



2023 Energy from Waste Workshop

A Council Journey - Project 24

Introduction to Project 24

The Councils of Camden, Campbelltown, Wollondilly and Wingecarribee currently manage around 200,000 tonnes of waste annually for 400,000 residents.

The current regional contract commenced in 2009 and is due to expire in 2024.

In 2017, the Councils commenced working on a joint procurement project for the rapidly growing regions next waste processing and disposal contract with the aim to secure a long term solution for the region and attract new technology .



Project 24



Designing the approach

Where did we start

- Consultation with industry
- Alternate contract models
- Consult with Community
- Council Waste Strategy

Kick Starting the Project

- Project concept
- Memorandum of Understanding

The Project team

- Waste staff
- Consultants / specialists
- Executive staff



Project 24



Project Structure



Project 24



Project 24 Objectives

Objectives:

- Value for money
- Price certainty
- Security
- Adaptability to change
- Sustainable technology
- Support the circular economy
- Align with NSW Waste Strategy
- Maximise resource recovery, reduce waste to landfill

Benefits of a Long-Term Joint contract:

- Commercial opportunity / value proposition
- Enable innovation and new infrastructure
- Attract investment and technology



Project 24



Project time line

| Activity | Time frame – Original |
|---|-----------------------|
| Early industry consultation | 2017 |
| Project scoping and design | 2018 |
| Industry engagement | 2019 |
| Develop RFT Documentation Industry Consultation on RFT Issue RTF Close Tenders | 2020 |
| Recommendation to Councils | June 2021 |
| Facility development and construction | 2021 – 2024 |
| Contract Commencement | July 2024 |

| Activity | Time frame - Actual |
|---|---------------------|
| Initial industry engagement Project concept brief developed and approved | 2017 |
| MOU executed between the Councils ACCC Application commenced Formation of the Project Control Group | 2018 |
| Appointment of consultants Project Risk Register developed Engagement with State Government Agencies and Industry consultation ACCC Authorisation Granted | 2019 |
| Industry consultation (Draft RFT documentation released) ACCC authorization amended | 2020 |
| Issue RFT | 2021 |
| Close Tenders Recommendation to Council Contract Negotiations | 2022 |

Project 24



Risk Management

Managing Risk

- Monitor the risks and controls
- Consider control measures
- Regularly review and update Risks and Control
- Assess the effectiveness of the controls

| | | IMPACT | | | | |
|-------------|---|---------------|------------|------------|-------------|-------------|
| | | A | B | C | D | E |
| | | Negligible | Minor | Moderate | Significant | Severe |
| PROBABILITY | E | Very Likely | Low Medium | Medium | Medium High | High |
| | D | Likely | Low | Low Medium | Medium | Medium High |
| | C | Possible | Low | Low Medium | Medium | Medium High |
| | B | Unlikely | Low | Low Medium | Low Medium | Medium |
| | A | Very Unlikely | Low | Low | Low Medium | Medium |

Major Risks identified

Councils withdrawing from the project
 Changes in the market
 Changes to Technology
 Changes in Government
 Legislation

The level of technical expertise

Time lines

Federal and State strategies

Lessons Learned

- Start early
- Engage specialist technical support
- Consult early and often
- Formalise the project structure and process
- Resource the project team
- Identify the risks and develop controls
- Be flexible



Project 24



Questions

Corey McArdle
Manager Waste & Environmental Services

Wollondilly Council

Email - corey.mcardle@wollondilly.nsw.gov.au