processing capacity

- Regional contract and procurement models
 - Arrangements to create closed-loop cost efficiencies.
6. The Feasibility Study will analyse case studies and experiences from regional-based Councils that have successfully implemented FOGO collections. The Feasibility Study will inform and predict impacts at a metropolitan scale to prepare Council for a future FOGO collection trial. The Feasibility Study will predominantly be delivered via a desk-top study.
 7. The consultant will analyse the organics market and identify best practice FOGO and Food Organics (FO) service implementation. Best practice assessment will include onsite organics processing options, for both single-unit dwellings (SUDs) and multi-unit dwellings (MUDs) at each stage of the organics recovery process, from planning and early community engagement to end markets for processed organics. Assessment of best practice will be based on consolidated learnings from all relevant domestic and international FOGO/FO programs and research, the state of the NSW organics industry, NSW Environment Protection Authority (EPA) policy, and the consultant's evidence-based recommendations.
 8. Upon completion of the Feasibility Study, Council can more confidently apply for grant funding and/or secure an internal funding source to enable delivery of a FOGO trial, as informed by the financial modelling included within the Feasibility Study, should the service be identified as viable.
 9. It is expected that the Feasibility Study will be completed by July 2021 with final project documentation provided to SSROC.
 10. Pending the results of the Feasibility Study, it is anticipated that a FOGO trial methodology will be developed by a suitably qualified consultant which may be determined by DPIE as minimum requirements in order to obtain grant funding to deliver a FOGO trial.
 11. Details of a proposed methodology, if a trial is determined viable, will be provided to Council in a further report prior to the commencement of any trial.
 12. It is also anticipated that additional funds will be made available to councils in subsequent rounds of the Local Council Transition Fund to assist with implementing a FOGO trial if the Feasibility Study proves viability of this service.
 13. Council also regularly works in partnership with SSROC to identify suitable grant opportunities available at both local and regional levels.
 14. The use of composted material through FOGO collections should not be confused with the revocation of the permissions that allow the application of Mixed Waste Organic Output (MWOO) material to land. While Council has been impacted through this revocation, FOGO material can still be applied to land once processed correctly. FOGO is a collection and processing option encouraged by the NSW EPA, particularly given the industry changes to MWOO (organics from the red lid waste bin) as a means to divert waste from landfill.

Implications for the 2023 Waste Collection Contract

15. Based on community feedback sought during the waste services community consultation undertaken in September 2020, there is general positive community support for a food waste collection service.
16. It is anticipated that the tender process for the waste collection contract commencing in late 2021 ahead of a February 2023 effective date will incorporate maximum flexibility and options for consideration and inclusion of any future FOGO services.
17. This will ensure any concurrent FOGO trial and developments of a collection contract and tender documentation can align ahead of the implementation of a new contract and related waste collection services procured in accordance with the Local Government Act 1993.

Conclusion

18. Before a food waste (or FOGO) trial can be implemented, Council must first determine the viability of a regional/local food waste collection option to ensure the service is affordable to both Council and the community over the longer-term and that the service is delivered in accordance with industry best-practice. On the basis that most councils that have successfully implemented FOGO collection are regionally based and can use the outputs (processed food waste) on their grounds or in nearby agricultural applications, the service has proven viable in regional locations.
19. To determine viability in metropolitan locations, a Feasibility Study will first be completed to inform the costs of implementing a FOGO service. The results of the Feasibility Study will be reported to Council in a further report in late 2021 and will guide a FOGO trial if deemed viable and inform future consideration of FOGO collection and processing services delivered within the LGA.

FINANCIAL IMPLICATIONS

20. No budget impact for this report.

RISK IMPLICATIONS

21. No risks identified.

COMMUNITY ENGAGEMENT

22. Community engagement has been conducted seeking community feedback regarding food waste collections and the findings of this consultation program have been reported separately.

FILE REFERENCE

SF21/24, D21/26156

Item: ENV009-21 Waste Services Community Consultation - Implications for Waste Contracts

Author: Manager Environment Health & Regulatory Services

Directorate: Environment and Planning

Matter Type: Committee Reports

ENV009-21

RECOMMENDATION:

- (a) That Council notes the results of the community consultation program and the impacts on future waste service tenders and contracts.
- (b) That a status report be provided to Council in late 2021 on the progress of the tender process.

EXECUTIVE SUMMARY

1. At its meeting on 27 July 2020 Council considered a report (ENV027-20 Waste Management Services - Community Engagement Program) and resolved:
 - (a) *That Council approve the commencement of a comprehensive waste services community engagement program as outlined in the report to seek community feedback on the services to be provided in the next waste collection and processing contracts and Council's proposed Waste Strategy.*
 - (b) *That Council allocate \$80,000 from the Domestic Waste Reserve (DWR) to fund this program and that this adjustment occurs as part of the 2020/21 Quarter 1 Budget Review.*
 - (c) *That a further report be provided to Council on the outcomes of the community engagement program.*
2. At the same meeting, Council also resolved to undertake the draft Waste Strategy public exhibition which is related to the waste services community consultation program which is subject to a separate report to Council.
3. The waste services community consultation engagement program sought community input regarding key aspects of the collection and processing/disposal services such as:
 - a. Baseline service level satisfaction compared with desired future service levels
 - b. Preference for certain processing/disposal options including resource recovery, food organics garden organics processing (FOGO) and landfill
 - c. Perceived value for money relating to current and future services
 - d. Collection service specifications such as: bin size, collection frequency, kerbside clean-up provisions including collection type (scheduled/pre-booked), materials, frequency and volume.
4. Overall the consultation period commenced on Monday 31 August with the distribution of engagement and communication materials in accordance with the Communications and Stakeholder Engagement Plan developed to guide consultation activities. All consultation activities were completed by 30 September 2020.

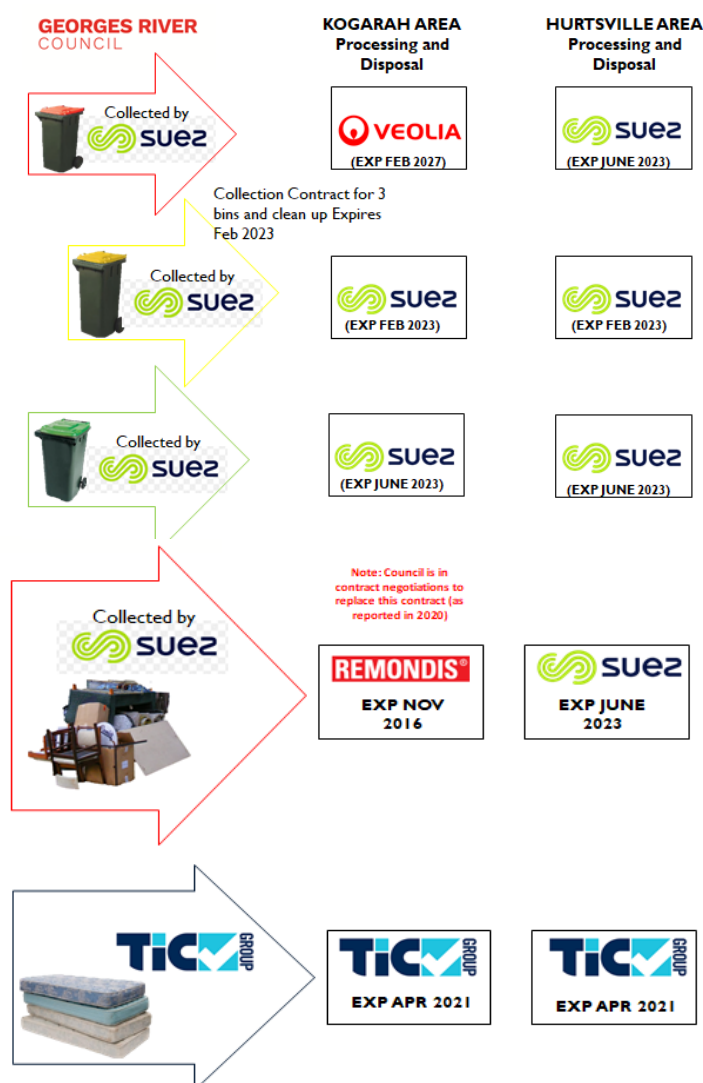
5. This report provides an update to Council on the outcomes of the community consultation program in accordance with Council's 27 July 2020 resolution and the resulting impacts on future waste service tenders.
6. In summary, the future waste service contracts will be informed by the community feedback obtained during consultation and will include:
 - a. Maintaining current contract KPI's for continuation of current baseline contractor performance expectations
 - b. Improved waste education and communication provisions with a collections contractor responsible for contamination management education
 - c. Focus on resource recovery, diversion from landfill and foster implementation of Council's Waste Strategy
 - d. Provisions for high priority and urgent illegally dumped waste collections within 12 and 24 hours' notice
 - e. Standard 2 pre-booked bulky waste services per year with flexibility to enable the community to opt in to additional user pays pre-booked services to provide residents with flexibility is using up to 4 collections per year
 - f. User pays business waste services
 - g. Flexibility for domestic and commercial food waste collections through bin provision and additional food waste collection services
 - h. Flexibility for Multi-Unit Dwelling properties lacking waste and bin storage space to request more frequent collection services
 - i. Continued delivery of a commingled recycling bin service as currently provided.
7. The current St George Waste Collection Contract is a joint contract between the former Kogarah, Hurstville and Rockdale Council's. It expires in February 2023. The collection contract incorporates specific processing/disposal services which will be included in the upcoming tender process.
8. Council will commence joint tender and contract preparation activities with Bayside Council for the future collection and processing contracts.
9. In summary, Council will undertake the following essential activities by November 2021 in preparing for the new service tender and contract with Bayside Council:
 - Compile Status Report of current services by April 2021
 - Undertake Performance Review of existing services by May 2021
 - Undertake waste audits by July 2021
 - Research best practice Develop KPI's
 - Undertake service Risk Assessment to satisfy Occupational Health and Safety requirements by October 2021
 - Develop a draft Community Education Strategy by October 2021
 - Appoint a Probity Officer by September 2021
 - Develop service options and specifications by October 2021
 - Consult with contractors (if recommended by the Probity Officer) by October 2021.
10. A further report will be provided to Council outlining progress towards the future collection contract. Commencing in 2022 will be the tender process, with tender advertisement from

February 2022 and appointment around May 2022. The new collection contract will then commence in February 2023.

BACKGROUND

11. Council's current waste collection contract (with SUEZ) will expire in February 2023. Additionally, numerous processing and disposal contracts, specifically for the provision of all materials from the three bin system (waste, commingled recycling and garden organics) as well as bulky waste materials expire throughout 2023. Figure 1 displays the current collection and processing contracts for the various waste streams administered by Council.

Figure 1: Status of Key Waste Service Contracts Relevant to this Report



12. The work to be undertaken as outlined further within this report relates to the waste bin (red lid), recycling bin (yellow lid), garden organics bin (green lid) and kerbside clean up (bulky waste) services – both collection and processing/disposal services. The exceptions are:
- The processing of kerbside clean up (bulky waste, including illegally dumped bulky waste) from the former Kogarah area, as a preferred contractor was endorsed in 2020,
 - The processing of material from the waste bin from the former Kogarah area with Veolia, as this service does not expire until 2027, and

- c. The collection and processing of mattresses, which relates to a Southern Sydney Regional Organisation of Council's (SSROC) contract, as it will be renewed at a regional scale.
13. Prior to the creation of new specifications for waste collection and processing/disposal services, Council in delivering a best-practice waste service, must engage with the community to understand and document the community's waste management needs. The current waste contracts, prior to inception, were informed by community engagement as led by both the former Kogarah and Hurstville Council's.
14. More specifically, the engagement program undertaken in 2020 was designed to determine the following:
 - a. Desired service levels, including the community's expectations for missed service response time
 - b. Frequency, volume and acceptable materials and collection type (scheduled/pre-booked) for collection under the kerbside (bulky waste clean-up) collection service
 - c. Desired bin size, number, collection frequency and streams desired for collection
 - d. Comparison of service levels (current and future) and the costs willing to be paid for by the community as part of the domestic waste management charge
 - e. Preference for certain processing/disposal options including resource recovery, food organics garden organics processing (FOGO) and landfill
 - f. Current satisfaction levels with all aspects of current waste services.
15. The primary purpose of the engagement program was to engage the community in the design of one of Council's largest contracts, the waste collection service contract, to ensure the service, once tendered, will meet the needs of the community. The collection service is the most visible waste service currently provided by Council to the community.
16. Additionally, the engagement program gauged the community's preference for processing and disposal options explored within the Waste Strategy (reported separately to Council). This information will be used to inform the design of future processing/disposal contracts when tendering commences in 2021/22.
17. The collection contract incorporates specific processing/disposal services which will be included in the upcoming tender process. This includes the disposal of material collected in public litter bins and materials collected in commingled recycling bins for example.





REPORT

(a) Waste Services Community Consultation Program

18. The consultation process was split into six core elements as listed below:
 - a) Development of a Communications and Engagement Plan and related engagement materials such as posters, videos and flyers to support the project
 - b) Resident Phone Survey
 - c) Online Community Survey
 - d) Business Phone Survey
 - e) Online Focus Groups
 - f) Supporting Communications and Engagement Tools (e.g. online submissions through Council's YourSay platform).

19. Overall there were 685 engagements during 1 September to 29 September 2020. The sample size, qualifiers (eligibility) and implementation details of the relevant engagement is summarised in Table 1 below.

Table 1: Summary of Consultation and Engagement Activities

	Residents	Residents and/or non-resident ratepayers	Businesses	Focus Groups
Methodology	 Phone	 Online	 Phone	 Live video streaming
Sample Size	N=414	N=210	N=50	N=11
Qualifiers	<ul style="list-style-type: none"> • Resident of GRC LGA • Over the age of 18 • Have a residential waste collection service provided by GRC 	<ul style="list-style-type: none"> • Resident of GRC LGA and/or non-resident ratepayer • Over the age of 18 • Have a residential waste collection service provided by GRC 	<ul style="list-style-type: none"> • Owner or senior manager of business within the GRC LGA • Have a waste and/or recycling collection service at their business provided by GRC 	<ul style="list-style-type: none"> • Resident of GRC LGA and/or non-resident ratepayer • Over the age of 18 • Have a residential waste collection service provided by GRC
Implementation dates	7 th – 14 th September 2020	1 st – 30 th September 2020	17 th – 25 th September 2020	28 th and 29 th of September 2020

20. Overall the key consultation findings as captured from community feedback during the consultation and engagement program is summarised in Table 2.

Table 2: Summary of Key Community Consultation Findings and Relevant Recommendations for Council's Contract Preparedness

Consultation Category	Key Consultation Finding	Council Response and Recommendations for Contract Preparedness
Overall community opinions of the waste service (residents and businesses)	<p>The Georges River community view waste services as very important, and they also express high levels of satisfaction with the service.</p> <p>This was consistent across both Residential and Business services and the different methods of engagement used to determine this finding (i.e. phone, online, focus groups).</p> <p>Where normative data was available (for the three residential bins and bulky waste kerbside collections), Georges River 'Importance' scores are well above industry scores and the 'Satisfaction' scores are marginally above industry</p>	<p>Council notes the high importance and satisfaction scores applied by the community with regards to the current waste collection services.</p> <p>During future contract specifications, Council will ensure the current base level of services will continue so as to maintain the community's expected service levels. This will be done by maintaining that current standard service specifications form the basis of the future general contract specifications. Further, standard reporting and service delivery timeframe KPI's in the current contract will also form the basis of future contract KPI's so as to continually have improved delivery of</p>

	scores.	waste service contracts.
Awareness (residents and businesses)	<p>Whilst awareness/usage of main waste and recycling services (i.e. three bins, bulky waste kerbside collections) is high, there are opportunities for Council to boost both awareness and usage of some of the other services. For instance:</p> <ul style="list-style-type: none"> - Only 16% of Businesses engaged were aware of the bulk paper/cardboard drop-off centres available at Lucas Heights. - Whilst 94% of Residents from the phone survey were aware of bulky waste kerbside collections, only 62% were aware of special chemical/paint/motor oil drop-off events, only 55% were aware of e-waste drop-off service and only 25% aware of Council-run education workshops. 	<p>Council will develop a Communications Plan that will aim to increase waste education and awareness within the community.</p> <p>Council has recently undertaken a review and upgrade of the waste service information available on the website in-line with website user feedback as obtained within webpage feedback forms. The waste webpages on the Council website feature significantly in the top 10 pages for monthly website views.</p> <p>Further, Council will be reviewing the annual distribution of the waste services calendar and guide to reinvent the information with a focus of improving awareness of waste services provided by Council and ensure that the information provided to the community remains effective, efficient and accessible (for example, accessible, digital and/or translated).</p> <p>Council will ensure a Communications Plan is developed to improve education and awareness prior to contract commencement in 2023. It is recommended that a new collection contractor fulfil education and awareness services in relation to contamination management and all collection services provided under the new contract, such as bin and kerbside collections. Therefore communications will be a joint requirement that is clearly defined with Council and a contractor delivering unified education.</p>
Communication /Engagement with the Community – Residents and Businesses	<p>The community expressed an interest in knowing more about waste – for instance:</p> <ul style="list-style-type: none"> - On an open-ended 'any other comments' question at the end of the survey, one of the main responses on the Resident phone survey was more education and information – with this then being reiterated in the resident focus groups. - The Resident online survey identified that 83% of respondents wanted to know more about waste. <p>Whilst 'instructional' messages still have a place (e.g. on the Resident online survey 43% expressed interest in knowing more about what items can go in the recycling bin), there is more interest in 'outcomes' messages:</p> <ul style="list-style-type: none"> - For instance, on the Resident online 	<p>Council will be developing a Waste Education Plan to coincide with preparations for the future waste collection contract. The Waste Education Plan will focus on:</p> <ul style="list-style-type: none"> - Contamination management - Engaging with residents of Non-English Speaking Backgrounds - Digital assets in an effort to reduce waste (printed materials). <p>This Waste Education Plan will ensure that information is shared with the community regarding end use/disposal/processing outcomes for waste management within the Georges River LGA. The Waste Education Plan will also integrate with the Communications Plan developed to guide increased waste awareness within the community and ensure consistency in messaging from Council and/or collection</p>

	<p>survey 53% expressed interest in knowing more about how household waste is currently processed/where it goes.</p> <p>This was supported by the focus groups, where some participants suggested education needs to move beyond what goes in the bins to instead what happens with the waste and how it is processed, as well as what the consequences were of not diverting more waste from landfill.</p> <p>The exception to the above 'outcomes' focus is perhaps Businesses, where respondents were least interested in knowing about how business waste is currently processed and more interested in actionable information for their business – how to reduce waste, how to dispose of hazardous liquids, e-waste, etc.</p> <p>Some participants of the Resident focus groups mentioned the frustrations of potentially conflicting messages coming from neighbouring Council areas – perhaps Council should stress that systems/processes do differ by Council area due to back end processing etc.</p>	<p>contractors.</p> <p>A combination of education messages will be utilised so as to meet the varied needs of the community – both residents and business.</p>
Waste Diversion Options (residents)	<p>Amongst Residents (and non-resident ratepayers), the most appealing options for reducing waste going to landfill were as follows:</p> <ul style="list-style-type: none"> - Increased emphasis by Council on reducing illegal dumping – most appealing option for both Residents (across the phone and online surveys) and Businesses. - Council to devote more resources to lobbying government, retailers etc – second most appealing option for Residents (on phone survey) and Businesses. - Development of permanent reuse facility and community recycling centre – these two options were rated third and fourth most appealing on the Resident phone survey – and second and third most appealing on the Resident online survey, which is very consistent. - Processing of red-lid bin waste into energy – strong appeal for both Residents and Businesses. - Mattresses to be collected as part of bulky waste collections – only asked of Residents. - Minimum use requirements of recycled materials in building projects – only asked of Residents. - Additional litter and recycling bins in 	<p>The most appealing options outlined by the community align seamlessly with the key actions proposed for Council within the Waste Strategy 2021-2040 (reported separately to Council), which supports:</p> <ul style="list-style-type: none"> - Reducing illegal dumping - Lobbying and advocacy regarding waste management - Focus on reuse - Consideration of Energy from Waste - Collections to aid resource recovery. <p>Council currently permits collections of mattresses within the kerbside clean up service with mattresses collected separately from general waste and materials (foam, springs etc) separated for recovery and reuse.</p> <p>Further, Council has:</p> <ul style="list-style-type: none"> - Participated in a regional SSROC program in which to prioritise reused materials in new construction of road infrastructure - Participated in a Regional Illegal Dumping Squad with neighbouring Council's in the SSROC region to undertake coordinated regulatory activities in combatting illegal dumping - Recently undertaken a review and

	<p>public places – strong appeal for both Residents and Businesses.</p> <p>In contrast, those items that generated the lowest appeal amongst Residents included:</p> <ul style="list-style-type: none"> - Reducing the size of the red-lid bin. - Provision of vouchers for access to a waste collection centre. - Introducing a user pays approach. 	<p>audit of all public litter bins. An upgrade to this infrastructure will progressively be implemented from 2021.</p> <p>The desirable options for reducing waste to landfill will be considered in future processing/disposal contract specifications as follows:</p> <ul style="list-style-type: none"> - Preference for contracts with resource recovery commitments - Open approach to enable market led innovation in diversion technologies and processing solutions (other than waste to landfill) where market capacity is available - Flexibility in seeking pricing schedules for a variety of options for diversion. <p>The most undesirable services as communicated by the community will be noted in the development of future collection service specifications – prices for these service may be sought during tendering and included in a collection contract only for future proofing reasons, in case the community desire these services in the future, but not undertaken as a mandatory service from 2023:</p> <p>There will be no LGA-wide mandated reduction in general waste bin size and any provision of a smaller general waste bin should be enabled within a future collection contract to provide future flexibility, and an 80L bin provided on request only.</p> <p>There will also be no provision of vouchers for access to a recycling centre, particularly given the unanimous support for the kerbside clean up service.</p> <p>A charge per bin weight process system will not be mandated on residents through a user pays system.</p>
Illegal Dumping (residents and businesses)	<p>As noted above, illegal dumping emerged as a very important issue for the community:</p> <ul style="list-style-type: none"> - Both Residents and Businesses stated that Council's efforts to stop illegal dumping was one of the most important waste services provided, but rated their satisfaction with the service marginally lower. - Furthermore, an increased emphasis by Council on reducing the illegal dumping of waste was viewed as the most appealing option to reduce waste to landfill for both Residents (across the phone and online 	<p>Council is a current member of the Regional Illegal Dumping (RID) Squad who work to reduce illegal dumping at a regional (Southern Sydney) scale and will maintain importance placed on illegal dumping and continue to undertake collaborations at a regional level for consistent and coordinated enforcement activities.</p> <p>The majority of illegal dumping instances occurring within the Georges River LGA occur outside Multi-Unit Dwellings and/or are associated with the kerbside clean up service.</p> <p>Council will during implementation of the</p>

	surveys) and Businesses.	<p>Waste Strategy prioritise waste avoidance and reductions in an effort to reduce waste to landfill, with offenders being held accountable for removing waste that is illegally dumped within the LGA.</p> <p>Future contract specifications will allow for urgent and high priority illegally dumped waste removals within 12 and 24 hours' notice to ensure waste is removed from the LGA in a timely manner.</p>
Bulky Waste Kerbside Collection (residents)	<p>Participants in the focus groups felt that the bulky waste kerbside collection service helped to minimise illegal dumping.</p> <p>In terms of the different options that were presented to respondents in the phone and online surveys for bulky waste kerbside collections:</p> <ul style="list-style-type: none"> - There was no clear preference (based on both the Resident phone and online surveys) between on-call and pre-scheduled collections – in fact, 52% of the phone sample found both options to be appealing (rather than favouring one over the other), suggesting a fair degree of ambivalence. <p>When discussed in further detail in focus groups however, Residents believed that a pre-scheduled service will help to reduce mess and dumping within the LGA by confining items to being placed kerbside to set dates – and allow for more coordinated scavenging to maximise re-use opportunities.</p> <p>Scavenging was generally accepted by the focus group sample – although participants were not happy with the mess that some scavengers leave.</p> <ul style="list-style-type: none"> - Similarly, there was no clear preference for either leaving the number of bulky waste collections per year at 2 or increasing the number of collections to 4. However, this was less about ambivalence (only 24% of the phone sample found both options appealing) and more about polarisation (22% clearly favoured leaving it as two collections, whilst 23% clearly favoured increasing to four collections). 	<p>This key finding will be noted in the design of future kerbside collection specifications which will be sympathetic to the community's feedback regarding the kerbside collection service. Based on industry-best practice and operational efficiencies in providing a bulky waste kerbside collection service, Council will therefore proceed with a pre-booked service. Pre-booked services reduce illegal dumping by greater controlling the origin of waste once placed kerbside.</p> <p>Council will consider reuse options that are more appropriate rather than scavenging in order to reduce waste to landfill and increase reuse of materials. A pre-booked service will result in waste being left kerbside for a shorter period of time, thus reducing the risk of waste being strewn by scavengers and reducing pollution and litter instances.</p> <p>Further, a pre-booked service will enable Council to prepare through the contract specifications for increased diversion and resource recovery, ensuring Council can best prepare to meet the recycling and diversion targets as outlined within the Waste Strategy.</p> <p>Council will proceed with the standard of 2 pre-booked bulky waste services per year, and seek prices for additional user pays pre-booked services to provide residents with flexibility in using up to 4 collections per year if desired. Residents who have no need for greater than two collections will therefore not be impacted. Overall this arrangement will enable greater choice and flexibility to the community in utilising waste services to meet their changing needs.</p>
Food Waste Service (residents)	<p>There appears to be a need for some form of food waste collection service:</p> <ul style="list-style-type: none"> - Based on the phone survey, 	<p>This community feedback is consistent with the strategic direction of Council's waste management services as explored in the Waste Strategy (reported</p>

	<p>Residents stated on average that 33% of the waste in their red bin is food waste.</p> <ul style="list-style-type: none"> - Residents find the idea of a food waste service, either in combination with the garden organics bin or as a separate new bin, appealing (86% and 82% at least somewhat appealing respectively, based on the phone survey). In fact, 63% of residents found both options appealing – so to some extent they are ambivalent about which option they prefer: <p>The community are seemingly more open to a reduction in the red general waste bin collection if it is coupled with a new food waste service:</p> <ul style="list-style-type: none"> - Perhaps not surprisingly, those who reported a fuller red-lid bin were less likely to say they could manage with fortnightly waste bin collections if they had some sort of food waste service. This suggests that Council may need to inform residents about how their red bin volume will drop if they have a food bin option. <p>Residents in the focus groups raised concerns around smell and contaminations in terms of food waste services.</p>	<p>separately to Council).</p> <p>The bin arrangement satisfaction levels as obtained during this community consultation program will be referred to in any future specifications and service offerings so as to ensure adequate general waste volume regardless of food collection service arrangements.</p> <p>Currently, Council is participating in a Feasibility Study for FOGO which will be reported separately within the March business paper. The results of the Feasibility Study will inform future FOGO services if delivered within the LGA.</p> <p>Council cannot provide a FOGO service without understanding the costs to deliver a service – costs which will be initially provided through the Feasibility Study.</p>
Food Waste Services (businesses)	<p>Of businesses surveyed, 58% stated that food scraps were one of the main items making up their general waste bin and of the 29 businesses that said they generate food scraps, 33% indicated they place food waste in their 240L recycling bin provided by Council, which is a concern.</p>	<p>The provision of any food waste collection service that may be offered to residential properties may also be extended to commercial properties utilising the Council waste service. Provision of a food waste collection service will be informed by a Feasibility Study currently being undertaken by the Southern Sydney Regional Organisation of Councils. Pending the findings of the Feasibility Study, a trial of food waste collections will be undertaken prior to LGA-wide implementation of any major collection service change.</p> <p>Businesses within the LGA also have the option of engaging private waste collection service provider with existing food waste services, separate from the Council service.</p> <p>Additional waste education is required and will be implemented to mitigate contamination within the commercial service recycling stream.</p> <p>Business waste services will remain a user pays system to ensure that Council is not competing with the private market by offering the residential service to</p>

		businesses at the same or similar cost as residents. Council in providing waste management services must not compete with the private market as this is anti-competitive. This also ensures that waste generators have the option of varying services to suit their needs. Lower cost services are available to businesses that reduce waste to landfill and increase recycling.
Recycling Bin Options (residents)	<p>Appeal ratings amongst Residents for the two yellow-lid recycling bin options were very similar, with 80% finding the option of two recycling bins (to split out co-mingled items) at least somewhat appealing, and 76% finding the single split-down-the-middle bin option at least somewhat appealing. In reality, Residents are more ambivalent than polarised on this issue, with 47% committing to the top 'appealing' or 'very appealing' codes for both options.</p> <p>The Resident focus groups identified the following reactions to the recycling bin options:</p> <ul style="list-style-type: none"> - Concern with the two recycling bin approach was mainly around multi-unit dwellings – in particular, that items would still get co-mingled, and that there isn't room for more bins. - Concern with the split-bin approach was more around how it would work if it all gets tipped into the same truck. 	<p>The community support for additional recycling and recovery options is noted. This support correlates with the contents of the Waste Strategy and is consistent with the planned future progression of Council's waste management services.</p> <p>Additional recycling options that may be implemented across the LGA will be implemented in consultation with Building Managers/Strata groups so as to ensure adequate storage capacity for additional services, and where required, collection frequencies altered to cater to inadequate waste storage areas within Multi-Unit Dwellings.</p> <p>Tipping matters would be investigated with waste service providers prior to a service such as split bins being provided.</p> <p>For future contract specifications, there will be no change to recycling bin arrangements given the relative ambivalence of the community.</p>
Support for Additional Investment (residents and businesses)	<p>When Residents were informed that over the next 10 years all NSW Councils must increase the percentage of waste diverted from landfill, 89% of phone respondents and 88% of online respondents were at least somewhat supportive of Council investing more residential rates into recycling, composting and other options.</p> <p>When asked how much extra per week, if any, they would be willing to pay to help fund waste diversion strategies, 77% of both phone and online respondents indicated they would pay at least \$1 extra per week (the lowest amount offered). The average residents were willing to pay was an extra \$2.24 per week.</p> <p>Businesses expressed very similar levels of support, with 90% stating they are at least somewhat supportive of Council investing more business rates into recycling, composting and other waste diversion options, and Businesses</p>	<p>The community feedback regarding support for diversion and resource recovery options is consistent with the contents of the Waste Strategy and the planned future progression of Council's waste management services.</p> <p>Council is committed to providing an effective and efficient waste collection service at a sustainable cost.</p> <p>Council will endeavour to provide future residential waste services at the same or reduced costs for the community wherever possible, however, the provision of waste management services is subject to the private market throughout the tender process.</p> <p>Business waste services will remain a user pays system to ensure that Council is not competing with the private market by offering the residential service to businesses at the same or similar cost as residents. Council in providing waste management services must not compete</p>

	on average stating they are willing to pay an extra \$2.58 a week to reduce business waste going to landfill.	with the private market as this is anti-competitive. This also ensures that waste generators have the option of varying services to suit their needs. Lower cost services are available to businesses that reduce waste to landfill and increase recycling.
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ENV009-21

21. Overall the information obtained during the comprehensive and detailed community consultation program will guide and inform specifications ahead of future tenders relating to waste collection and processing/disposal contracts.
22. Based on the comments received, the future waste service contracts will include:
 - Maintaining current contract KPI's for continuation of current baseline contractor performance expectations
 - Improved waste education and communication provisions with a collections contractor responsible for contamination management education
 - Focus on resource recovery, diversion from landfill and foster implementation of Council's Waste Strategy
 - Provisions for high priority and urgent illegally dumped waste collections within 12 and 24 hours' notice
 - Standard 2 pre-booked bulky waste services per year with flexibility to enable the community to opt in to additional user pays pre-booked services to provide residents with flexibility is using up to 4 collections per year
 - User pays business waste services
 - Flexibility for domestic and commercial food waste collections through bin provision and additional food waste collection services
 - Flexibility for MUD properties lacking waste and bin storage space to request more frequent collection services
 - Continued delivery of a commingled recycling bin service as currently provided.
23. The current waste services collection contract due to expire in February 2023 incorporates a joint contract between Georges River Council and Bayside Council (the former Kogarah, Hurstville and Rockdale Councils). This contract arrangement provided operational efficiencies and financial savings at the time of contract development and commencement. Further, in implementing the contract, both Georges River and Bayside Councils benefit from shared findings and improvements in contractor liaisons and service delivery during day to day delivery of the waste service.
24. Based on these benefits and efficiencies, staff from Council's Waste Team have been in discussions with their counterparts at Bayside Council regarding the possibility of either conducting a complete joint tender and contract for the new waste collection service or as a minimum collaborating on key tender processes where financial savings can be achieved such as advertising, legal, probity, bin and property audits, documenting current services, and tender documentation planning and preparations.
25. Some of the key issues surrounding a joint contract include ensuring services are similar and specifications align across Council's and including within the contract the relevant requirements of each Council in a manner that is not contradictory or in contrast across Council's such as requirements for insurance, liability, bank guarantees and payment terms.

26. Should Council decide to progress a joint contract an application would need to be made to the Australian Competition and Consumer Commission (ACCC) which can grant immunity from the application of the competition provisions of the Trade Practices Act 1974 if it is satisfied that the benefit to the public from the conduct outweighs any public detriment. The former Councils along with Rockdale Council were previously provided with an exemption from the ACCC for the current (St George) waste and resource recovery collection services and a similar application would need to be made should Council elect to conduct a joint tender with Bayside Council.
27. Given Council is in the initial stages of preparing and planning for the future contract tender (collections and processing/disposal services), these requirements have not yet been determined by both Councils. According to the NSW Environment Protection Authority's Model Collection Contract Timeline, these specific service and contract requirements will not be determined until November 2021.
28. In summary, Council will undertake the following essential activities by November 2021 in preparing for the new service tender and contract with Bayside Council:
- Compile Status Report of current services by April 2021
 - Undertake Performance Review of existing services by May 2021
 - Undertake waste audits by July 2021
 - Research best practice Develop KPI's
 - Undertake service Risk Assessment to satisfy Occupational Health and Safety requirements by October 2021
 - Develop a draft Community Education Strategy by October 2021
 - Appoint a Probity Officer by September 2021
 - Develop service options and specifications by October 2021
 - Consult with contractors (if recommended by the Probity Officer) by October 2021.
29. A further report will be provided to Council with a progress update relating to the future collection contract. Commencing in 2022 will be the tender process, with tender advertisement from February 2022 and appointment around May 2022. The new collection contract will then commence in February 2023.

FINANCIAL IMPLICATIONS

30. The funding required to commence tender and contract preparations is expected to cost \$150,000 and will be sourced from the Domestic Waste Reserve.

RISK IMPLICATIONS

31. No risks identified.

COMMUNITY ENGAGEMENT

32. Community engagement was conducted in accordance with Council's Community Engagement Policy as outlined within this Report.

FILE REFERENCE

SF21/3559, D21/38598

ATTACHMENTS

Attachment Waste Management Survey Final Report - GRC Waste Overall Summary Report



ENV009-21



Georges River Council

Waste Management Survey – 2020 Report 1 of 4: Summary Report

Prepared by: Micromex Research
Date: October 28, 2020

Set Up of Reports

The multi-stage research and engagement conducted by Micromex Research and Spectrum Comms on Georges River Council's waste services are presented across four reports:

Report 1 (Current Report): Summary Report

The summary report lays out the overall Research and Engagement Strategy planned for Georges River Council's waste services, highlights changes that were made to the methodology to adapt to challenges encountered and discusses the key findings identified across the whole project.

Report 2: Resident Phone/Resident Online/Council Submissions

Report 2 presents the detailed methodology, analysis and findings from the resident phone survey, the online survey (which was conducted by both residents and non-resident ratepayers of the Georges River Council area) and the online submissions made via Council's website.

Report 3: Business Phone Report

Report 3 presents the detailed methodology, analysis and findings from the business phone survey, undertaken with owners or senior managers of businesses within the Georges River Council area.

Report 4: Online Resident Focus Groups Report

Report 4 details the methodology and findings from two focus groups conducted online using a live video streaming platform, with residents of the Georges River Council LGA.



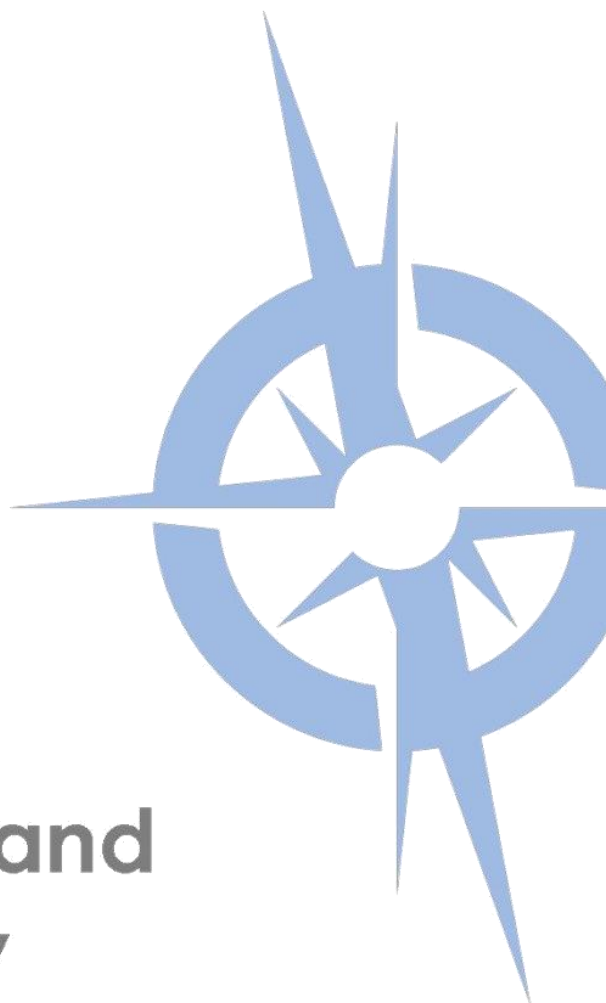
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Background and Methodology



Background and Methodology

Georges River Council sought the development, implementation and evaluation of a detailed and thorough community consultation program for Council's waste management services. Key objectives of the engagement program included:

- Provide information to the community
- Measure usage, importance and satisfaction levels with existing waste services.
- Ascertain the community's thoughts, wants and needs for future waste collection services, disposal and recycling services, programs and initiatives.
- Identify support for Council investing more residential and business rates into diverting waste from landfill and the appeal of different options to achieve this.
- Consider both residential and commercial waste management within the LGA.

Project Plan

The project was split into six core elements:

1. Development of a Communications and Engagement Plan to guide subsequent stages
2. Resident Phone Survey
3. Online Community Survey
4. Business Phone Survey
5. Online Focus Groups
6. Supporting Communications and Engagement Tools (e.g.: online submissions)

1. Communications and Stakeholder Engagement Plan

Objectives	<p>The first stage consisted of creating a Communications and Stakeholder Engagement Plan (CSEP) that set out the framework for the different research and engagement activities.</p> <p>Specifically, the aim of the Communications and Stakeholder Engagement Plan was to:</p> <ul style="list-style-type: none"> • Provide background information and strategic and broad stakeholder and communications management considerations. • Propose key strategies aimed at ensuring every resident within the Georges River Council has an opportunity to provide feedback. • Identify key stakeholders to ensure there is comprehensive consideration and response to stakeholder concerns. • Include a suite of key messages to be used throughout the delivery of the project in communications collateral and campaigns. <p>To deliver on the objectives of the CSEP, collateral was prepared to communicate key messages to the target audiences. This collateral included posters, an animated video, Council's YourSay website, Council newsletters, on-hold messaging scripts and staff briefings and memos.</p> <p>The full Communications and Stakeholder Engagement Plan is provided in Appendix A</p>
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2. Resident Phone Survey	
Objectives	<ul style="list-style-type: none"> Identifying levels of importance and satisfaction with different waste services and facilities Understanding perceptions of the personal responsibility residents believe they have for reducing waste to landfill Exploring awareness and usage of different waste services Identifying the proportion of waste in red bins that is food waste, and whether residents could manage with reduced collections if a food waste service is provided Measuring support for Council investing more residential rates into diverting waste from landfill and the appeal of different options to achieve this
Plan	<ul style="list-style-type: none"> A 15-minute phone survey with a sample size of N=400 Georges River Council residents. Recruitment via a combination of a computer based random selection process using the electronic White Pages and commercially available lists, and 'number harvesting' via face-to-face intercept at several locations around the LGA.
Changes	<ul style="list-style-type: none"> The length of the resident phone survey exceeded the initial 15-minute planned length, instead being a total of 21 minutes. An overall sample of N=414 residents was obtained. Due to COVID-19, face-to-face number harvesting was not possible. Instead, as Micromex Research had previously conducted number harvesting for Georges River Council for other research projects, these previous respondents were recontacted. This ensured that younger and non-English speaking background (NESB) residents were still actively engaged with.
3. Online Community Survey	
Objectives	<ul style="list-style-type: none"> Provide an engagement platform for more than just those who were sampled for the phone survey. Compare the attitudes, opinions and behaviours of residents that were randomly selected to participate in the resident phone survey (above), to that of the opt-in online participants – Highlighting the key differences between actively engaged community members (online), with those that typically participate less in community engagement programs (phone).
Plan	<ul style="list-style-type: none"> An online version of the resident phone survey, however both residents of the Georges River LGA and non-resident ratepayers are able to participate. A sample of up to N=1,000 is aimed for. Recruitment via a link on Council's Your Say platform and Council's social media. The option for respondents to submit an online statement about Council waste services on Council's website.
Changes	<ul style="list-style-type: none"> Online participation was lower than expected, so a link to the online survey was additionally emailed to Georges River Council residents in Micromex Research's panel, created from past participants of unrelated related research that stated they would be interested in future research projects. A translated version of the online survey (in Simplified Chinese) was also prepared. 2 respondents opted to complete the survey in simplified Chinese.



	<ul style="list-style-type: none"> A total sample of N=210 was achieved, lower than initially expected.
4. Business Phone Survey	
Objectives	<ul style="list-style-type: none"> Identifying the most common types of waste items that businesses have, and how they dispose of their waste Identifying levels of importance and satisfaction with different waste services and facilities to businesses Exploring awareness and usage of the bulk paper and cardboard drop-off service Measuring support for Council investing more business rates into diverting waste from landfill and the appeal of different options to achieve this
Plan	<ul style="list-style-type: none"> A 12-13-minute phone survey with N=50 owners or senior managers of businesses within the Georges River Council LGA. Recruitment via a computer-based random selection process using a Business to Business (B2B) database provided by Prospect Marketing.
Changes	<ul style="list-style-type: none"> The length of the resident phone survey exceeded the initial 12-13-minute planned length, instead being a total of 15 minutes.
5. Focus Groups	
Objectives	<ul style="list-style-type: none"> Explore qualitatively some of the key themes and issues identified in the quantitative phone and online surveys. Explore community views about introducing a food waste service. Explore community perceptions about co-mingled recycling and separated recycling. Understand community preferences for bulky waste services.
Plan	<ul style="list-style-type: none"> Initially the plan was to conduct 10 online focus groups – however, this was changed to 5 online focus groups conducted, (due to low community interest in registering for the focus groups), which also allowed for more online interviews.
Changes	<ul style="list-style-type: none"> Due to lower than expected interest in focus group participation, only two online focus groups were conducted with 11 participants. In order to help with recruitment, residents that were randomly selected to participate in the phone survey or who chose to complete the online survey were asked if they would also be interested in participating in further waste related research for Georges River Council. The contact details of these respondents were then passed on to Spectrum Comms for focus group recruitment.



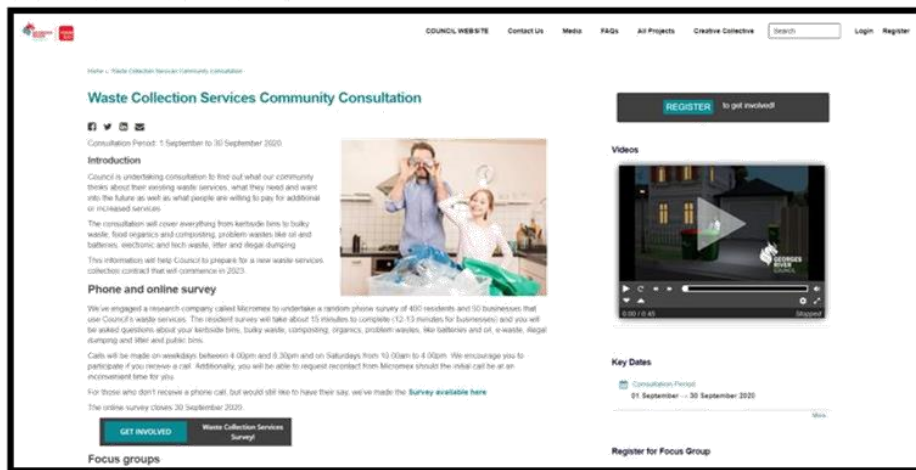
6. Supporting Communications and Engagement Tools	
Objectives	A number of communications and engagement tools were also planned across this project. The key focus of these tools was to direct community members to the different engagement activities, such as the online survey and recruitment for focus groups.
Plan	<p>Website (YourSay): Information relating to both the draft Waste Strategy and the community consultation regarding future waste services will be hosted and published on Council's YourSay platform during August and September 2020.</p> <p>Posters: A3 posters for display in Council facilities and community areas, where permissible.</p> <p>Newsletters: Regular tool to communicate with subscribers, customers, community, usually delivering information direct to mail boxes, email inboxes or made available online.</p> <p>Video: 30-45 second video introducing the consultation program and encouraging participation from the community.</p> <p>EDMs: Electronic direct marketing (emails) to mailing lists encouraging recipients to have their say, either by responding to the phone survey or opting into the online survey.</p> <p>Digital displays: Digital displays may take the form of TVs or monitors placed in high-traffic areas such as the Customer Service Centre, reception, libraries and other Council facilities.</p> <p>Scripts: Scripts for on-hold messaging on Council phone lines and Council Customer Service staff.</p> <p>Briefings: Formal briefings of Councillors by staff on Council matters, issues and upcoming activities.</p> <p>Memos: To inform frontline staff about the project, consultation opportunities and how to direct customer enquiries if they receive any. Frontline staff should include library staff, childcare staff, pools, sports venues etc.</p>
Examples of Engagement Tools in Action	<p>Posters:</p> 



Video:







Council's YourSay Website:



ENV009-21 Attachment 1

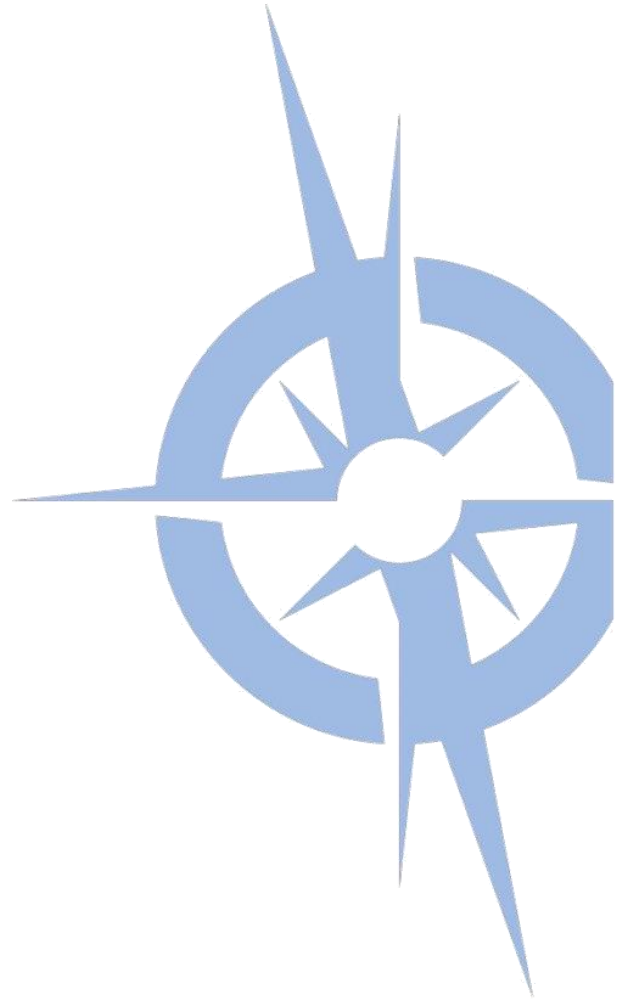


Final Sample of Participants

	Residents	Residents and/or non-resident ratepayers	Businesses	Focus Groups
Methodology	 Phone	 Online	 Phone	 Live video streaming
Sample Size	N=414	N=210	N=50	N=11
Qualifiers	<ul style="list-style-type: none"> • Resident of GRC LGA • Over the age of 18 • Have a residential waste collection service provided by GRC 	<ul style="list-style-type: none"> • Resident of GRC LGA and/or non-resident ratepayer • Over the age of 18 • Have a residential waste collection service provided by GRC 	<ul style="list-style-type: none"> • Owner or senior manager of business within the GRC LGA • Have a waste and/or recycling collection service at their business provided by GRC 	<ul style="list-style-type: none"> • Resident of GRC LGA and/or non-resident ratepayer • Over the age of 18 • Have a residential waste collection service provided by GRC
Implementation dates	7 th – 14 th September 2020	1 st – 30 th September 2020	17 th – 25 th September 2020	28 th and 29 th of September 2020



Key Findings



Key Findings

Key focus areas of the waste research, which were determined and informed through the results included:



Awareness



Communication



Illegal Dumping



Bulky Waste



Food Waste



Waste Diversion

1. Overall Opinions of the Waste Services – Residents and Businesses

The Georges River community view waste services as very important, and they also express high levels of satisfaction:

- This was consistent across both Residential and Business services and the different methods of engagement used (i.e. phone, online, focus groups).
- Where Micromex normative data is available (for the three residential bins and bulky waste kerbside collections), Georges River Importance scores are well above our norms and the Satisfaction scores are marginally above our norms.

'I am happy with Council's efforts'

'Our waste collection is efficient and reliable'

2a. Awareness – Residents and Businesses

Whilst awareness/usage of main waste and recycling services (i.e.: three bins, bulky waste kerbside collections) is high, there are opportunities for Council to boost both awareness and usage of some of the other services. For instance:

- Only 16% of Businesses were aware of the bulk paper/cardboard drop-off centres available at Lucas Heights.
- Whilst 94% of Residents from the phone survey were aware of bulky waste kerbside collections, only 62% were aware of special chemical/paint/motor oil drop-off events, only 55% were aware of the special e-waste drop-off collection centre and only 25% aware of Council-run workshops.

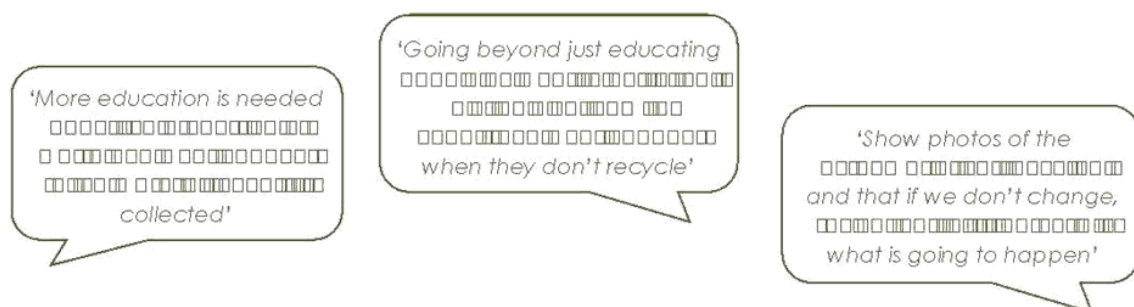


- Furthermore, services with lower awareness had **disproportionately lower** usage levels – that is, usage was even lower than awareness levels would suggest. For instance:
 - 81% of Residents aware of bulky waste kerbside collections had used the service.
 - In contrast, only 45% of those aware of special chemical/paint/ motor oil drop-off events had used the service – and only 48% aware of the special e-waste drop-off collection centre had used the service.
 - For the service with the lowest level of awareness, Council-run workshops, only 15% had used the service.
- As well as the above, non-NESB residents generally have higher awareness than NESB residents

2b. Communication/Engagement with the Community – Residents and Businesses

Following on from the above, the community expressed an interest in knowing more about waste – for instance:

- On an open-ended 'any other comments' question at the end of the survey, one of the main responses on the Resident phone survey was more education and information – with this then being reiterated in the resident focus groups.
- The Resident online survey identified that 83% of respondents wanted to know more about waste.
- Our sense is that whilst 'instructional' messages still have a place (e.g.: on the Resident online survey 43% expressed interest in knowing more about what items can go in the recycling bin), there is perhaps more interest in 'outcomes' messages:
 - For instance, on the Resident online survey 53% expressed interest in knowing more about how household waste is currently processed/where it goes.
 - This was supported by the focus groups, where some participants suggested education needs to move beyond what goes in the bins to instead what happens with the waste and how it is processed, as well as what the consequences were of not diverting more waste from landfill:



- An important finding from the research was that many positive behaviours and opinions correlated to perceived levels of **personal responsibility** for reducing waste to landfill. Therefore, a key strategy for reducing the volume of waste going to landfill may be to focus on engagement and communication that promotes increased levels of personal responsibility, focusing on changing behaviours and attitudes towards waste disposal by demonstrating the impact that an individual can make:
 - On the topic of personal responsibility, the vast majority of Residents (both on the phone and the online surveys) indicated that they were personally responsible for reducing the amount of waste that goes to landfill. However, on the online version of the survey where respondents were asked about the responsibility of others as well, it became clear that there is a possible sense of shared responsibility – which may explain why attitudes may not always become actions. Hence, building a sense of personal responsibility could help to generate better waste reduction behaviours.
- The exception to the above 'outcomes' focus is perhaps Businesses, where respondents were least interested in knowing about how business waste is currently processed and more interested in actionable information for their business – how to reduce waste, how to dispose of hazardous liquids, e-waste, etc.
- As an aside, some participants of the Resident focus groups mentioned the frustrations of potentially conflicting messages coming from neighbouring Council areas – perhaps Council should stress that systems/processes do differ by Council area due to back end processing etc.

'Different LGAs should and shouldn't be doing'

3a. Appeal of Waste Diversion Options – Summary – Residents

Amongst Residents (and non-resident ratepayers), the most appealing options for reducing waste going to landfill were as follows:

- Increased emphasis by Council on reducing illegal dumping – most appealing option for both Residents (across the phone and online surveys) and Businesses.
- Council to devote more resources to lobbying government, retailers etc – second most appealing option for Residents (on phone survey) and Businesses.
- Development of permanent reuse facility and community recycling centre – these two options were rated third and fourth most appealing on the Resident phone survey – and second and third most appealing on the Resident online survey, which is very consistent.
- Processing of red-lid bin waste into energy – strong appeal for both Residents and Businesses.



- Mattresses to be collected as part of bulky waste collections – only asked of Residents.
- Minimum use requirements of recycled materials in building projects – only asked of Residents.
- Additional litter and recycling bins in public places – strong appeal for both Residents and Businesses.

In contrast, those items that generated the lowest appeal amongst Residents included:

- Reducing the size of the red-lid bin.
- Provision of vouchers for access to a waste collection centre.
- Introducing a user pays approach.

Some of these potential diversion strategies (and others) are discussed in more detail in Points 4 to 8 below.

3b. Appeal of Waste Diversion Options – Summary – Businesses

Businesses were presented with eight future options (rather than 26) – and in reality they were positive about all of them. For instance, 98% found the notion of reducing illegal dumping at least somewhat appealing (highest score), whilst 87% found the option of ensuring businesses are correctly using their bins at least somewhat appealing (the lowest score – but still a clear majority).

4. Illegal Dumping – Residents and Businesses

As noted above, illegal dumping emerged as a **very important issue** for the community:

- Both Residents and Businesses stated that Council's efforts to stop illegal dumping was one of the most important waste services provided, but rated their satisfaction with the service marginally lower.
- Furthermore, an increased emphasis by Council on reducing the illegal dumping of waste was viewed as the most appealing option to reduce waste to landfill for both Residents (across the phone and online surveys) and Businesses.

Whilst not addressing the dumping of large items/large quantities of items:

- Both Residents and Businesses expressed high levels of appeal for increased availability of litter and recycling bins in public places (after each rating their satisfaction with availability relatively low compared to satisfaction with other services).
- Another service that received high levels of support amongst Residents and could work towards reducing illegal dumping was the inclusion of mattresses in bulky waste collections (note that mattresses are currently collected as part of the kerbside clean up service).



- In the Resident focus groups, some participants felt Council should promote the repair/re-use message to avoid dumping – although there was also a recognition that planned obsolescence made this difficult.

'Repair facilities so that
□□□□□□□□□□□□□□□□□□□□
to throw things away'

'A Council campaign to say, don't
 □□□□ □□ □□□□ □□□□□□□□□□
 □□□□ □□□□□□ □□□□□□ □□□□ repaired'

5a. Bulky Waste Kerbside Collections – Residents

Following on from the above discussion about illegal dumping, participants in the focus groups felt that the bulky waste kerbside collection service helped to minimise illegal dumping.

In terms of the different options that were presented to respondents in the phone and online surveys for bulky waste kerbside collections:

- There was no clear preference (based on both the Resident phone and online surveys) between on-call and pre-scheduled collections – in fact, 52% of the phone sample found both options to be appealing (rather than favouring one over the other), suggesting a fair degree of ambivalence.

When discussed in further detail in focus groups however, Residents believed that a pre-scheduled service will help to reduce mess and dumping within the LGA by confining items to being placed outside to set dates – and allow for more coordinated scavenging to maximise re-use opportunities.

'Prescheduled is better. Around
pretty much the whole year'

'It is like this continual thing of

 spreads'

'I really like that it is pre-
 defined and
 reusable'
 and reuse'

As an aside, scavenging was generally accepted by the focus group sample – although participants were not happy with the mess that some scavengers leave.

- Similarly, there was no clear preference for either leaving the number of bulky waste collections per year at 2 or increasing the number of collections to 4. However, this was less about ambivalence (only 24% of the phone sample found both options appealing) and more about polarisation (22% clearly favoured leaving it as two collections, whilst 23% clearly favoured increasing to four collections).



5b. Bulky Waste Kerbside Collections – Businesses

Amongst the Business sample, the option of an on-call bulky waste service for Businesses generated the second lowest appeal score of all eight options (the other 7 preferred options included; increased emphasis by Council on reducing illegal dumping, Council to devote more resources to lobbying Government, retailers and manufacturers, processing waste from the red lidded waste bin into energy, additional litter and recycling in public places, increased emphasis by Council on information and education programs for businesses, and the development of a permanent 'recycling centre'). However, in an absolute sense, 91% of Business respondents still found the on-call bulky waste service at least somewhat appealing – so it clearly has majority appeal and should not be discounted as an option.

6a. Bin Utilisation and Reducing Red Bin Size – Residents

Based on the Resident phone survey:

- On average, 58% of households have their red-lid waste bin full or overflowing when it is collected – and 52% have their yellow-lid recycling bin full or overflowing:
 - In fact, the research estimates that 38% of households have both their waste and recycling bins full or overflowing at the time of collection – which could encourage sub-optimal sorting behaviour.
- On average, 37% of households have their green-lid organics bin full or overflowing at collection time.

When Residents were asked how appealing a list of different options to divert waste from landfill were, the option rated the least appealing was reducing the red bin size from 120L to 80L. Some reasons provided in the focus groups included:

- There could be neighbour disputes.
- Other bins may be contaminated with waste that doesn't fit in the red-lid waste bin.
- Could be more of a problem for multi-unit dwellings.

Unsurprisingly, Residents that stated their red-lid waste bin is full or overflowing at collection are less likely to find the suggestion of reducing the red bin size appealing.

However, when coupled with the suggestion of the provision of a food waste collection service (that would be collected weekly), half of Residents stated that they could manage with a fortnightly collection of the red bin.



6b. Bin Utilisation – Businesses

60% of Business respondents had one or more Council-provided recycling bins – and of this group, the vast majority (73%) have their recycling bin full or overflowing at collection. These two factors combined (i.e.: lack of recycling bin or reaching maximum capacity of the recycling bin) could be limiting how much recycling businesses are doing – and may explain why for instance 53% of businesses with waste paper put it in a waste bin and 57% of those with cardboard put it in a waste bin.

7a. Food Waste Service – Residents

There appears to be a need for some form of food waste collection service:

- Based on the phone survey, Residents stated on average that 33% of the waste in their red bin is food waste.
- Residents find the idea of a food waste service, either in combination with the garden organics bin or as a separate new bin, appealing (86% and 82% at least somewhat appealing respectively, based on the phone survey). In fact, 63% of residents found both options appealing – so to some extent they are ambivalent about which option they prefer:
 - Encouragingly, there is no evidence in the Resident phone survey to suggest that those who report their green bin is usually full or overflowing were less interested in the FOGO option than the separate food bin option – in fact, they were marginally more interested in the FOGO option, perhaps reflecting that they recognised having a weekly FOGO service would increase their overall organics capacity.
- As per Point 6a above, the community are seemingly more open to a reduction in the red general waste bin collection if it is coupled with a new food waste service:
 - Perhaps not surprisingly, those who reported a fuller red-lid bin were less likely to say they could manage with fortnightly waste bin collections if they had some sort of food waste service. This suggests that Council may need to inform residents about how their red bin volume will drop if they have a food bin option.

Residents in the focus groups raised concerns around smell and contaminations in terms of food waste services.



7b. Food Waste Service – Businesses

Whilst Businesses were not directly asked about food waste collection services, 58% stated that food scraps were one of the main items making up their general waste:

- And of the 29 businesses that said they generate food scraps, 33% indicated they place food waste in their 240L recycling bin provided by Council, which is a concern.

8. Recycling Bin Options – Residents Only

Appeal ratings amongst Residents for the two yellow-lid recycling bin options were very similar, with 80% finding the option of two recycling bins (to split out co-mingled items) at least somewhat appealing, and 76% finding the single split-down-the-middle bin option at least somewhat appealing. In reality, Residents are more ambivalent than polarised on this issue, with 47% committing to the top 'appealing' or 'very appealing' codes for **both** options.

The Resident focus groups identified the following reactions to the recycling bin options:

- Concern with the two recycling bin approach was mainly around multi-unit dwellings – in particular, that items would still get co-mingled, and that there isn't room for more bins.
- Concern with the split-bin approach was more around how it would work if it all gets tipped into the same truck.

9. Support for Additional Investment – Residents and Businesses

When Residents were informed that over the next 10 years all NSW Councils must successfully divert 70% of household waste from landfill, 89% of phone respondents and 88% of online respondents were at least somewhat supportive of Council investing more residential rates into recycling, composting and other options.

And when asked how much extra per week, if any, they would be willing to pay to help fund waste diversion strategies, 77% of both phone and online respondents indicated they would pay at least \$1 extra per week (the lowest amount offered):

- The average Residents were willing to pay was an extra \$2.24 per week.

Businesses expressed very similar levels of support, with 90% stating they are at least somewhat supportive of Council investing more business rates into recycling, composting and other waste diversion options, and Businesses on average stating they are willing to pay an extra \$2.58 a week to reduce business waste going to landfill.



10. Comparing the Phone and Online Methodologies – Residents Only

As noted in the 'Background and Methodology' section earlier, the online survey option was offered to the community in order to provide a structured feedback tool for those who were not included in the Resident telephone survey. This approach can result in different sample profiles:

- The online method relies on an opt-in sample – that is, respondents go looking for the survey and complete it (note that we tried to offset this to some extent by including our online community panel in the sample mix as well).
- Whereas the phone method relies on a random selection of Residents using a range of different sample sources (electronic white pages, SamplePages, previously number-harvested respondents).

From a demographic perspective, when compared to the phone sample the online respondents are:

- Older.
- Have lived in the area longer.
- Are almost all ratepayers (86%).
- More likely live with fewer people – and reside in single unit dwellings.
- Don't speak any languages other than English at home.

There are also some differences in their waste attitudes and behaviours – for instance, compared to the phone sample the online respondents are:

- Significantly more likely to be aware of all five listed waste services.
- Significantly more likely to have used four of the five waste services.
- Less likely to have a full or overflowing red-lid waste bin – but more likely to have their recycling and organics bins full or overflowing.
- In short, the online respondents are more engaged with waste issues than is the general community, as represented by the phone sample.

That said, there are some surprising similarities:

- As noted in Point 9 above, 89% of phone respondents and 88% of online respondents were at least somewhat supportive of Council investing more residential rates into recycling, composting and other options. Furthermore, when asked how much extra per week, if any, they would be willing to pay to help fund waste diversion strategies, 77% of both phone and online respondents indicated they would pay at least \$1 extra per week.
- When asked about how appealing they found 26 options for diverting waste from landfill, we could have perhaps expected the 'more engaged' online sample to provide higher appeal scores – but in fact, they were somewhat lower than phone respondents on 18 of the 26 options.

One **hypothesis** for this is that the opt-in online sample (remember they are older, have lived in the area longer, are virtually all rate payers, etc) are less interested in information provision and more interested in additional services. For instance:



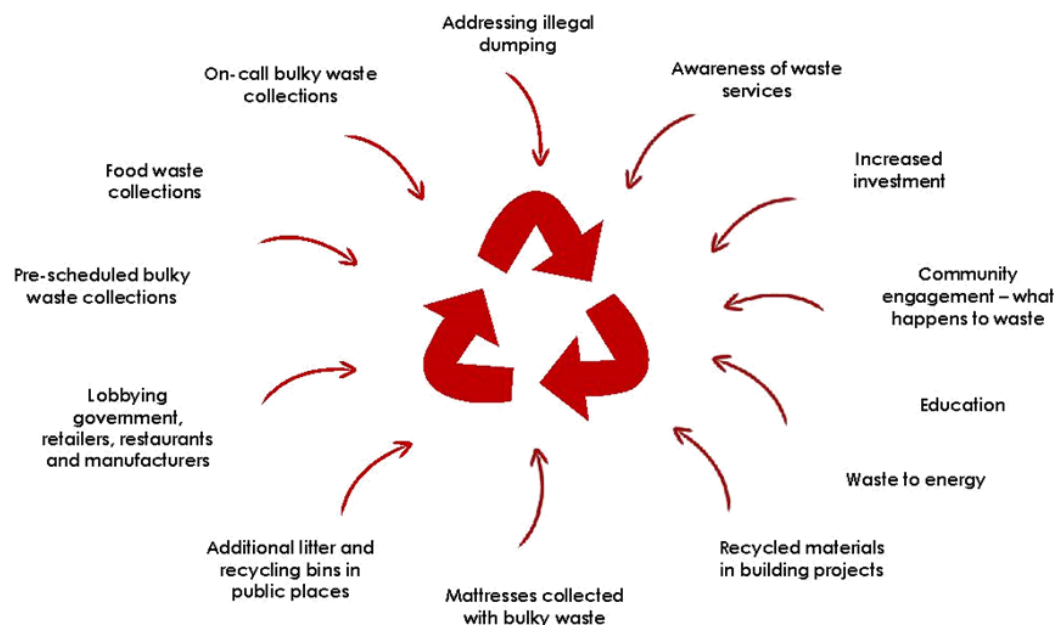
- On the open-ended 'other comments' question at the end of the survey, the phone sample was evenly divided between requests for additional services and more education/information. In contrast, the online sample was relatively less interested in education/information and more interested in additional services. This is a telling finding because it is an unaided/open-ended question, so respondents were left to say whatever they felt...
- On the appeal ratings of 26 waste diversion options, one area where the online respondents scored significantly lower than the phone sample was for 'increased emphasis by Council on information and education programs'.



- And the four options where the online respondents provided higher appeal ratings than did the phone sample were all around new/enhanced services:
 - The development of a permanent community recycling centre.
 - Mattresses to be collected as part of the bulky waste collections.
 - Inclusion of food waste in the garden organics bin.
 - Replacing the current yellow recycling bin with two recycling bins.

This does not mean the online survey results should be ignored – rather, the reader should always be aware that the sample is demographically and attitudinally/behaviourally different to the phone sample.

Waste Minimisation



To see the detailed methodologies and results for each of the different stages of this research project, please see the following reports:

- Report 2: Resident Phone/Resident Online/Council Submissions
- Report 3: Business Phone report
- Report 4: Online Resident Focus Groups Report





Appendix – Communications and Stakeholder Engagement Plan

Communications and Stakeholder Engagement Plan

Georges River Council – Waste Service Community
Consultation

Communications and Stakeholder Engagement Plan

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Communications and Stakeholder Engagement Plan

Purpose

This Communications and Stakeholder Engagement Plan (CSEP) has been developed to provide a framework for communications and engagement activities for waste service community consultation on behalf of Georges River Council (Council).

The aim of this CSEP is to:

- Provide background information and strategic and broad stakeholder and communications management considerations.
- Propose key strategies aimed at ensuring every resident within the Georges River Council has an opportunity to provide feedback.
- Identify key stakeholders to ensure there is comprehensive consideration and response to stakeholder concerns.
- Include a suite of key messages to be used throughout the delivery of the project in communications collateral and campaigns.

This CSEP includes:

- Identification of key stakeholders to ensure there is comprehensive consideration and response to community issues
- Protocols for the drafting and approval of communications to the community and other stakeholders
- Strategies to keep stakeholders informed about consultation activities

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Communications and Stakeholder Engagement Plan

Document Control and Records

This CSEP has been prepared for Council and will be maintained by the consultant (Spectrum) and kept up to date as required. This CSEP shall be reviewed if:

- There is a significant change in the project's scope
- There are significant and relevant changes in applicable legislation during the lifetime of this Plan that may impact consultation, including Covid-19 public health orders.
- At all times, an up-to-date copy of this plan shall be made available to Council.

Background

Kogarah and Hurstville councils were amalgamated in 2016 to form Georges River Council (Council). In 2023, Council will tender for a new Domestic Waste Collection Service to provide bin and bulky waste collection and disposal for all residential properties within the Local Government Area. It will replace the current collection contracts held with the former Kogarah and Hurstville councils, also known as the St George Waste and Recycling Collection Contract. Collection and disposal (waste/recyclate/garden organics/bulky waste) contracts differ slightly between the two former entities.

Council provides a domestic waste service to every residential property within the LGA and provides commercial waste services to some properties within the LGA as an optional service. The services provided to commercial properties mirror the domestic service and are required to continue under the same arrangement in the future (the residential service arrangement will be determined by the consultation). Therefore, commercial services and related considerations will be included within the community consultation as these volumes are included within current and past residential waste volumes. However, commercial waste makes up a small component (approximately 2,000 commercial properties) of the Georges River Council waste services and should therefore make up a small component of the consultation program.

Council is currently exhibiting a draft 20-year Waste Strategy to be finalised in September 2020. It is anticipated that themes within the Strategy will be incorporated throughout the community consultation and engagement program to ensure the community is engaged according to the future directions recommended to Council within the 20-year Waste Strategy. The draft Waste Strategy document is being separately exhibited to enable the community to provide specific feedback regarding contents of the Strategy.

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Communications and Stakeholder Engagement Plan

Timing

Timeline

Table 1 Timeframe for delivery

DATE	MILESTONE
3 August 2020	Consultant contract awarded
4 August 2020	Inception meeting
14 August 2020	Engagement Plan prepared
17 – 29 August 2020	Preparation of communication and research materials
31 August 2020	Execute research fieldwork, consultation and communication
11 September 2020	Progress summary report
30 September 2020	Consultation and communication completed
w/c 19 October 2020	Draft consolidated report
w/c 2 November 2020	Final report Presentation to Council
w/c 16 November 2020	Public report

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Communications and Stakeholder Engagement Plan

Resources and responsibilities

Council

For the purposes of this project, Spectrum and Micromex will liaise with the Coordinator Environmental Sustainability and Waste (the Coordinator) as the primary contact at Council. The Coordinator will be responsible for seeking the internal approvals required by Council of any research and communication material. Any changes by Council should be conveyed to Spectrum and Micromex via the Coordinator.

Spectrum

For the purposes of this project, Alysia Norris (Spectrum) will be the primary contact at Spectrum Comms. Alysia will be responsible for preparing communication materials as outlined in this plan. She will also be responsible for maintaining and updating this plan as required.

Micromex

For the purposes of this project, Mark Mitchell (Micromex) will be the primary contact at Micromex. Mark will be responsible for preparing the phone and online questionnaire and executing the delivery of this research.

Media Relations

All project team members are responsible for:

- Forwarding any media enquiries to Council's Communications Team immediately upon receipt.
- Ensuring no unauthorised media statements, press releases or responses to media queries are made.
- Ensuring Council's Communications Team is provided with requested information within required timeframes.
- Media releases may be drafted and reviewed by the project team and will then be reviewed and distributed through Council's Communications Team.

Complaints and Enquiries Management

Spectrum and Micromex may receive complaints and enquiries while undertaking consultation activities, in particular via the interviewers undertaking the phone survey. Interviewers will acknowledge and respond to enquiries and complaints, as per the process and timeframes below.

For the purposes of this document, an enquiry is defined as a question or request for information. A complaint is defined as a statement that something is unsatisfactory or unacceptable. Complaints may also be accompanied by threats to contact the media, local MP, or some other authority.

Table 2 Complaints and Enquiries Management Protocol

COMPLAINTS AND ENQUIRIES MANAGEMENT

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Communications and Stakeholder Engagement Plan

Responding to complaints

- Investigate and determine source of complaint immediately e.g. focus group, survey
- Threats to speak to the media must be immediately notified to Council's Communications Team.
- Share complaint with Council. Determine on a case-by-case basis whether response should come from Micromex/Spectrum or Council.
- Provide an oral response acknowledging receipt of complaint to complainant as soon as possible or at least within two hours from the time of the complaint, unless otherwise agreed with the complainant. If no number is supplied the complainant must be responded to within a maximum of 24 hours for emails or within one week for letters.
- Record details of complaint received, how it was managed and close out actions in shared Excel spreadsheet.

Responding to enquiries

- Record details of enquiry received in shared Excel spreadsheet. Spectrum/Micromex to provide spreadsheet to Council at the conclusion of project.
- Share enquiry with Council. Determine on a case-by-case basis whether response should come from Micromex/Spectrum or Council.
- Provide a response to enquirer on the next business day or as agreed with the enquirer.

Strategy

Table 3 – List of engagement and communication tools

TOOL	DETAILS
Website – Your Say	Information relating to both the draft Waste Strategy and the community consultation regarding future waste services will be hosted and published on Council's YourSay platform during August and September 2020.
Resident phone survey	Random 15-minute phone survey of 400 people using a general population sample of residents aged 18 years and over.
Business phone survey	Phone survey of 50 businesses that have their waste services with Council recruited from user list provided by Council.
Online survey	Open online survey hosted by Micromex with a link on Council's Your Say platform and shared on social media. The online survey will be opt-in.

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Communications and Stakeholder Engagement Plan

TOOL	DETAILS
Focus groups	Hosted by a facilitator, five focus groups will be held with a representative sample of the community to allow for open discussion guided by a series of questions or topics. The questions or topics may arise from consultation data collected to date or from the participants themselves provided they relate to the issue of waste services. Due to Covid-19, the focus groups will be conducted virtually.
Posters (comms)	A3 posters for display in Council facilities and community areas, where permissible. Spectrum to design and print content. Council to distribute.
Newsletters (comms)	Regular tool to communicate with subscribers, customers, community, usually delivering information direct to mail boxes, email inboxes or made available online. Spectrum to draft content only.
Video	30-45 second video introducing the consultation program and encouraging participation from the community
EDMs (comms)	Electronic direct marketing (emails) to mailing lists encouraging recipients to have their say, either by responding to the phone survey or opting into the online survey. Spectrum to draft content only.
Digital displays	Digital displays may take the form of TVs or monitors placed in high-traffic areas such as the Customer Service Centre, reception, libraries and other Council facilities. Spectrum to draft content only.
Scripts (comms)	Scripts for on-hold messaging on Council phone lines and Council Customer Service staff. Spectrum to draft content only.
Briefings	Formal briefings of Councillors by staff on Council matters, issues and upcoming activities.
Memos	To inform frontline staff about the project, consultation opportunities and how to direct customer enquiries if they receive any. Frontline staff should include library staff, childcare staff, pools, sports venues etc

Table 4 – Engagement and communication program

TOOL/ACTION	AUDIENCE	RESPONSIBLE	TIMING
Engagement Plan	Council Micromex Spectrum	Spectrum	14 August 2020
Prepare comms content	All	Spectrum	17 August 2020
Draft content provided to Council for review	Waste Team Media and Communication Team Engagement Team	Spectrum	21 August 2020

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	Executive, if required		
Draft video submitted to Council for review	Waste Team Media and Communication Team Engagement Team Executive, if required	Council to review, collate changes	24 August 2020
Changes to comms content provided to Spectrum	Spectrum	Council	26 August 2020
Final comms content provided to Council	Waste Team Media and Communication Team Engagement Team Executive, if required	Spectrum	27 August 2020
Final video received and provided to Council	Media and Communication Team Engagement Team	Spectrum	28 August 2020
Your Say project published	All	Council	31 August 2020
Scripts activated	Council customers	Council	31 August 2020
Video published	Councillors Residents Media Non-residential Ratepayers Business Interest groups State MPs	Council	31 August 2020
Posters displayed	Users of Council facilities	Council	31 August 2020
Social media campaign launched	All	Council	31 August 2020
EDMs sent out	Your Say Panel	Council	w/c 31 August 2020

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Phone survey commences	Residents Businesses	Micromex	w/c 31 August 2020
Online survey opens	Residents Businesses Non-residential ratepayers	Micromex Council	w/c 31 August 2020
Focus groups x 5	Participants recruited via surveys/website	Spectrum	w/c 14 September w/c 21 September
Public consultation ends	All	Spectrum Council Micromex	30 September 2020

Stakeholder Management

Key Stakeholders

Key stakeholders expected to have an interest in this consultation include, but are not limited to:

- Local State MPs
- Georges River Councillors
- Georges River Staff – Communications team
 - Engagement Team
 - Waste Team
 - Customer Service Team
 - Executive
- Residents of Georges River LGA
- Non-residential Ratepayers of Georges River LGA
- Businesses of Georges River LGA who utilise existing waste services

A stakeholder and issues analysis is included in **Appendix A**. This includes an overview of stakeholders, their interests, potential issues and risks as they relate to the project.

Key Messages

Key messages are an integral part of all communications, providing clear and consistent information about the consultation.

The following key messages will be used as part of the communications content for Council, and to assist in undertaking consultation and responding to enquiries and complaints.

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PROJECT OVERVIEW

- For most of us, the only time we think about our bins is on bin night. Is it recycling week or garden organics bin week? Is it dark enough that I can get away with wearing my pyjamas to the kerb? Now we're asking you to give a little more thought to not only what goes in your bins, but the size, frequency and type of collections you want to help us shape a waste service for the future.
- To do this, we're undertaking consultation using surveys and focus groups to find out what our community thinks about their existing waste services, what they need and want into the future as well as what people are willing to pay for additional or increased services.
- The consultation will cover everything from kerbside bins to bulky waste, food organics and composting, problem wastes like oil and batteries, electronic and tech waste, litter and illegal dumping.
- This information will help Council to prepare for a new waste services collection contract that will commence in 2023.

CONSULTATION

- We've engaged a research company called Micromex to undertake a random phone survey of 400 residents and 50 businesses that use Council's waste services. The resident survey will take about 15 minutes to complete (12-13 minutes for businesses) and you will be asked questions about your kerbside bins, bulky waste, composting, organics, problem wastes, like batteries and oil, e-waste, illegal dumping and litter and public bins.
- Calls will be made on weekdays between 4pm and 8.30pm and on Saturdays from 10am to 4pm. We encourage you to participate if you receive a call. Additionally, you will be able to request recontact from Micromex should the initial call be at an inconvenient time for you.
- For those who don't receive a phone call, but would still like to have their say, we've made the survey available online. Head to our YourSay website yoursay.georgesriver.nsw.gov.au
- The online survey closes 30 September 2020.
- We're also looking for participants to join one of five focus groups in the week commencing 14 September. Each focus group will take about 1.5 hours and will be conducted via Zoom so a compatible device and internet connection will be required.
- Focus groups will be held on:
 - Monday 14 September at 6.30pm
 - Tuesday 15 September at 10am
 - Tuesday 15 September at 5.30pm

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- Wednesday 16 September at 6.30pm
- Thursday 17 September at 6.30pm
- You can register your interest through our YourSay website yoursay.georgesriver.nsw.gov.au or by calling Council on 02 9330 6400. Residents can also request a call through the YourSay platform.
- Council welcomes feedback and comments on its consultation activities by calling 02 9330 6400 or emailing mail@georgesriver.nsw.gov.au

KERBSIDE BINS

- Most residents (and some businesses) in our community have three bins they can present for kerbside collection. The red-lidded bin is for general waste, the yellow-lidded bin is for recyclables and green-lidded bin is for garden organics.
- You might not think about your bin until you have to, such as in the case of a missed service or truck breakdown, which may impact the collection of your bin. At Council, we need to understand how people use their bins to provide services for their collection and the disposal of the material inside.
- That's why as part of this consultation, we want to understand:
 - how many bins do our community desire?
 - do bins need to be bigger or smaller?
 - do bins need to be picked up more frequently or less?
 - do we need to start separating out recyclables such as paper and cardboard from glass and plastic?
 - do we need to provide a food organics bin suitable for the kitchen?
- There's lots for us to consider and we also need to think about amounts the community are willing to pay for changes or additions to services through their waste charge on their rates notice or the community appetite for a user pays arrangement.
- To get you thinking, it might help to review how much you are putting in your bins each week. How full is each bin on bin night? Does one fill up more quickly than the others? Let us know what you think about your kerbside bins by completing our online survey or register your interest in our focus groups at yoursay.georgesriver.nsw.gov.au

BULKY WASTE

- Council currently offers two models of bulky waste collection depending on where you live. Residents living in Peakhurst, Mortdale and Hurstville Wards have the option of an on-call kerbside clean-up (two per

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property, per year), while residents living in Blakehurst and Kogarah Bay Wards can access a pre-scheduled kerbside clean-up for their property (two per property per calendar year).

- To streamline future bulky waste services, we need to determine a preferred option for bulky waste collection – either on-call or prescheduled.
- As part of this consultation, we invite you to think about what you need from a bulky waste service.
- Some of the things we need to consider when planning for our future bulky waste service is the size and volume of the waste you can put out for collection, the number of collections per property, per year, the frequency of collections and the type of waste that will be accepted as part of the service.
- It's important to understand that any increases in bulky waste services, such as more frequent collections, or increased volumes of waste, will come at an increased cost to Council that will be charged back to the community via the waste charges on rate notices.
- We also need to be mindful that any reduction in bulky waste services may lead to an increase in illegal dumping. The cost of removing and disposing of illegally dumped waste usually ends up being paid for by Council and our community.

FOOD ORGANICS GARDEN ORGANICS (FOGO)

- In Australia and across the globe, food is one of the most wasted items. In fact, 37.7% of the average general waste bin in the Georges River local government area is made up of food waste alone. This waste is predominantly sent to landfill where it becomes a significant source of methane - a harmful greenhouse gas.
- Many people create some level of food waste, but this does not need to be sent to landfill. Instead food waste and other organic materials can be transformed into a wonderful resource through composting and/or worm farming.
- Since 2014, Council has partnered with the Compost Revolution in order to make education and equipment readily available to residents so they could begin recycling food scraps and organic waste at home. As part of Council's draft 20-year Waste Strategy, it's recommended that Council trial a food organic/garden organic (FOGO) collection.
- If successful, FOGO collection may be implemented for all stand-alone homes and an opt in service for multi-unit dwellings (MUDs) and businesses.
- As part of this consultation, we'll be asking whether a FOGO collection is appealing to you, to remove food and organic waste from general waste and introduce an additional bin for FOGO waste to be commercially composted.

PROBLEM AND SPECIALIST WASTE

- Problem or hazardous wastes are items that can cause harm to human health and the environment if not disposed of correctly. These includes items such as batteries, oil, fluorescent lights, chemicals, paint, acids, solvents, poisons, fuel, gas bottles, smoke detectors and some cleaning products.
- There are also specialist wastes whose components can be recycled but require extra processing. Such wastes include mattresses, tech or e-waste, clothing and textiles.

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- Council currently manages these wastes through special collection days known as Chemical CleanOut and our TechWaste Drop Off. These services are free for residents but we want to know if there's more that we can do.
- As part of this consultation, we'll be asking for your feedback about the current collection arrangements to help plan for future collections.

ILLEGAL DUMPING

- Illegal dumping is not only unattractive, it costs Council and ratepayers money to remove and dispose of.
- Changing our waste services can impact illegal dumping for better or for worse. It's something we need to keep in mind as we consider what waste services we need in the future for our local government area.
- Reductions in waste services can see illegal dumping activity increase, however, increasing waste services comes with a cost that gets passed on to the community through waste charges.
- It's important we find a balance with the waste services we provide our community. This is why we want you to have your say and tell us what you need from your waste service.
- If you witness illegal dumping or find dumped materials, please submit an online form to Regional Illegal Dumping Squad (RID). Alternatively, you can contact RID on 131 555.

Monitoring, Evaluation and Reporting

Monitoring and evaluation of the effectiveness of the communications and engagement activities will be undertaken on a regular basis. Table 5 on the following page provides the frequency of the reporting activity to be undertaken.

Table 5 Frequency of reporting activities

FREQUENCY	MONITORING, EVALUATION AND REPORTING
Daily	<ul style="list-style-type: none"> • Reporting complaints to Council • Communication Management System reporting • Reporting incidents in line with Work Health Safety requirements
Weekly	<ul style="list-style-type: none"> • Project meetings between Council and the consultant, or as required • Provide details and status of complaints in writing to Council, if required
11 September 2020	<ul style="list-style-type: none"> • Progress summary report
w/c 19 October 2020	<ul style="list-style-type: none"> • Draft consolidated report
w/c 2 November 2020	<ul style="list-style-type: none"> • Final report • Presentation to Council

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w/c 16 November 2020 • Public report

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Prepared by: Spectrum Comms

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Date Issued: 17/08/2020
Approved by: Elyse Ballesty

Appendix A - Stakeholders

The below stakeholder list will be further developed as further details are obtained from key stakeholders.

STAKEHOLDER GROUP	NAME, TITLE, COMPANY/GROUP	PHONE/EMAIL	INTEREST/ISSUE/RISK	TOOLS	INTEREST LEVEL
State Government	Member for Kogarah Mr Chris Minns (Labor)	Ph: 02 9587 9684 Email: kogarah@parliament.nsw.gov.au	Media coverage State Government funding opportunities/grants	Briefings Website Social media	Low
	Member for Oatley Mr Mark Coure (Liberal)	Ph: 02 9580 9349 Email: oatley@parliament.nsw.gov.au	Media coverage State Government funding opportunities/grants	Briefings Website Social media	Low
	Member for Rockdale Mr Stephen Kamper (Labor)	Ph: 02 9597 1414 Email: rockdale@parliament.nsw.gov.au	Media coverage State Government funding opportunities/grants	Briefings Website Social media	Low
Georges River Council	Councillors (15 in total, 4 wards)	Mayor Kevin Greene Ph: 9330 6020 Email: kgreene@georgesriver.nsw.gov.au Deputy Mayor Con Hindi Ph: 0408 383 783 Email: chindi@georgesriver.nsw.gov.au	NB: Mayoral election – Sept 2020	Briefings Meetings Emails	High
	Council staff	General Manager and Executive Waste Team Customer Service Team Communication and Media Team Community Engagement Team Other frontline staff, as FYI only	Consultation and communication activities Complaints and enquiries Outcomes and findings	Briefings Internal meetings Emails/Memos	High
Media - print	Sydney Morning Herald	Ph: 02 9282 2833 Email: newsdesk@smh.com.au	Consultation opportunities Outcomes/findings	Media releases	Low
	St George and Sutherland Shire Leader	Editor Craig Thomson Phone: 02 9588 8888 Email: leadernews@theleader.com.au	Consultation opportunities Outcomes/findings	Media releases Briefings Website Social media	High
Media - television	7News	Email: tips@7news.com.au.	Consultation opportunities Outcomes/findings	Media releases	Low
	9News	Email: contact@9news.com.au	Consultation opportunities Outcomes/findings	Media releases	Low



STAKEHOLDER GROUP	NAME, TITLE, COMPANY/GROUP	PHONE/EMAIL	INTEREST/ISSUE/RISK	TOOLS	INTEREST LEVEL
	Ten	Ph: 02 9650 1010	Consultation opportunities Outcomes/findings	Media releases	Low
	SBS	1800 500 727 (toll free)	Consultation opportunities Outcomes/findings	Media releases	Low
	ABC	Ph: 139 994	Consultation opportunities Outcomes/findings	Media releases	Low
Media - radio	90.1 2NBC FM	Ph: 02 9534 2888 Email: radionbc@ozemail.com.au	Consultation opportunities Outcomes/findings	Media releases	Medium
Business	St George Business Chamber	Email: stgeorgebusinesschamber@gmail.com	Outcomes for businesses Business and investment opportunities Illegal dumping	Website Social media Emails Newsletters Online survey	Medium
	Strata managers	Go Local Georges River P: 1300 001 991 Email: hello@golocalgeorgesriver.com.au Strata & Co P: 1300 033 947 Email: Michael Roberts Strata P: 02 8567 5900 Email: info@mrstrata.com.au Ace Body Corporate P: 02 9818 6842 Email: hurstville@acebodycorp.com.au Netstrata P: 1300 638 787 Email: admin@netstrata.com.au All Suburbs Strata Management P: 02 9600 7000 Email: info@allsuburbsstrata.com.au Absolute Strata Management P: 02 9553 0244 Email: info@absolutestrata.com.au	Space and amenity for bins at MUDs Service provision at MUDs Education of owners/tenants	Website Social media Emails Newsletters Posters Video Online survey	High
	Business Waste service users	List to be provided by Council	Service provision Financial implications (increases in fees) Space and amenity	Website Social media Emails Newsletters Posters	High

STAKEHOLDER GROUP	NAME, TITLE, COMPANY/GROUP	PHONE/EMAIL	INTEREST/ISSUE/RISK	TOOLS	INTEREST LEVEL
			for bins at business premises Diverting waste from landfill/environmental benefits Education	Video Online survey Phone survey	
Interest groups (environmental, CaLD, disability, indigenous)		List to be provided by Council.	Illegal dumping Diverting waste from landfill/environmental benefits Problem wastes Education	Website Social media Emails Newsletters Posters Video Online survey	High
Residents	All residents living in the LGA		Space and amenity for bins/bulky waste Smell FOGO Accessibility of any new services – disability, frail, vulnerable Financial implications (increases in rent/domestic waste management fees) Illegal dumping Large CaLD community Two former Council areas Diverting waste from landfill/environmental benefits Education	Website Social media Emails Newsletters Posters Video Phone survey Online survey Focus groups	High
Non-residential Ratepayers	Ratepayers who own property within the LGA but do not reside there.		Financial implications (increases in domestic waste management fees) Two former Council areas Education	Website Social media Email or addressed mail Newsletters Online survey	High

