



CANDIDATE PACK

# Managing Director – Waste Services

City of Newcastle



**Leading  
Roles**  
People ▶ Performance ▶ Partners



**City of  
Newcastle**

## CONTACT

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[Attachment: Position Description](#)

[Attachment: Sustainable Waste Strategy](#)

We respectfully acknowledge the Traditional Owners, the Awabakal and Worimi peoples as the custodians of the land and waters, on which we work, live and play. We pay respects to the broader First Nations community and to Elders, past, present and emerging and acknowledge their continuing culture and contribution to the life of the region.





# Jeremy Bath

## A Message from the Chief Executive Officer

*Our Sustainable Waste Strategy is one of Newcastle's most important strategic developments to ensure our future as a sustainable and global city. For three decades, Newcastle has been the proud owner of the Summerhill Waste Management Centre, which is a rare asset to have so close to a major city.*



*While many cities transport their waste to other regions, often hours away, Newcastle has continued to take responsibility for its waste and innovate its management right here in the city. However right now we are at a crossroads in terms of the facility's next thirty years and how we continue to move forward while reducing our environmental footprint. Our Sustainable Waste Strategy responds to what our community wants to see. 99% of residents support City of Newcastle implementing new waste programs and the infrastructure required to achieve this. As the world's economy becomes more circular and greener, Our Sustainable Waste Strategy will make Newcastle an environmental leader, showcasing what it means to live sustainably.*

*Summerhill Waste Management Centre will have the facilities needed to reduce what ends up in our red bins and what's diverted from landfill through our green and yellow bins. Recycled materials, like aluminium, will be used to create new products; food waste will become fertiliser to help grow more food; and the site will be powered by renewable energy generated onsite. Summerhill Waste Management Centre will sit at the centre of our city and region's circular economy.*





# The Role

The City of Newcastle is the second largest city in NSW and is located about 160Km north of Sydney. Newcastle is the cultural and economic centre for the Hunter region. The City has a population of approximately 169,317.

Council is responsible for a local government area of 187 square km and employs over 1,200 staff.

The NSW Government has released a Waste and Sustainable Materials Strategy to prepare for NSW reaching its landfill capacity in the coming years. In response to this need, City of Newcastle is now seeking a Managing Director – Waste Services to lead their waste strategy and prepare for future waste demands.





The City of Newcastle owns and manages the largest publicly owned landfill in NSW, the Summerhill Waste Management Centre, delivering waste, recycling and organics services to 67,000 households. It is expected to be the largest site in NSW within a decade as it transforms into an innovative resource recovery hub under a 20-year vision to reduce waste and increase resource recovery rates, strengthening the economy and creating new jobs for Newcastle.

Significant changes in the waste landscape present an important commercial opportunity for City of Newcastle, who is seeking a highly skilled executive to lead its investment in waste, resource recovery and sustainability infrastructure and development to harness a larger proportion of the State's waste stream and underpin the city and region's circular economy.

## Position Overview

Reporting directly to the Chief Executive Officer, the Managing Director – Waste Services will lead City of Newcastle's waste management business unit, delivering the sustainable waste management strategy to create a sustainable solution for the city's waste.

The Sustainable Waste Strategy and Action Plan has been adopted by Council. The Managing Director will be tasked with its implementation and delivery.





## Key Responsibilities Include:

- Lead the strategic direction of the Waste Services Unit, drive commercial, sustainability and customer outcomes.
- Build effective stakeholder relationships, ensure maximum benefit for the community in alignment with City of Newcastle’s Community Strategic Plan.
- Build and maintain organisational capability and legislative compliance.
- Lead a team of professional and technical employees, partners and contractors to deliver high quality outcomes.
- Lead the delivery of complex operational and capital projects within a rapidly evolving technical, commercial and political environment.
- Provide management and negotiation of commercial contracts.





## Performance of Services and Projects

This is a significant business unit at council with revenue of between \$80M-\$90M. The importance of this facility to the City of Newcastle, the wider Hunter region and State and Commonwealth waste objectives cannot be overstated.

Council is planning a significant expansion of the waste facility which will require a considerable change to Council's EPA license and waste levy. The landfill currently has an 80–100-year life expectancy but disposing of waste to landfill is expected to be phased out in the next 20-30 years. With other waste facilities closing around the state, this presents an enormous commercial opportunity for the Council.

Council is seeking a waste executive with significant commercial acumen and advocacy skills who:

- understands the changes in the NSW waste landscape
- understands the strengths and opportunities of Newcastle's waste infrastructure investment
- will lead the waste business to capture a larger proportion of the State's waste stream.





### Major Capital Projects:

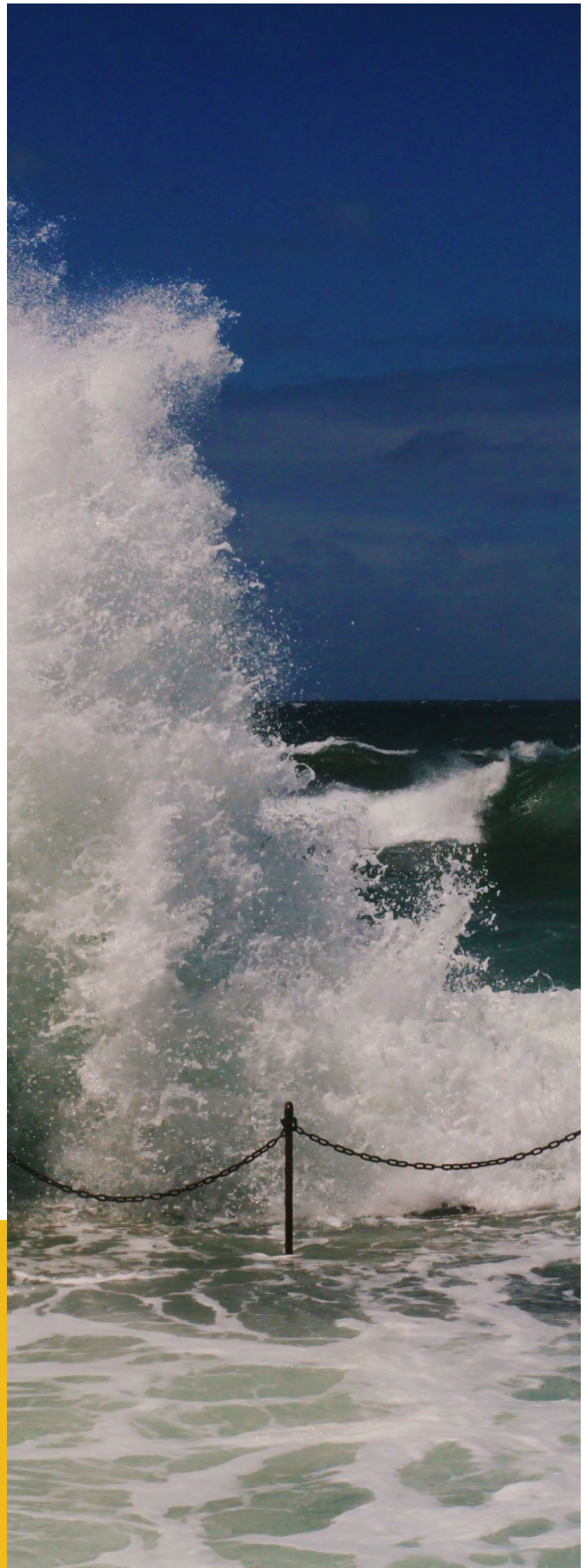
- The Capital Works Program will be managed in two phases – Baseline and City Shaping Program to allow for the expansion of the MRF and organics facility.
- The waste cells will be expanded to attract additional revenue. Currently the fill rate is 270,000 tonnes per annum and Council is licensed to receive 360,000 tonnes. The council will seek to move to 500,000 tonnes per annum once additional infrastructure is in place.
- Council benefits from the services of a highly effective Project Management Office which provides capital project delivery support.

### Opportunities:

- Review of operations and contracts. This will include a review of a proposed organics collection bin service and further cost modelling. Council currently run their own fleet along with red and green kerbside collection.
- Expansion of residual waste streams including upcycling and recycling. At present Council has a recycling facility that includes waste, metals and technology. Recycling is a contracted service that is currently out to tender.
- Development of key business systems to support the achievement of the strategy across the pillars of Planet, People and Prosperity.
- Develop and retain a productive team culture.

## Challenges:

- Management of environmental and operational challenges to meet growth projections and achieve regulatory compliance.
- Review of key risk areas, including fatigue management and rostering.
- Community engagement and assessment of service reviews.
- The location has some challenges with urban development pressure adjacent to the site.
- A critical project will be connecting the site to the M1 to allow for heavy vehicle access.





# Key Stakeholders

Internally the Managing Director – Waste Services will work with the Executive Leadership team, the Leadership and Management teams, employees and councillors.

Externally this role will engage with Industry and Government bodies, the Environment and Protection Authority, Hunter Water, customers and community, waste industry sector and third-party technical experts on matters such as planning, organics, MRF, Engineering and Environmental Controls.



# Workforce Leadership

The Managing Director – Waste Services will manage a workforce of approximately 88 staff with two direct reports.

The divisions include:

- Landfill operations
- Commercial and waste collection
- Resource recovery
- Commercial contracts
- Waste education

The Managing Director will inherit a high performing, technical, professional and motivated team who will respond well to clear direction and open and regular communication.

Council is seeking a highly visible leader who will connect in a meaningful way with staff.

## Personal Attributes

This is the largest landfill and waste recovery site in NSW and Council are seeking an experienced waste industry executive with strong commercial nous to harness the potential of their waste business.

This position will suit a strong and decisive leader who has strong organisational and people leadership capability who enjoys a visible and engaged approach to leading a team. Strong stakeholder engagement skills are also essential including the ability to operate at a senior level within council.





## Qualifications, Skills & Attributes

- Experience working at a strategic senior level within the waste industry.
- Strong commercial and stakeholder engagement experience with the ability to operate in a complex and politically sensitive environment that is governed by strict legislative compliance requirements.
- Demonstrated experience leading a multidisciplinary team in the waste industry.
- Demonstrated commitment to leading service improvement and change initiatives.
- Advanced communication and negotiation skills to operate within a highly complex legislative and commercial environment.
- Tertiary qualifications in a relevant discipline or equivalent experience in a senior executive role in a diverse and complex organisation.



## Council Employee Benefits

City of Newcastle offers its employees the opportunity to develop in their current role, grow into future opportunities and reach their full potential.

Further benefits for this role include:

- Executive Salary \$260 000 - \$300 000 including superannuation
- Discounted corporate fitness program.
- Social club.
- Employee Assistance Program (EAP).
- Long service leave after 5 years.
- Salary sacrifice opportunities.

The City of Newcastle provides benefits to help with a work-life balance.

Review [“The City of Newcastle Enterprise Agreement 2023”](#).

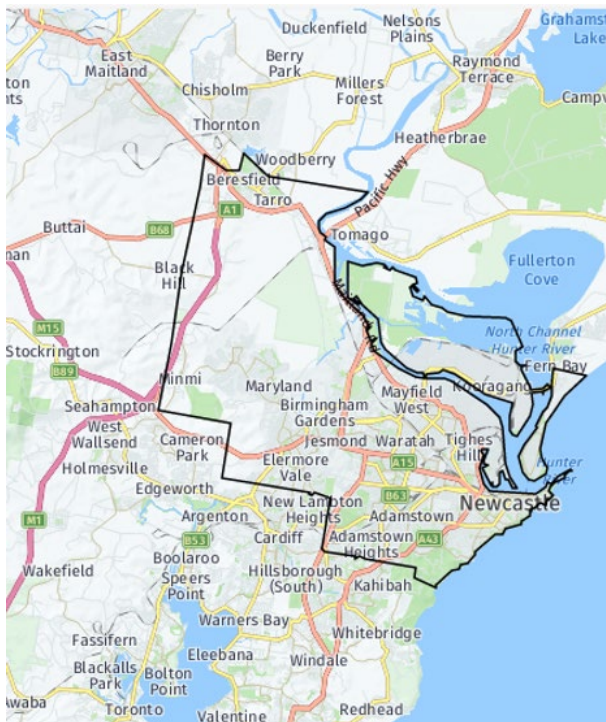




**City of Newcastle covers an area of 187 square kilometres and is famous for its coal. Newcastle is the largest coal-exporting harbour in the world, exporting 159.9 million tonnes of coal in 2017.**

The City of Newcastle has an estimated resident population of 169,317 (2021) and is the second largest city in New South Wales.

The City of Newcastle is located in the Hunter Region of New South Wales, about 160 kilometres north of Sydney. Newcastle is bounded by Maitland City and the Port Stephens Council area in the north, the Pacific Ocean in the east, Lake Macquarie City in the south and Cessnock City in the west.



The City of Newcastle is a residential and industrial area, with rural areas in the northwest, and several commercial areas. The greater Newcastle area is the economic, administrative and cultural centre of the Hunter Region. Health care and social assistance is currently the highest employment industry with education and training, retail trade and construction industries following.

**Links to Council Information**







# About Council

The City of Newcastle’s values:

**Cooperation** – We work together as an organisation, helping and supporting each other.

**Respect** – We respect diverse views and opinions and act with integrity.

**Excellence** – We strive for quality and improvement in everything we do.

**Wellbeing** – We develop a safe and supportive environment.

## NEWCASTLE SNAPSHOT

<p><b>\$39.3B</b> Annual economic output</p>	<p><b>116,077</b> Working in Newcastle</p>
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<p><b>MANUFACTURING</b> <b>14.64% /</b> <b>\$5.8B</b> Total output</p>	<p><b>HEALTH CARE &amp; SOCIAL ASSISTANCE</b> <b>17,969</b> Region's largest employer</p>
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	<p><b>169,317</b> Population 49% Male 51% Female</p>
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**LAND USE**

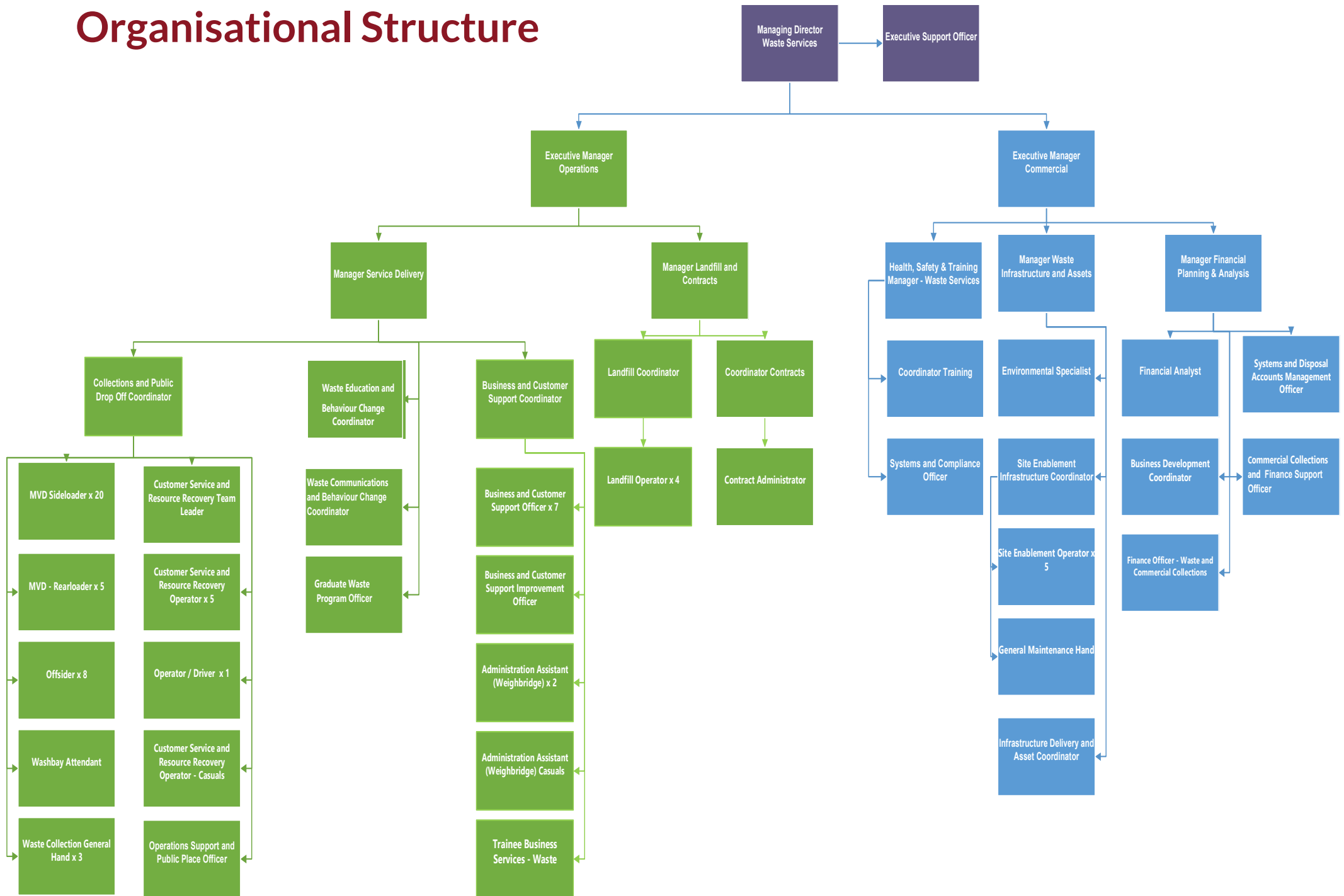
REFERENCES  
Profile.id.com.au  
Remplan.com.au



*“City of Newcastle is committed to creating a smart, liveable and sustainable global city that fosters innovation, investment and job creation.”*



# Organisational Structure





# Living in the Region



## Housing

The current median housing price is \$860,000 with a median rental price of \$650 per week.



## Educational Facilities

The City of Newcastle region offers quality education facilities, with many of the region's primary and secondary schools rating among the best in the state. Tertiary education is available through the University of Newcastle and TAFE NSW Hunter Institute.



## Healthcare

There are excellent medical facilities in the region including the world-class Hunter New England Health Service. The John Hunter Hospital is one of Australia's leading teaching hospitals and is the hub of health services in the region. The region is home to medical centres, private health centres, dental practices and aged care facilities.





# Living in the Region



## Shopping & Dining

Newcastle offers fabulous shopping and a host of markets throughout the region which offer fresh produce from the region. Dining in Newcastle covers everything from take-away to a-la-carte dining.



## Sports & Recreation

The region boasts a wide variety of leisure and recreational activities throughout the region, including golf club, water ski park, and fishing, just to name a few. The region is home to beautiful parks and gardens, art galleries, museums, beaches and access to the famous wineries in the Hunter Valley. Newcastle has a reputation for being of the best surfing locations in Australia.



## Getting Around

Newcastle Airport has direct flights to Brisbane, Sydney, Melbourne, Gold Coast and Canberra, just to name a few. Sydney is the closest city and is a short 2 hours drive, whilst Coffs Harbour is approximately 4 hours. Getting to and from the region by road is easily accessible via motorway.



# Imagine Newcastle





# Recruitment Process



## How To Apply?

Please submit your application via the Leading Roles website.

Please upload:

- Your CV
- A covering letter addressing the criteria below



## Selection Criteria

- Experience working at a senior strategic level within the waste industry that reflects the size and scope of this position.
- Strong commercial and stakeholder engagement experience with the ability to operate in a complex and politically sensitive environment that is governed by strict legislative compliance requirements.
- Demonstrated experience leading a multidisciplinary team in a large and complex organisation within the waste industry.
- Demonstrated commitment to leading service improvement change initiatives.
- Advanced communication and negotiation skills to operate within a highly complex legislative and commercial environment.
- Tertiary qualifications in a relevant discipline or equivalent experience in a senior executive role in a diverse and complex organisation.



## Applications Open

- Week Commencing  
Monday 1 July 2024



## Closing Date of Applications

- 5pm Monday 22 July 2024



## Initial Assessment

- Week Commencing 22 July 2024



## Council Interviews

- Week Commencing 5 August 2024  
(Pending panel availability TBC)

\*Note these timeframes are indicative only and may change subject to the outcomes of the recruitment process, council staff and candidate availability.

# Application for Assessment, Shortlisting and Interviews

Leading Roles and the council will determine a shortlist of suitable candidates, and will arrange interviews with council's interview panel, depending on candidate and council staff availability.

The council may require their preferred candidates to undergo psychometric assessment to assist in understanding the candidate's fit for the role and organisation, working preferences and attributes. Following selection of a preferred candidate the council may require a number of further checks including reference checks, criminal history checks and medical assessments.

You must be an Australian Citizen or hold the appropriate visa to work in Australia to apply for this role. Leading Roles will undertake checks to confirm your right to work in Australia at offer stage.

## Privacy Information

Leading Roles is collecting your personal information in accordance with the Information Privacy Act for the purpose of assessing your skills and experience against the position requirements. The information you provide in your application will only be used by employees of Leading Roles. Your information will be provided to authorised Council Officers, including Human Resources and the relevant selection panel members. But it will not be given to any other person or agency unless you have given us permission, or we are required by law.





# Belinda Walker

## Executive Talent Consultant



Belinda is our senior talent consultant with close to 20 years' experience recruiting executive, senior management and specialist roles in the public and private sectors throughout Australia and the United Kingdom.

Belinda commenced her career as a communications specialist, working in the not-for-profit and professional services sectors in the UK and Queensland.

Belinda prides herself on her stakeholder engagement skills, her client and candidate care, and her collaborative communication style to ensure a quality and professional level of service is always delivered.

### CONTACT

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# Position Description

## Position Description

<b>Position title:</b>	Managing Director – Waste Services
<b>Work location:</b>	Newcastle NSW
<b>Reports to:</b>	Chief Executive Officer
<b>Direct reports:</b>	Up to 4
<b>Directorate employee headcount:</b>	Approx. 88 <ul style="list-style-type: none"> <li>• Landfill operations</li> <li>• Commercial and waste collection</li> <li>• Resource recovery</li> <li>• Commercial contracts</li> <li>• Waste education</li> </ul>
<b>Budget</b>	CN Operating Budget
<b>Decision making:</b>	This position holds delegations at an Executive Leadership Level 2
<b>Date revised:</b>	June 2024

## Council Overview

City of Newcastle employs over 1,200 staff and is responsible for a local government area of 187km. Newcastle is both the cultural and economic centre of the Hunter region. Our organisational structure consists of directorates, each linked to the four themes of our Community Strategic Plan (CSP):

### Liveable, Sustainable, Creative and Achieving Together consists of the following Directorates:

1. City Infrastructure
2. Corporate Services
3. Creative and Community Services
4. Planning and Environment
5. Waste Services

The Managing Director leads the Waste Services business unit and reports to the Chief Executive Officer.

### What's it like working at the City of Newcastle?

We are focused on making a difference in our community and achieving our vision of **creating a liveable, sustainable, inclusive global city**. We are proud to deliver services valued by our community. People come first at the City of Newcastle, which means providing employees with meaningful work and capacity for work life balance. As a large local organisation, the City of Newcastle offers its employees the opportunity to develop in their current role, grow into future opportunities and reach their full potential.

Our organisation's values are **Cooperation, Respect, Excellence and Wellbeing** which are underpinned by our behaviours of courage, trust and pride. Together, our values and behaviours support our decision making as well as our day-to-day interactions.

We value diversity of thought, and we focus on equity in the workplace. We are committed to creating an inclusive workplace culture where everyone feels respected, safe, and valued so they can be themselves and fully contribute their opinions and perspectives to the success of the organisation.



**What is the focus of this position?**

The Managing Director leads the City of Newcastle's waste management business unit. This position is responsible for delivering City of Newcastle's Our Sustainable Waste Strategy with a focus on the pillars of Planet, People and Prosperity and associated metrics, deliverables outcomes within the Action Plan. The role will require the ability to build effective relationships internally and externally with key stakeholders to ensure maximum benefit for the community in alignment with Newcastle 2040 Community Strategic Plan and the objectives within the Sustainable Theme.

In this role you will collaborate across an organisation to shape a business culture, achieve shared goals and delivery of exceptional customer service. You will also embrace and lead change in a dynamic, complex, and high growth environment.

This position reports to the Chief Executive Officer and will report business performance and key metrics to the Chief Executive Officer and Executive Leadership Team that establishes the City of Newcastle's culture and values and ensures all operations reflect these values. We also need strong commitment to and advocacy for our Inclusion, Diversity and Equity Strategy within the Business Unit.

**What you will be doing:**

- Lead the strategic direction of Waste Services to drive a commercial and customer focused service that builds capability and financial sustainability to ensure City of Newcastle's future as a sustainable and global city.
- Ensure the Sustainable Waste Strategy seeks to seize on the economic opportunities the Circular economy will present Newcastle and the Region.
- Lead and manage a team of professional employees including providing direction, professional development, and performance management to ensure that staff deliver high quality outcomes and develop the capabilities to meet current and future needs.
- Lead the successful delivery of strategic policy and corporate business solutions that support City of Newcastle's organisational direction, meets legislative requirements, and adds value to the needs of the internal stakeholders.
- Provide clear, sound and pragmatic expert advice and strategy to support decision making and proactively manage environmental, commercial and workplace safety risks.
- Build effective relationships with key stakeholders, internal and external, and provide strategic direction and evidence-based decision making.
- Determine optimal business models for effective service delivery and implement improvements in the context of diverse internal and external stakeholder expectations.
- Integrate key business systems to continuously build the requisite organisation efficiency & effectiveness over time.
- Lead the delivery of complex operational and capital projects within a rapidly evolving technical, commercial, and political environment. ensuring new and existing infrastructure and operations meet current and future goals and needs
- Provide astute management and negotiation of commercial contracts
- Provide strategic, evidence-based advice to council and the Executive Leadership team on matters relating to:
  - waste handling and storage,
  - recovery technologies;
  - waste levies and subsidies;
  - energy capture;
  - carbon liability management;
  - market opportunities;
  - capital investment options and community education programmes.
- Build and maintain the organisational capability to ensure ongoing compliance with the requirements of the EPA licence, the Work Health and Safety Act, the Local Government Act and any other relevant statutory and regulatory requirements and governance controls are in place to protect the business.
- Lead Waste Services stakeholder engagement and communications to provide expert and timely advice to the CEO, Councillors, Executive Leadership Team, and other areas of the organisation in relation to media, communication, community engagement, marketing and brand management.
- Work closely with the Executive Leadership team to identify opportunities/programs that will support key Waste Services priorities as outlined in Our Sustainable Waste Strategy.

- Provide leadership and support for employees by fostering a performance based and customer centred culture that encourages accountability and responsibility aligned with CN's people first approach and organisational values.
- Focus on performance excellence and continuous improvement by setting clear direction and objectives, appropriately devolving decision making and delegation of authority, and by the establishment and monitoring of clear performance indicators for staff.
- Any other accountabilities or duties as directed by the Chief Executive Officer which are within the employee's skill, competence and training.

**Key challenges:**

- Establishment of the newly formed business unit.
- Implementation of robust management of key risk areas.
- Development of key business systems to support the achievement of the strategy across the pillars of Planet, People and Prosperity.
- Develop and retain a productive organisation culture.
- Management of key environmental and operational challenges to achieve regulatory requirements along with operational efficiency.

**The essentials you'll need:**

- Tertiary qualifications in a relevant discipline, or equivalent experience in a senior executive role in a diverse complex organisation.
- Demonstrated ability to lead a multi-disciplinary team to deliver Our Sustainable Waste Strategy.
- Stakeholder management expertise and experience to navigate through government processes combined with strong leadership skills with the ability to drive performance in complex, politically and commercially sensitive environment.
- Hold a strong engagement orientation ethos for Newcastle Council and the community.
- As an advocate for the city, hold strong communication skills to respond to political and media requests without bias and influence internal and external stakeholders.
- Possess a strong service orientation focus for delivery of services to the community.
- Ability to work autonomously on a range of simultaneous tasks, with superior organisational skills and as part of a multidisciplinary team.
- Demonstrated commitment to leading organisational service improvement processes and drive change effectively.
- Highly developed resource planning, budget and project management skills.
- Solid understanding of work health and safety legislative obligations, risk management processes, financial management and good governance.
- Proven leadership skills and the ability to motivate all levels of staff to deliver outcomes and provide quality service within identified timelines, budgetary and legislative provisions or guidelines.
- Demonstrated Inclusive leadership skills and ability to lead people with diverse lived experiences.
- Achieve the objectives within Our Sustainable Waste Strategy through the effective development and implementation of best practice policies, procedures and processes.
- Understanding and commitment to change management and the demonstrated capacity to effectively manage any associated industrial relation issues.

**Other valuable skills you may have:**

- A thorough understanding of the legislative and reporting requirements of LIST EPA, POEA Act.

***Additional position requirement***

- Be willing to work flexible hours to meet the requirements of the position.
- Be willing to work at any location within the Newcastle Local Government area subject to organisational requirements.
- Participate in the annual planning and performance review process for self and drive the process for staff members.



- Agree to act within the requirements of City of Newcastle's policies and applicable legislation including City of Newcastle's Code of Conduct, the Local Government Act, EEO and Anti-Discrimination Act.
- Model City of Newcastle's organisational values of Cooperation, Respect, Excellence and Wellbeing.
- Abide by City of Newcastle's WH&S policies, procedures and safety instructions; wear the protective clothing and equipment when provided; maintain all necessary licenses/professional/trade memberships associated with the work you will be carrying out to ensure your own health and safety and that of others within the workplace, timely management of WHS reporting and assessment activity.
- Be mindful and report all instances of environmental harm, which may be caused or discovered in carrying out their duties.
- Be willing to obtain a Working with Children Check to enable staff to work with people under eighteen (18) years of age if required.
- Agree to City of Newcastle having the flexibility, at its discretion, to amend the duties and responsibilities of the position to meet its operational requirements or service delivery obligations provided that the position utilises the employee's skills and experience and the employee's level of remuneration is maintained.

### Key internal relationships

Who	Why
Chief Executive Officer	Provides information to the CEO as required
Executive Leadership Team	Provides information to the Executive Leadership Team as required
Leadership Team	As an Executive leader, actively participates in strategic discussions for the organisation.
Management	Communicates effectively to ensure CN's performance aligns to CN's strategic objectives.
Employees	Leads, motivates and develops employees within the Creative & Community Directorate
Council	Provides information to the elected Council as required

### Key external relationships

Who	Why
City of Newcastle	This position builds healthy relationships with all key internal and external stakeholders.
Industry & Government Bodies	To maintain professional relationships with corporate foundations, sponsors and professional industries including but not limited to State Government agencies, Hunter Resource Recovery, Hunter Joint Organisation
Environment Protection Authority (EPA)	Effective engagement and relationships with all levels of the EPA to provide relationships, assurance, reporting and compliance for licenced operations within Waste services.
Hunter Water	Effective engagement with Hunter Water to ensure their needs are understood and to work with them to ensure environmental compliance and controls
Customers	To provide value to our customer base to maintain the business opportunities for Waste Services for all customers
Waste Industry Sector and relevant businesses	To ensure that Waste Services is delivering best practices in the waste sector and to keep abreast of new research, innovations and technology within the industry

Expert Third Parties	To maintain relationships with third parties on subject matter expertise not limited to Planning, Organics, MRF, Engineering and Environmental controls.
Community	Provision of Waste Services for the Newcastle Local Government Area and ratepayers. Maintaining the social licence for City of Newcastle Waste Services activities.

### Capabilities for the role

Leading the CN Way describes what great leadership looks like in our organization. It describes the priority knowledge, skills and abilities required by our leaders and sets out clear expectations about performance at CN and “how we do things around here”. It builds on organisational values and culture and outlines a shared commitment to drive progress towards achievement of our Newcastle 2040 goals and beyond.



'Leading the CN Way' is designed to:

- Align leadership expectations across the organisation.
- Support CN's culture and ways of working.
- Provide guidance for the development of both current and aspiring leaders.
- Assist in recruitment and promotion decisions.
- Cultivate a positive and supportive organisational culture.
- Enhance Community and Employee Experience.





ATTACHMENT

# Sustainable Waste Strategy

# Our **SUSTAINABLE WASTE** Strategy



City of  
Newcastle

## 20-year vision for Summerhill Waste Management Centre

Summerhill Waste Management Centre (SWMC) will be transformed into an innovative regional recovery hub under a 20-year vision to reduce waste, increase recycling rates, strengthen the economy and create new jobs in Newcastle.

Developing a sustainable solution for waste is crucial for the future of our planet, our people and our prosperity, while also ensuring we're able to manage the waste generation associated with ongoing population growth.



[newcastle.nsw.gov.au/our-sustainable-waste-strategy](https://newcastle.nsw.gov.au/our-sustainable-waste-strategy)

Image: Deputy Lord Mayor Declan Clausen at Summerhill Waste Management Centre solar farm.



# Our SUSTAINABLE WASTE Strategy

Summerhill Waste Management Centre (SWMC) has always been planned as a 'waste precinct' including additional resource recovery and access direct to the Newcastle Link Road. Yet, it is Our Sustainable Waste Strategy which underpins the transformation of the SWMC site to a regional resource recovery hub.

Also, the City's adopted Climate Action Plan and Economic Development Strategy both identify SWMC as a key precinct and pillar of the economic development of the region.

Our Sustainable Waste Strategy is an expression of our strong desire for responsible, environmentally sustainable, and commercially feasible waste and recycling operations to effectively manage Newcastle's current and future waste streams. It seeks to maintain an important and recognised social licence with our community and an enduring value proposition for the city and our residents.



**1 WHITE PAPER**  
**Current State**  
 Sets out our current **challenges** and potential **opportunities**



**2 STRATEGIC FRAMEWORK**  
**Future State**  
**20 year review**  
 A framework to operate our Business Unit, including outcomes and success measures. Setting long-term **objectives** to realise our **opportunities**



**3 DELIVERY PLAN**  
**The roadmap**  
**4 year review cycles**  
 Fully costed and resourced **actions aligned to our key objectives** in our Strategic Framework

## State and Regional Policy Context

The NSW Government developed the NSW Waste and Materials Sustainable Material Strategy 2041. It shows that NSW is running out of landfill space.

With the current rate of waste generation and recycling, domestic landfills servicing Greater Sydney may reach capacity in the next 15 years, with some regional landfills full this decade. If these facilities reach capacity, rural and regional communities will experience significant issues for the disposal of waste, which will be cost-prohibitive.

The State Strategy indicates that the Hunter needs an additional 300,000+ tonnes per annum, or a medium-scale energy recovery facility by 2040. In addition, there are constraints on hazardous waste treatment and an ambitious target for 80% of waste diverted from landfill.

In light of the State Strategy, CN considers SWMC as critical infrastructure and its continued development, operation, and optimisation vital to Newcastle and the Hunter Region, if we are to deliver cost-effective waste management and resource recovery solutions.



## Summerhill Waste Management Centre

### Landfill at Summerhill

City of Newcastle (CN) owns and operates the second largest and most regionally significant landfill in NSW, Summerhill Waste Management Centre.

The site was built almost 30 years ago and is the most logical, sustainable, and affordable solution to the region's growing waste and recycling needs. The City has already made changes to more sustainably manage waste, and more changes are planned. With these changes, operations at SWMC could continue for another 100 years.

The landfill facility at SWMC is big, with over 17 million cubic meters of space available – that's 6,800 Olympic swimming pools! How quickly we fill that space is dependent on two key factors:

- the volume of waste received per annum, and
- the level of diversion of waste from landfill.

In both the Hunter and the broader region, there are diminishing landfill options, making the site a key asset

in the delivery of waste management services to CN and beyond. For CN, SWMC is much more than just a landfill site. We're transforming it into a resource recovery hub and green energy precinct, by investing in:

- modern engineered landfill cells with gas capture and energy generation,
- community recycling centre to recover household hazardous wastes,
- fully enclosed organics recycling facility capable of processing food organics,
- advanced material recovery facility to process kerbside recyclables,
- extensive ongoing environmental site monitoring and management,
- 5MW solar farm built on top of a closed remediated landfill.

The importance of this facility to CN, the wider Hunter region and State and Commonwealth waste objectives cannot be understated.





# Energy Generation

## Landfill gas

Landfill gas, which comprises a mixture of carbon dioxide and methane, is generated when organic material such as food waste, paper and cardboard and vegetation decomposes in the landfill.

There is a network of pipes through the landfill, which are constantly drawing this landfill gas into two generators, where it is turned into renewable energy. The generators collect enough gas each year to supply 3,000 homes with 17,000 MWh of renewable power.

These generators power Newcastle homes and have extracted 11,050,000 m3 of gas, abating 107,800 equivalent tonnes of CO2 from entering the atmosphere.

## Solar Farm

With 14,500 solar panels, Summerhill's 5MW solar farm, built on rehabilitated landfill, creates enough renewable electricity to power 1,770 Newcastle homes.

Built in 2019, these solar panels proved invaluable for supporting Newcastle's electricity supply when NSW's electrical grid was damaged during the 2019/20 bushfires. In the first six months of operation, the solar farm generated more than \$420,000 in revenue.

The solar farm helped us exceed our renewable energy goals under the Newcastle 2020 Carbon and Water Management Action Plan, which targeted 30 per cent of our electricity needs from low-carbon sources.

Solar farm at Summerhill Waste Management Centre



Proposed Organics Processing Facility – at Summerhill Waste Management Centre



# Organics Processing Facility

A DA has recently been submitted for a 50,000 tonne per annum fully enclosed Organics Processing Facility to process garden and food organics.

The fully enclosed facility will be constructed at SWMC, using new technology to process the waste into compost for reuse. The facility will deliver a more sustainable approach to organic waste and resource recovery in line with community expectations and allow

processing of more than double the organic waste that CN currently receives and transforming the waste into compost for reuse instead of sending it all to landfill.

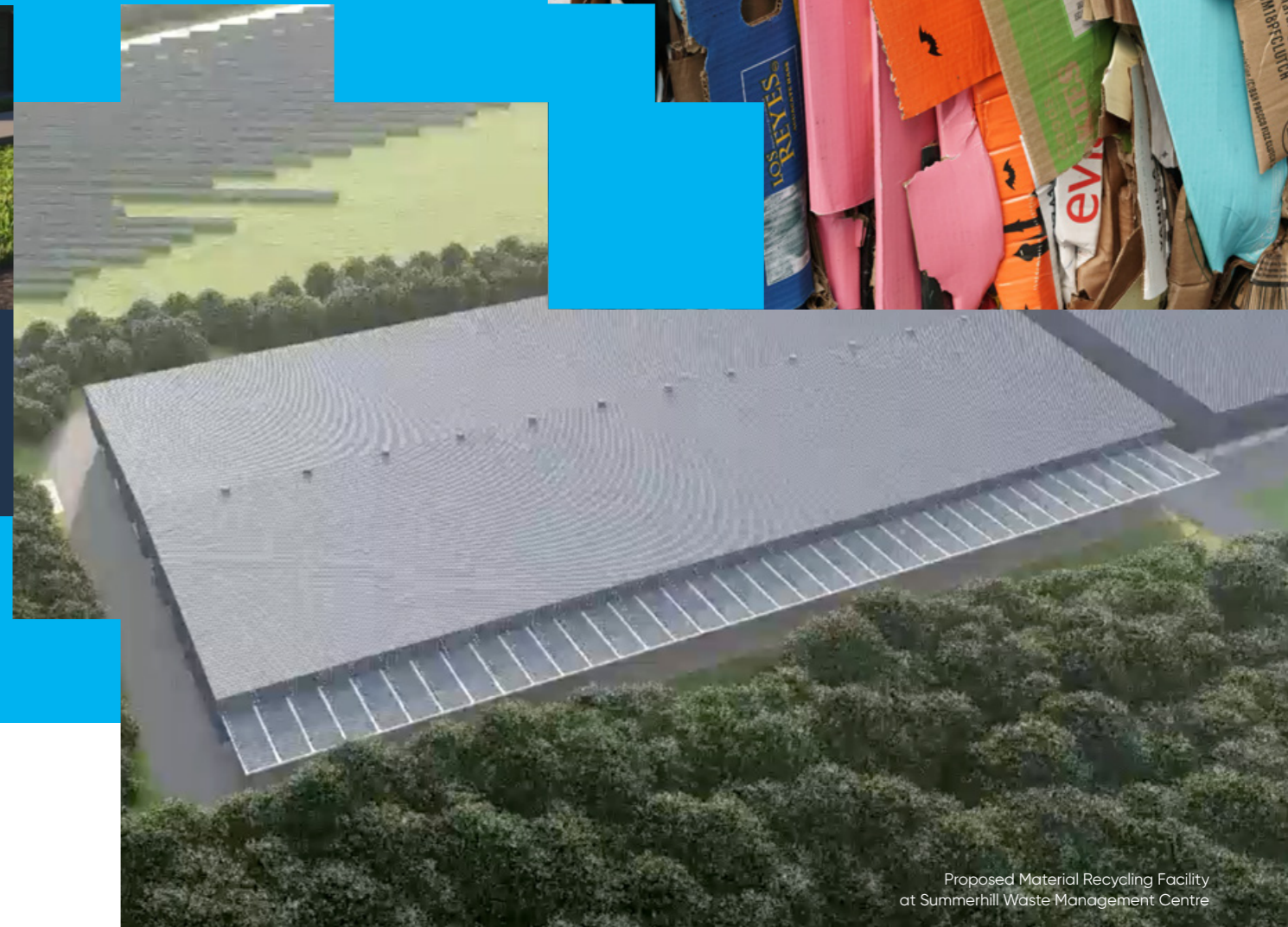
CN receives around 23,000 tonnes of garden organic waste at Summerhill each year, which is then transported more than 90km to Ravensworth for further processing. The planned facility at SWMC will ensure CN fulfils the requirements of the NSW Government's Waste and Sustainable Materials Strategy 2041, which necessitates local councils to deliver food and garden organics collection by 2030, with major commercial generators required to have food diversion by 2025.

# Material Recycling Facility

There is no Material Recovery Facility (MRF) operating in the Hunter region and SWMC is an optimal location for a regional MRF with close access to the M1. Council will develop a facility at SWMC to enable a regional solution.

CN's MRF project received \$5 million from the Federal and NSW Governments in August last year and is included in the adopted 2022/23 Budget as one of four city-shaping projects that will deliver key outcomes for the community.

Concept designs prepared by CN ensure the MRF is scalable, able to process up to 85,000 tonnes of recyclables per annum, creating a regional solution for recyclable materials from across the Hunter. Recyclables collected from Newcastle households have been transported to the Central Coast since 2020 when the only MRF in the Hunter closed, affecting the City of Newcastle and several other Hunter councils.



Proposed Material Recycling Facility at Summerhill Waste Management Centre



# Efficient Access to Transport Networks and Concept DA for Road

One of the key reasons SWMC is such a valuable asset is its location. Not only is it located close to major populations, but it is also adjacent to key transport infrastructure.

To make the most of this location, CN is designing and planning the construction of a new road linking SWMC to the Newcastle Link Road, which will enable faster turnaround, and much more efficient transport options.

Currently, around 61% of current tonnage arrives from the west via the Newcastle Link Road in heavy vehicles, up to semi-trailers, travelling via local roads through Wallsend to SWMC. These vehicles are typically carrying residual waste which has already been processed and includes waste from other Councils.

The proposed new access road would allow efficient transport of material, which reduces transport costs to market by saving up to an hour per load when compared to the current operations on site.

Increased landfill diversion and a circular economy requires efficient access for materials entering SWMC, and for transporting material off-site to other processing facilities and markets. Limitations exist to SWMC's current road access that has presented since its opening in around 1993, including:

- Capacity limits on the road network (limited to semi-trailers).
- Minmi Road through Wallsend and Maryland is a 5 Tonne load limit road. The entry is within a local but growing road network already suffering significant local traffic congestion.
- The weighbridge entry and its interface with internal traffic are already experiencing customer delays.

In consideration of these limits and constraints, CN has recently obtained Concept DA consent to permit traffic to enter and leave SWMC via routes other than Minmi Road at Wallsend and is progressing with a Project to design and build a secondary access road.

amenity impacts on future residents of the subdivision. The subdivision also needs to allow for the development of the secondary access road.

When the site first opened 30 years ago, it was one of the first sites required to meet the EPA's new stringent environmental guidelines to operate a major landfill. One such requirement included a 1,000 meter buffer. Since opening, insufficient planning protections have reduced the buffer zone around the site.

There are two major planned developments around SWMC, being Eden Estates (to the South East) and Winten (to the West/South West). The management of buffer zones to protect the operation of SWMC is key in these planning determinations and a best practice approach is to acquire these land parcels to ensure the sustainability of the operation.

Developments surrounding SWMC are the greatest concern to CN as it represents a real threat to SWMC's ability to assist CN and the Hunter in meeting the State and Commonwealth waste policies. This includes key risks to the SWMC buffer and new road connecting SWMC to the M1, which was why the Concept Road DA was obtained.

# NSW Waste Levy

NSW's major economic instrument for waste, the Waste Levy (the Levy), was reviewed in 2005 and 2012. An outcome of both reviews has been staged increases in the Levy to provide stronger incentives to reduce waste to landfill and to encourage increased resource recovery and recycling.

Higher disposal costs are intended to help make innovative recycling and recovery waste processing options more attractive and competitive for potential investors and existing companies within the waste collection and reprocessing sectors. The Levy also funds a substantial range of environmental programs, including an annual performance payments scheme for local government in the leviable area; to reward waste reduction and help deliver improved waste service performance standards.

Since 2015 CN has invested \$54 million into developing and expanding its waste and recycling facilities. CN has also paid \$270 million in section 88 waste levies to the NSW Government, while receiving only 2% (\$6.5 million) back in grants to help fund that infrastructure and deliver waste education programs to encourage behaviour change.

CN continues to deliver on waste improvement programs and infrastructure because it's the right thing to do for our residents and ratepayers, and it's the right thing to do for our environment. Our recent investments include \$9.4 million for Organics and \$5 million for Material Recovery Facility as part of the 22/23 Capital Works Program on top of the recurrent \$80 million operational budget.

Through SWMC, CN is ideally placed to lead the state in a transition to a true circular economy, but a greater return from the state Waste Levy to assist with significant capital investments, will be important.



## SWMC Key Operations and Licences

- Weighbridge operations
- Landfill operations
- Small vehicle recovery centre
- Resource processing area – including the processing of both green waste and recycled materials
- Stormwater and leachate management system – including leachate ponds, stormwater ponds and detention basins
- Ancillary and support services
  - Office and administration, including operations support centre
  - Maintenance sheds and staff amenities
  - Gas management system

Core operations at SWMC are administered by Environmental Protection License (EPL) No. 5897 which permits:

- resource recovery (Activity 34 under Schedule 1 of the Protection of the Environment Operations Act 1997)
- waste disposal (Activity 39)
- waste storage (Activity 42)
- receipt of up to 364,000 tonnes per annum of waste, provided traffic on existing road network is managed and noise is limited around the current entrance of SWMC

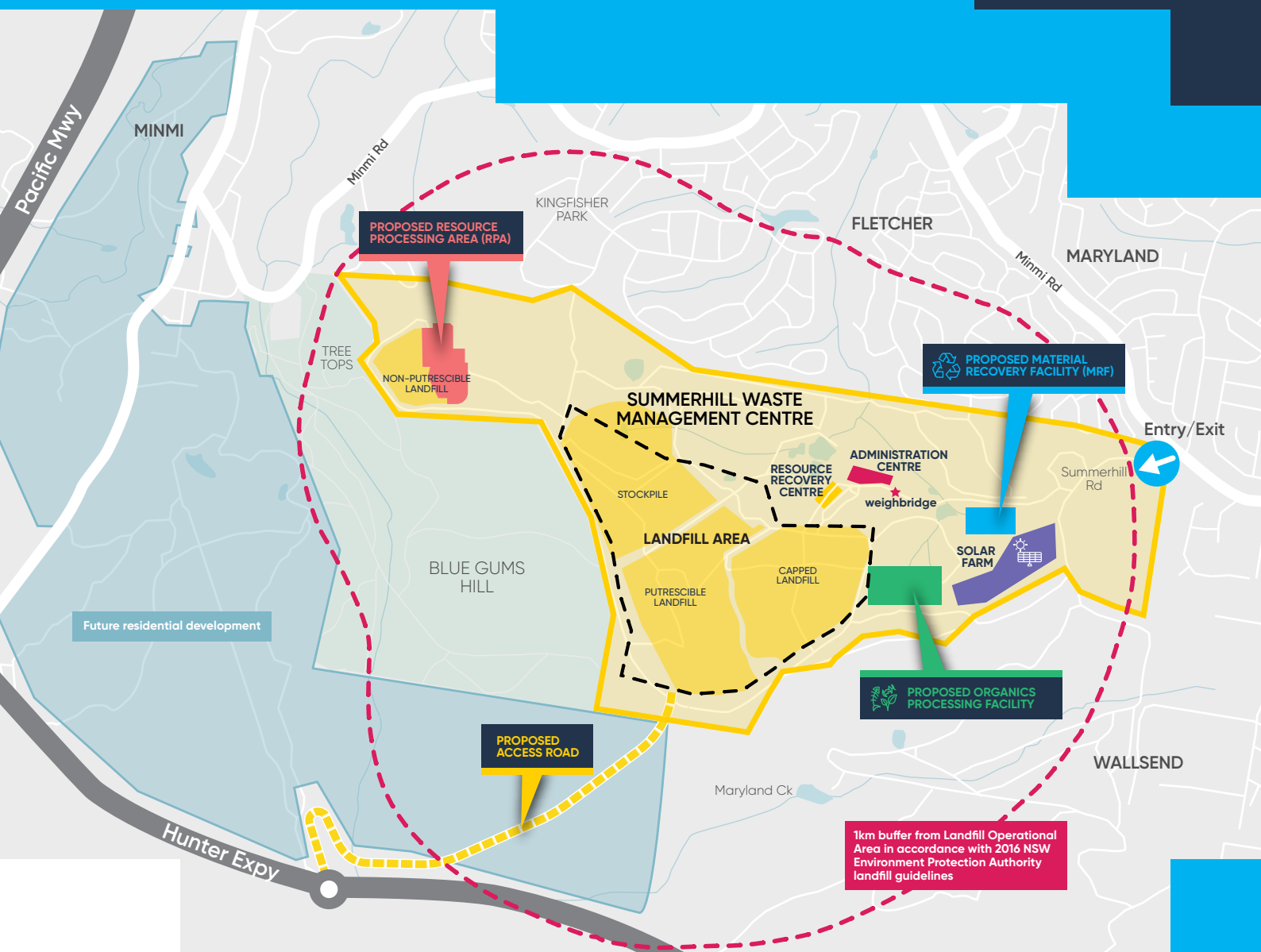
EPL No. 13059 also permits the generation of up to 250 GWh per annum of electrical power (Activity 17).



## Urban Encroachment

The encroachment of residential development at the boundary of SWMC will challenge the future operation of SWMC. A buffer needs to be in place to minimise any

# Proposed facilities at Summerhill Waste Management Centre



## How to have your say

Our draft Sustainable Waste Strategy is on public exhibition until 9 November 2022.

For more information and to have your say, scan the QR code above, or visit [newcastle.nsw.gov.au/our-sustainable-waste-strategy](https://newcastle.nsw.gov.au/our-sustainable-waste-strategy)



City of Newcastle