

**EastWaste**

20  
STRATEGIC  
PLAN  
30



**East Waste is on a  
transformational  
path moving solely  
from a reactive waste  
collection logistics  
business to a broader  
resource manager  
and active community  
behaviour change  
agent.**

# East Waste Strategic Plan Vision, Objectives & Strategies

## VISION

To be the leading waste logistics company in Australia through the delivery of innovative collection and resource management services to our Member Councils & their Communities.

## OBJECTIVES

1. Deliver cost-effective and efficient services facilities

2. Maximise source separation and recycling

3. Provide leading and innovative behaviour change and education

4. Help develop a local circular economy

5. Provide leadership

## STRATEGIES

- 1.1 Attract additional services and/or new councils where further economies of-scale can be achieved
- 1.2 Offer a single contract for the management of the residual waste to all member councils
- 1.3 Partner with other councils and organisations to achieve greater synergies and economies of scale in service delivery
- 1.4 Investigate and implement collection technologies and innovation
- 1.5 Provide a consistently high standard of Customer Service

- 2.1 Provide more service choice and flexibility to residents on kerbside services to support them to increase their recycling levels
- 2.2 Provide a tailored 3-stream service to Multi-Unit Dwellings (MUDs) to support waste reduction and increased recycling
- 2.3 Pilot a tailored service delivery model across a business precinct(s) to support waste reduction and increased recycling

- 3.1 Engage in research and projects delivering evidence-based data which increases behaviour change decision making
- 3.2 Develop an integrated and tailored long-term community behaviour change and education program
- 3.3 Identify and trial behaviour change programs aimed at reducing contamination
- 3.4 Encourage and support councils to introduce an incentive(s) to households to reduce their landfill volumes
- 3.5 Engage schools in behaviour change & waste education

- 4.1 Support local reprocessing and procurement of recycled content products
- 4.2 Encourage and support councils to procure and use recycled content products
- 4.3 Support councils to implement sharing economy and reuse initiatives
- 4.4 Investigate options to process and extract the highest value from collected resources

- 5.1 Implement best practice safety standards
- 5.2 Advocate on behalf of our Member Councils
- 5.3 Invest in our people
- 5.4 Quality and transparent Corporate (Governance & Financial) Activities

## KPIs

We will measure our success in reaching our objectives through the following KPIs...

At least 75 percent (by weight) of total kerbside materials are separately collected and recycled by 2030

54% 60% 66% 75%

100 percent (by weight) of total food waste is separately collected and recycled by 2030

13% 40% 75% 100%

At least 60 percent (by weight) of kerbside materials from MUDs are separately collected and recycled by 2030

- 45% 50% 60%

At least 60 percent (by weight) of materials from businesses serviced are separately collected and recycled by 2030

- 45% 50% 60%

Reduce average contamination of kerbside commingled recycling stream to less than 7 percent (by weight)

12.5% <11% <9% <7%

BASELINE 2023 2027 2030

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# FOREWARD

## From the Chair

**I am delighted to present to you East Waste's 2030 Strategic Plan which provides a strong framework for the organisation in its pursuit to become the most respected waste management Organisation within Australia.**

The waste industry finds itself in a very dynamic space with the disruption of the international recycling market yet to settle, community sentiment, unprecedented engagement and interest from all levels of government all melting into opportunity for East Waste and its continued evolution. With strong foundations stretching back over 90 years and an engaged Board representing our seven Member Councils, the objectives and actions outlined build on our recent successes and with continued commitment by all parties, will propel the Organisation forward.

East Waste as a regional subsidiary cannot do this alone and we will continue to work closely with our member Councils, Government Agencies and like-minded organisations to ultimately drive value back to the communities we serve.

The Plan has been developed in accordance with the requirements of our governing Charter and consultation with our Board and valued Member Councils. We have set bold targets to achieve. Targets we believe will be necessary to drive the sustainability and circular economy requirements required for our sphere of the sector. The waste sector won't be stagnant and rigid over the next ten years and as such the plan has been deliberately designed to guide and shape, not define and to be a fluid document which can adapt to disruptions and opportunities as they arise.

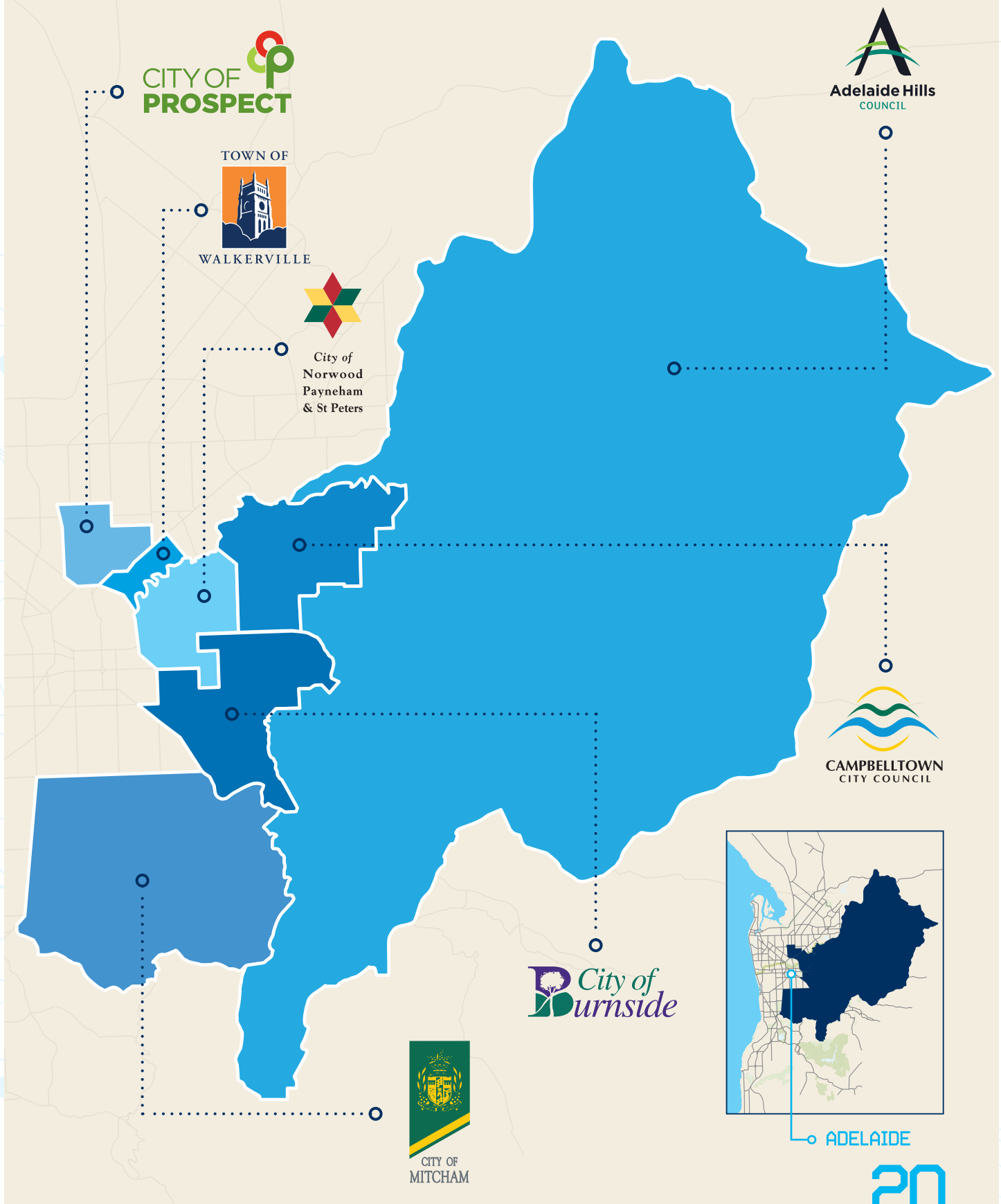
As Independent Chairperson of East Waste, I commend the 2030 Strategic Plan to you, I look forward to overseeing the implementation of it and importantly, encourage you to engage in conversation with us if you see opportunity for partnership.



**Fraser Bell**  
East Waste Chair



# CURRENT SERVICE AREA



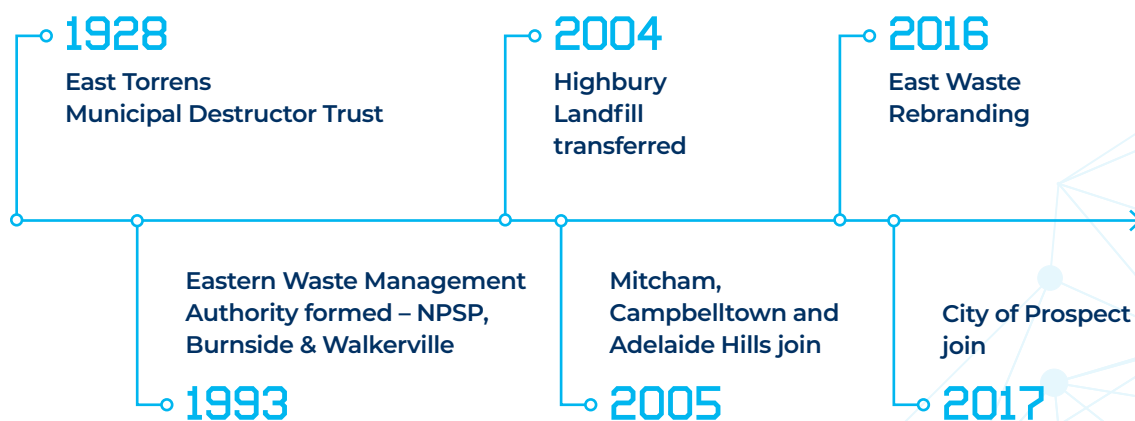
# ABOUT EAST WASTE

## Who are we?

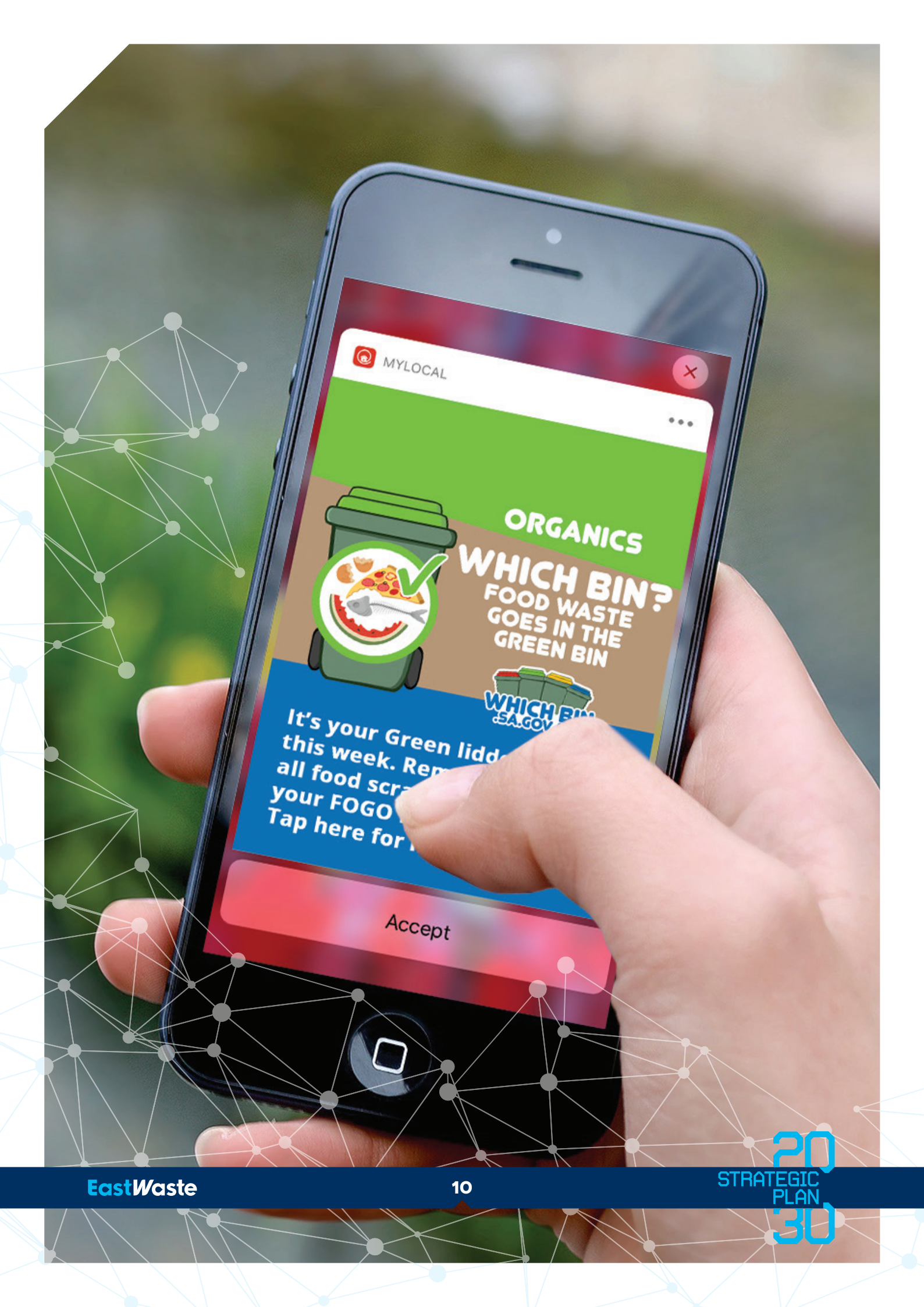
**East Waste is a regional subsidiary of the following seven Councils which constitute over 20% of Adelaide's population:**

- Adelaide Hills Council
- City of Burnside
- Campbelltown City Council
- City of Mitcham
- City of Norwood Payneham & St Peters (NPSP)
- City of Prospect, and
- the Corporation of the Town of Walkerville.

We undertake kerbside municipal waste, organics, recycling, hard rubbish and street litter collections on behalf of these Member Councils, with a modern fleet and shared services model. Each year we complete over 8 million kerbside bin collections. East Waste has long been involved in the waste industry with our origins commencing in 1928.



East Waste is on a transformational path moving solely from a reactive waste collection logistics business to a broader resource manager and active community behaviour change agent. Enormous opportunity exists to redefine and shape how the community identifies and treats waste and importantly ensure that the maximum value and reuse potential is derived from the resource. East Waste through its unique link with Councils and direct servicing of them, is well placed to drive this.







**110,000** TOTAL TONNAGES COLLECTED



**8,000,000** ANNUAL BIN COLLECTIONS



**3,200** HARD WASTE TONNES CONVERTED TO FUEL



**56%** OF MATERIAL DIVERTED FROM LANDFILL



**45** COLLECTION VEHICLES



**7,500** BIN REPAIRS UNDERTAKEN BY THE MOBILE TEAM



**3,000** BIN DELIVERIES UNDERTAKEN PER YEAR



**2,000+** ENQUIRIES RECEIVED & RESOLVED EACH WEEK



Why waste it?  
**HARD RUBBISH**  
**MADE EASY**



**EastWaste**

BOOK A FREE COUNCIL COLLECTION  
PHONE 8347 5111





# STRATEGY DRIVERS

## Our Member Councils

This Strategic Plan is guided by the East Waste Board and needs of our Member Councils. Each of our Member Councils has their own Strategic Plan (and in several cases Waste Plans) guiding the direction of their community, assets and activities. We have considered each of these documents, and the direction and activities within this plan are designed to complement and enhance these plans.

## Reducing and Recycling Food Waste

Uneaten and discarded food is the largest stream disposed to landfill. Disposal of food waste into the green organics bin as opposed to the residual bin presents the biggest environmental and economic opportunity for Local Governments. As such it is a primary focus of East Waste over the course of this Plan.

South Australia is fortunate to be supported by an active, engaged and innovative organics processing industry. This industry can transform food waste into valuable products, such as compost that can be used to help improve the quality and drought-tolerance of South Australia's nutrient depleted soils. The main challenge lies in engaging the public in lasting behaviour change activities to reduce food waste and increase recycling levels.

## Changing Recyclables Market

The Australian recycling and resource management industry is faced with unprecedented challenges and uncertainty.

China's decision in late 2017 to enforce strict standards for importing recyclables (China Sword) has disrupted global recycling markets. There has been a large drop in the demand and prices for kerbside commodities, such as paper/cardboard and mixed plastic.

The way that Australian governments, councils and businesses respond to China Sword will shape the future of the industry. There is a need to develop a stronger Circular Economy for the materials emanating from kerbside collections. This will ensure that all streams (including residual, recycle and organics bin, hard waste and other sources) have viable end markets and create more local jobs in recycling and remanufacturing.

The Council of Australian Government (COAG) export bans (Waste Response Strategy) announced in early 2020, and particularly those associated with fibre, will provide a unique set of challenges for the economics of Australian recycling over the first half of this plan and continuing work will be required to identify opportunities and solutions.

# STRATEGY DRIVERS

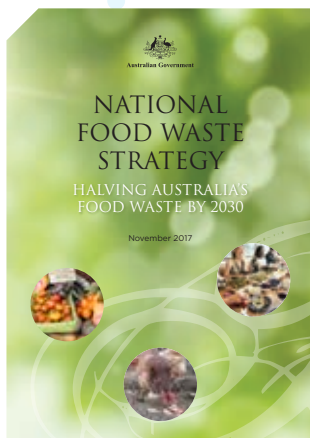
## Federal and State Strategies and Policies

The recent increased interest in waste has prompted several Federal and State Strategic Documents and Policies to be developed and/or reviewed. Included in this that have been considered in the development of this plan are:



### National Waste Policy

The 2018 National Waste Policy provides a national framework for action by governments, the business sector, the waste and resource recovery industries, and communities to achieve sustainable waste management.



### National Food Waste Strategy

The Australian Government has developed a strategy to support its goal of halving food waste by 2030.

Solving the problem of food waste requires a commitment from all Australians. We need to identify where improvements can be made so that we can change our behaviour, improve technology and make our food system more efficient to achieve the National goal of halving our food waste by 2030.

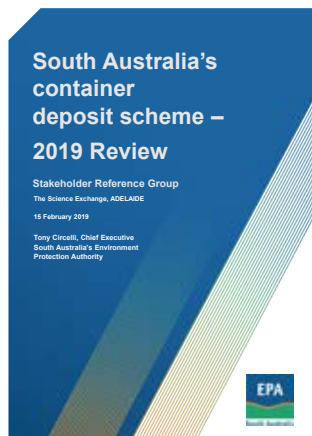


### South Australian Waste and Resource Recovery Infrastructure Plan

This Infrastructure Plan provides a guide for future waste and resource recovery infrastructure needs across the State and support a resource efficient economy in South Australia. It projects future waste flows, maps existing waste and resource recovery infrastructure by major types, identifies potential future infrastructure needs, investment opportunities, and the associated risks.

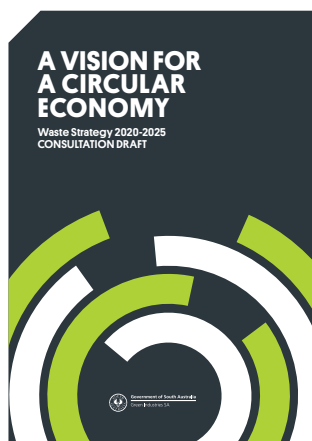
In addition, we have regard to the following strategies and policies under development.

# STRATEGY DRIVERS



## Review of the South Australian Container Deposit Legislation 2019

The State Government is undertaking a review of Container deposit legislation that has been in place since 1977.



## South Australian Waste Strategy

*South Australia's Waste Strategy 2020-2025* reflects a firm ambition to create local solutions to our waste and recycling issues and to expand the sector.

South Australia has an incredible opportunity to ensure the full value of our resources is unlocked while we build a stronger state economy.



## South Australian Food Waste Strategy

*South Australia's Food Waste Strategy* is the state's first comprehensive strategy for reducing and preventing food waste being sent to landfill.

It proposes actions to support households and businesses to reduce food waste sent to landfill and further opportunities for the organics recovery and processing sectors in South Australia.

## Solid Waste Levy

The Solid Waste Levy is paid on every tonne of waste sent to landfill. The current levy (May 2020) for waste in Metropolitan Adelaide is \$143 per tonne. This creates a financial incentive to reduce waste volumes and divert material away from landfill to recycling. As a generator, through our Member Councils of significant levy funds, East Waste will continue to advocate for a greater return of this levy back to Local Government and industry.







# OUR ACHIEVEMENTS

We are proud of our achievements. Highlights include:



## **20%** Of Adelaide's kerbside waste and recyclables is managed by East Waste

We provide kerbside collections to seven metropolitan councils, representing over 20% of the greater Adelaide population. Our scale provides logistical efficiencies and cost-effective services.



## **Diverting resources from landfill**

We have supported our councils to achieve some of the highest landfill diversion rates in South Australia.



## **Best practice in safety**

We have proactively embraced the requirements of the National Heavy Vehicle Legislation. East Waste was formally recognised in 2018 by being awarded a Best Practice in Workplace Health & Safety Award through the Local Government Association Workers Compensation Scheme.



## **Leading waste education program**

The SA Government adopted our 'Which Bin?' program as the preferred waste education campaign for broader roll out and our 'Why Waste It?' program is well recognised.



## **SA's first fully electric collection vehicle**

We are operating Australia's first fully electric collection vehicle to assist with collection efficiency and reducing the environmental footprint of our activities.



## **Innovation**

We have trialled Australia's first side-loader bin weighing technology. The data from this is helping us measure the success of our waste education program and further tailor it to meet the needs of our community.





# VISION

## **The Destination**

To be the leading waste logistics company in Australia through the delivery of innovative collection and resource management services.

# MISSION

## **The Vehicle**

Delivering leading-edge solutions and services for a cleaner and sustainable future.





# OBJECTIVES

**We have set the following objectives to help us fulfill our vision:**



## OBJECTIVE 1

Deliver cost-effective, efficient and continuously improved services



## OBJECTIVE 2

Maximise source separation and recycling



## OBJECTIVE 3

Provide leading and innovative waste behaviour change programs and education



## OBJECTIVE 4

Keep resources in local circular economy



## OBJECTIVE 5

Provide leadership



# OBJECTIVE 1



## Deliver cost-effective, efficient and continuously improved services

**East Waste will become a highly regarded employer of choice and recognised as a thought leader within the waste industry, providing exemplary service to our Member Councils.**

### **1.1 Attract additional services and/or new councils where further economies-of-scale can be achieved**

East Waste will pursue and remain open to broadening Member or client Councils and/or services (within the remit of the East Waste Charter and Local Government Act 1999), where operating values align and economic and logistical savings for existing Member Councils can be achieved.

### **1.2 Offer a single contract for the management of the residual waste on behalf of all member councils**

East Waste has head contracts to process collected co-mingled recycling and organics on behalf of its Member Councils. The significant volume and market certainty results in cost effective pricing models. We will investigate offering councils a joint contract for the management of the residual waste.

### **1.3 Partner with other councils and organisations to achieve synergies and greater economies-of-scale**

Enhanced outcomes and efficiencies can be gained by partnering with external organisations and institutions (locally, nationally and internationally). We will seek and develop opportunities that provide value to the Organisation, our Member Councils and importantly the communities we serve. This extends beyond collections and processing to include, aggregation, education, behaviour change programs, research and advocacy.

### **1.4 Investigate and implement collection technologies and innovation**

East Waste will build on our success to implement technology and collection advancements which increase efficiency, knowledge, data, customer service, behaviour change and/or reduce operational costs and risk. Further to the procurement of South Australia's first fully electric waste collection vehicle in 2020, we will continue to pursue moving towards a low-emissions fleet.

### **1.5 Provide a consistently high standard of customer service**

East Waste recognises the value of high-quality Customer Service. We will invest in programs and technology which improves customer service relations, increased accessibility and service standards.

# OBJECTIVE 2



## Maximise source separation and recycling

The current one-size fits all model for kerbside services is an effective service delivery base. However, opportunities exist to improve source separation and recycling levels. This can be achieved by a range of kerbside services that better suit the diverse waste profiles and needs of our customers.

**Success will see a range of delivery options benefiting the community, which ultimately drives East Waste in achieving the highest waste diversion in the state.**

### **2.1 Provide more service choice and flexibility to residents on kerbside services to support them to increase their recycling levels**

Recycling and diversion can be significantly enhanced by minor modifications to the kerbside model. East Waste will work with Member Councils to implement and demonstrate the benefits and logistics of implementing a choice and flexibility model across their Council. This may include changes in collection frequencies that are better suited to the waste profiles and needs of our community. In particular, this initiative will aim at increasing source separation and recycling of food waste.

### **2.2 Provide a tailored 3-stream service to Multi-Unit Dwellings (MUDs) to support waste reduction and increased recycling**

Several suburbs across our Member Councils are undergoing a housing transformation. There has been an increase in medium density houses and multi-unit dwellings, which is expected to continue for the life of this plan. In many cases, the existing 3-bin system is not a suited in these higher density settings.

East Waste will develop a service offering, with a focus on maximising resource recovery, for Member Councils to provide to MUDs should they opt to.

### **2.3 Pilot a tailored service delivery model across a business precinct(s) to support waste reduction and increased recycling**

Business precincts are significant generators of avoidable waste to landfill. An opportunity exists to create tailored waste management solutions while at the same time improving environmental performance. East Waste will establish pilot programs to address the current barriers faced within a typical business precinct.

# OBJECTIVE 3



## Provide leading and innovative waste behaviour change/education

A change in community recycling behaviours is needed to achieve the ambitious diversion targets set out in this plan. This includes ensuring that material is placed in the correct bin (or elsewhere as appropriate), retaining the resource at its highest value and minimising contamination. We will undertake the following strategies to support this.

**Success will see East Waste's education, behaviour change and engagement initiatives recognised as leading edge, evidenced by achieving consistently low contamination levels.**

### 3.1 Engage in research and projects delivering evidence-based data to inform the design of future waste education and behaviour change programs

East Waste will invest in research and projects that will help us better understand what drives waste and recycling behaviours. This increased understanding will help us to design and deliver more targeted, effective programs.

### 3.2 Develop an integrated and tailored long-term behaviour change and education program

Waste education across Australia has typically focused on single, short-term projects, which are largely fragmented.

East Waste will partner with like-minded organisations and institutions to develop a long-term integrated education and behaviour change program. This program will be well-considered, and evidence based. It will involve piloting, testing and evaluating prior to delivering an effective suite of coordinated actions across all Member Councils.

### 3.3 Identify and trial behaviour change programs aimed at reducing bin contamination levels

Central to best-practice recycling is minimising contamination in the co-mingled recycling and organics bins. Contamination of materials leads to a decline in the quality of the end resource and significant costs, which are ultimately passed through to the community.

East Waste will continue to identify and trial programs which work towards East Waste Member Councils collectively having the lowest recycling and green bin contamination levels in Australia.



#### **3.4 Encourage and support councils to introduce an incentive(s) to households to reduce their landfill volumes**

With the current structure of Council rates, waste-related fees are uniform across the Council, regardless of diversion habits or volume generation. Diversion of comingled recyclables, garden and food waste from landfill offers significant financial and carbon emission savings to Member Councils.

There is an opportunity to promote behaviour change and increase uptake through offering diversion incentives to the community. East Waste will undertake research and implement trials to identify the most appropriate mechanism(s) to deliver an effective, incentives-based behaviour change program which drives down waste to landfill.

#### **3.5 Engage schools in behaviour change & waste education**

School-based education provides an ideal opportunity to influence in-home behaviour change and has been a staple of the East Waste education program over the past five years. East Waste will review and refine the program to ensure the messaging is targeted and effective.



# OBJECTIVE 4



## Keep resources in local circular economy

**Through seeing collected materials active in a circular economy and Member Councils engaged in the procurement of these and others, success will be achieved.**

### 4.1 Support local reprocessing and procurement of recycled content products

Local Government has diverse and significant procurement power and can greatly assist in establishing and sustaining recycled content markets. Several councils have established procurement targets, but more needs to be done through active and sustained procurement.

We will assist Member Councils by sending our collected recyclables to a Material Recovery Facility which shares our values and objectives in moving to a more circular economy and assist with the identification and connection of appropriate markets.

### 4.2 Encourage & support Member Councils to procure and use recycled content products

Local processing will only remain viable if consistent on-going end markets are developed. Local Government is a significant procurer of goods and as such can play a key role in under-pinning these industries. East Waste will work with Member Councils to identify symbiotic opportunities and connections.

### 4.3 Support councils to implement sharing economy and reuse initiatives

Community sharing and reuse of products leads to a reduction in waste volumes and costs. We will support our Member Councils to implement sharing economy and reuse initiatives. This may include providing advice and support with implementation of initiatives as appropriate.

### 4.4 Investigate options to process and extract the highest value from collected resources

All material placed out for collection is a resource. For society's long-term sustainability, it is imperative the resources are retained and processed at their highest order.

East Waste will work with new and existing partners to identify and pursue opportunities and to advocate for the best environmental, economic and circularity benefits of all materials collected.



# OBJECTIVE 5



## Leadership

**Success will be measured through the recognition and retaining of engaged proactive staff and valued stakeholders.**

### 5.1 Implement best practice safety standards

East Waste is committed to implementing and adhering to a high level of work, health and safety principles and activities.

The Work Health and Safety (WHS) ethos and risk mitigation is integrated into all activities rather than added on and continual improvement in this area will be actively pursued.

### 5.2 Advocate on behalf of our Member Councils

One of East Waste's key strengths lies within the collective size and influence of its member councils.

East Waste will draw on this to provide proactive leadership, advocacy and advice as appropriate on relevant waste related matters which influence the industry and member councils.

### 5.3 Invest in our people

East Waste places great regard in the knowledge, skills, experience and health of its employees to continually meet and exceed the service standards required.

To remain at the forefront of the waste industry, East Waste will invest in growth and knowledge opportunities and structured performance systems that encourage excellence.

### 5.4 Quality and transparent Corporate (Governance & Financial) Activities

As a regional subsidiary East Waste will implement effective, legislatively compliant systems and processes, which meets the operational needs of the Organisation and transparency requirements of our Member Councils.

Information will be provided in a timely and relevant manner to assist with informed decision making.

# KPIs

**We will measure our success in reaching our objectives through the following KPIs...**



## Footnote

1. Kerbside materials relate to the total of resources presented in the current three-bin system. Hard rubbish volumes and street litter collections are excluded.
2. Source separation refers to separation undertaken at the household, without any further processing. Measured via biennial kerbside audits.

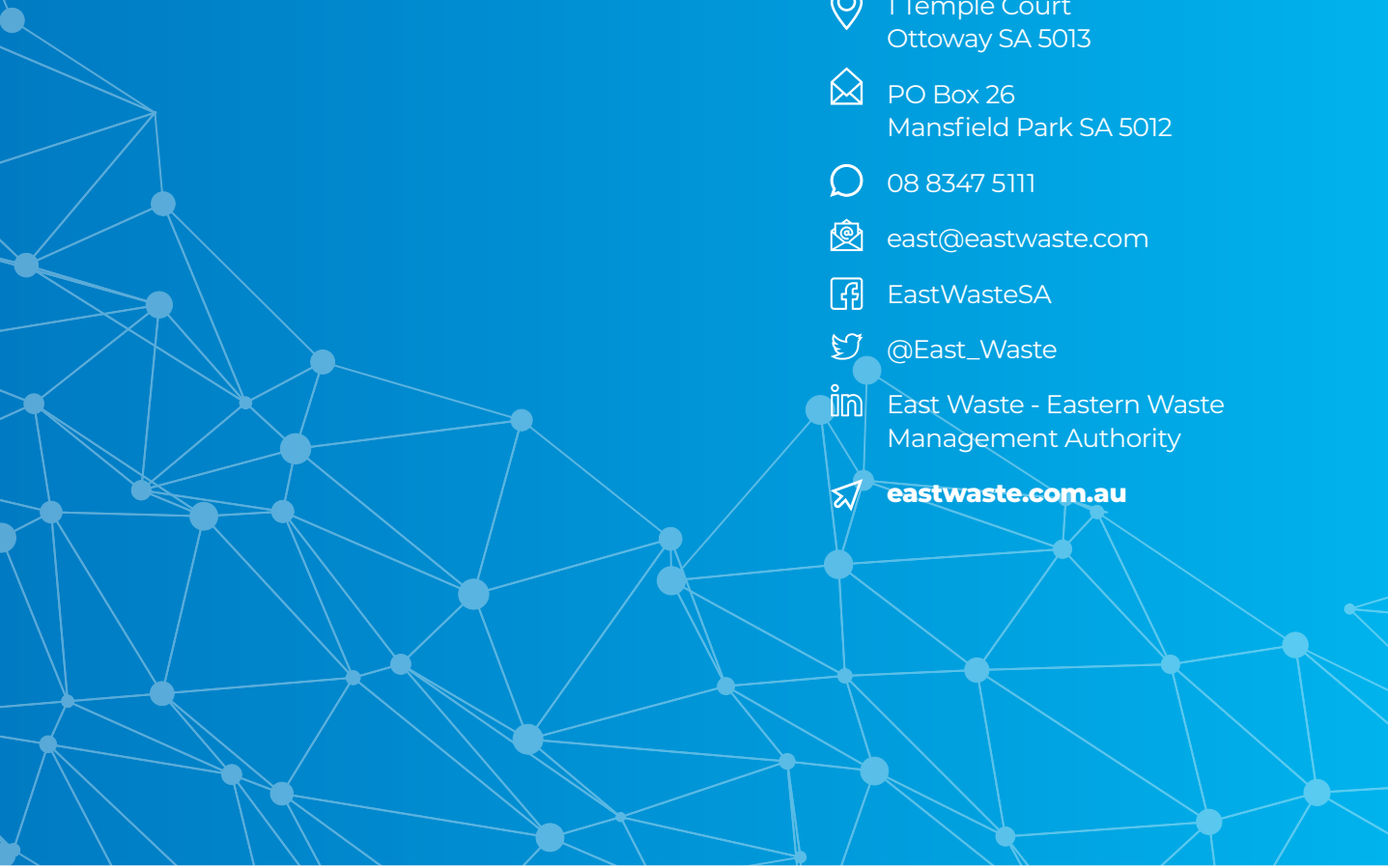








**“ We will continue to work closely with our member Councils, Government Agencies and like-minded organisations to ultimately drive value back to the communities we serve.**

**I encourage you to engage in conversation with us if you see opportunity for partnership. ”**

Fraser Bell  
East Waste Chair 2020



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