

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 .













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 Structure













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 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	2022

Contract Negotiations











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

Major	Risks	iden	tified
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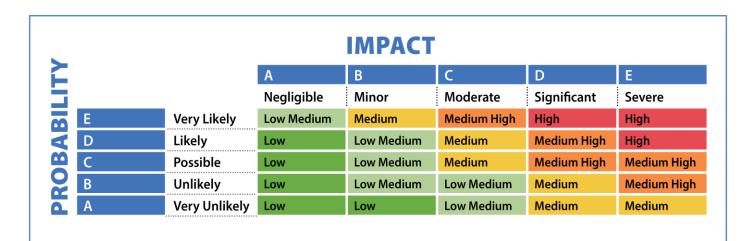
Councils withdrawing from the project

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













