

Circular North Strategic Plan

A Submission to Circular North

May 2024



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A Submission to NRM North (ABN 86 015 680 466)

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In the spirit of reconciliation MRA Consulting Group acknowledges the Traditional Custodians of Country throughout Australia and their connection to land, sea and community. We pay our respects to Aboriginal and Torres Strait Islander peoples and to Elders past, present and emerging.

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Glossary

Term	Definition
Capture rate	The capture rate of in percentage of material that is captured from the residual waste stream for lawful storage, reuse or reprocessing for recovery based on 2018 National Waste Data.
Circular Economy	An economic system aimed at eliminating waste and the continual use of resources through principles of reuse, repair, refurbishing, and recycling.
Commercial and Industrial waste (C&I)	Waste produced through commercial and industrial activities. Commercial waste generally refers to waste generated by small to medium scale businesses (e.g. retail and hospitality). Industrial waste generally refers to waste generated by large scale business (e.g. manufacturing, hospitals, water treatment facilities, etc). C&I categories include biosolids, building and demolition materials, glass, hazardous wastes, metals, organics, paper and cardboard, plastics, and textiles.
Construction and Demolition waste (C&D)	Waste produced through construction and demolition activities. Waste generated through construction and demolition activities, such as infrastructure projects (e.g. roads, bridges, tunnels, etc), construction sites, residential renovations, etc. C&D categories include building and demolition materials, glass, hazardous wastes, metals, organics, paper and cardboard, plastics, and textiles.
E-Waste	Electronic waste, including old computers, televisions, and other electronic devices that are no longer in use.
Kerbside Collection	A service provided by local councils for the collection of household waste, recyclables, and organics.
Landfill	A site for the disposal of waste materials by burial.
Material flow analysis (MFA)	A method to track material inputs, outputs, and transformations within a system for resource management.
Municipal Solid Waste (MSW)	Waste produced through municipal activities (i.e. residential or household waste).
Circular North	A regional initiative established in 2007 and now hosted by NRM North, coordinating waste management efforts among 8 local councils to achieve significant improvements in resource recovery.
Natural Resource Management Northern Tasmania (NRM North)	A Tasmanian regional committee established under the Tasmanian Natural Resource Management Act 2002, aiming to advise the minister and develop strategies for sustainable management of natural resources such as land, water, and biodiversity.
Resource Recovery	The process of extracting useful materials or energy from waste.

Waste Diversion Rate	The percentage of waste materials diverted from landfill through recycling and recovery processes.
Waste levy	A fee, usually imposed by government, on waste disposal to encourage resource recovery and, often, to fund waste management initiatives.
Waste Category	A group of similar types of waste categorised for management and recycling purposes, such as paper, glass, plastic, metal, or organics.
Waste Stream	A specific type of waste produced by different activities or sources, including MSW, C&I, and C&D.

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1 Executive Summary

Circular North presents its 5-year Strategic Plan (2024-2029) aimed at supporting the region's transition to a circular economy. The Circular North 2024-2029 Strategic Plan introduces a vision, goals, targets, and actions to drive progress, focusing on landfill diversion and increasing resource recovery, all of which emphasise facilitating collaboration, supporting strategic alignment, and improving waste management data and reporting.

The Circular North Strategic Plan identifies goals, targets and actions to align with existing national, state and local waste management strategies.

The Goals are:

- **Goal 1** - Circular North will work to implement a circular economy in the region.
- **Goal 2** - Circular North will work to improve data and reporting on waste management in the region.
- **Goal 3** - Circular North will work to facilitate and improve collaboration between members, industry, community, and government across Tasmania.
- **Goal 4** - Circular North will support strategic alignment across all levels of waste management, including local, regional, state, and national strategies.

Goal 1- Working towards a Circular Economy

Key actions to achieve Goal 1 include:

- Reduce waste generation per capita by 9% by 2030.
- Increase capture rates for various waste streams:
 - 69% rise for Food Organics Garden Organics (FOGO).
 - 80% increase for garden organics.
 - 36% boost for plastics.
 - 29% increase in building and demolition waste capture.
 - 15% rise for textiles.
 - 31% increase for paper and cardboard.
 - 80% boost for other organics.
 - 80% increase for timber.
 - 9% rise for hazardous waste capture.
- Ensure regulatory compliance of landfills reaches 100%.
- Ensure all member councils have emergency waste management plans in place.
- Increase material recovery by 23%, necessitating sufficient recovery capacity within infrastructure and markets for Municipal Solid Waste (MSW), Commercial and Industrial (C&I), and Construction and Demolition (C&D) waste.
- Identify priority materials for increased capture and recovery, including FOGO, hazardous waste, plastics, cardboard and paper, building and demolition waste, and textiles.
- Additional processing capacity of 90,000 tonnes by 2030 is required to achieve Goal 1.

Goal 2 - Better and more data

Key actions to achieve Goal 2 include:

- Ensure regional understanding of data collection and reporting compliance requirements to enhance transparency and accountability in waste management practices.

- Develop data dashboards and regional carbon modelling of waste management options to generate new data sets that will facilitate informed decision-making.
- Implement weighbridges or other measurement infrastructure to ensure accurate waste measurement and recording.
- Establish reliable data reporting mechanisms to streamline data collection processes.
- Leverage regional shared resources to enable effective data collation and auditing to monitor progress and identify areas for improvement.

Goal 3 - Fostering collaboration

Key actions to achieve Goal 3 include:

- Enhance stakeholder awareness of material flows in the region and deepen understanding of priority materials for a circular economy.
- Conduct feasibility studies for market development of priority materials and establish industry standards for material reuse to guide private investment.
- Develop a procurement policy to streamline processes and facilitate business engagement.
- Promote collaboration through the formation of an industry working group and formalisation of information sharing mechanisms.
- Emphasise ongoing technical committee meetings to facilitate knowledge exchange.
- Foster public involvement in waste management initiatives through community engagement programmes.

Goal 4 - Alignment with local, regional, state, and national strategies

Key actions to achieve Goal 4 include:

- Support a regionally cohesive approach to waste management.
- Facilitate the alignment of member council waste management strategies with the regional strategy.
- Establish consistent waste operations and bin standards and advocating on behalf of the group.
- Develop procurement specifications for efficiency amongst councils.
- Support a region-wide circular economy.
- Promote reusable, recyclable, or compostable packaging.

Impact of achieving the Goals

By implementing these actions, the Circular North Strategic Plan aims to significantly reduce waste generation by 61,000 tonnes and divert an additional 94,000 tonnes of various materials from landfill per annum by 2030. Capture of FOGO material represents the greatest opportunity to achieve the targets followed by garden organics, plastics, building and demolition materials, textiles, paper and cardboard, other organics, timber, and hazardous waste.

Circular North Strategic Plan addresses environmental risks and impacts of landfill compliance and disaster waste management, improving public health and safety while also cutting down on compliance costs over the long term. This will minimise environmental damage, ensure public health and safety, facilitate quicker disaster recovery, improve regional waste management coordination, and reduce economic losses.

Circular North Strategic Plan proposes an infrastructure needs analysis to meet future waste management needs in Northern Tasmania, supporting economic development and boosting investor confidence. Feasibility studies will identify priority materials that have viable end-markets, therefore ensuring demand for processed material.

In line with the Circular North Strategic Plan, operating standards and processed material outputs will be standardised to boost confidence in waste management processes among regional stakeholders. This standardisation, along with upgraded infrastructure, aims to streamline procurement, enhance efficiency, and ensure consistent service and product quality. Adherence to standards will enable transparent reporting practices, enhancing community engagement and informed decision-making. A consistent framework for data collection and audits will support reliable and timely reporting, enhancing the accuracy and efficiency of waste management practices region wide.

The Circular North Strategic Plan also focuses on enhanced communication with the community, industry and government about waste management priorities, impacts, and costs. This leads to an improved approach to regional waste management which is consistent, efficient, and aligns with best practices.

Throughout its life, the Circular North Strategic Plan ensures ongoing technical and peer support to enable adaptive and accurate program outcomes and maintain effective member participation.

Implementation and monitoring

The Circular North Strategic Plan includes an action plan which outlines the order and length of activities from 2023 to 2030, with targets designed to be clearly monitored and evaluated by Circular North's Steering Committee.

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2 Circular North

2.1 Program overview

Circular North changed their name from the Northern Tasmania Waste Management Program (NTWMP) to their current name in 2024. Circular North's previous strategies will be referenced with NTWMP in this plan.

2.1.1 Program role and function

Circular North's function is to facilitate collaboration among local councils and industries to improve the region's waste management practices. The Program was established in 2007 under City of Launceston and was initially funded through a voluntary landfill levy (\$7.50/tonne in 2022). This revenue stream, totalling \$686,000 for FY21, was the sole funding source for employing staff and providing waste management services.

The introduction of the state-wide landfill levy in 2022 removed Circular North's previous revenue stream. However, the organisation was able to temporarily rely on reserve funding to sustain operations.

In 2023, ownership of the program shifted from the City of Launceston to NRM North, a regional organisation dedicated to natural resource management in Northern Tasmania. NRM North undertook the responsibility of setting up the new governance structure for Circular North and securing funding.

Currently, Circular North is funded under the Support for Regional Authorities 2022-23 to 2024-25 Grant Deed. Funding for Circular North is determined based on the average tonnage managed by waste facilities in the region over the past 3 years.

2.1.2 Governance structure

The internal governance structure proposed in the NTWMP Interim Strategic Plan (2022) has been accepted and implemented by Circular North. The program transitioned to operate within the governance framework of NRM North, utilising its existing core governance structure, while retaining both a technical group and a steering committee comprising representatives from member councils.

2.1.3 Programs and initiatives

Circular North has made significant progress in waste management and recycling initiatives since its inception in 2007. Through the implementation of its strategies and initiatives, Circular North has achieved notable improvements in resource recovery and waste diversion.

One such achievement is the assessment of over 19,000 households as part of the kerbside recycling assessment program. This initiative aimed to optimise recycling practices at the household level, ensuring maximum diversion of recyclable materials from landfill. Additionally, Circular North has expanded recycling services for a number of waste streams, including batteries, paint, and e-waste. By improving accessibility and awareness of recycling options, Circular North has facilitated the proper disposal and recycling of these materials, further reducing the amount of waste sent to landfill.

Moreover, Circular North has played a pivotal role in funding resource recovery infrastructure and educational programs. Through grant funding totalling \$221,000, Circular North has supported the development and implementation of infrastructure projects aimed at diverting waste from landfill. These projects include the establishment of recycling facilities and the implementation of educational campaigns to promote waste reduction and recycling practices within the community. As a result of these efforts, Circular North has successfully diverted 2,943 tonnes¹ of waste from landfill, contributing to a more sustainable waste management system in northern Tasmania.

¹ Northern Tasmanian Waste Management Program – Interim Strategic Plan, 2022.

2.2 Achievements under the previous strategy

Table 1 provides a summary of NTWMP 2017-2022 Strategic Plan (Previous Strategy) targets which were achieved by Circular North by 2022. This table was sourced from *the NTWMP Interim Strategic Plan*, please refer to this interim plan for more information.

Table 1 Circular North 2017-2022 Strategy summary and achievements

Target	Focus Area	Progress & Achievements
Improve resource recovery	Help establish food and garden organics (FOGO) kerbside organics collections	<p>Target: Help establish FOGO collection in four municipalities.</p> <p>Progress: Provision of kitchen-caddies and educational material during Launceston, Meander Valley and West Tamar FOGO roll-out.</p>
	Increase waste avoidance, resource recovery and recycling	<p>Target: Increase waste diversion to landfill and establish C&D recovery facility.</p> <p>Progress: Financial support to private industry and local councils through ongoing grant program (\$570,000 awarded since 2012), which has diverted an estimated 3,000 tonnes of waste from landfill. Investment in C&D processing rolled over to future strategic planning.</p>
	Continue the recycling of hazardous and problem wastes	<p>Target: Increase, by three, the number of facilities offering problem waste recycling.</p> <p>Progress: Problematic and hazardous waste collection points established at each major municipal waste facility, with an annual diversion rate of over 260 tonnes.</p>
Improve council waste and recycling infrastructure, operations and data systems to best practice	Achieve best practice and safe transfer stations and landfills	<p>Target: Seven transfer stations upgraded to best-practice standards.</p> <p>Progress: Investment of \$300,000 in upgrade projects targeting three major regional facilities (West Tamar, Northern Midlands and Meander Valley).</p>
	Implement consistent operating standard	<p>Target: Encourage standardised operation, pricing and materials at all transfer stations.</p> <p>Progress: \$80,000 invested in achieving consistent waste charging and services, with a regional compliancy review included in future strategic planning to determine remaining gaps.</p>
	Improve data collection	<p>Target: Implement waste data collection at all major (2020) and minor (2022) transfer stations.</p> <p>Progress: \$150,000 invested to achieve uptake of electronic data collection/ reporting systems at all major</p>

		facilities, with the capacity to add receipts for minor facilities.
Facilitate education, engagement and partnerships about waste, recycling and reuse	Increase the number of kerbside recycling bin assessments	<p>Target: Visit 65% of accessible households.</p> <p>Progress: Nearly 9,000 bins assessed during 2020/21, with approximately 68% of eligible households visited as part of the program.</p>
	Broaden community, government and industry engagement, education and awareness about recycling, reuse and better waste management	<p>Target: Undertake 30 community engagement events annually, while maintaining educational resources/ programs.</p> <p>Progress: Education staff held 150 events during 2017-22 and contributed to the ongoing Good SORT campaign, Rethink Waste joint program and the annual Waste NoT Awards.</p>

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3 Vision

Circular North’s vision is to:

Support Northern Tasmania to transition to a circular economy by fostering collaboration and resource-sharing at a regional level, while aligning closely with state and national waste management targets.

Four goals have been developed to guide Circular North towards its vision, enabling a holistic approach to improving waste management in the region. These goals encompass Circular North’s role in supporting stakeholders, facilitating improvements in infrastructure, leading strategic direction, and advocating for regional development. Table 2 lists the four goals and provides a description of each.

Table 2 Circular North Goals

Goals		Detail
Goal 1	Circular North will work to implement a circular economy in the region	Circular North will achieve this by understanding material flows and identifying materials suited to circularity, improving industry capacity and resilience, increasing landfill diversion and recovery capacity, engaging businesses, reducing waste generation per capita, and enhancing landfill and transfer station design and management practices.
Goal 2	Circular North will work to improve data and reporting on waste management in the region	Circular North will achieve this by tracking progress towards strategic targets, ensuring regulatory compliance, providing transparent and interactive community reporting, and calculating and communicating the carbon footprint of waste management operations.
Goal 3	Circular North will work to facilitate and improve collaboration between members, industry, community, and government across Tasmania.	Circular North will achieve this by sharing resources, facilitating and sharing technical knowledge, efficiently using resources for circular economy and market development, integrating the industry into governance, fostering good working relationships, executing joint procurement, and engaging communities and businesses.
Goal 4	Circular North will support strategic alignment across all levels of waste management, including local, regional, state, and national strategies	Circular North will achieve this by ensuring regional consistency, aligning closely with the state strategy, maintaining consistent partner operations across regions, advocating and lobbying, and adopting a coherent procurement policy.

4 Developing the 2024 – 2030 Circular North Strategic Plan

The development process of the Circular North Strategic Plan is documented in a separate document, the *Circular North Strategic Plan Development Report*, which includes the following components:

- **Review of Existing Strategies and Policies:** A detailed analysis of waste management strategies and policies at national, state, and local levels. This review identified common strategic themes and targets and allowed critical assessment of the NTWMP Interim Strategic Plan.
- **Gap Analysis:** An examination of the previous NTWMP Strategic Plan and NTWMP Interim Plan that identified gaps in Circular North's previous strategic themes, targets, and performance indicators against the review of other strategies and policies. This analysis was crucial in guiding the refinement of the vision for the Circular North Strategic Plan and the development of preliminary objectives and targets.
- **Current and Future Waste Management Analysis:** Examination of waste facilities, generation, and treatment for the years 2023 and 2030. This involved collecting data on waste facility throughput, extrapolating waste generation data, and modelling waste management to inform the development of objectives and targets for the Circular North Strategic Plan by identifying priority materials.
- **Consultation:** Extensive consultation was carried out with councils, government bodies, and industry stakeholders through interviews and workshops. The purpose was to gather insights, identify priorities, challenges, opportunities for regional infrastructure and development, and assess satisfaction with past Circular North activities. This collaborative approach was essential for developing strategic themes, initiatives, and ensuring alignment with stakeholder expectations.
- **Goals and Targets:** Based on the insights gained from the reviews, analyses, and consultations, four goals were developed to guide Circular North towards the Vision. Targets and actions were established, along with suggested implementation tasks to achieve these Goals. Key Performance Indicators (KPIs) have been agreed upon to assist in assessing progress.
- **Strategy Model for 2030:** A waste projection model was developed to project waste generation from 2023 to 2030 under different assumptions, focusing on priority materials for increased diversion from landfill. This model was instrumental in quantifying actions to achieve the strategic plan targets, including waste generation reduction and increased material recovery rates.

While landfill levy data for Northern Tasmania is accessible, it consists of unclassified and mixed materials classifications. Consequently, using this data would require making significant assumptions regarding materials breakdown and sources. National Waste Report data² is used in the modelling as it provides an extensive breakdown of materials, sources, and tonnages, reducing the gap in assumptions, therefore improving the accuracy of the modelling.

Please refer to *Circular North Strategic Plan Development Report* for review of the research, consultation and methodology for development of this Strategic Plan.

² National Waste Report 2022, Blue Environment, Prepared for Department of Climate Change, Energy, the Environment and Water, (2023), link

5 The Northern Region

5.1 Members

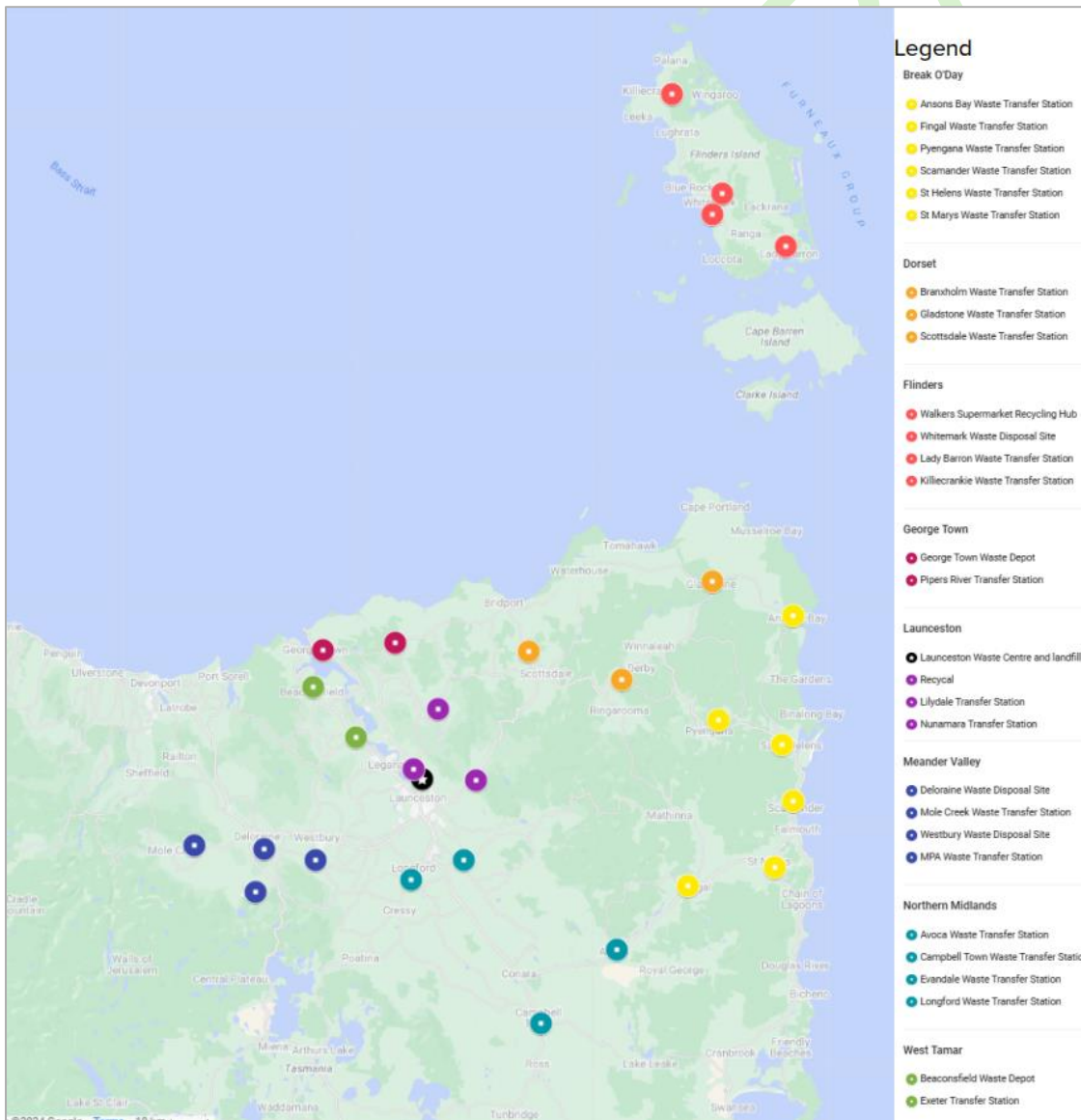
Circular North consists of the following member councils, Break O’Day, Dorset, Flinders, George Town, Launceston, Meander Valley, Northern Midlands, and West Tamar.

5.2 Facilities

A map of waste facilities located in each of the Northern Tasmanian councils is provided in Figure 1. Waste facilities cover activities such as storage, processing, and landfilling. The only active registered landfill in Northern Tasmania is in Launceston. Many waste facilities in this region are not registered and facility data is not adequately and consistently reported on by all councils, there is also a lack of publicly accessible data; therefore, Figure 1 is only reflective of a portion of facilities in the region. See Section 5.4 (Service Provision) for more information.

Please refer to the *Circular North Strategic Plan Development Report* for more detail on facility data.

Figure 1 Map of waste facilities in Northern Tasmania

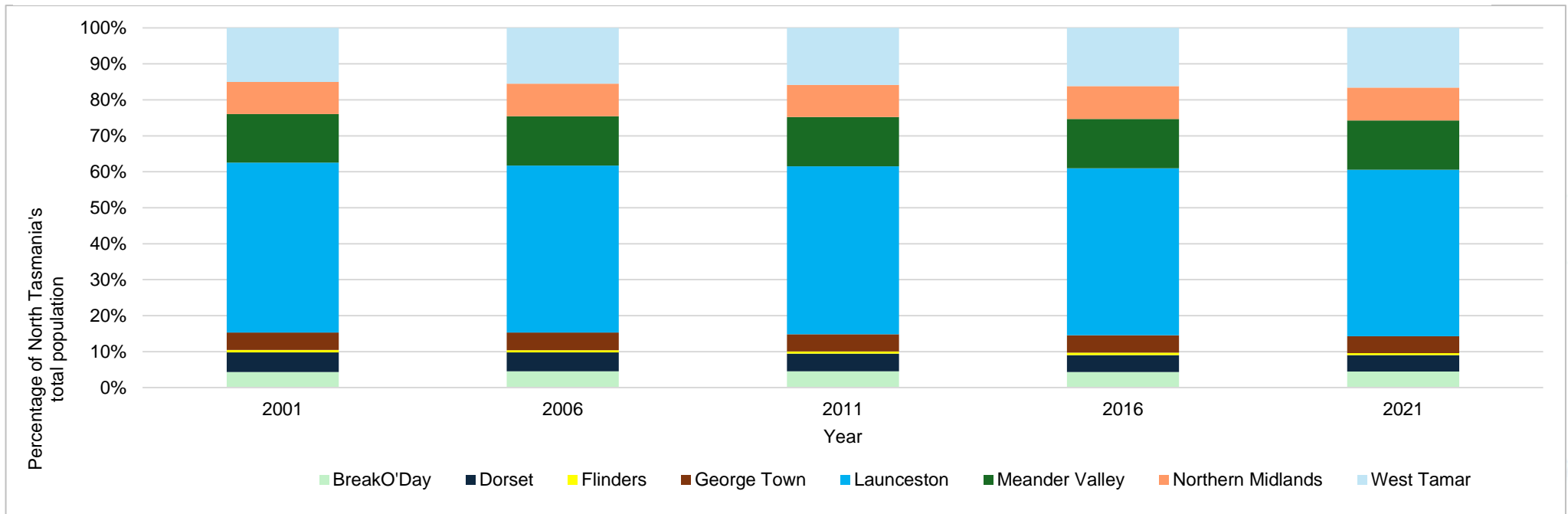


5.3 Population

Circular North member councils extend over 20,116 km²³ in the Northern Tasmania Region, which comprises diverse areas including the urban centre of Launceston, along with various townships, settlements, and rural landscapes. The region's economy is largely driven in rural areas, through agriculture, forestry, tourism, mining, viticulture, and fishing.

The region comprises a sparsely distributed population of 150,899 people as of 2023. 54% of the region's total population lives in the 7 councils of Break O'Day, Dorset, Flinders, George Town, Meander valley Northern Midlands, and West Tamar. The remaining 46% of the population resides in the City of Launceston. Figure 2 shows historical population data from 2001 to 2021, as provided by the ABS⁴. The overall average growth rate for the Northern Tasmania Region population is 0.69% per annum.

Figure 2 Population growth of councils in the Northern Tasmania region



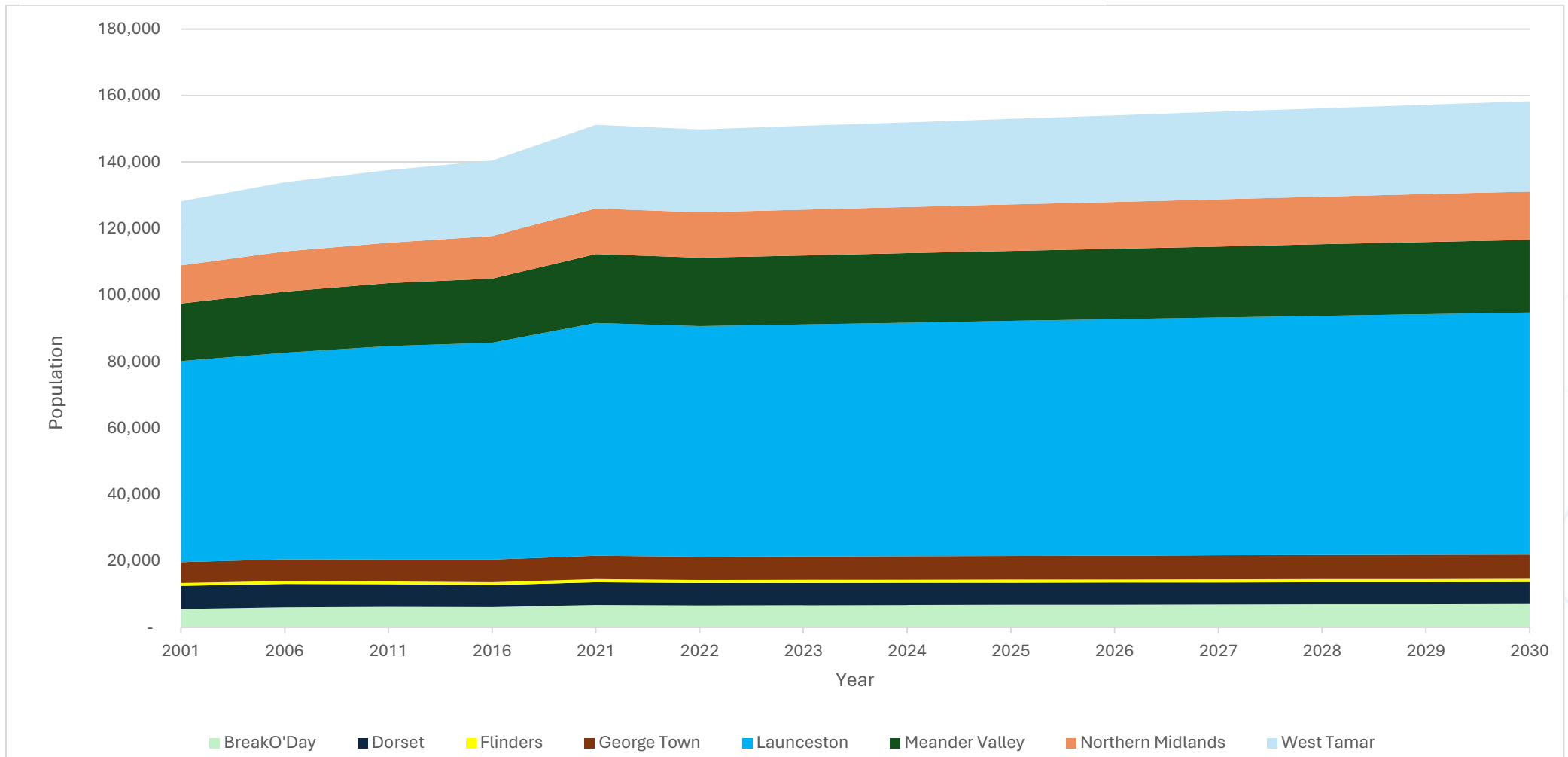
³ Northern Tasmania Region Community Profile, 'Land area', Profile.id, (2023), [link](#)

⁴ Australian Bureau of Statistics, National Census Data 2001 – 2021, (2021), [link](#)

5.3.1 Population projections

As shown in Figure 3, the population in Northern Tasmania is forecast to increase from 150,899 people in 2023 to 158,262 people in 2030. This can be attributed to 7 of the 8 member Councils expecting a growth in population over the next 10 years, with the councils of Launceston, West Tamar, Northern Midlands and Meander Valley leading the region’s population growth.

Figure 3 Northern Tasmania population projection 2021 to 2031



5.4 Service Provision

All councils other than Flinders provide a kerbside general waste and recycling collection service to a portion of their ratepayers; typically, those in dense population areas. Four of the eight member councils provide a kerbside FOGO collection service, mostly on an opt-in voluntary basis. Organics service provision across the region also includes drop-off at waste transfer stations. This approach to organics collection means that the yield of organics, for the number of councils participating, appears lower than if these services were compulsory.

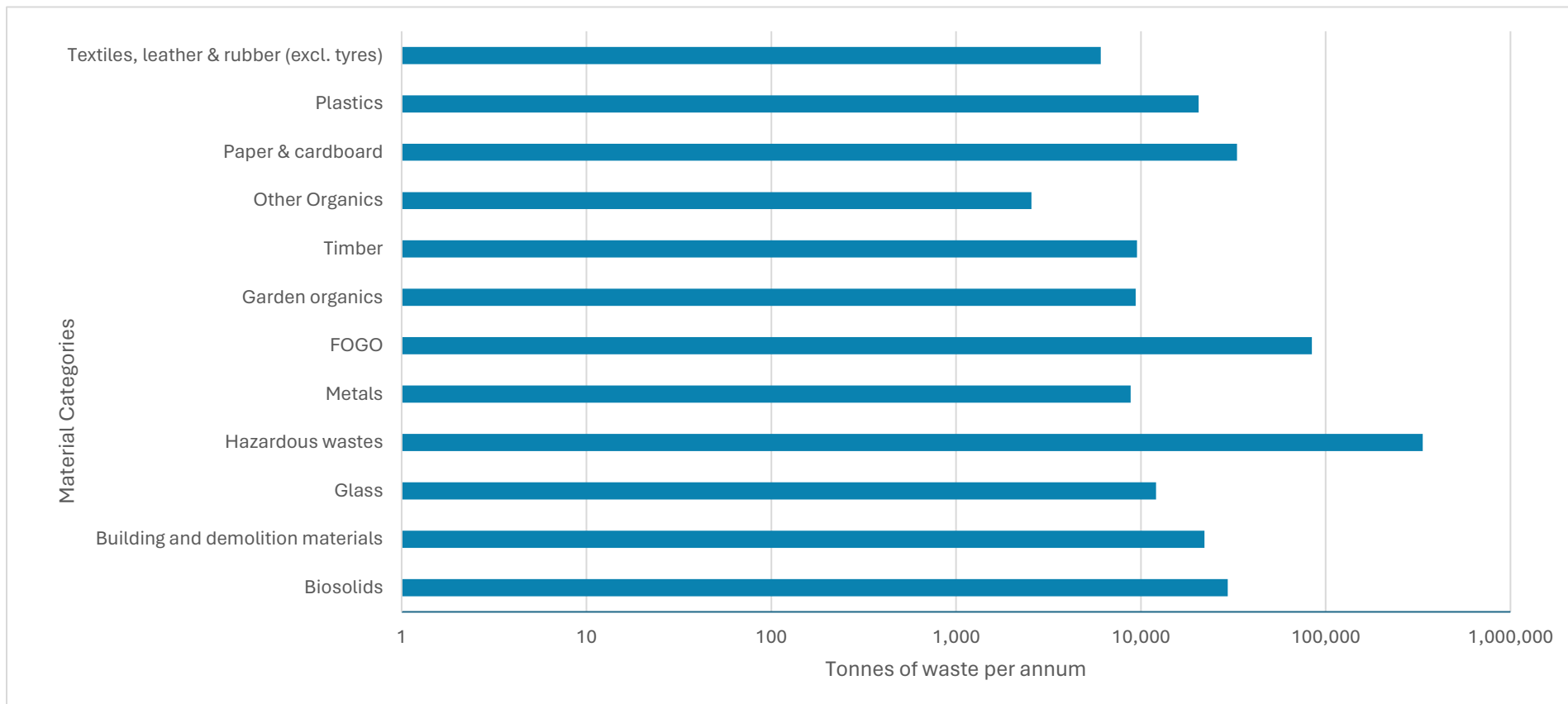
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6 Waste and resource recovery in 2023

6.1 Waste generation

Figure 4 shows total waste generation for the Northern Tasmanian region in 2023. Total generation was a total of approximately 574,000 tonnes of waste. The top materials generated in 2023 include hazardous wastes (336,000 tonnes), FOGO (84,000 tonnes), paper and cardboard (33,000 tonnes), biosolids (30,000 tonnes), and building and demolition materials (22,000 tonnes). Refer to *the Circular North Strategic Plan Development Report* for details on the methodology for waste generation calculations.

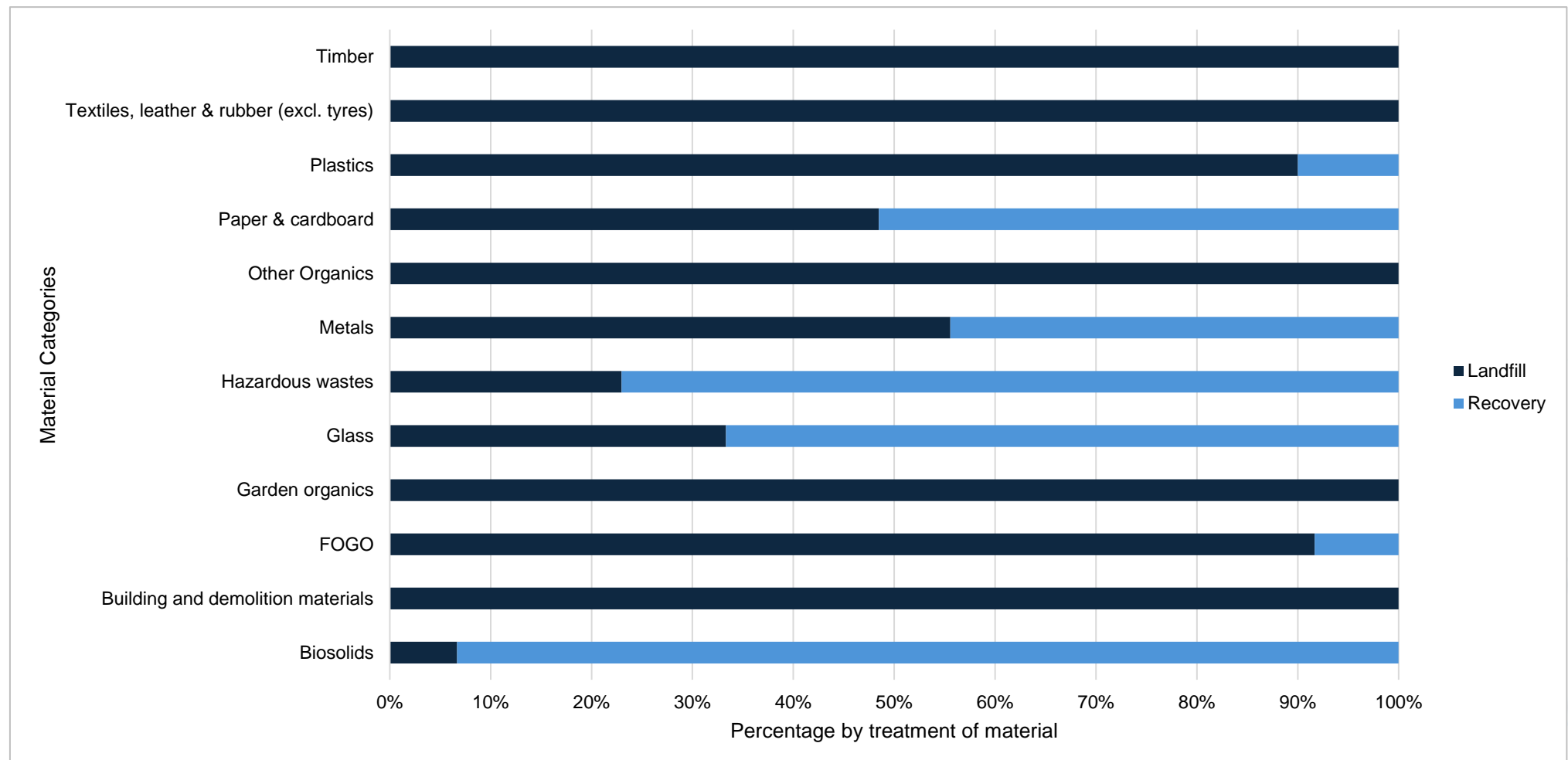
Figure 4 Waste currently generated in Northern Tasmania



6.2 Waste treatment

Figure 5 provides a breakdown of each material category by fate of whether the material is recovered or landfilled. Overall, half of the total waste materials are recovered (57%), with the remaining 43% landfilled. Materials with the highest rate of landfilling include garden organics (100%), timber (100%), other organics (100%), building and demolition materials (98%), and textiles, leather & rubber (excl. tyres) (98%), followed by FOGO (92%). Refer to the *Circular North Strategic Plan Development Report* for details on the methodology for calculation of waste treatment.

Figure 5 Current waste treatment pathways in Northern Tasmania



6.3 Waste sources

Figure 7 shows Northern Tasmania’s waste generation by source of municipal solid waste (MSW), commercial and industrial (C&I), and construction and demotion (C&D). C&I waste generation amounts to 78% of total generation, which is significantly higher than MSW (14%), and C&D (8%).

Figure 6 shows recovery and landfilling of materials from the three waste source streams. The high proportion of C&I waste generation is reflected in its elevated rates of both material recovery (58%) and landfill disposal (92%). In contrast, MSW contributes to recovered materials by 25% and landfilling by 6%, and C&D contributes to recovered materials by 17% and landfilling by 2%.

Figure 7 Total waste generation by source of MSW, C&I, and C&D

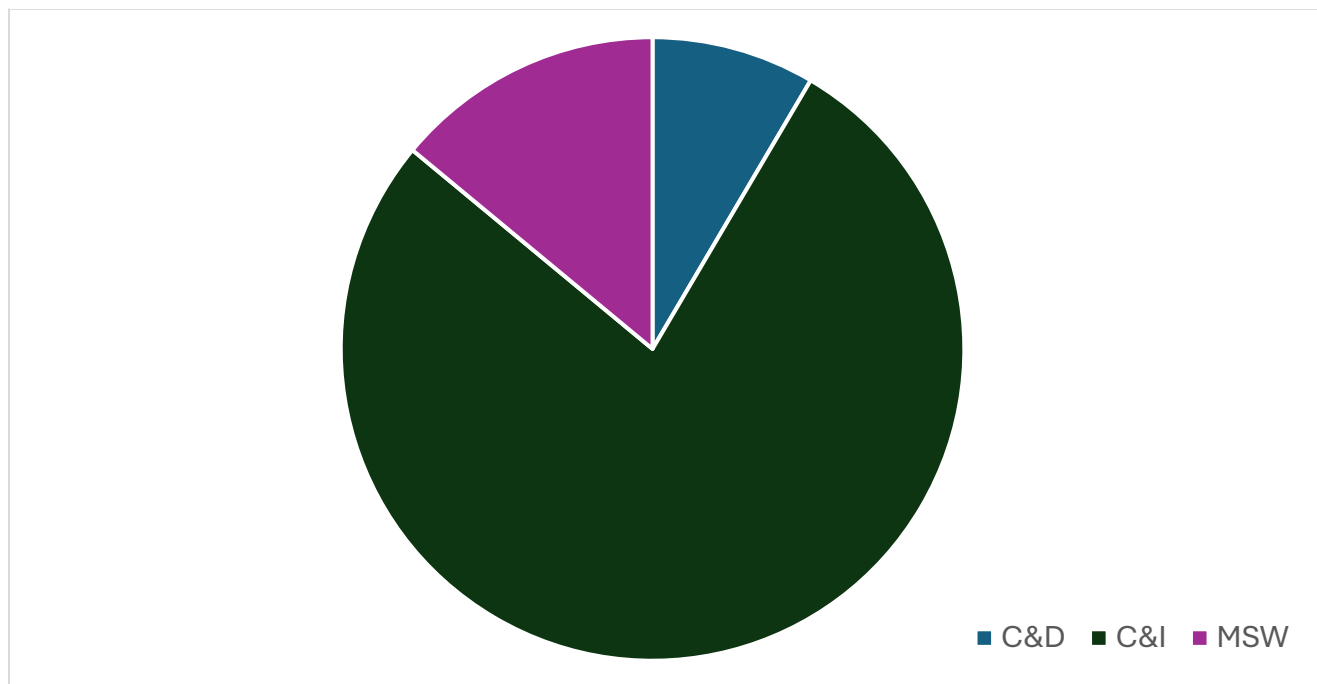
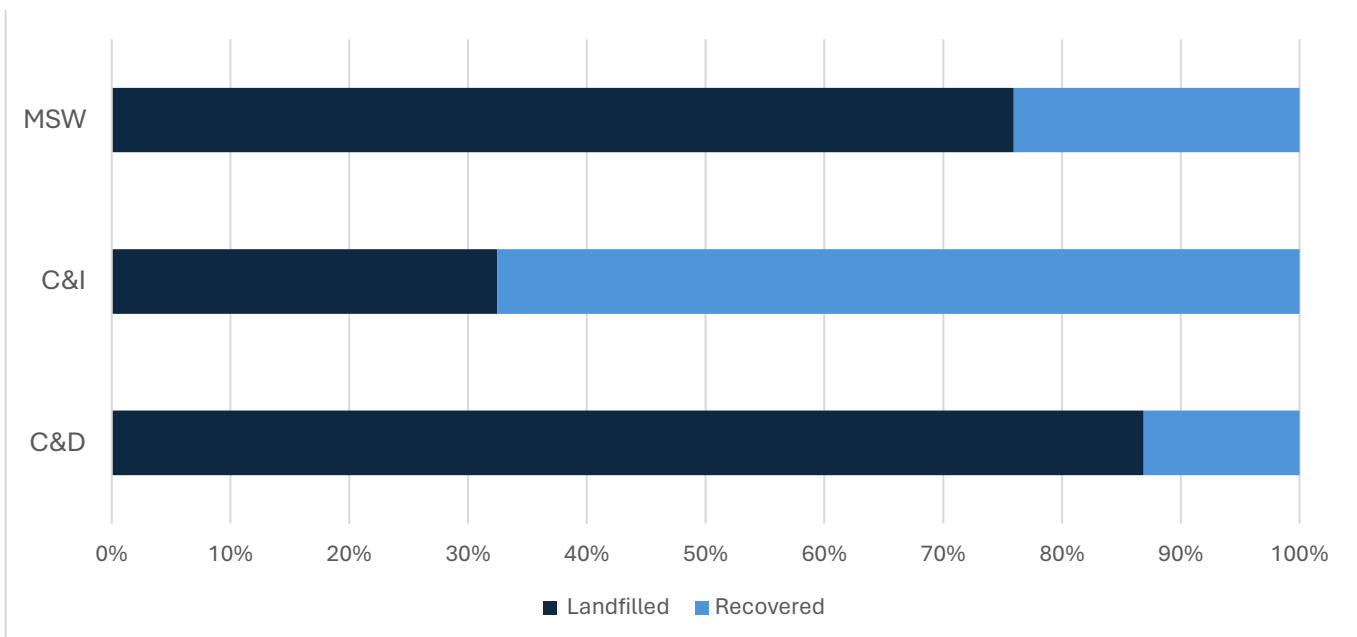


Figure 6 Waste source streams and fate type



7 Where do we want to get to?

7.1 Desktop review

A desktop review was conducted on waste management strategies and targets from a national to local scale to identify qualitative and quantitative gaps in the previous NTWMP 2017-2022 Strategy and targets.

Identified gaps informed the development of the vision, targets and actions for this plan to align with all other jurisdictional strategies. Please refer to the Vision section and the *Circular North Strategic Plan Development Report* for a full methodology and findings of the desktop review.

7.2 Thematic gap analysis of existing strategies

Desktop review on qualitative targets showed that the previous NTWMP 2017-2022 Strategy broadly aligned with the strategic themes noted in other National and State strategies. However, the thematic review did find there was a gap in targets focussing on:

- waste avoidance; and
- technology and innovation.

This plan incorporates goals and targets to address these gaps.

7.3 Quantitative targets

Common quantitative targets were also identified in the desktop review. These were mainly a product of strategy and policy alignment with the National Waste Policy⁵. Quantitative targets that are shared with national and state waste strategies are outlined in Table 3.

Table 3 Common quantitative targets identified in the policy and strategy review

Theme	Target
Waste avoidance	Reduce total waste generated in Australia by 10% per person by 2030
Resource recovery	80% average resource recovery rate from all waste streams following the waste hierarchy by 2030
Organics diversion	Halve the amount of organic waste sent to landfill by 2030
Waste avoidance	Reduce waste generated in Tasmania by 5% per person by 2025 and 10% by 2030
Regulations and market demand	Ensure 100% of packaging is reusable, recyclable or compostable by 2025
Resource Recovery	Achieve a 40% average recovery rate from all waste streams by 2025 and 80% by 2030

⁵ National Waste Policy, Department of Climate Change, Energy, the Environment and Water, 2018 National Waste Policy: Less waste, more resources, (2018), [link](#)

Theme	Target
Organics diversion	Reduce the volume of organic waste sent to landfill by 25% by 2025 and 50% by 2030
Organics diversion	Reduce food waste by 50% by 2030 and reduce the volume of organic waste sent to landfill by 25% by 2025 and 50% by 2030

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8 Waste and resource recovery in 2030

8.1 Waste modelling

Waste data was collected, collated, and analysed for 2023 to set the baseline for the Plan and identify priority materials. Subsequently, waste generation in the region was modelled from 2023 – 2030 to determine future waste management needs and inform development of goals and targets. A baseline scenario was assessed developed to understand annual waste generation, recovery, and landfilling in a business-as-usual scenario with no investment in achieving the targets of this Circular North Strategic Plan. Refer to the *Circular North Strategic Plan Development Report* for details on the methodology for modelling.

In comparison, a strategy scenario where the targets outlined in Section 7 are achieved was assessed. The gap for waste generation, landfilling and recovery between these two scenarios was probed to develop the actions and suggested implementation tasks for Circular North Strategic Plan.

8.2 Priority materials

Waste modelling identified priority materials with high opportunity for diversion from landfill including FOGO, hazardous waste, plastics, cardboard, and paper, building and demolition material and textiles. High priority materials were the materials with the highest landfilling rate that could be viably captured and recovered to align with national, state and local strategic targets.

8.3 Alignment with other strategies

The additional waste management requirements to align with existing national, regional and local waste management strategies were identified by assessing the gap between the business as usual scenario and the strategy scenario.

The requirements to achieve the Circular North Strategic Plan are shown in Table 4.

Table 4 Requirements to achieve the Circular North Strategic Plan targets

Assumption	by 2025	by 2030
FOGO capture rate from putrescible waste	50%	75%
Organic capture rate from putrescible waste	40%	80%
Paper and cardboard capture rate from putrescible waste		65%
Hazardous waste capture rate from putrescible waste		40%
Plastic capture rate from putrescible waste		40%
Building and demolition capture rate from putrescible waste		30%
Textile capture rate from putrescible waste		15%
Average resource recovery	40%	80%
Waste generation per capita reduction	5%	10%

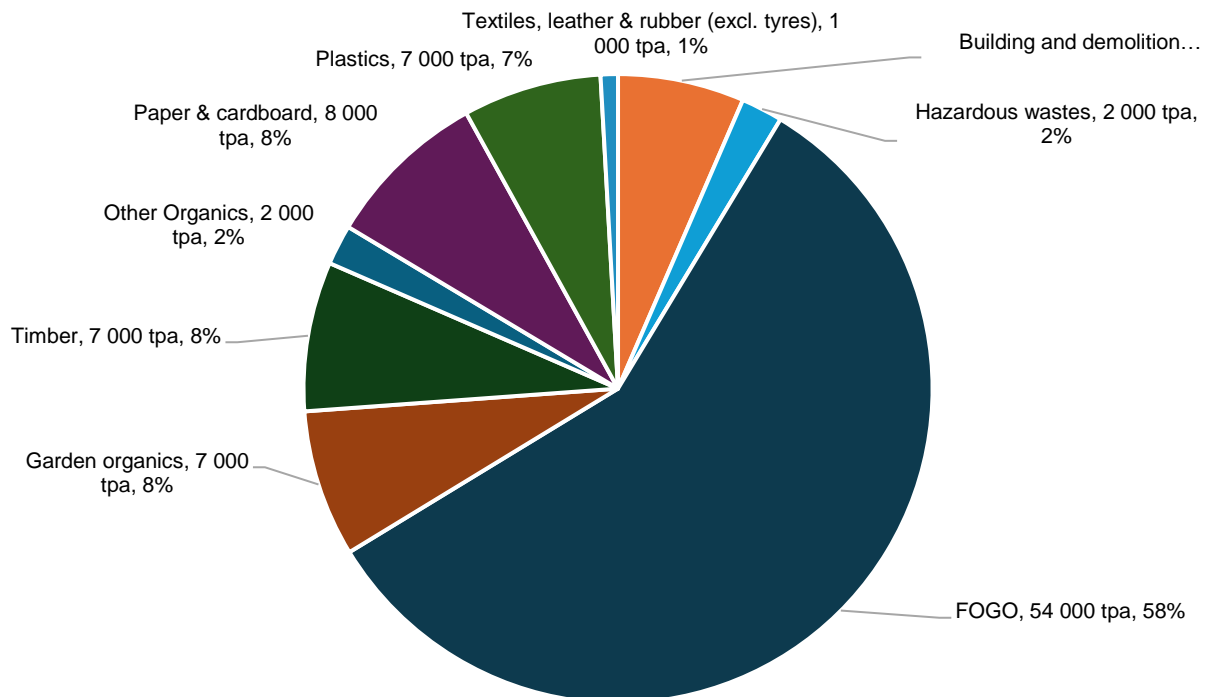
Assumption	by 2025	by 2030
Reduction of organics to landfill	25%	50%

Refer to the *Circular North Strategic Program Development Report* for details on the methodology for modelling, as well as waste generation, landfilling and recovery in 2030.

Regional waste generation is modelled to decrease from 574,000 tonnes in 2023 to 545,000 tonnes in 2030, which is an 11% reduction on business as usual (606,000 tonnes) to align with National Waste Targets.

To achieve 2030 targets, recovery must increase from 326,000 tonnes in 2023 to 434,000 tonnes in 2030, which is an additional 90,000 tonnes compared to business as usual (344,000 tonnes). The top materials modelled to be recovered in 2030 include hazardous wastes (275,000 tonnes), FOGO (62,000 tonnes), biosolids (26,000 tonnes), paper and cardboard (26,000 tonnes), and plastics (9,000 tonnes). Under the strategy projection model, Circular North would need to achieve average material recovery rate of 80% to meet the targets. The additional material recovery required by 2030 to achieve these targets is outlined in Figure 8.

Figure 8 Additional material recovery required in 2030



To achieve the targets, landfilling must decrease from 247,000 tonnes in 2023 to 111,000 tonnes in 2030, which is 150,000 tonnes less than business as usual (261,000 tonnes) resulting from reduced waste generation and increased diversion. The top materials modelled to be landfilled in 2030 include hazardous wastes (44,000 tonnes), FOGO (18,000 tonnes), building and demolition waste (14,000 tonnes), plastics (10,000 tonnes) and paper and cardboard (5,000 tonnes).

The strategic themes, goals and actions in this Strategic Plan have been designed to achieve the modelled targets.

9 How will we get there?

A series of targets were developed based on the priority materials identified and the strategy waste projection model outputs. These targets aim to increase capture rates, increase resource recovery, and reduce waste generation per capita. Each target has actions assigned, with suggested implementation tasks.

9.1 Targets and actions

9.1.1 Goal 1

Targets, actions, and suggested implementation tasks for Goal 1 are provided in Table 5.

Goal 1: Circular North will work to implement a circular economy in the region

Circular North will achieve this by understanding material flows and identifying materials suited to circularity, improving industry capacity and resilience, increasing landfill diversion and recovery capacity, engaging businesses, and enhancing landfill and transfer station design and management practices.

Key actions to achieve the targets include:

- Reducing waste generation per capita by a total of 9% by 2030,
- Increasing capture rates across various waste streams including:
 - 69% rise for FOGO,
 - 80% for garden organics,
 - 36% for plastics.
 - 29% for building and demolition waste,
 - 15% for textiles,
 - 31% for paper and cardboard,

- 80% for other organics, and
- 80% for timber.
- 9% for hazardous waste,
- Improving regulatory compliance of landfills to 100%.
- Ensuring all member councils have emergency waste management plans in place.
- Enabling a 23% increase in material recovery,
- Ensuring sufficient recovery capacity infrastructure and markets for MSW, C&I and C&D.

Table 5 Targets and actions for Goal 1

Target	Action	Impact if achieved	Suggested implementation task
Reduce waste generation per capita to 3.45 tonnes per person by 2030.	1.1 Reduce waste generation per capita by a total of 9% by 2030	Total waste generation in the region is reduced by 61,000 tonnes in 2030.	<ul style="list-style-type: none"> ● MSW generation may be affected by: <ul style="list-style-type: none"> ○ education programs to engage residents for waste avoidance, ○ swap out campaigns, ○ facilitation of reuse, repair, refill and refurbishing of existing goods, or ○ support of reuse programs, such as a Garage Sale Trail.
			<ul style="list-style-type: none"> ● C&I waste generation may be affected by: <ul style="list-style-type: none"> ○ business engagement for waste avoidance and swap out campaigns, or ○ conducting a C&I reduction opportunity analysis with businesses.
			<ul style="list-style-type: none"> ● C&D waste generation may be affected by: <ul style="list-style-type: none"> ○ building site waste prevention programs run by councils which engage builders or use permit requirements to reduce waste generation.

Target	Action	Impact if achieved	Suggested implementation task
Increase landfill diversion by 23% by 2030	1.2 Increase FOGO capture rate by 69%	An additional 54,000 tonnes of FOGO is captured in 2030. This represents 57% of the capture requirement to meet the landfill diversion target.	<ul style="list-style-type: none"> • Develop a business case template to assess viability of universal kerbside FOGO services. • Assist councils to transition from opt in to universal FOGO where viable. • Assist councils to implement FOGO where viable by researching collection and processing best practice, joint procurement activities, grant funding or advocacy. • Support waste facilities to increase FOGO processing capacity
	1.3 Increase garden organics capture rate by 80%	An additional 7,000 tonnes of garden organics is captured in 2030. This represents 7.5% of the capture requirement to meet the landfill diversion target.	<ul style="list-style-type: none"> • Develop a business case template to assess viability of extended garden organics collection. • Assist councils to extend garden organics collection services. • Support member council waste facilities to increase capacity to capture and process garden organics materials by providing better practice guidance, joint procurement activities, grant funding or advocacy.
	1.4 Increase plastics capture rate by 36%	An additional 7,000 tonnes of plastics is captured in 2030. This represents 7.5% of the capture requirement to meet the landfill diversion target.	<ul style="list-style-type: none"> • Facilitate an audit on plastics to improve understanding of plastics material types and flows in the region. • Conduct an infrastructure needs analysis to understand regional processing capacity and needs. Including an assessment of consolidation opportunities to meet critical mass requirements for processing. • Support member council waste facilities to increase capacity to capture plastic materials by providing better practice guidance, joint procurement activities, grant funding or advocacy. • Support container deposit scheme Recycle Rewards.
	1.5 Increase building and demolition	An additional 6,000 tonnes of building and demolition	<ul style="list-style-type: none"> • Conduct an infrastructure needs analysis to understand regional processing capacity and needs.

Target	Action	Impact if achieved	Suggested implementation task
	capture rate by 29%	material is captured in 2030. This represents 6% of the capture requirement to meet the landfill diversion target.	<ul style="list-style-type: none"> • Support successful implementation of C&D waste diversion facility at City of Launceston. • Support member councils to develop and implement building site waste prevention programs. • Support member council waste facilities to increase capacity to capture C&D materials by providing better practice guidance, joint procurement activities, grant funding or advocacy. • Regional hire contracts for concrete crushing/slow speed shredders.
	1.6 Increase textiles capture rate by 15%	An additional 1,000 tonnes of textile material is captured in 2030. This represents 1% of the capture requirement to meet the landfill diversion target.	<ul style="list-style-type: none"> • Conduct an infrastructure needs analysis in response to the MFA findings to understand regional processing capacity and needs. • Investigate the feasibility of collection and processing of textiles in the region. • Pending feasibility assessment, support member council waste facilities to increase capacity to capture textiles by providing better practice guidance, joint procurement activities, grant funding or advocacy.
	1.7 Increase paper and cardboard capture rate by 31%	An additional 8,000 tonnes of paper and cardboard material is captured in 2030. This represents 8.5% of the capture requirement to meet the landfill diversion target.	<ul style="list-style-type: none"> • Conduct an infrastructure needs analysis to understand regional processing capacity and needs. • Support member council waste facilities to increase capacity to capture paper and cardboard materials by providing better practice guidance, joint procurement activities, grant funding or advocacy. • Provide better enclosed storage facilities for paper and cardboard.

Target	Action	Impact if achieved	Suggested implementation task
	1.8 Increase other organics capture rate by 80%	An additional 2,000 tonnes of other organics is captured in 2030. This represents 2% of the capture requirement to meet the landfill diversion target.	<ul style="list-style-type: none"> • Support councils to improve data reporting to be timely and reliable. • Facilitate an audit on organics to improve understanding of organic material types and flows in the region. • Conduct an infrastructure needs analysis to understand regional processing capacity and needs. • Support member council waste facilities to increase capacity to capture and process organic materials by providing better practice guidance, joint procurement activities, grant funding or advocacy. • Provide FOGO bins for events and FOGO services to commercial food premises.
	1.9 Increase timber capture rate by 80%	An additional 7,000 tonnes of timber is captured in 2030. This represents 7.5% of the capture requirement to meet the landfill diversion target.	<ul style="list-style-type: none"> • Conduct an infrastructure needs analysis to understand regional processing capacity and needs. • Support member council waste facilities to increase capacity to capture timber materials by providing better practice guidance, joint procurement activities, grant funding or advocacy. • Improve WTS receipt and drop off facilities for timber.
	1.10 Increase hazardous waste capture rate by 9%	An additional 2,000 tonnes of hazardous waste is captured in 2030. This represents 2.5% of the capture requirement to meet the landfill diversion target.	<ul style="list-style-type: none"> • Expand the collection, tracking, and processing of hazardous and problem wastes. • Run regular hazardous waste collections for households. • Assist businesses to understand hazardous waste disposal options. • Advocate for improved hazardous (controlled) waste tracking in Tasmania.
Improve landfill operations and management	1.11 Increase regulatory compliance of landfills to 100%	Reduced environmental risk and impact, enhanced public health and safety	<ul style="list-style-type: none"> • Advocate for state-wide mapping of landfill airspace and understand the value of future airspace. • Conduct landfill capacity assessments with member councils.

Target	Action	Impact if achieved	Suggested implementation task
		and reduced compliance costs in the long term.	<ul style="list-style-type: none"> • Provide better practice landfill and transfer station management guidelines. • Assess how improving better practice might decrease capacity by impacting viability of existing or planned facilities. • Achieve best practice and safe transfer stations and landfills. • Provide best practice guidelines for landfill compaction, maximising airspace and filling plans.
	1.12 100% of member councils have emergency waste management plans	Minimises environmental damage, ensures public health and safety, facilitates quick recovery from disasters, reduces economic losses, enhances resilience and preparedness, and improves coordination and response times.	<ul style="list-style-type: none"> • Assist member councils to prepare consistent emergency waste management plans which include contingency arrangements and plans for likely material arising in natural disasters or emergencies.
Increase material recovery rate to 80% by 2030	1.13 Increase material recovery by 23%	An additional 94,000 tonnes of material is recovered in 2030.	<ul style="list-style-type: none"> • Assess the viability of 100% recovery of the additional materials proposed for capture under this plan. • Assess options for improving recovery rate of existing materials captured in the region.
Ensure recovery capacity pipeline is sufficient to 2050	1.14 Ensure recovery capacity pipeline for MSW is sufficient to 2050	Ensures infrastructure meets future demand, optimises resource allocation, enhances service reliability, supports economic development,	<ul style="list-style-type: none"> • Conduct infrastructure needs analysis by assessing existing, planned and closing facilities and their associated capacities for material streams and sources in the region. Ensure the needs analysis includes detailed modelling on future waste generation and processing requirements.
	1.15 Ensure recovery capacity pipeline for		

Target	Action	Impact if achieved	Suggested implementation task
	<p>C&I is sufficient to 2050</p> <hr/> <p>1.16 Ensure recovery capacity pipeline for C&D is sufficient to 2050</p>	<p>improves investor confidence, and improves industry preparedness for emerging trends.</p>	<ul style="list-style-type: none"> • Consider the possibility of a state-wide infrastructure needs analysis. Advocate for appropriate parties to conduct this, or proceed regionally and ensure standardised approaches allow amalgamation of data for a state-wide infrastructure assessment. • Consider how the infrastructure planning outcomes could be used to facilitate private and public investment in infrastructure for resource recovery.

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9.1.2 Goal 2

Targets, actions, and suggested implementation tasks for Goal 2 are provided in Table 6.

Goal 2: Circular North will work to improve data and reporting on waste management in the region.

Circular North will achieve this by collecting and reporting relevant data for tracking progress towards strategic targets, ensuring regulatory compliance, providing transparent and interactive community reporting, including communicating the carbon footprint of waste.

Key actions to achieve the targets include ensuring regional understanding of data collection and reporting compliance requirements to enhance transparency and accountability in waste management practices. This involves the development of data dashboards and regional carbon modelling of waste management activities. Additionally, implementing weighbridges or other measurement infrastructure will ensure accurate waste data. Reliable data reporting mechanisms will be established to streamline data collection processes. Furthermore, leveraging regional shared resources will enable effective auditing to monitor progress and identify areas for improvement.

Table 6 Targets and action for Goal 2

Target	Action	Impact if implemented	Suggested implementation tasks
Facilitate consistent regulatory compliance for waste data reporting	2.1. Ensure regional understanding of data collection and reporting compliance requirements	Region-wide adherence to standards will enable accurate and reliable reporting practices. This also ensures timely and consistent reporting of data.	<ul style="list-style-type: none"> Conduct a needs analysis to achieve compliant data reporting systems and implement identified needs.

Develop transparent and interactive waste data reporting available to the community	2.2. Develop an appropriate waste data dashboard to inform the community (including carbon footprint of waste)	Data will be transparent and easily available to the community, facilitating community engagement and awareness.	<ul style="list-style-type: none"> • Develop an online, regional community dashboard for waste data. • Publish regional data from the State Landfill Levy.
Ensure carbon footprint of waste management options are understood and considered in business cases	2.3. Conduct regional carbon modelling of waste management activities and future options	Stakeholders can gain insights into the environmental impact of various waste management strategies, thereby enabling informed decision-making and fostering sustainable practices.	<ul style="list-style-type: none"> • Conduct modelling and add carbon metrics to regional community dashboard for waste data.
Establish infrastructure for data collection and reporting	2.4. Implement weighbridges or other accurate measurement infrastructure where waste is received or recovered.	This will ensure that regional measurement and reporting infrastructure are in place. This initiative aims to support data collection and reporting in a reliable and timely manner, enhancing the accuracy and efficiency of waste management practices within the region.	<ul style="list-style-type: none"> • Develop a plan to ensure regional measurement and reporting infrastructure is in place to support data collection and reporting in a reliable and timely manner.
Implement a consistent framework for data collection and reporting	2.5. Ensure reliable data reporting mechanisms are in place.	A consistent framework will streamline the process of data collection and reporting, ensuring consistency and efficiency across the region's waste data reporting.	<ul style="list-style-type: none"> • Assess the viability of a shared data reporting framework.
Implement a hazardous waste collection program	2.6 Identify hazardous material generation (types, generators and material flows) in the region	Hazardous waste generation is understood in the region. Programs can be built to target prevention and capture of hazardous wastes.	<ul style="list-style-type: none"> • Material flow analysis

	2.7 Identify a better practice prevention and collection program	The program maximises recovery and ceases landfilling of hazardous wastes, improving human and environment health and safety while preserving valuable landfill airspace.	<ul style="list-style-type: none"> • Infrastructure needs analysis
	2.8 Identify appropriate lawful consolidation, transport and processing of hazardous wastes		
	2.9 Implement a hazardous waste collection program		<ul style="list-style-type: none"> • Grant funding provision
Implement a MSW, comingled recycling and FOGO kerbside audit program	2.10 Use regional shared resources to undertake audits on a regular basis to inform decision making and materials flow analyses.	Regular audits will provide up to date data on current waste management, informing decision making and progress towards targets.	<ul style="list-style-type: none"> • Audit at intervals that support good decision making and tracking of targets.
Implement a C&D audit program			
Implement a C&I audit program			

9.1.3 Goal 3

Targets, actions, and suggested implementation tasks for Goal 3 are provided in Table 7.

Goal 3: Circular North will work to facilitate and improve collaboration between members, industry, community, and government across Tasmania.

Circular North will achieve this by sharing resources, facilitating, and sharing technical knowledge, efficiently using resources for circular economy and priority material market development, integrating the industry into governance, fostering good working relationships, executing joint procurement, and engaging communities and businesses.

Key actions to achieve the targets include:

- Enhancing stakeholder awareness of material flows in the region,
- Fostering a deeper understanding of priority materials for a circular economy among both public and private stakeholders,
- Guiding private investment by conducting feasibility studies for market development of priority materials
- Establishing industry standards for material reuse
- Developing procurement policy to streamline processes and facilitate business engagement,
- Promoting collaboration through the formation of an industry working group,
- Formalising information sharing mechanisms,
- Ensuring ongoing technical committee meetings, and
- Facilitating knowledge exchange and community engagement programmes to foster public involvement in waste management initiatives.

Table 7 Targets and actions for Goal 3

Target	Action	Impact if achieved	Suggest implementation task
Increase circular materials market access	3.1. Build public and private stakeholder understanding of material flows via annual material flow reports.	Improved confidence in infrastructure investment and planning, as well as improved resource allocation for waste management infrastructure.	<ul style="list-style-type: none"> Conduct a material flow analysis (MFA) to identify material flows and priority materials to include in an infrastructure needs analysis. Include developing an understanding of the source and nature of the significant hazardous (controlled) waste generation in the region.
	3.2. Guide private investment through annual release of relevant data.	Appropriate investment from private industry to respond to the waste management needs in the region.	<ul style="list-style-type: none"> Collaborate with appropriate parties to provide a feasibility study or business case for key infrastructure needs in the region and investment opportunities.
	3.3 Conduct market development feasibility studies for priority circular economy materials identified in the MFA.	Feasibility studies boost investor confidence and ensure end-markets for priority materials are feasible and appropriate.	<ul style="list-style-type: none"> Facilitate market development feasibility studies for the priority materials identified in the strategy waste projection model and MFA to improve investor confidence.
	3.4. Ensure development at either regional or state level of industry standards and specifications for material reuse.	Ensuring the quality of materials is appropriate to build confidence in end market use, increasing demand for the processed material.	<ul style="list-style-type: none"> Facilitate appropriate standards and specifications to support reuse i.e., compost, mulches, aggregates. Focus on the end markets for priority materials or materials streams which could increase recovery rates to build demand for processed material.

Target	Action	Impact if achieved	Suggest implementation task
	3.5. Develop procurement policy to support the use of priority materials identified in the materials flow analysis.	Consistent member council procurement of priority materials identified in the MFA, and recycled and recyclable materials, over alternatives.	<ul style="list-style-type: none"> • Develop procurement policy to support markets for priority materials (either at state or regional level). • Mandate minimum recycled content in government procurement.
Increase industry participation	3.6. Facilitate an industry working group that meets on a regular basis.	Industry is provided an appropriate, facilitated, and moderated channel for input into program actions.	<ul style="list-style-type: none"> • Meet with Industry working group regularly under a formal mechanism for input into reporting.
Facilitate working relationships	3.7. Formalise information sharing and collaboration mechanisms through an MoU or similar mechanism	Risk of interruption to governance structure and program function is mitigated.	<ul style="list-style-type: none"> • Formalise the informal processes which currently occur for information sharing and collaboration between organisations and member councils. • Seek to provide simple MOUs to provide stability and continuity against organisational, personnel and political change.
	3.8. Continue technical committee meetings on a regular basis	Members continue to access technical and peer support for waste management queries, while the committee ensures program outcomes are appropriate and accurate. The program and member input remains adaptive and appropriate to maintain member participation.	<ul style="list-style-type: none"> • Meet at appropriate intervals.
	3.9. Continue Committee		<ul style="list-style-type: none"> • Meet at appropriate intervals.

Target	Action	Impact if achieved	Suggest implementation task
	meetings on a regular basis		
	3.10. Facilitate technical knowledge sharing sessions on a regular basis		<ul style="list-style-type: none"> • Conduct workshops to share technical waste knowledge on a subject matter guided by member councils. • Invite external subject matter experts where possible to gain interjurisdictional insights.
Provide ongoing education and engagement	3.11. Ensure an ongoing community engagement program to improve waste management outcomes	More community members in the region are contacted regarding waste management priorities, impacts and costs.	<ul style="list-style-type: none"> • Support expansion and resourcing of the ReThink Waste program to enhance community awareness and buy in. • Provide frameworks and resources to councils for consistent community engagement. • Promote Circular North
	3.12. Ensure an ongoing business engagement program to improve waste management outcomes	More businesses in the region are contacted regarding waste management priorities, impacts and costs.	<ul style="list-style-type: none"> • Develop a business engagement toolkit. • Provide a shared resource to engage businesses across the region. • Provide Resource Recovery and Circular Economy Grants to businesses.

9.1.4 Goal 4

Targets, actions, and suggested implementation tasks for Goal 4 are provided in Table 8.

Goal 4: Circular North will support strategic alignment across all levels of waste management, including local, regional, state, and national strategies.

Circular North will achieve this by ensuring regional consistency, aligning closely with Tasmania’s WRR strategy, maintaining consistent partner operations across regions, advocating, and lobbying, and adopting a coherent procurement policy.

To achieve the targets, key actions involve aligning regional, state, and national strategies and fostering a consistent approach to waste management in the region. This involves ensuring member council waste management strategies align with the regional strategy, establishing uniform waste operation and bin standards, and advocating for the Program. Additionally, developing procurement specifications to enhance efficiency among councils, support a circular economy, and promote the use of reuseable, recyclable, or compostable packaging is crucial.

Table 8 Targets and actions for Goal 4

Target	Action	Impact if achieved	Suggested implementation tasks
Facilitate strategic alignment	4.1. Align this regional strategy with state and national strategies	Consistent strategic priorities for waste management are adopted.	<ul style="list-style-type: none"> Ensure further development of policy and programs to align with national, state, and local strategy.
	4.2. Facilitate alignment of member council waste management		<ul style="list-style-type: none"> Work with member councils to ensure their targets and actions align with this regional Plan. Provide a waste management plan template for member councils to develop consistent and integrated waste management planning.

Target	Action	Impact if achieved	Suggested implementation tasks
	strategies and plans with this regional strategy		<ul style="list-style-type: none"> Consider opportunities for this activity to inform regional data collection and planning. Consider provision of funding support or other resources to support delivery of waste management plans.
Facilitate consistent approaches	4.3. Facilitate member councils working consistently across the region	Enhanced regional waste management consistency, improved waste handling efficiency, increased adoption of best practices and technologies, unified strategic decision-making, better partner collaboration and communication, harmonised waste management approaches, effective monitoring and alignment of practices and supported partner compliance with standards.	<ul style="list-style-type: none"> Develop common waste management standards and protocols for consistency across the region. Hold regular training sessions and workshops to share best practices and introduce new waste management technologies. Engage all partners in collaborative planning and strategy development to ensure unified decision-making. Promote the adoption of integrated waste management systems for a harmonised approach to waste handling. Create a robust platform for efficient communication and information sharing among partners. Implement a monitoring and evaluation system to assess and align waste management practices across the region. Offer financial and technical support to ensure all partners can meet established standards. Foster a culture of collaboration, encouraging partnerships and shared initiatives for mutual improvement. Ensure Council Facilities are safe and have safety measures in place to prevent falls and serious injuries.
	4.4. Develop and implement consistent	Operating standards and processed material outputs are standardised, increasing	<ul style="list-style-type: none"> Advocate for development of better practice guidelines for facility types, particularly facilities which process priority materials for the region. Facilitate specifications for end market product, particularly for priority materials.

Target	Action	Impact if achieved	Suggested implementation tasks
	operating standards	regional stakeholder confidence in waste management processes.	<ul style="list-style-type: none"> Develop guidelines for composting at waste transfer stations/resource recovery facilities.
	4.5. Implement consistent bin standards across the region as bins and parts are replaced	Improved recognition and use of the waste management system, as well as likely upgrades of the waste management system infrastructure.	<ul style="list-style-type: none"> Align collection bins with AS4123.7-2006 as they are replaced or repaired. Ensure bins are made from recyclable materials.
Facilitate advocacy	4.6. Facilitate advocacy on behalf of the group	Regional waste management needs are communicated with appropriate stakeholders.	<ul style="list-style-type: none"> Advocate and lobby for those aspects of the vision and targets that sit outside of Circular North field of control. Advocate for 100% reusable, recyclable, or compostable packaging by 2025. Facilitate market supply and demand through business engagement program. Advocate and lobby for expanding product stewardship programs.
	4.7. Ensure use of reusable, recyclable or compostable packaging by 2025		
Standardise procurement specifications	4.8. Develop standardised procurement specifications across the region to	Reduced duplication of effort, streamlined procurement processes, enhanced efficiency in waste management services, cost savings	<ul style="list-style-type: none"> Develop waste procurement specifications for the group to remove duplication of effort. Develop regional procurement tenders for kerbside collection, kerbside recycling processing, FOGO composting.

Target	Action	Impact if achieved	Suggested implementation tasks
	support efficiency and the development of a circular economy	through standardised purchasing, easier comparison and evaluation of services and improved consistency in service quality across the group.	

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10 How will the strategy be implemented?

10.1 Action Plan

An action plan for the Circular North Strategic Plan is shown in Figure 9 with supplementary detail available in Section 12.

This provides an indicative timeline for implementation.

Suggested implementation tasks have been provided for each action. These are expected to be reviewed and determined by the steering committee.

Critical projects which are expected to require more resourcing are shown separately to continuing work, like committee meetings, which are expected to require less resourcing and continue for the duration of the program.

Red lines indicate the interdependencies between activities. For example, the requirement of material flow analysis and infrastructure planning before commencing capture of priority materials.

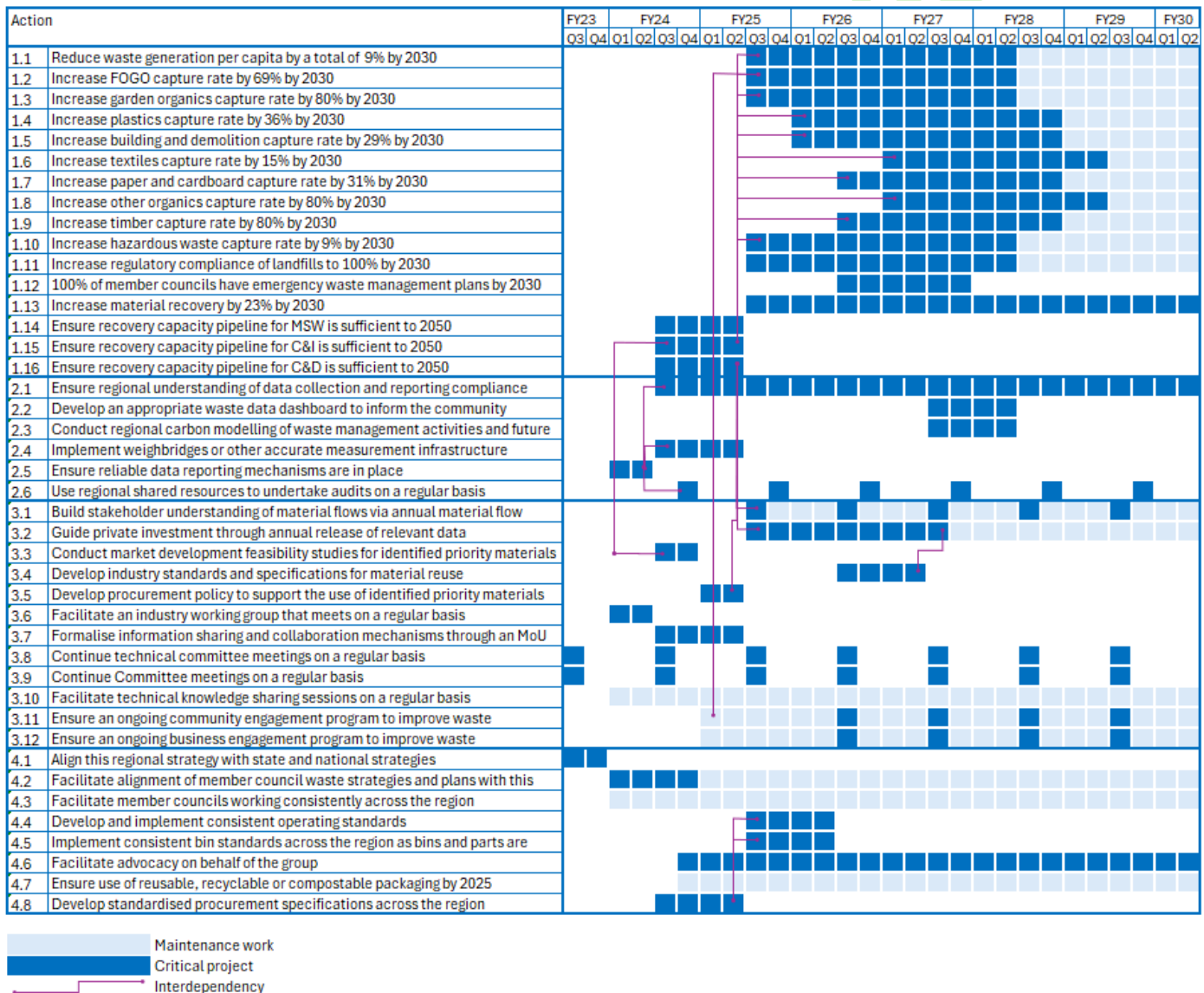


Figure 9 Action plan of actions from 2024 to 2030

11 How will progress be measured?

Each target has been designed to be measurable and to support a straightforward and regular reporting mechanism for strategy progress review. Suggested actions are not designed to form strategy commitments, rather, to guide the implementation and achievement of targets. The strategy progress reviews will be the responsibility of the technical committee and reported to the steering committee with summaries communicated to industry and made available to the community to enhance cooperation and confidence in the program.

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12 Attachments and supplementary resources

The following attachments may be accessed as supplementary resources:

- Circular North Development Report: A report detailing the research, consultation, and methodology for development of Circular North Strategic Plan.
- Circular North Strategic Plan Action Plan (as shown in Section 10.1 Action Plan): Provided as a separate document to increase visibility of the items in the action plan.

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