



## LATE REPORTS TO COMMITTEE

12 February 2019

Late Reports to Committee

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## REPORT TO COMMITTEE

<b>Department:</b>	<b>Infrastructure and Regulation</b>
<b>Submitted by:</b>	<i>Manager Waste, Water and Sewer Services</i>
<b>Reference/Subject:</b>	<b>Late Report #1 - Draft Scope of Works for Waste Management Consultancy</b>

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### LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK

<b>Goal:</b>	<b>3.3</b>	Reuse, recycle and reduce wastage
<b>Strategy:</b>	<b>3.3.1</b>	Promoting recycling, reusing and providing regular and efficient waste and recycling services
<b>Activity:</b>	<b>3.3.1.1</b>	Provide waste removal and recycling services within the Shire
<b>Action:</b>	<b>3.3.1.1.1</b>	Provide waste collection services to the current established service areas

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### SUMMARY:

Uralla Shire Council should develop a long term strategy for the management and operations of Council's waste management services. An assessment of the options and review of the services is considered to be warranted.

### OFFICER'S RECOMMENDATION:

#### That the Committee:

- 1. Acknowledge Council resolution 31.12/18, part 3, "Instruct the Budget Review and Finance Committee to receive a draft scope of works for approval prior to engaging the consultant".**
- 2. Recommend to Council that the attached Draft Scope of Works for the Waste Management Consultancy has been received and is approved.**

### BACKGROUND:

Uralla Shire Council does not have a long term strategy to guide necessary investment in and development of waste management services for the Shire.

Modelling has been undertaken to determine the potential remaining life of the Uralla landfill licenced area under various operational scenarios.

### REPORT:

The long term strategy for Council's waste management operations need to be determined.

After the assessment of the options and selection of the preferred strategy, Council will be better able to inform the long term financial plan and the shorter term plant procurement requirements.

### KEY ISSUES:

Some of the questions outlined for consideration in the assessment include, but are not limited to the following:

- Are the current services and charges financially sustainable?

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- How long will it be possible for Council to sustain direct management of waste management services? Considerations should include limitations to developing new landfill resources.
- What, if any, new and additional services is Uralla Shire Council in a position to provide for the community?
- Should the current service levels be reduced, increased, offered to a larger area or remain as is?
- What are the alternative, available, waste management service models for the Uralla Shire community?

## CONCLUSION:

A provision of a long term strategic direction will better inform the Long Term Financial Planning including asset and workforce planning and management.

It is recommended that Council proceed to engage suitable services to examine the business case and community benefits of the available long term waste management options available to Council. A budget variance of up to \$40,000 to cover expenditure for the consultancy will be required.

## COUNCIL IMPLICATIONS:

- 1. Community Engagement/Communication (per engagement strategy)**  
*Not required.*
- 2. Policy and Regulation**  
*Nil*
- 3. Financial (LTFP)**  
*The chosen strategy will inform the LTFP*
- 4. Asset Management (AMS)**  
*The chosen strategy will inform the AMS.*
- 5. Workforce (WMS)**  
*The chosen strategy will inform the WMS.*
- 6. Legal and Risk Management**  
*No anticipated legal issues. An assessment of the risks associated with each long term waste management strategy will form part of the options assessment.*
- 7. Performance Measures**  
*To be identified via the options assessment.*
- 8. Project Management**  
*Manager Waste, Water and Sewer Services*

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TRIM Reference Number:	
Approved/Reviewed by Manager:	Terry Seymour, Director Infrastructure and Development
Department:	Infrastructure and Development
Attachments:	Attachment 1 Draft Scope of Works Waste Management Consultancy

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# Waste Management Consultant's Brief

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Uralla Shire Council

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3 February 2019

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Draft

# Waste Management Consultant's Brief

## Introduction

Uralla Shire Council (Council) requires the services of an experienced waste management consultant to provide an assessment of their long term waste management options. The scope of work includes assessment of the Uralla and Bundarra landfills, Uralla, Bundarra and Kingstown transfer stations, recycling operations, and kerb side waste collection services. Each option should provide Council with Long Term Financial Plan (LTFP) implications, ability to comply with relevant regulations, impact on Council's waste management service levels, and assess overall risks, liabilities and approvals.

Council currently operates its landfills and transfer stations; and in addition, provides kerbside residual waste and recycling service collections to Walcha Shire Council (WSC). Currently Council provides kerbside collection services in the Uralla Local Government Area (LGA) and the Walcha LGA. Recyclables collected and 'dropped off' at transfer stations are processed at the Uralla Transfer Station's material recovery facility (MRF). The MRF is in the vicinity of the Community Recycling Centre (CRC), green waste processing area, and Uralla Landfill.

## Uralla Landfill

The Uralla landfill is Council's primary landfill facility and is located at Tip Road, off Rowan Avenue conveniently close to the township of Uralla. The landfill has a NSW Environment Protection Licence (EPL 5899) issued by the NSW EPA. It currently receives ~4,000T per annum of General Solid Waste (GSW) and does not have a weighbridge. Preliminary landfill void space estimates indicate that there is 21-29 years of capacity remaining. The longer life expectancy modelling assumes greater compaction of waste and reduced consumption of daily and intermediate cover.

It is accepted that Council may need to undertake further engineering investigations, quantity surveys, and detail designs so that costs estimates can be more accurately developed for each option. The consultant will be expected to advise Council accordingly of any information that should be gathered as part of ensuring the validity of the long term waste management options being considered.

Council is aware of the regulatory and financial risks associated with operating the landfill. Initial costs estimates have future landfill closure and rehabilitation costs (remediation liability) at \$2.26M. Complying with its EPL, meeting WHS requirements, and delivering excellent customer service are particular areas of focus for Council.

## Scope

Council would like the consultant to undertake the following:

1. Review a recently prepared preliminary conceptual design and landfill life assessment report and provide advice as to which scenarios/options modelled should be pursued.
  - a. Consultant to identify any other options available.
  - b. Alternative landfill options including developing a new landfill, or transporting waste to another facility within the region should be considered.
2. Investigate options available to Council for the operations of the landfill:
  - a. Should also consider the operations of Council's MRF, transfer stations, CRC and kerb side waste collection services.

3. Provide a final options report outlining the requirements in relation to:
  - a. Operational and capital infrastructure and plant recommendations, in particular, waste compactors and installation of a weighbridge.
  - b. Identification of the impact on Council's LTFP, asset management plan, and human resourcing strategy.
  - c. Licencing, regulations and approvals.
  - d. Key gaps, barriers and risks associated with the options presented.
  - e. Each option having costings, cost-benefit analysis and business case where applicable.

## Waste Transfer Stations

As mentioned above Council operates three waste transfer stations of which two (Uralla & Bundarra) are also attached to landfills. The Uralla transfer station also located next to the MRF, CRC, and green waste processing/ mulching. Council is focused on ensuring these facilities are safe, environmentally responsible, and meet service level expectations.

### Scope

Council would like the consultant to undertake the following:

1. Review the existing operations of the Council's waste transfer stations and provided options, with a particular focus on:
  - a. Opening hours and staff numbers at the facilities.
  - b. Impact on service levels.
2. Options developed should also consider the operations of Council's landfills, CRC, MRF, and kerb side waste collection services.
3. Provide a final options report outlining the requirements in relation to:
  - a. Operational and capital infrastructure and plant recommendations, in particular, transfer station upgrades, renewals, and waste transport.
  - b. Identification of the impact on Councils LTFP, asset management plan, and human resourcing strategy.
  - c. Licencing, regulations and approvals.
  - d. Key gaps, barriers and risks associated with the options presented.
  - e. Each option having costings, cost-benefit analysis and business case where applicable.

## Material Recovery Facility (MRF)

Council operates the Uralla MRF for recyclables collected from its kerbside collections, including WSC, and transfer stations. With recent changes to the value of recycling since the China Sword policy and the introduction of the NSW container deposit scheme, there is uncertainty as to how recycling operations at the MRF will best service the community into the future. The Uralla community values the role the MRF plays in landfill diversion and having the CRC and transfer station in close proximity adds further value to this asset.

### Scope

Council would like the consultant to undertake the following:

1. Review the existing recycling operations at the Council's MRF and provided options, with a particular focus on:



- a. Including possible ways Council can add value to products streams, i.e. Polystyrene compressor.
  - b. Impact on service levels.
2. Options developed should also consider the operations of Council's landfills, CRC, transfer stations, and kerb side waste collection services.
3. Provide a final options report outlining the requirements in relation to:
  - a. Operational and capital infrastructure and plant recommendations, in particular, MRF upgrades and renewals.
  - b. Identification of the impact on Councils LTFP, asset management plan, and human resourcing strategy.
  - c. Licencing, regulations and approvals.
  - d. Key gaps, barriers and risks associated with the options presented.
  - e. Each option having costings, cost-benefit analysis and business case where applicable.

### **Kerb-side waste collections**

Council currently operates its own kerb side waste collection service and provides services to WSC which is 43 km SE of Uralla, on Thunderbolt Way. Residents in both Council areas receive a weekly 240L residual waste (red lid) and recycling (yellow lid) service. Green waste is collected in a 240L (green lid) at a frequency that varies between fortnightly and monthly depending on the season. Green waste/ garden organics (GO) collections are optional in both LGAs and currently food organic (FO) is not collected in either Uralla or Walcha.

### **Scope**

Council would like the consultant to undertake the following:

1. Conduct an assessment of current kerbside waste collection services and determine different options for Council, focusing on:
  - a. The financial sustainability of the service levels provided and whether the services are being supplied at or below cost.
  - b. Is there capacity for extending collections to other areas of the Council LGA?
  - c. Alternative collection arrangements, bin sizes and collection frequencies should be considered.
  - d. The viability of providing waste collection services to WSC.
2. Options developed should also consider the operations of Council's landfills, CRC, transfer stations, and MRF.
  - a. Outsourcing the collection services to a contractor or neighbouring Council should be investigated.
3. Provide a final options report outlining the requirements in relation to:
  - a. Operational and capital infrastructure and plant recommendations, in particular, waste collection fleet and bin infrastructure.
  - b. Identification of the impact on Councils LTFP, asset management plan, and human resourcing strategy.
  - c. Licencing, regulations and approvals.
  - d. Key gaps, barriers and risks associated with the options presented.
  - e. Each option having costings, cost-benefit analysis and business case where applicable.

## Bundarra Landfill

The township of Bundarra and surrounds is serviced by an unlicensed landfill that is near capacity. The Uralla and Bundarra landfills are 82 km apart via Thunderbolts Way.

### Scope

Council would like the consultant to undertake the following:

1. Investigate the option to close the Bundarra Landfill and replace with an upgraded transfer station, and transport waste back to the Uralla Landfill.
2. If Council was to close the landfill, provide estimated closure and remediation costs.
3. Provide a final options report outlining the requirements in relation to:
  - a. Operational and capital infrastructure and plant recommendations, in particular, transfer station upgrade, waste transport and remediation and closure.
  - b. Identification of the impact on Councils LTFP, asset management plan, and human resourcing strategy.
  - c. Licencing, regulations and approvals.
  - d. Key gaps, barriers and risks associated with the options presented.
  - e. Each option having costings, cost-benefit analysis and business case where applicable.

## Green waste

Council currently processes green waste from kerb side collections and transfer stations into mulch at the Uralla Landfill and transfer station. The mulch is currently sold or given to residents, or used on the landfill, surrounding transfer station and CRC for operational purposes (revegetation).

### Scope

Council would like the consultant to undertake the following:

1. Review the existing green waste mulching operations to ensure compliance with NSW EPA regulations and provide options, for example:
  - a. Should Council consider composting green waste or outsource to a contractor or nearby council?
  - b. If considering composting should Council consider a full food and garden organics collection (FOGO) service?
2. Options developed should also consider the operations of Council's landfills, CRC, transfer stations, and kerb side waste collection services.
3. Provide a final options report outlining the requirements in relation to:
  - a. Operational and capital infrastructure and plant recommendations.
  - b. Identification of the impact on Councils LTFP, asset management plan, and human resourcing strategy.
  - c. Licencing, regulations and approvals.
  - d. Key gaps, barriers and risks associated with the options presented.
  - e. Each option having costings, cost-benefit analysis and business case where applicable.