<table>
<thead>
<tr>
<th>Name of Strategy:</th>
<th>2014 Waste Collection Strategy</th>
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</thead>
<tbody>
<tr>
<td>Division:</td>
<td>Engineering and Parks Services</td>
</tr>
<tr>
<td>Department:</td>
<td>Waste Services</td>
</tr>
<tr>
<td>Created By:</td>
<td>Manager Integrated Waste Services</td>
</tr>
<tr>
<td>Contributors:</td>
<td>Director Engineering and Parks Services, Waste Services Coordinator</td>
</tr>
<tr>
<td>Updated:</td>
<td>December 2014</td>
</tr>
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<td>File Location:</td>
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Specific Purpose Strategies are aimed at achieving the aspirations in our Community Plan

1. **Our Community’s Aspirations for the Future**
2. City of Rockingham Strategic Development Framework

The Specific Purpose Strategies are key to the achievement of the aspirations in the City of Rockingham Community Plan, and drive the content of the Team Plans, Asset Management Plan and Infrastructure Projects Plan.

All Implementation actions identified in the Specific Purpose Strategies are to be represented in a Team Plan. Year 1 of the Team Plan becomes that year’s budget.
WASTE COLLECTION STRATEGY

3. Executive Summary
Traditionally local government has been associated with roads, rates and rubbish. Waste collection services are still considered an essential local government service.

The City provides a comprehensive waste collection service that has been one of the best performed services in the annual Customer Satisfaction Survey’s with more than 80% of respondents rating the service as performing “well/very well” since 2009.

The waste industry is currently in a period of change and uncertainty with a number of reviews, potential legislative changes and the introduction of new technologies likely to have a significant impact on the industry into the future.

In 2011 the City adopted its Waste Strategy 2011 – 2016 which included waste collection, landfill, litter and illegal dumping however the purpose of this Waste Collection Strategy is to review and focus on the waste collection service.

The strategy is consistent with the Community Aspirations outlined in the City of Rockingham Community Plan specifically;

- **Aspiration 1: Tourism Lifestyle**
  - Strategic Objective: Safety, Appearance and Cleanliness: Attractive, appealing and welcoming foreshores, beaches and public spaces that are clean, safe and litter free.

- **Aspiration 2: Strong Community**
  - Strategic Objective: Service and Facilities: Community facilities and services that accommodate contemporary community expectation and are justified, well used, cost efficient and, where appropriate, multi-functional.

- **Aspiration 3: Sustainable Environment**
  - Strategic Objective: Carbon Footprint and Waste Reduction: Carbon footprint reduction and waste minimisation programs focussed on community education and awareness, and the use of new technologies proven to be environmentally acceptable and financially sustainable.

The Key Elements of the strategy include the introduction of larger recycling bins, introduction of a three bin waste collection system, modifications to the bulk verge general and green waste collections, reduction in the number of tip passes and additional education and promotional initiatives to improve service delivery and reduce the amount of waste disposed of in the landfill.
4. Task / Purpose of this Specific Purpose Strategy
The purpose of the Waste Collection Strategy is to review and update the waste collection aspects of the City’s 2011 Waste Strategy to ensure that the services provided to the community continue to meet current and future expectations.

5. Introduction / Background Information
The City provides a comprehensive waste collection service to the community including;
• Kerbside waste and recycling collections
• Street, park and event waste collections
• Commercial waste collections
• Bulk verge general waste collections
• Bulk verge green waste collections
• Millar Road Landfill Facility tip passes
• Rockingham Beach Front waste collections

The City currently provides services to 45,360 households, 1,175 commercial premises and also services 900 street and park bins.

The City’s growth rate has a direct impact on the waste collection service with on average 1,500 new services provided each year. This increasing demand for services and the changing requirements to service high density developments necessitates the need to plan for additional resources to adequately meet the service requirements, now and into the future.

The waste collection service is provided on a fee for service basis and the cost is covered by the fees and charges set by the City each year.

5.1. Legislative Requirements

The WARR Act is the principal legislation providing for waste services by local governments.

Under the WARR Act a local government may provide, or enter into a contract for the provision on its behalf of waste services.

The Chief Executive Officer (CEO) of the Department of Environment Regulation (DER) may, for the purpose of protecting human health or the environment, by written notice require a local government to provide, in relation to local government waste, a waste service. A local government must comply with the notice.

Local government waste is defined as waste from residential sources and waste generated by the operations of a local government but does not include sewerage.

It is an offence under the WARR Act for a person other than a local government who, for fee or reward, collects local government waste in a local government district other than as authorised by a written contract with the local government or an approval to collect local government waste issued by a local government in accordance with regulations or local laws, or a waste collection permit issued by the DER’s CEO.

The DER’s CEO may only issue a waste collection permit if the local government does not collect the local government waste or if the DER’s CEO is of the opinion that the collection service provided by the local government is not adequate insofar as the waste management techniques employed are not consistent with modern practice.

If a waste collection permit is issued for a local government district or part of the district, a local government must not collect that local government waste without approval from the DER’s CEO.

The WARR Act also provides for a local government to impose a waste collection rate and/or an annual receptacle charge to recover the cost of providing a waste service.
5.1.2.  Local Government Act 1995
As the City provides waste services for waste other than local government waste as defined under the WARR Act, the general provisions under Section 3.18(2) of the Local Government Act 1995 are used to provide the services and the fees and charges are imposed under the provisions of Section 6.16 of the Local Government Act 1995.

5.2.  Policy Directions

5.2.1.  Metropolitan Local Government Review
In June 2011 the Minister for Local Government appointed the Metropolitan Local Government Panel to undertake a review of the current structures and arrangements for local government in Perth.

The Panel's recommendations included the following, “The State Government consider the management of waste treatment and disposal at a metropolitan-wide scale either be undertaken by a State authority or through a partnership with local government”, which has been supported by the State Government and could have a direct impact on the City’s waste collection service.

The Waste Authority has been tasked with undertaking a review of the potential governance and funding arrangements for waste management in Western Australia. The impact of this recommendation for management of waste treatment and disposal be at a metropolitan-wide scale is dependent ultimately on the model finally adopted by the State Government, however the impact of any change would most likely relate to the disposal of waste rather than the collection of waste.

The Waste Authority presented the draft report to the Minister in June 2014 however at this stage no formal announcement has been made regarding the report.

5.2.2.  Waste Authority
The Waste Authority is a Western Australian State Government statutory body established under the WARR Act.

Its primary roles include providing strategic and policy advice to the State Government, implementing policies, plans and programs consistent with this Strategy, and applying funding from the Waste Avoidance and Resource Recovery Account to strategic initiatives.

5.2.2.1.  State Government’s Waste Strategy
The State Government’s Waste Strategy, “Creating the right environment”, was launched in March 2012. The Waste Strategy is the blueprint for the way in which waste issues are managed in WA.

The following quotes are taken from the Waste Strategy’s Executive Summary,

“The Strategy employs best practice and continuous improvement, along with target setting, as primary approaches to drive this change. The Strategy’s success will be measured against its effectiveness in reducing the amount of waste generated, increasing the proportion of material recovered from the waste stream and reducing the proportion of waste destined for landfill.”

“The amount of waste being recovered in Western Australia has been increasing steadily for a number of years, and there is evidence that increases in the landfill levy have accelerated this trend. However, the State's performance, when benchmarked against other mainland states, is still poor and requires a significant boost if comparable outcomes are to be achieved by 2015.”

“Creating the Right Environment has five strategic objectives within which strategies relating to knowledge, infrastructure and incentives have been developed to support a coordinated approach to changing the behaviours of individuals, groups and organisations:

Strategy objective 1 – Initiate and maintain long-term planning for waste and recycling processing, and enable access to suitably located land with buffers sufficient to cater for the State’s waste management needs

Strategy objective 2 - Enhance regulatory services to ensure consistent performance is achieved at landfills, transfer stations and processing facilities
Strategy objective 3 - Develop best practice guidelines, measures and reporting frameworks and promote their adoption

Strategy objective 4 - Use existing economic instruments to support the financial viability of actions that divert waste from landfill and recover it as a resource

Strategy objective 5 - Communicate messages for behaviour change and promote its adoption, and acknowledge the success of individuals and organisations that act in accordance with the aims and principles in the Strategy and assist in its implementation”.

“Recovery targets for municipal solid waste in the Perth Metropolitan Region are 50% by 2015 (up from 36% in 2009/2010) and 65% by 2020”.

5.2.2.2. Better Bins Kerbside Collection Guidelines

In January 2014 the Waste Authority released the Better Bins – Kerbside Collection Guidelines as the best practice guidelines for local government kerbside waste collection systems.

The Guidelines include the implementation of a three bin system including:

- General Waste (Red Lid) with smaller capacity (80 litres – 140 litres) collected weekly or fortnightly.
- Co-Mingled Recycling (Yellow Lid) with capacity of 240 litres collected fortnightly.
- Green Waste (Lime Green Lid) with capacity of 240 litres collected weekly (full organics) or fortnightly (green waste only)

The Guidelines also provide for complementary measures including information provision and community engagement, training and enforcement.

5.2.3. Western Australia Local Government Association (WALGA)

5.2.3.1. Vision for Waste Management in the Metropolitan Area

In July 2013 WALGA released its ‘Vision for waste management in the metropolitan area’ which proposed the following as the local government recommended model for waste management in the metropolitan area. It included the following:

Governance and Roles
- Greater role for the State Government, to include an independent and strengthened Waste Authority which will:
  - Coordinate research on technology
  - Coordinate public education
  - Develop a metropolitan wide statutory plan for waste management (with Regional Delivery Plans to be developed by Regional Councils)
  - Approve Regional Delivery Plans
- Regional Council Consolidation:
  - Reduce the number of Regional Councils from five to three
  - Regional Council Governance
  - Compulsory Local Government membership
  - Ability to operate on a commercial basis
  - Geographically based boundaries
  - Ability to appoint skills based members of the Regional Council
  - Provide mandatory and discretionary services
- Regional Council role:
  - Develop and deliver Regional Delivery Plan compatible with Waste Authority metropolitan wide plan for waste management

Integrated Waste Management System
- An integrated waste management system includes provision for all elements of the waste hierarchy, from waste avoidance to landfill
- An assessment of the validity of an aspirational ‘zero waste’ outcome is required
• Any integrated waste management system to include a range of approaches to funding the delivery of State Waste Strategy Targets, including direct funding through the Levy and Extended Producer Responsibility approaches
• A review of the appropriateness of ‘landfill diversion’ as the best benchmark of performance is also required.

As WALGA’s model is based on Regional Councils with compulsory membership, the City’s decision to formally withdraw from the Southern Metropolitan Regional Council (SMRC) is not consistent with this model. The City is in a unique position in the metropolitan area, in that it has its own landfill facility.

5.2.3.2. Better Practice Vergeside Collection Guidelines
In 2014 WALGA developed the Guidelines based on current better practice from the waste sector including a number of practices already implemented by the City of Rockingham.

The better practice approaches include:
• Reduction – Reduce the amount of material placed on the verge for collection and increase reuse of material.
• Frequency – Reduce the number of collections per year.
• Amount of material allowed – Consistent amount of material allowed on verge.
• Type of material allowed – Consistent and safe range of material presented for collection.
• Collection notification – Residents understand exactly what, when and how much material they are allowed to place on the verge for collection.
• Collection timing – Collection occurs within a week of residents being allowed to place material on the verge.
• Enforcement – Material type, timing and amount limits enforced.

5.2.4. City of Rockingham Waste Strategy 2011 - 2016
The City adopted its current Waste Strategy in April 2011 which outlines a number of strategies and actions related specifically to waste collection, under the following ‘Strategic Action Pillars’:
• Waste Generation and Collection
  o WGC-03: Optimise Verge Collection and Tip Passes
  o WGC-05: Assess Conversion to Three Bin Kerbside System
  o WGC-06: Review Expansion of Waste Collection Services
  o WGC-07: Develop Kerbside and Landfill Audit Program
  o WGC-08: Incorporate Best-Practice Elements into Waste Contracts
• Waste Processing and Recovery
  o WPR-05: Weighbridge Entry Fees and Waste Management Charges
• Strategic Waste Partnerships
  o SWP-02: Continue Open and Close Engagement with Community
  o SWP-06: Review Alignment of Waste Collection Contracts
• Periodic Reviews
  o PR-01: Dealing with Changing Government Policies and Regulations
  o PR-02: Future Weighbridge Entry Fees and Waste Management Charges

The Waste Management Vision is “Optimise the City’s waste management delivery to its residents and the region through leadership and fit-for-purpose, best-practice and low-risk facilities and services, developed in collaboration with community, Local and State Governments, private and industrial sectors”.

The 2011 Waste Strategy included strategies for the Millar Road Landfill Facility which have been reviewed in the Business Plan adopted in 2014 and Litter and Illegal Dumping, which will be included in a separate Specific Purpose Strategy.
6. Situation Exploration

6.1. Understanding the Current Situation

The City provides a comprehensive waste collection service using both City employees and contractors.

The Waste Services team is part of the Engineering and Parks Services Division and comprises 22.2 full time equivalent (FTE) employees and is based at the Millar Road Landfill Facility. The organisational structure is detailed in the following diagram.

![Organisational Structure Diagram]

As the Waste Collection team operates over six days and the Beach Front team operates over seven days per week, the operational employees work on rosters that provide an average of 76 hours per fortnight over the rotation of the roster.

The additional staff resources anticipated to accommodate growth in the service demand are as follows,
- 2016/2017 Waste Truck Driver/Labourer x 2
- 2020/2021 Waste Truck Driver/Labourer x 2
- 2024/2025 Waste Truck Driver/Labourer x 2

The Waste Services team is well resourced with plant and equipment including:

<table>
<thead>
<tr>
<th>Waste Services Plant and Equipment</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>8 x Side Loading Waste Compactor Trucks</td>
<td>3 x Rear Loading Waste Compactor Trucks</td>
</tr>
<tr>
<td>1 x Bin Delivery Flat Bed Truck</td>
<td>1 x Dual Cab Utility</td>
</tr>
<tr>
<td>1 x Wash Down Bay Pressure Cleaner</td>
<td>1 x Blower – Rockingham Beach Front</td>
</tr>
</tbody>
</table>

As the demand for waste services increases it is anticipated that additional waste collection plant will be required to be ordered in 2015/2016, 2019/2020 and 2023/2024 to have the plant available in the following year due to the build time for new waste trucks.

In addition to the above plant and equipment, the City has a significant investment in various bins with approximately 95,000 bins and 160 skips with a current replacement cost of over $4.62 million. These bins remain the property of the City and are repaired or replaced as required, depending on their condition, with approximately 1,000 stolen or damaged bins replaced each year.

6.1.1. Kerbside Waste and Recycling Collections

The City currently provides a weekly 240 litre waste collection and a fortnightly 240 litre recycling collection as its standard kerbside collection service.

The City undertakes the waste collection in-house and has contracted the recycling collection, including recyclables processing until 15 January 2017 with an option to extend for a further five years.

The waste collection service is operational every week from Monday to Saturday including public holidays.
An alternative, equivalent waste collection service is provided to some multi-use and multi-unit residential complexes where it is impracticable to provide individual 240 litre bins. In these cases larger capacity skip bins or a combination of both are utilised.

The City has also being operating a trial of 360 litre recycling bins to encourage increased recycling with new residential estates being supplied the larger capacity recycling bins in place of 240 litre bins. The larger recycling bins have been well received by the residents in the trial areas.

The amount of waste collected through the kerbside collection service and the amount diverted from landfill is shown in the following table:

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Waste (Tonnes)</th>
<th>Recycling (Tonnes)</th>
<th>Total (Tonnes)</th>
<th>Percentage Diverted from Landfill</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/2013</td>
<td>40,602</td>
<td>12,148</td>
<td>52,750</td>
<td>23.0%</td>
</tr>
<tr>
<td>2013/2014</td>
<td>39,287</td>
<td>12,055</td>
<td>51,343</td>
<td>23.5%</td>
</tr>
</tbody>
</table>

In 2013/14 the operating cost of the kerbside waste collection was approximately $5.27 million and the kerbside recycling collection and processing cost was $1.36 million.

### 6.1.2. Street, Park and Event Waste Collections

The City provides litter and dog waste bins in parks, beaches and foreshore reserves, car park and street locations and public facilities throughout the community. These services range from decorative bin surrounds to small and large bins and are serviced at least weekly with more frequent servicing depending on the location and usage demand.

In addition the City provides a comprehensive waste service to community and other events with both waste and recycling bins available together with regular servicing during the duration of the event.

In 2013/14 the operating cost of the public areas waste collection was approximately $0.40 million.

### 6.1.3. Commercial Waste Collections

The City currently provides 2,340 waste services to commercial properties with the majority being 240 litre waste and/or recycling services. These services are provided on request on a fee for service basis with options for the number and frequency of collections available.

In 2013/14 the operating cost of the commercial waste collection was approximately $0.43 million.

### 6.1.4. Bulk Verge General Waste Collections

The City provides one bulk verge general waste collection per year to residential properties that pay for and receive a waste collection service. Some multi-use and multi-unit residential complexes, where it is impracticable to provide a bulk verge collection, are not offered this service and are consequently not charged for this part of the waste service fees and charges.

The bulk verge general waste collection service is contracted out and the current contract is in its final year.

The City, together with the contractor, has made significant improvements to the management and compliance aspects of this service over the past two years that have alleviated a number of the issues around amenity and timeliness of the service.

The City is currently divided into five collection areas with areas one to three being collected over one week each and areas four and five collected over two weeks each.

Each property is limited to two cubic metres of waste including whitegoods, furniture, household items and general junk.

The material is collected in three parts with the metals, fridges/freezers and other waste collected separately where possible. The City degasses the fridges/freezers and recycles the metal products and the mattresses are separated at the landfill and recycled.
The amount of waste collected through the bulk verge general waste collection service and the amount diverted from landfill is shown in the following table.

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Waste (Tonnes)</th>
<th>Recycling (Tonnes)</th>
<th>Total (Tonnes)</th>
<th>% Diverted from Landfill</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/2013</td>
<td>2,746</td>
<td>160</td>
<td>2,907</td>
<td>5.5%</td>
</tr>
<tr>
<td>2013/2014</td>
<td>2,074</td>
<td>153</td>
<td>2,227</td>
<td>6.9%</td>
</tr>
<tr>
<td>2014/2015</td>
<td>2,261</td>
<td>217</td>
<td>2,478</td>
<td>8.8%</td>
</tr>
</tbody>
</table>

In 2013/14 the operating cost of the bulk verge general waste collection was approximately $0.64 million.

6.1.5. Bulk Verge Green Waste Collections
The City provides three bulk verge green waste collections per year to residential properties that pay for and receive a waste collection service. Some multi-use and multi-unit residential complexes, where it is impracticable to provide a bulk verge collection, are not offered this service and are consequently not charged for this part of the waste service fees and charges.

The bulk verge green waste collection service is contracted out and the current contract is in its final year.

The City is currently divided into five collection areas with areas one to three being collected over one week each and areas four and five collected over two weeks each.

Each property is limited to two cubic metres of green waste including tree and shrub prunings up to 1.5 metres in length and 360mm in diameter.

The material is collected and processed at the landfill to be recycled as mulch.

The amount of waste collected through the bulk verge green waste collection service and the amount diverted from landfill is shown in the following table.

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Collection 1 (Tonnes)</th>
<th>Collection 2 (Tonnes)</th>
<th>Collection 3 (Tonnes)</th>
<th>Total (Tonnes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/2013</td>
<td>588</td>
<td>652</td>
<td>857</td>
<td>2,097</td>
</tr>
<tr>
<td>2013/2014</td>
<td>472</td>
<td>607</td>
<td>899</td>
<td>1,978</td>
</tr>
</tbody>
</table>

In 2013/14 the operating cost of the bulk verge green waste collection was approximately $0.75 million.

6.1.6. Millar Road Landfill Facility Tip Passes
The City provides four general waste and four green waste tip passes, to the Millar Road Landfill Facility, per year to residential properties that pay for and receive a waste collection service.

The tip passes are included as a barcode on the rates notice and are managed through the weighbridge information system.

Each tip pass is able to be redeemed for up to one cubic metre of waste.
In 2013/2014 the number of current year tip passes used per property was as follows,

<table>
<thead>
<tr>
<th>2013/14 Tip Passes</th>
<th>Number of Properties</th>
<th>Number of Vouchers Used</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Waste</td>
<td>29,986</td>
<td>None</td>
<td>61%</td>
</tr>
<tr>
<td></td>
<td>6,300</td>
<td>1</td>
<td>14%</td>
</tr>
<tr>
<td></td>
<td>4,226</td>
<td>2</td>
<td>9%</td>
</tr>
<tr>
<td></td>
<td>3,082</td>
<td>3</td>
<td>7%</td>
</tr>
<tr>
<td></td>
<td>3,964</td>
<td>4</td>
<td>9%</td>
</tr>
<tr>
<td></td>
<td>39</td>
<td>More than 4</td>
<td>0%</td>
</tr>
<tr>
<td>Total % General Waste current year tip passes redeemed</td>
<td>22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Waste</td>
<td>36,705</td>
<td>None</td>
<td>82%</td>
</tr>
<tr>
<td></td>
<td>4,012</td>
<td>1</td>
<td>9%</td>
</tr>
<tr>
<td></td>
<td>1,825</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>946</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td></td>
<td>1,096</td>
<td>4</td>
<td>2%</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>More than 4</td>
<td>0%</td>
</tr>
<tr>
<td>Total % Green Waste current year tip passes redeemed</td>
<td>8%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Of the properties that used the 2013/2014 tip passes, the average number of passes (both general and green waste) redeemed was 2.17.

In 2013/14 the value of the general tip passes redeemed was $1.58 million and the green waste tip passes was $0.32 million.

6.1.7. Rockingham Beach Front Waste Collections
Due to the high profile and community utilisation of the Rockingham Beach Front precinct, the City has a dedicated team that services the area seven days per week providing waste collection to residential and business premises, servicing of park and street bins as required and general litter collection of the foreshore and beach areas.

6.2. Desired Future Situation

6.2.1. Kerbside Waste and Recycling Collections
The need for an efficient waste collection service is tempered by the objective to reduce the amount of waste generated and disposed in landfills. The Waste Authority's Better Bins – Kerbside Collection Guidelines proposes a three bin service with one weekly and two fortnightly, effectively two collections each week.

The Western Australian Local Government Waste and Recycling Census for 2012-13 (the Census) published by the Waste Authority reports 91 local governments provided 240 litre kerbside recycling services with 82 providing a fortnightly service.

Only 11 local governments sent general waste to an Alternative Waste Treatment (AWT) facility with the other 128 disposing in landfills and only five provided a green waste bin kerbside collection service.

With the increasing number of high density, multi-unit and multi-use residential developments within the City, alternate waste collection infrastructure and plant options should be investigated to provide more efficient and effective waste collection services to these types of developments.

6.2.2. Street, Park and Event Waste Collections
The provision of waste services to public areas is based on demand and should be efficient and cost effective.
Replacing aging and unsuitable bin infrastructure to improve occupational health and safety outcomes and the review and removal of underutilised infrastructure to increase servicing efficiencies should be undertaken on a regular basis.

In relation to events, increased promotion of waste and recycling requirements at events including education and compliance will help to increase recycling rates and reduce contamination levels.

6.2.3. Commercial Waste Collections

The provision of waste services to commercial customers is based on demand and should be efficient and cost effective.

Commercial waste collection is a very competitive industry with a number of operators providing bulk waste and skip services however the City has an opportunity to promote its 240 litre waste and recycling service and flexible servicing options to increase its customer base.

6.2.4. Bulk Verge General Waste Collections

WALGA developed the "Better Practice Vergeside Collection Guidelines" in consultation with industry including the City of Rockingham and a number of practices are already implemented by the City.

In addition to the current better practice approaches, the guidelines outline the future better practice as on-call vergeside collection systems to address issues of amenity, safety, liability and enforcement. The model proposed is the resident books a collection, with the material to be place out the day before the collection.

The Census reported that in the metropolitan area the following vergeside general waste services were provided:

- Quarterly: 1
- 6 monthly: 10
- Annually: 11
- On-demand: 1
- Other: 7

6.2.5. Bulk Verge Green Waste Collections

The WALGA developed the Better Practice Vergeside Collection Guidelines are consistent for both general and green waste.

The Census reported that in the metropolitan area the following vergeside green waste services were provided:

- Quarterly: 6
- 6 monthly: 10
- Annually: 5
- On-demand: 2
- Other: 6

6.2.6. Millar Road Landfill Facility Tip Passes

The provision of tip passes to residents is generally subject to the local government’s access to a facility. As the City has its own landfill facility it is in a position to offer tip passes.

With the aim of reducing waste disposed at landfills, strategies to reduce waste and increase recycling and reuse are in place to assist the state meet its waste diversion targets.

Reducing the number of tip passes is an option to reduce free access to the landfill and encouraging recycling as most recyclable materials are able to be dropped off for free at the Millar Road Landfill facility.

6.2.7. Rockingham Beach Front Waste Collections

The provision of waste services to public areas is based on demand and should be efficient and cost effective.
### 6.2.8. Comparison with Selected Local Governments

<table>
<thead>
<tr>
<th></th>
<th>City of Cockburn</th>
<th>City of Mandurah</th>
<th>City of Armadale</th>
<th>City of Salisbury (SA)</th>
<th>City of Ryde (NSW)</th>
<th>City of Rockingham</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population</strong></td>
<td>102,000</td>
<td>80,000</td>
<td>74,000</td>
<td>130,000</td>
<td>115,000</td>
<td>121,000</td>
</tr>
<tr>
<td><strong>Kerbside Waste Collection Service</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General: 240ltr Weekly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recyclng: 240ltr Weekly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Green</strong></td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Green: 240ltr Fortnightly</td>
<td>Green: 240ltr Fortnightly</td>
<td>Green: No</td>
</tr>
<tr>
<td><strong>Bulk Verge General Waste Collection</strong></td>
<td>2 x 2m³</td>
<td>1 x 3m³</td>
<td>1 x 6m³ Metals &amp; 6m³ General</td>
<td>2 x On-call service</td>
<td>5 x 1.5m³</td>
<td>1 x 2m³</td>
</tr>
<tr>
<td><strong>Bulk Verge Green Waste Collection</strong></td>
<td>2 x 2m³</td>
<td>2 x 2m³</td>
<td>2 x 6m³</td>
<td>No</td>
<td>6 x on site chipping service</td>
<td>3 x 2m³</td>
</tr>
<tr>
<td><strong>Tip Passes</strong></td>
<td>6 x 1m³ multi-purpose</td>
<td>2 x 1m³ General</td>
<td>4 x 1.3m³ (sorted waste)</td>
<td>1 x 2m³</td>
<td>No</td>
<td>4 x 1m³ General</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>Subsidised worm farms, compost and bokashi bins</td>
<td>15 item e-waste collection</td>
<td>Free e-waste collection, worm farms and compost bins at cost</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 6.3. Listing All Key Elements That Could Potentially Fill the Gap

#### 6.3.1. Kerbside Waste and Recycling Collections

The service levels currently provided are adequate and have not been subject to any consistent issues or complaints however the percentage of waste that is diverted from landfill has remained relatively static for a number of years at under 30% and is significantly below the target of 50% in 2015.

The current cost per tonne of disposing of waste at the Millar Road Landfill Facility is almost $100 compared to under $20 to process a tonne of recyclables. This price difference will increase as the landfill levy will be significantly increased to $55 per tonne from January 2015 with the levy set to increase incrementally to $70 from 1 July 2019.

The Better Bins model would require an investment in an additional bin and the introduction of another fortnightly collection service. The current cost of a fortnightly collection, based on the recycling contract excluding processing costs, is approximately $1.20 million.

The processing options for green waste will need to be further explored to enable a decision on whether to include green waste only or full organics (green waste and food waste) in the green waste bin. An audit to determine the amount of green waste currently being deposited with general waste would also need to be undertaken to quantify the potential reduction in waste generated.

The City has undertaken a trial of 360 litre recycling bins, replacing the current 240 litre recycling bins, in newly developed residential estates. As part of a phased implementation and assessment process of a
three bin system, the City commenced a trial in December 2011 of the larger recycling bins in a new residential estate and has progressively expanded the trial to new residential estates.

The cost of using a larger bin to increase the recycling capacity rather than increasing the frequency of the collection is estimated to be one third the cost of an additional weekly collection.

The City’s Business Plan includes funds for the continuation of the rollout each year until all recycling bins have been upgraded to the larger 360 litre bins.

Following the introduction of the three bin system the provision of a smaller 140 litre general waste bin will become standard to all new and replacement services as a phased implementation of the smaller capacity bins.

The City has submitted an Expression of Interest (EOI) to the Waste Authority under the Better Bins funding program to allow for the rollout of the 360 litre recycling bins to all existing properties and provide the opportunity to assess the feasibility of introducing a third bin for green waste utilising the existing 240 litre bins.

The funding submission is seeking assistance with the purchase and rollout of the 360 litre recycling bins with the project costs including the purchase of bins, delivery to each property, additional collection costs for one year and an education and awareness program directly targeted to the project.

The additional cost of servicing a 360 litre bin is less than $0.40 per lift. The project cost is estimated at $4.51 million with funding of $2.0 million sought under the program however a response to the EOI is not expected until late 2014 or early 2015.

To improve recycling and reduce contamination new education and promotion initiatives will be trialled including a Bin Tagging program.

The Bin Tagging program uses a combination of information provision, enforcement and incentives to encourage residents to change their behaviour. The program has been used in South Australia and has significantly reduced contamination in recycling bins and increased recycling over a sustained period of time.

The following steps are a summary of the process:

- Step 1: Undertake a baseline visual audit of recycling and general waste bins in the target areas
- Step 2: For the following two fortnights, visual audits are again completed, with households provided with feedback on their performance via ‘tags’ attached to the recycling and waste bin handles
- Step 3: For the fourth audit, if a household has shown contamination in all of the previous audits, their recycling bin lid will be ‘stickered shut,’ and not collected. The household will be instructed (via another tag) to remove the contamination and put their bin out the next fortnight for collection
- Step 4: If a household continues to contaminate the recycling bin, the final step involves removing the recycling service. Based on the South Australian results there were no households that reached this point

The City has also made provision for the implementation of Radio Frequency Identification (RFID) technology to assist in the collection of waste data. When included with a Global Positioning System (GPS) and camera the technology can be used to:

- Identify customer collections using RFID technology to produce accurate billing and service information
- Report on service exception such as ‘bin not out’ from the truck and allow customer services to log customer complaints
- Capture photographic evidence from the truck of service problems such as broken or overfull bins
- Real-time GPS tracking to monitor collections and status of vehicles
- Assists in planning and optimisation of routes to ensure efficiency.

6.3.2. Street, Park and Event Waste Collections
The service levels currently provided are adequate and have not been subject to any consistent issues or complaints.
Regular reviews of the demand and usage of services provided should be undertaken to ensure the service remains relevant and efficient.

Some existing street bins are considered unsuitable in relation to occupational health and safety requirements and require upgrading. These are the older bin insert style bin surrounds where the employee has to lift the bin inset up and out of the surround to service the bin. New infrastructure has a small bin similar to that used for residential properties that fits into the decorate bin surround making it easier and safer to service.

Strategies to improve promotion of waste and recycling at community events should be introduced to improve recycling rates and contamination levels.

6.3.3. Commercial Waste Collections
The service levels currently provided are adequate and have not been subject to any consistent issues or complaints.

Regular audits of the services provided against the number of services charged should be undertaken to ensure the service remains efficient.

Strategies to improve promotion of waste and recycling to existing and potential commercial customers should be introduced to increase the customer base and to improve recycling rates and contamination levels.

6.3.4. Bulk Verge General Waste Collections
The current service has improved following increased supervision and compliance checks by both the City and its contractor. Despite the increased compliance there are some properties that do not comply with the requirements of the service and further improved enforcement strategies need to be implemented.

Complaints received regarding the service generally relate to the amenity, security and safety issues presented by having piles of general waste on the verges throughout the area for long periods of time.

To reduce these issues it is proposed to limit the collection time in any area to one week effectively providing a weekend to put waste on the verge which will be collected by the end of that week. This will require the bulk waste collection areas to be reviewed to ensure they are able to be collected in that timeframe.

The option proposed in the Better Practice Vergeside Collection Guidelines for an on-demand collection service would require a significant change to the method and contractual requirements before being implemented however should be investigated as part of the strategy.

6.3.5. Bulk Verge Green Waste Collections
The current service has improved following increased supervision and compliance checks by both the City and its contractor.

Currently the City provides three collections in September, January and May each year limited to two cubic metres each collection.

To address the concerns regarding fire and storm risks it is proposed to reduce the number of collections to two and increase the limit to three cubic metres per collection. These collections would be timed to just before the fire season (October) and prior to the winter storm season (May) each year.

A separate strategy is being developed to specifically address the high fuel loads in bushfire prone areas of the City and any actions will be implemented in addition to the normal green waste collections.

The collection areas are proposed to change in line with the bulk verge general waste collection week effectively providing a weekend to put waste on the verge which will be collected by the end of that week.

The option proposed in the Better Practice Vergeside Collection Guidelines for an on-demand collection service would require a significant change to the method and contractual requirements before being implemented however should be investigated as part of the strategy.
6.3.6. Millar Road Landfill Facility Tip Passes
The City introduced a number of changes to the way the tip passes are managed over the last few years with the old manual tear off tip passes being replaced with the current barcode passes included on the rates notices. As a result of these changes the City has been able to manage the reissue of passes where required and been able to track and produce statistics regarding the use of the tip passes.

Although some properties use all the passes issued (539 or 1%), the majority of properties do not use the tip passes and the average number of passes redeemed is less than three.

Based on the number of tip passes redeemed and the individual usage statistics a reduction in the number of tip passes issued from four general waste and four green waste to four multi-purpose tip passes is considered adequate to accommodate the majority of community. These multi-purpose tip passes will be able to be used for either general or green waste. Based on the current usage this may impact approximately 6% of properties.

6.3.7. Rockingham Beach Front Waste Collections
The service levels currently provided are adequate and have not been subject to any consistent issues or complaints.

Following the recent introduction of the City’s new ‘LitterBusters’ team the role of each team should be monitored to ensure that the service provided is enhanced, with clear responsibilities to prevent duplication or gaps in the service.

6.4. Prioritising and Describing the Key Elements to Focus on

6.4.1. Kerbside Waste and Recycling Collections

6.4.1.1. 360 Litre Recycle Bins
• Continue the rollout of larger 360 litre recycling bins to new and replacement fortnightly recycling services with a complete rollout to be completed by the end of 2015/2016

6.4.1.2. Better Bins Program
• Undertake a waste audit to determine the amount of green waste and recyclable materials currently disposed of in the general waste bin and the level of contamination in the recycling bin and determine the business case for the collection of green waste only or green and organic waste
• Introduce a three bin collection system in 2016/2017 utilising the existing 240 litre recycling bin as the green waste bin
• Progressively rollout 140 litre general waste bins to new and replacement services as part of the new standard service

6.4.1.3. Radio Frequency Identification (RFID)/Global Positioning Systems (GPS)
• Evaluate radio frequency identification and global positioning system technologies and implement suitable technologies in the waste collection service

6.4.1.4. Bin Tagging Program
• Undertake a trial of the Bin Tagging program

6.4.1.5. General
• Investigate alternate waste collection methods/plant to service high density, multi-unit and multi-use developments

6.4.2. Street, Park and Event Waste Collections

6.4.2.1. Street and Park Waste Collections
• Review location, type and usage of public bin infrastructure
• Replace unsuitable public bin infrastructure to ensure compliance with occupational health and safety requirements
6.4.2.2.  Event Waste Collections
• Introduce education and promotion strategies to increase recycling at community and other events

6.4.3.  Commercial Waste Collections

6.4.3.1.  General
• Undertake an audit the number of services provided against the number charged
• Marketing and promotion initiatives to increase commercial customer base including commercial recycling services

6.4.4.  Bulk Verge General Waste Collections

6.4.4.1.  General
• Review the bulk verge waste collection areas to ensure collections can be completed within one week in each area to minimise amenity and compliance issues
• Implement a community awareness program prior to the 2015/2016 bulk verge general waste collection
• Review and implement compliance measures in liaison with LitterBusters and Ranger Services teams to minimise amenity and compliance issues
• Investigate the feasibility of an on-demand bulk verge general waste collection

6.4.5.  Bulk Verge Green Waste Collections

6.4.5.1.  General
• Reduce the number of collections from three x 2m³ to two x 3m³ per year
• Review the bulk verge waste collection areas to ensure collections can be completed within one week in each area to minimise amenity and compliance issues
• Implement a community awareness program prior to the 2015/2016 bulk verge green waste collections
• Review and implement compliance measures in liaison with LitterBusters and Ranger Services teams to minimise amenity and compliance issues
• Investigate the feasibility of an on-demand bulk verge green waste collection

6.4.6.  Millar Road Landfill Facility Tip Passes

6.4.6.1.  General
• Reduce the number of tip passes allocated per service from four general waste and four green waste to four multi-purpose tip passes
• Implement a community awareness program prior to the 2015/2016 Tip Passes

6.4.7.  Rockingham Beach Front Waste Collections

6.4.7.1.  General
• Coordinate waste collection, litter and amenity services in liaison with the LitterBusters team to minimise duplication and to improve service delivery in the Rockingham Beach Front precinct
7. Risk Management

AS/NZS ISO 31000:2009 defines risk as the “effect of uncertainty on objectives”. A risk is often specified in terms of an event or circumstance and the consequences that flow from it. Risk management is defined as “coordinated activities to direct and control an organisation with regard to risk”.

In order to pro-actively manage the City’s risks, a risk analysis should be done for all team plans, operating projects, infrastructure projects, asset management projects and specific purpose strategies as per the illustration below.

Ongoing Risk Analysis for all

<table>
<thead>
<tr>
<th>City of Rockingham Community Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team plans and Operating projects</td>
</tr>
<tr>
<td>Minor Infrastructure projects</td>
</tr>
<tr>
<td>Major Infrastructure projects</td>
</tr>
<tr>
<td>Asset Management projects</td>
</tr>
<tr>
<td>Specific Purpose strategies</td>
</tr>
</tbody>
</table>

Identify Risks on an ongoing basis and add into the City’s Risk register

Monitor Risks and implementation of identified actions and update in Risk register

The following risks have been identified in the City’s Risk Register relating to the Waste Collection Service;

**Risk 14: The State Government takes over waste management. (High Risk)**
The potential impact is increased costs and loss of control of the service. To mitigate this risk the City continues to implement best practice in the waste collection service.

**Risk 16: Increase cost of services (Medium Risk)**
Increased costs due to compliance issues regarding waste collection services could result in the loss of services such as the bulk verge waste collections. To mitigate this risk the City continues to provide education and community awareness initiatives.

**Risk 17: Closure of Millar Road Landfill Facility (Low Risk)**
The potential impact from the closure of the Landfill facility on the waste collection service is increased costs. To mitigate this risk the City continues to comply with Licensing requirements and safe working procedures and to effectively manage the facility.

**Risk 46: Recycling material recovery facility (MRF) closure (Medium Risk)**
The potential impact from the closure of MRF facilities is the increased cost of an alternate MRF facility or the disposal at landfill. To mitigate this risk the City has developed business continuity plans.
8. Implementation Actions for Each Identified Key Element

8.1. Key Element 1: Kerbside Waste and Recycling Collection Service

<table>
<thead>
<tr>
<th>Implementation Action</th>
<th>Estimated Cost</th>
<th>Represented in which Team Plan</th>
<th>Person Responsible</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undertake a waste audit to determine the amount of green waste and recyclable materials currently disposed of in the general waste bin and the level of contamination in the recycling bin and determine the business case for the collection of green waste only or green and organic waste</td>
<td>$50,000</td>
<td>Waste Services</td>
<td>Waste Services Coordinator</td>
<td>June 2015</td>
</tr>
<tr>
<td>Continue the rollout of larger 360 litre recycling bins to new and replacement fortnightly recycling services with a complete rollout to be completed by the end of 2015/2016</td>
<td>$4.0 million</td>
<td>Waste Services</td>
<td>Waste Services Coordinator</td>
<td>July 2016</td>
</tr>
<tr>
<td>Introduce a three bin collection system in 2016/2017 utilising the existing 240 litre recycling bin as the green waste bin</td>
<td>$750,000</td>
<td>Waste Services</td>
<td>Waste Services Coordinator</td>
<td>July 2016</td>
</tr>
<tr>
<td>Progressively rollout 140 litre general waste bins to new and replacement services as part of the new standard service</td>
<td>$150,000</td>
<td>Waste Services</td>
<td>Waste Services Coordinator</td>
<td>Annually</td>
</tr>
<tr>
<td>Evaluate radio frequency identification and global positioning system technologies and implement suitable technologies in the waste collection service</td>
<td>$250,000</td>
<td>Waste Services</td>
<td>Manager Integrated Waste Services</td>
<td>October 2015</td>
</tr>
<tr>
<td>Undertake a trial of the Bin Tagging program</td>
<td>Staff Time / $10,000</td>
<td>Waste Services</td>
<td>Waste Services Coordinator</td>
<td>December 2015</td>
</tr>
<tr>
<td>Investigate alternate waste collection methods/plant to service high density, multi-unit and multi-use developments</td>
<td>Staff Time</td>
<td>Waste Services</td>
<td>Waste Services Coordinator</td>
<td>September 2015</td>
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8.2. Key Element 2: Street, Park and Event Waste Collection Service

<table>
<thead>
<tr>
<th>Implementation Action</th>
<th>Estimated Cost</th>
<th>Represented in which Team Plan</th>
<th>Person Responsible</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review location, type and usage of public bin infrastructure</td>
<td>Staff Time</td>
<td>Waste Services</td>
<td>Waste Services Coordinator</td>
<td>Annually</td>
</tr>
<tr>
<td>Replace unsuitable public bin infrastructure to ensure compliance with occupational health and safety requirements</td>
<td>$60,000</td>
<td>Waste Services</td>
<td>Waste Services Coordinator</td>
<td>June 2015</td>
</tr>
<tr>
<td>Introduce education and promotion strategies to increase recycling at community and other events</td>
<td>Staff Time / $2,000</td>
<td>Waste Services</td>
<td>Waste Education and Promotions Officer</td>
<td>July 2015</td>
</tr>
</tbody>
</table>

8.3. Key Element 3: Commercial Waste Collection Service

<table>
<thead>
<tr>
<th>Implementation Action</th>
<th>Estimated Cost</th>
<th>Represented in which Team Plan</th>
<th>Person Responsible</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undertake an audit the number of services provided against the number charged</td>
<td>Staff Time</td>
<td>Waste Services</td>
<td>Waste Services Coordinator</td>
<td>Annually</td>
</tr>
<tr>
<td>Marketing and promotion initiatives to increase commercial customer base including commercial recycling services</td>
<td>Staff Time / $5,000 pa</td>
<td>Waste Services</td>
<td>Waste Education and Promotions Officer</td>
<td>Annually</td>
</tr>
</tbody>
</table>
### 8.4. Key Element 4: Bulk Verve General Waste Collection Service

<table>
<thead>
<tr>
<th>Implementation Action</th>
<th>Estimated Cost</th>
<th>Represented in which Team Plan</th>
<th>Person Responsible</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review the bulk verge waste collection areas to ensure collections can be completed within 1 week in each area to minimise amenity and compliance issues</td>
<td>Staff Time</td>
<td>Waste Services</td>
<td>Waste Services Coordinator</td>
<td>February 2015</td>
</tr>
<tr>
<td>Implement a community awareness program prior to the 2015/2016 bulk verge general waste collection</td>
<td>$7,500</td>
<td>Waste Services</td>
<td>Waste Education and Promotions Officer</td>
<td>May 2015</td>
</tr>
<tr>
<td>Review and implement compliance measures in liaison with LitterBusters and Ranger Services teams to minimise amenity and compliance issues</td>
<td>Staff Time</td>
<td>Waste Services</td>
<td>Waste Services Coordinator</td>
<td>July 2015</td>
</tr>
<tr>
<td>Investigate the feasibility of an on-demand bulk verge waste collection</td>
<td>Staff Time</td>
<td>Waste Services</td>
<td>Manager Integrated Waste Services</td>
<td>December 2016</td>
</tr>
</tbody>
</table>

### 8.5. Key Element 5: Bulk Verve Green Waste Collection Service

<table>
<thead>
<tr>
<th>Implementation Action</th>
<th>Estimated Cost</th>
<th>Represented in which Team Plan</th>
<th>Person Responsible</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce the number of collections from 3 x 2m³ to 2 x 3m³ per year</td>
<td>Staff Time</td>
<td>Waste Services</td>
<td>Waste Services Coordinator</td>
<td>February 2015</td>
</tr>
<tr>
<td>Review the bulk verge waste collection areas to ensure collections can be completed within 1 week in each area to minimise amenity and compliance issues</td>
<td>Staff Time</td>
<td>Waste Services</td>
<td>Waste Services Coordinator</td>
<td>February 2015</td>
</tr>
<tr>
<td>Implement a community awareness program prior to the 2015/2016 bulk verge green waste collections</td>
<td>$7,500</td>
<td>Waste Services</td>
<td>Waste Education and Promotions Officer</td>
<td>May 2015</td>
</tr>
<tr>
<td>Review and implement compliance measures in liaison with LitterBusters and Ranger Services teams to minimise amenity and compliance issues</td>
<td>Staff Time</td>
<td>Waste Services</td>
<td>Waste Services Coordinator</td>
<td>July 2015</td>
</tr>
<tr>
<td>Investigate the feasibility of an on-demand bulk verge waste collection</td>
<td>Staff Time</td>
<td>Waste Services</td>
<td>Manager Integrated Waste Services</td>
<td>December 2016</td>
</tr>
</tbody>
</table>

### 8.6. Key Element 6: Millar Road Landfill Facility Tip Passes

<table>
<thead>
<tr>
<th>Implementation Action</th>
<th>Estimated Cost</th>
<th>Represented in which Team Plan</th>
<th>Person Responsible</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce the number of Tip Passes allocated per service from 4 x General Waste and 4 x Green Waste to 4 x Multi-Purpose Tip Passes</td>
<td>Staff Time</td>
<td>Waste Services</td>
<td>Manager Integrated Waste Services</td>
<td>May 2015</td>
</tr>
<tr>
<td>Implement a community awareness program prior to the 2015/2016 Tip Passes</td>
<td>$5,000</td>
<td>Waste Services</td>
<td>Waste Education and Promotions Officer</td>
<td>June 2015</td>
</tr>
</tbody>
</table>

### 8.7. Key Element 7: Rockingham Beach Front Waste Collection Service

<table>
<thead>
<tr>
<th>Implementation Action</th>
<th>Estimated Cost</th>
<th>Represented in which Team Plan</th>
<th>Person Responsible</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinate waste collection, litter and amenity services in liaison with the LitterBusters team to minimise duplication and to improve service delivery in the Rockingham Beach Front precinct</td>
<td>Staff Time</td>
<td>Waste Services</td>
<td>Waste Services Coordinator</td>
<td>December 2014</td>
</tr>
</tbody>
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9. **Appendix 1: List of Definitions**

1. **City of Rockingham Community Plan**

   The City of Rockingham Community Plan is a document prepared from Community inputs, which provide strategic guidance with regards to the core services, facilities and leadership the City of Rockingham should provide for existing and new residents in the next 10 years. The City of Rockingham Community Plan guides and informs all other plans within the City of Rockingham.

2. **Aspirations**

   There are a total of 16 Aspirations (captured under the headings “Community”, “Infrastructure and Services”, “Environment and Land use” and “Civic Leadership”) that Council aspires to achieve in order to meet the Community’s expectations as captured in the Community Plan.

3. **Activity and Key Elements**

   Activities are those “things” that need to be done in order to meet the objectives of any particular aspiration of the Community Plan. Each activity will cover various key elements.

   Key elements are those key issues that will be addressed within an activity to close the gap between a current and a desired state indicated in a Specific Purpose Strategy. Under each key element would be a list of implementation actions that need to be completed in order to achieve the expectations for that activity. Each of these implementation actions will also be represented in a Team Plan or the Asset Management Plan or the Infrastructure Plan.

4. **Specific Purpose Strategies and Plans**

   A Specific Purpose Strategy or Plan is a strategy that is aimed at achieving one or more of the aspirations indicated in the City of Rockingham Community Plan, with actions to implement and consideration of resource constraints (time, financial, people).

5. **Implementation Actions**

   Implementation actions are all the actions that have been identified in the Specific Purpose Strategy and that are aimed at achieving a particular aspiration in the City of Rockingham Community Plan. All implementation actions need to be represented in a relevant team plan.

6. **Team Plan**

   A Team Plan is a 10-year strategic implementation document that drives the implementation of the City of Rockingham Community Plan all the way through to the operational level. Every Team Plan is informed by the City’s Community Plan and the Specific Purpose Strategies, and contains the implementation actions as identified in the Specific Purpose Strategy.

   Every operational team is held responsible for the development and implementation of a Team Plan, thus ensuring implementation of all identified activities.

7. **Asset Management Plan**

   The Asset Management Plan addresses the costs associated with the maintenance of the City of Rockingham’s assets over the next 10 years. The Asset Management Plan is informed by the City of Rockingham Community Plan and the Specific Purpose Strategies.

8. **Infrastructure Plan**

   The Infrastructure Plan is a 10-year Plan that addresses the Infrastructure projects for the City of Rockingham within a given capital constraint as determined by the revenue and operational expenses. The Infrastructure Plan is informed by the City of Rockingham Community Plan and the Specific Purpose Strategies.
9. **Revenue Strategy**

The Revenue Strategy is a 10-year Plan that addresses all revenue sources for the City of Rockingham. The Revenue Strategy is informed by the City of Rockingham Community Plan and the Specific Purpose Plans.

10. **City of Rockingham Business Plan**

The City of Rockingham Business Plan is a financial document, which culminates the information presented in the Team Plans, Asset Management Plan, Infrastructure Plan and Revenue Strategy into one comprehensive picture representing the 10-year financial position of the City of Rockingham. The City of Rockingham Business Plan is a document that ensures the financial sustainability for the future strategic positioning of the Council and follows the City of Rockingham Community Plan.

11. **Budget**

Budgets are informed by the Team Plans, and are prepared annually to guide decision making with regards to available funds. Budgets are fed by year one of the Team Plans and thus also follow the City of Rockingham Community Plan.
10. Appendix 2: References

- City of Rockingham 2014, *City of Rockingham Strategic Community Plan 2015-2025.*
- Western Australian Local Government Association 2013, *Vision for Waste Management in the Metropolitan Area.*