

SUBMISSION TO THE ESTABLISHMENT AND COORDINATION COMMITTEE

1.0 Primary file number
134/330/777/271

Relevant subject matter files
Not applicable

2.0 Title

Council's application to the Queensland Government's Resource Recovery Boost Fund

3.0 Issue/Purpose

To seek approval for Council to submit an amended application to the Queensland Government's Resource Recovery Boost Fund, to reflect a staged approach for dry waste diversion.

4.0 Proponent

A/Group Executive, Environment, Parks and Sustainability Services

5.0 Submission prepared by

General Manager, Waste and Resource Recovery Services, Environment, Parks and Sustainability Services

6.0 For E&C information or approval

For E&C approval

7.0 If for E&C approval, please provide details of the relevant delegation

Power delegated to E&C under resolution 744/2022-23 (22/06/2023).

8.0 Recommendation

That E&C approves Council submitting an amended application to the Queensland Government's Resource Recovery Boost Fund to reflect a staged approach to dry waste diversion, as set out in Attachment C.

9.0 I note the submission is being forwarded to E&C.



Felicity Cooper
A/GROUP EXECUTIVE
ENVIRONMENT, PARKS AND
SUSTAINABILITY SERVICES



Councillor Tracy Davis
CIVIC CABINET CHAIR
ENVIRONMENT, PARKS AND
SUSTAINABILITY COMMITTEE

10.0 Background

The Queensland Government's Resource Recovery Boost Fund (RRBF) provides grant opportunities for eligible Queensland councils to enhance resource recovery infrastructure and practices, create new industries to drive economic growth, support meaningful employment across the State and reduce the impact of waste on the environment.

The RRBF aims to:

- reduce waste and increase recycling by diverting material from general waste bins
- support infrastructure and regional or state scale projects with an emphasis on establishing or enhancing critical recycling and resource recovery infrastructure
- align with the Queensland Government's *Waste Management and Resource Recovery Strategy* and circular economy goals
- support new industries, economic growth and jobs via resource recovery investments.

The RRBF will provide a total of \$60 million (excluding GST) under 2 distinct streams:

- Stream 1: Small projects – \$20 million (excluding GST) (projects less than \$2 million excluding GST) supporting smaller-scale initiatives that provide waste management and/or resource recovery benefits at the local or regional scale
- Stream 2: Major projects – \$40 million (excluding GST) (projects greater than \$2 million excluding GST) supporting more substantial undertakings that offer resource recovery solutions and economic benefits on a regional or statewide scale.

For the initial E&C submission approved by E&C on 24 November 2025, Class V cost estimates were provided at \$30 million. The Queensland Government extension of the application deadline provided time for an updated Class III cost estimate, and the estimate to deliver capital works at both the Nudgee and Willawong Resource Recovery Centres, at an accuracy of -20% to +30% was increased to \$37.4 million. It is proposed to proceed with a staged approach to dry waste diversion, with capital works initially starting at the Nudgee Resource Recovery Centre (NRRC) (the project) during this RRBF funding program. The range of final total cost for the project is expected to be in the range of \$14.7 to \$24 million. Council will consider seeking funding for the proposed Willawong Resource Recovery Centre (WRRRC) works in future RRBF funding programs.

Financial analysis undertaken by BDO Australia for Council indicates that delivery of a dry waste diversion project provides a lower cost solution than sending the same volume of waste to landfill over the next 10 years. The project is expected to avoid some transport costs, landfill levy costs and landfill gate fees, however, will incur new transport costs and new recycling gate fees. This will provide an overall operational cost reduction compared to sending the same waste to landfill. Securing the RRBF funding will enhance this benefit.

The RRBF Program guidelines (refer Attachment B) require applicants to provide a 50% funding contribution for eligible costs for each project. The revised cost estimate for the capital works at the project is \$18.5 million, with eligible funding costs estimated at \$15.6 million. If successful, RRBF funding would be \$7.8 million, with Council contributing \$10.7 million. It is proposed that Council seek approval to submit an amended application for RRBF funding, with the project only proceeding if adequate budget is allocated for delivery in 2026-27 and 2027-28.

To optimise funding opportunities, it is proposed Council submit an application (refer Attachment C) for funding to reflect a staged approach with the revised cost estimate for the capital works at the NRRC. Applications for RRBF funding will close on 12 February 2026. An application for the proposed works at the WRRRC, subject to future RRBF funding availability, future Council budget allocation and a separate E&C approval, will be submitted at a later stage.

It is recommended that E&C approves Council submit an amended application to the Queensland Government's Resource Recovery Boost Fund to reflect a staged approach to dry waste diversion, as set out in attachment C.

List of Attachments:

Attachment A: Summary of decision

Attachment B: Resource Recovery Boost Fund Program guidelines

Attachment C: Council's amended application to the Queensland Government's Resource Recovery Boost Fund

11.0 Consultation

- General Manager Legal, City Legal, Governance and Legal Services (4 February 2026)
- Manager Public Affairs, City Communication, Governance and Legal Services (4 February 2026)
- Chief Financial Officer, Strategic Finance, Corporate Services (4 February 2026)

All are in agreement with the recommendation.

12.0 Options

- Option 1: Approve the recommendation
- Option 2: Not approve the recommendation
- Option 3: Amend the recommendation

Option 1 is the preferred option.

NB: If the officer's recommendation is not followed, then the reasons for departure from that recommendation should be recorded here.



ESTABLISHMENT AND COORDINATION COMMITTEE SUBMISSION

***"COUNCIL'S SUBMISSION TO THE QUEENSLAND GOVERNMENT'S RESOURCE
RECOVERY BOOST FUND"***

FROM THE MEETING OF MONDAY 9 FEBRUARY 2026

At the meeting of Monday 9 February 2026, the Establishment and Coordination Committee approved Council submit an amended application to the Queensland Government's Resource Recovery Boost Fund to reflect a staged approach to dry waste diversion.

RESOURCE RECOVERY BOOST FUND PROGRAM GUIDELINES



Resource Recovery Boost Fund

Program guidelines

Prepared by: Office of Waste Reduction and Recycling, Department of the Environment, Tourism Science and Innovation.

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The Department of the Environment, Tourism, Science and Innovation acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and custodians of the land. We recognise their connection to land, sea and community, and pay our respects to Elders past and present.

The department is committed to respecting, protecting and promoting human rights, and our obligations under the *Human Rights Act 2019*.

Cover page image of Nambour Material Recovery Facility

September 2025

Disclaimer

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1 Overview

The Queensland Government is committed to working with Queensland councils to ensure there is critical waste infrastructure across the State to divert more waste from landfill and boost recycling rates.

The Resource Recovery Boost Fund (RRBF) provides competitive grant opportunities for eligible Queensland councils to enhance resource recovery infrastructure and practices, create new industries to drive economic growth, support meaningful employment across the State, and reduce the impact of waste on the environment.

Councils may make applications individually, as a group of councils, or as part of a public private partnership (PPP).

Round 1 of the RRBF provides a total of \$60 million (excl GST) under two distinct streams:

- Stream 1: Small projects – \$20 million (excl GST) to support smaller-scale initiatives that provide waste management and/or resource recovery benefits at the local or regional scale
- Stream 2: Major projects – \$40 million (excl GST) to support more substantial undertakings that offer resource recovery solutions and economic benefits on a regional or statewide scale.

The focus of the RRBF is on the development of key infrastructure, however limited funding may be available for business cases to assist councils to make progress towards a longer-term project that would provide significant benefits in diverting waste from landfill and recovering valuable materials.

Details regarding eligible applicants, eligible activities and the application process are provided in these guidelines and in [Frequently Asked Questions](#).

Funding summary – Round 1

	Stream 1 Small projects	Stream 2 Major projects
Total funding available	\$20 million (excl GST)	\$40 million (excl GST)
Funding range per project	Up to \$2 million (excl GST)	Over \$2 million (excl GST)

Priority consideration will be given to projects that are ready to commence within six months of execution of a funding agreement. Small projects need to be completed within 18 months of contracting and major projects within three years of contracting.

Priority consideration will also be given to projects that benefit multiple councils or are delivered by a group of councils or by council/s in partnership with the private sector.

Key dates – Round 1

Key Activity	Key dates	
	Stream 1 Small projects	Stream 2 Major projects
Announcement of Program	1 May 2025	
Release of Program guidelines	Friday 12 September 2025	
Program opens for applications	Monday 13 October 2025	
Applications close	3pm Thursday 11 December 2025 *Letters of commitment must be provided within 4 weeks of the application close date.	3pm Thursday 29 January 2026 *Letters of commitment must be provided within 4 weeks of the application close date.
Requests for further information	Further information may be requested from applicants if required and the department will provide timeframes if requests are made.	The department will complete initial assessments within 6-8 weeks of the application close date and, if necessary, will request further information from applicants. Further information requested will have to be provided within 4 weeks of the date of request and will be taken into account in finalising assessment and moderation.
Project completion date	Within 18 months of contract execution	Within 3 years of contract execution
Final project acquittal	Within 8 weeks of project completion date	

For more information, please email OWRRPrograms@detsi.qld.gov.au.

2 Program objectives

The objectives of Round 1 of the RRBf are to support projects that:

- address local, regional and/or statewide waste management and resource recovery priorities, with a focus on initiatives that establish or enhance key recycling infrastructure
- contribute to Queensland's waste and resource recovery targets including diverting municipal solid waste from landfill and boosting recycling rates.

3 Eligibility

3.1 Applicant eligibility

To be eligible for funding under the RRBf, applicants must meet one of the following criteria:

- a single council established under the *Local Government Act 2009* or the *City of Brisbane Act 2010*
- a group of councils that constitutes a legal entity, such as a Regional Organisation of Councils (ROC)
- a Representative entity that has been established with the purpose of representing the interests of councils.

In addition:

- an eligible council may apply as the lead applicant for a council specific project
- an eligible council may apply as the lead applicant for a group of Queensland councils where this group of councils is a legal entity, or has no legal status as a group
- where either a ROC or a Representative entity is the lead applicant there must be at least two councils as project partners and the project must be able to deliver benefits to each partner council involved
- eligible applicants may be involved in no more than two projects at a time under the RRBf (either stream), however at least one of these projects must be a joint project delivered by a group of councils, a ROC or a Representative entity
- partnership projects involving groups of councils and/or PPPs will be considered
- current funding agreements in place between the department and the respective eligible applicant are not included in the two-project limit under the RRBf. However, the department may consider both proposed projects and current projects in assessing the capacity of the eligible applicant to deliver the proposed project
- the department reserves the right to refuse project funding where an applicant council is undergoing formal investigation or has a departmental management process or court order in place.

Applicants should note that they:

- are responsible for obtaining all necessary building, safety and/or environmental permits/approvals required for delivery of project activities, noting that this would be a pre-condition of any subsequent funding agreement

- must demonstrate that all required land tenure and/or Native Title and/or Cultural Heritage approvals have been secured, or are in the process of being secured, noting that this would be a pre-condition of any subsequent funding agreement.

Council partnerships and public private partnerships

Where councils are working in partnership with another council/s, a ROC, Representative entity or a private partner:

- one council, a ROC or a Representative entity must be identified as the lead applicant, who will act as the contracting party and will be responsible for contract management and project delivery
- all council partners and other project partners must be identified in the funding application
- a letter of commitment must be provided by the accountable officer of each project partner, outlining the organisation's involvement in and financial support for the project.

3.2 Project eligibility

To be eligible for funding under the RRBF, projects must:

- have not commenced prior to the announcement of the RRBF on 1 May 2025, however consideration may be given to expanding the scope of existing projects where this meets program objectives
- constitute a clearly defined project that will produce measurable waste reduction and recycling outcomes that align directly with the program objectives
- demonstrate a clear pathway for target materials through the value chain, e.g. consideration of recycling, reprocessing and/or offtake markets
- demonstrate measurable and evidence-based waste management and/or resource recovery outcomes
- be undertaken in Queensland.

Stream 1: Small projects (up to \$2 million excl GST)

Example activities include but are not limited to:

- purchase and installation of recycling and resource recovery infrastructure for sorting, handling, baling, compacting, crushing or shredding that can be either mobile or fixed plant
- implementation of new, or upgrades to existing resource recovery services and/or facilities that deliver enhanced resource recovery outcomes, consistent with Queensland's waste reduction and resource recovery targets
- installation or enhancement of permanent and/or relocatable infrastructure to support better resource recovery practices, such as resource recovery areas, waste transfer stations or mobile material collection infrastructure
- implementation of one or more stages of a multistage project. The proposed project stage/s must:
 - deliver resource recovery outcomes in its own right
 - have a discrete start and end point that demarcates it from other project stages
 - have a defined pathway to future project stages.

- limited funding may be available to contribute to business cases that help progress towards a longer-term project, with a preference for those projects that would support multiple councils.

Stream 2: Major projects (over \$2 million excl GST)

Example activities include but are not limited to:

- capital projects and supporting activities that establish new, or enhance the use of, material recovery facilities, organics processing plants, bulking stations, transfer stations, energy from waste facilities or another facility that undertakes recycling, resource recovery or remanufacturing. Project activities may include:
 - construction of a new facility
 - expansion of an existing facility
 - expansion to the scope of an existing project that will increase capacity to process additional volumes or divert additional waste from landfill
 - incorporation of equipment or technology into an existing facility
 - another activity that supports increases in regional recycling and/or resource recovery
- implementation of one or more stages of a multistage project. The proposed project stage/s must:
 - deliver resource recovery outcomes in its own right
 - have a discrete start and end point that demarcates it from other project stages
 - have a defined pathway to future project stages.

3.3 Ineligible projects and activities

Projects and activities that will not be considered for funding under the RRBf include:

- activities that would generally be considered as business-as-usual for councils, e.g. delivery of an existing waste collection service; maintenance or construction of landfill equipment or infrastructure
- initiatives that may receive financial support from other departmental programs, including the Growing the Recovery of Organic Waste via Food Organics and Garden Organics (GROW FOGO) Program, the Let's Get it Sorted Partnership Program, the Regional Waste Management Plan Coordination Program or the Local Government Battery Collection Program
Please contact the department during development of your application if a proposed project may overlap with an existing program, e.g. if the proposed project is to develop an organics processing solution which relies on household organics collection that could be supported through the GROW FOGO Program.
- standalone waste audit projects
- projects involving the establishment, expansion, maintenance or operation of container refund points
- academic research, research and development, or market development projects
- devolved grant funding, where funds provided to the applicant are in turn provided as grant funding to third parties.

4 Project timeframes

Stream 1 (small) projects must be completed within 18 months of contract execution.

Stream 2 (major) projects must be completed within three years of contract execution.

Priority consideration will be given to applications that can demonstrate they are ready to commence within six months of execution of a funding agreement.

5 Program funding

Funding is available for eligible applicants to undertake projects that meet the objectives of the Program.

Round 1 of the RRBf provides funding across two program streams:

	Stream 1 – small projects	Stream 2 – major projects
Project description	Smaller-scale initiatives that provide resource recovery benefits at the local or regional scale	Larger-scale undertakings, including significant infrastructure projects that offer resource recovery solutions and economic benefits on a regional or statewide scale
Total funding available under Round 1	\$20 million (excl GST)	\$40 million (excl GST)
Funding range per project	Up to \$2 million (excl GST)	Over \$2 million (excl GST)

5.1 Eligible expenses

Eligible expenses include, but are not limited to:

- capital expenditure related to construction, equipment and infrastructure essential to project execution, including:
 - purchase and integration of new equipment or technology to support improved collection, treatment, sorting or processing of recovered materials
 - non-passenger vehicles or plant to support loading or moving of recovered material
 - construction of slabs or sheds to support material collection, bulking, sorting, processing or storage
- specific transport related costs:
 - freight costs related to the transport of new infrastructure to the project site or the movement of new mobile infrastructure between sites where it is being used to achieve the objectives of the RRBf
 - up to five per cent of approved funding may be used for freight costs related to transporting materials to or from a newly established facility or service supported under the RRBf, where the transport activity is necessary to support or sustain that infrastructure or service

- limited funding for business cases that progress towards a longer-term project. Applications must demonstrate a defined pathway to a future project and the outcomes required from the business case that would support future implementation decisions by the applicant.

5.2 Ineligible expenses

Ineligible expenses include, but are not limited to:

- temporary works except where required to enable completion of the project
- land acquisition and associated costs, fees and charges
- roads (public or private access)
- civil construction not directly related to building construction, e.g. site drainage, water tanks, solar panels
- weighbridges
- passenger vehicles and non-essential plant, including lease or purchase costs
- statutory fees and charges or costs associated with obtaining regulatory approvals, permits, or licenses
- staff wages and oncosts
- recurrent operational expenses, e.g. utilities, administrative costs, corporate overheads, office consumables, office equipment hire and maintenance, equipment and motor vehicle repairs or maintenance
- costs relating to material transport, except for those costs detailed as specific transport related costs under eligible expenses
- costs associated with development of an application
- costs associated with feasibility studies, noting that limited funding is available for business cases
- project management or grant administration costs, including staff or contractor salaries
- insurances, e.g. public liability, volunteer, motor vehicle
- legal costs
- contingency costs
- procurement costs
- entertainment, event and celebration expenses
- gifts, sponsorships and membership fees
- conferences, workshop and training expenses, unless specific training is required to ensure success of the project;
- financial oversight costs related to auditing, financial analysis, or oversight that are part of normal business operations
- items purchased for the project prior to 1 May 2025

- other costs or additional expenses deemed by the department to be unreasonable or unrelated to project delivery.

5.3 Applicant contribution

Successful applicants are required to provide a direct financial and/or in-kind contribution to the project. The table below outlines the minimum contribution to project costs required under different applicant structures (see Appendix 2 for list of remote councils):

Applicant type	Minimum required applicant contribution	
	Stream 1 Small projects	Stream 2 Major projects
Single remote council ⁺	10%	15%
Single non-remote council	40%	50%
Single council representing a group of councils ⁺		
ROC/Representative entity ⁺		
Public private partnership	1:1:1 ratio between RRBF / Council / Private Partner	1:1:1 ratio between RRBF / Council / Private Partner

* The minimum required applicant contribution relates to the total contribution to be made to the project, not per applicant or partner organisation.

+ Contributions below this requirement may be considered where remote council/s are project applicants or delivery partners.

Funding from other Queensland or Commonwealth Government programs may only be used as part of the co-contribution with the explicit agreement of the department and other identified funding agency/agencies.

RRBF funding may not be used by grant recipients as a contribution towards other State or Commonwealth funded programs.

Successful applicants will be responsible for all ineligible costs related to delivery of the project.

5.4 GST

Funding offered through the RRBF will be subject to the Australian Tax Office determination [GSTR 2012/2](#).

Activities funded under the RRBF do not involve the supply of goods or services to the department. This means that grant funding provided under the RRBF is not subject to GST.

Additional funds will not be provided to cover applicant's GST obligations associated with their project. Applicants are responsible for their own GST obligations incurred through the delivery of their project.

Grants may be treated as assessable income for taxation purposes. The State does not provide tax advice to applicants and recommends applicants seek independent professional advice on their tax obligations.

For advice on GST, please seek assistance from the [Australian Tax Office](#).

6 Application process

6.1 Submitting applications

Applications will open on Monday 13 October 2025 and links to the application forms will be included on the [department's website](#).

All applications must be submitted using [SmartyGrants](#) the department's online grants administration program.

Applicants must read these guidelines in full before applying for funding and are strongly encouraged to familiarise themselves with the SmartyGrants online application system and other supporting documentation before beginning the application process.

Applicants are required to submit their complete application and all supporting documentation in full by the submission deadline.

The two program streams under the RRBf have different application forms and application processes in place. It is your responsibility to ensure you apply under the correct program stream based on your funding request.

The online application form, along with these guidelines, outline the specific requirements and details that are required for a complete application. Further information can be found in the [Frequently Asked Questions](#).

For Stream 1 applications, further information may be requested from applicants if required and the department will provide timeframes for information to be provided when requests are made.

Given the increased scale and complexity expected for Stream 2 applications, the department will complete initial assessments within six to eight weeks of the application close date and, if necessary, will request further information from applicants. Further information requested will have to be provided within four weeks of the date of request and will be taken into account in finalising assessment and moderation.

New users will need to set up a free online SmartyGrants account. If you already have a SmartyGrants account, you can login using your existing details.

The [Help Guide for Applicants](#) explains the steps you need to take to complete and submit your form.

If you experience technical difficulties creating an account or completing an online form, contact SmartyGrants on (03) 9320 6888 or email service@smartygrants.com.au.

Deadlines for submitting an application are strict and no extensions will be provided. Applications that do not meet the minimum requirements, e.g. provision of full project details, documentation, required quotes, may not be considered.

6.2 Required documents

Similar types of documents are required to support your application under either project stream. However, the level of detail required will depend on the scale and complexity of the proposal.

The application forms in SmartyGrants identify the required fields (*) and will prompt you to upload the necessary supporting documents. These include:

- authorisation to submit the application and certification of applicant contributions:
 - for council applicants this includes endorsement of the project and financial contribution by the financial delegate
 - for ROCs and Representative entities - this includes endorsement of the project and financial contribution by executive management or the board
- a letter of commitment from each project partner (if applicable) including financial contribution and/or in-kind contribution. If letters of commitment are not available by the application close date, they may be provided to the department within four weeks of the application close date. Please email the department at OWRRPrograms@detsi.qld.gov.au if you will be providing these after the application close date
- a minimum of two valid quotes for individual expenses exceeding \$25,000 (excl GST) or justification of quote absences and method for calculation of costs
- proposed scheduling of key activities including expected completion date of project
- risk management plan
- communications and engagement plan if relevant to the project
- proposed governance arrangements if working with partner councils, ROCs, Representative entities or private partners
- certificate of currency of public liability insurance coverage of at least \$20 million (in total and per event), that is current and remains current for the duration of the project
- certificate of currency for workplace health and safety insurance and evidence of adequate insurance coverage for workers and volunteers as required under the *Work Health and Safety Act 2011* (where applicable).

7 Assessment process

Applications will be assessed by an assessment panel established by the department.

Departmental staff involved in the assessment will operate under the Queensland Public Service Code of Conduct.

Where necessary, technical advice will be sought from external representatives with expertise in a relevant field.

External advisors will operate under confidentiality requirements.

The department may seek advice from stakeholders regarding the application.

Based on assessment outcomes, the department will make funding recommendations to the relevant delegate.

7.1 Assessment criteria

Assessment criteria	Weighting
1) Meets the objectives of the program This includes the extent to which the proposed project meets one or more of the following: - addresses local, regional and/or statewide waste management and resource recovery priorities, with a focus on initiatives that establish or enhance key recycling infrastructure - contributes to Queensland's waste and resource recovery targets including diverting municipal solid waste from landfill and boosting recycling rates. Priority consideration will be given to projects that are ready to commence within 6 months of execution of a funding agreement.	40%
2) Represents value for money This includes the extent to which the application: - describes the scale of the project, project activities and expected material outcomes versus the funding sought - clearly specifies eligible and ineligible project costs - provides supporting documentation for project costs and budget breakdown including required evidence for project expenses above \$25,000 - demonstrates organisational support of the funding contributions and in-kind contributions proposed from the lead applicant and any project partners - demonstrates the impact of the project in relation to the program objectives.	25%
3) Regional and community weighting This includes the extent to which the proposed project: - is to be implemented or provides indirect benefits within remote or regional Queensland - will support or provide benefit across more than one local government area - will support local resource recovery solutions, job creation, capacity building and strengthening local business, including industry and end markets - demonstrates community benefit. Priority consideration will be given to projects that benefit multiple councils or are delivered in partnership with the private sector.	25%
4) Demonstrates a sound project management approach and governance arrangements This includes the extent to which the application:	10%

- | | |
|--|--|
| <ul style="list-style-type: none"> • clearly details the project's objectives, likely potential outcomes (including why the project is necessary) and key performance indicators • provides a clear explanation of the proposed project activities • includes a clear implementation schedule including project start and end dates, timeframes and key milestones linked to activity and/or expenditure • demonstrates organisational (including project partner) capability and capacity to deliver the project • clearly details project governance, project monitoring, reporting and evaluation • for partnership projects, clearly details governance arrangements and responsibilities between project partners • clearly details project risks and risk reduction strategies • clearly details key project stakeholders and engagement strategies to support project implementation • provides a commitment to maintain the project deliverables beyond the life of the project or can demonstrate there will be ongoing benefit • details the contribution of project partners. | |
|--|--|

7.2 Additional considerations

Where applicable, an applicant's past performance in grant programs administered by the department will be taken into consideration. This includes performance against reporting requirements, evidence provision, financial acquittal and ability to meet milestones and other contractual obligations.

7.3 Assessment outcome

The department will provide written advice to all applicants regarding the outcome of their application.

Successful applicants will be required to execute a grant agreement with the State represented by the department.

Details of successful applications including the name of successful applicants, funding allocated, project location and a description of the project will be published on the Queensland Government website and may be announced through media including social media.

Unsuccessful applicants can request feedback on their application by emailing OWRRPrograms@detsi.qld.gov.au.

Applicants may lodge an appeal with the department for any decisions made relating to their grant application by emailing OWRRPrograms@detsi.qld.gov.au.

8 Funding availability

Funding will be available following the assessment and approval of applications, subject to the signing of a grant agreement by both parties, and the provision of all required documentation to the department. Successful applicants should not make any financial commitments (that rely on the grant funding) until all necessary documents have been finalised, and the grant agreement has been executed.

The grant agreement will outline the payment arrangements for project funding based on a milestone schedule. A percentage of funds will be retained by the department until the project is successfully acquitted.

9 Further information

If you have any questions relating to these guidelines or if you would like to discuss your application, please contact the department by email at OWRRPrograms@detsi.qld.gov.au.

10 Privacy statement

The department is collecting personal information in the application for the RRBF to assess your application for funding and prepare a grant agreement, should your application be successful.

All personal information you provide in the application form, including all attachments, will be routinely provided to the following parties for assessing the application:

- other Queensland Government agencies
- external assessment panel members.

Where necessary, information contained in your application may also be provided to the Queensland Minister for the Environment and Tourism and Minister for Science and Innovation and the Minister's members of staff for reporting purposes (except for that information which relates to the department's confidentiality obligations).

The department will seek your consent for any uses or disclosures outside of these specific terms.

If your application is successful, the following information will be routinely published on the Queensland Government website and may be announced through media including social media:

- your organisation's name
- total amount of funding allocated
- project name, location and description.

Your grant application and associated documentation is subject to the *Right to Information Act 2009*. If you wish to access your personal information that is in the control of the department, you may contact [Right to Information Services](#).

If you have any questions or concerns regarding the privacy of your personal information, please contact the department's Privacy Services unit by email privacy@detsi.qld.gov.au.

11 Grant terms and conditions

Applying for the grant

- Applicants must provide all required information at the time of submission of their application. Required information is clearly identified in the application form by a red asterisk (*). Failure to submit all required documents may result in your application being deemed ineligible.
- By submitting an application, the applicant agrees to abide by all of the terms and conditions as specified in these guidelines.
- Applicants must be covered by at least the following insurance:
 - public liability insurance of a minimum of \$20 million
 - workers and volunteers under the *Queensland Work Health and Safety Act 2011*.
- Any liaison with an assessment panel member by an applicant or another person about a specific application may result in immediate disqualification.

Grant agreements and the provision of funding

- A grant agreement will be developed using information provided in the application form and in negotiation with the approved recipient.
- The grant agreement will specify the financial and operational requirements of the grant.
- Funding will not be available until both parties sign the grant agreement and any additional required documentation has been provided to the department.
- Signing of the grant agreement indicates the recipient's acceptance of all funding terms and conditions in the guidelines and funding agreement.
- Funding may be provided in milestone payments with a final payment withheld until completion of the project and the department's acceptance of acquittal documentation.
- The date and value of the milestone payments will be negotiated however the final decision will be made by the department.
- Funding provided must be spent for the purposes stated in the grant agreement and in accordance with program guidelines.
- Variations to the agreed project details should be applied for in writing to the department. It is at the absolute discretion of the department's delegated officer to provide approval. No variation is to be implemented without the applicant first receiving written approval from the department.
- In the event of cancellation of a funded activity, the department must be notified in writing. Any unspent funds shall be returned to the department.
- All projects must be completed within the timeframes established by the grant agreement and in accordance with Key Dates in these guidelines.

Acknowledgement of funding

- All promotional material relating to the project must acknowledge funding from the department. This includes promotional flyers, banners and any other promotional material. The final draft of any promotional material using the Queensland Government logo must be approved by the department before going to print in accordance with the timeframes provided in the funding agreement.

- Details of how and where grant recipients will be expected to acknowledge funding, including approval requirements, will form conditions of the grant agreement and will be consistent with the [Funding Acknowledgement Requirements](#) on the department's website.

Reporting requirements

- Failure to meet reporting and acquittal requirements in the grant agreements may render the applicant ineligible for further funding under this grant program, and/or result in suspension of grant instalments.
- All grant recipients will be required to submit quarterly progress/milestone reports as per the department's requirements.
- All grant recipients will be required to complete and submit a final report and project acquittal within the timeframes established by the grant agreement.
- All grant recipients will be required to maintain full financial records of expenditure relating to the grant (including, but not limited to, profit and loss statement and receipts for expenditure). This documentation must be provided to the department on request.

Announcement of successful applicants

- The Minister for the Environment and Tourism and Minister for Science and Innovation will announce successful applicants.
- Following the announcement, successful applicants will be listed on the Queensland Government website.
- All applicants will be advised of the outcome of their application in writing.
- Successful recipients are to treat their funding as confidential prior to the Minister's announcement of the successful applicants, i.e. no media or public announcements of the project should be made until then.

Appendix 1 – Glossary and acronyms

Business case	For the purposes of this program, a business case provides a detailed, operational plan on the delivery of the preferred option previously identified under a feasibility study. A business case would generally inform the final stage approvals for the project, providing more detailed information of the proposed project, expected outputs, outcomes and benefits, detailed budget, return on investment, project scheduling, and risks.
Container Refund Scheme (CRS)	A refund scheme where you can receive 10 cents for the return of eligible containers at a refund point in Queensland.
Feasibility study	For the purposes of this program, a feasibility study focuses on assessing the potential, risks, challenges and opportunities around the delivery of alternative options associated with the delivery of an outcome. A feasibility study should determine the viability of the project.
Infrastructure	Facilities and systems for resource recovery, including material recovery facilities, processing plants and equipment.
Lead applicant	The council that applies for grant funding on behalf of itself and/or other councils. The lead applicant will be the council that is responsible for project management and delivery including executing a contract with the department; co-ordinating project delivery; and reporting to the department on the delivery of milestones.
Non-passenger vehicle	Vehicles used for the movement of material/products either to or within a resource recovery operation. Includes specialised vehicles such as wheeled loaders or rubbish trucks.
Partner council	A council involved in a proposed project (i.e. committing capital and or resources) but is not the lead applicant for the project.
Passenger vehicle	Includes vehicles whose main function is the movement of people or people and goods (e.g. sedan, 4wd and utility vehicles)
Private partner	A private sector entity that collaborates with an eligible applicant to deliver a project under the RRBF. For the purposes of this program a private sector entity is any organisation that is not classified as a public sector entity, and includes private companies and non-government organisations.
Program	The Resource Recovery Boost Fund (RRBF)

Public private partnership	A contractual agreement between a public sector entity (an eligible applicant) and a private partner to deliver infrastructure and/or services under the RRBF.
Remote council	A remote council is based on the Accessibility/ Remoteness Index of Australia Plus (ARIA +) and is characterised by a measure of relative geographic access to services (see Appendix 2).
Representative entity	For the purposes of this program a Representative entity is an established body (and its subsidiaries) whose main functions include advocacy and support for the Representative entity's member councils.

Appendix 2 – Queensland remote councils

Queensland remote councils		
Aurukun Shire Council	Diamantina Shire Council	Napranum Shire Council
Balonne Shire Council	Doomadgee Shire Council	Northern Peninsula Area Regional Council
Barcaldine Regional Council	Etheridge Shire Council	Palm Island Shire Council
Barcoo Shire Council	Flinders Shire Council	Paroo Shire Council
Blackall-Tambo Regional Council	Hope Vale Shire Council	Pormpuraaw Shire Council
Boulia Shire Council	Kowanyama Shire Council	Quilpie Shire Council
Bulloo Shire Council	Longreach Regional Council	Richmond Shire Council
Burke Shire Council	Mapoon Shire Council	Torres Shire Council
Carpentaria Shire Council	Maranoa Regional Council	Torres Strait Island Regional Council
Charters Towers Regional Council	McKinlay Shire Council	Whitsunday Regional Council
Cloncurry Shire Council	Mornington Shire Council	Winton Shire Council
Cook Shire Council	Mount Isa City Council	Woorabinda Shire Council
Croydon Shire Council	Murweh Shire Council	Wujal Wujal Shire Council

ATTACHMENT C

**COUNCIL'S AMENDED APPLICATION TO THE QUEENSLAND GOVERNMENT'S RESOURCE RECOVERY
BOOST FUND**

Resource Recovery Boost Fund Application Form (Stream 2 - Major)

Note: The submission is via an online form. Key inputs have been extracted for preparation and approval.

OPENING DATE: Monday - 13 October 2025

CLOSING DATE: Thursday – 12 February 2026

PROGRAM GUIDELINES: Resource Recovery Boost Fund Guidelines

(https://www.qld.gov.au/_data/assets/pdf_file/0024/625335/resource-recovery-boost-fund-guidelines.pdf)

Questions 1.1 to 2.1 are generic business questions.

2.2 Responsible person / accountable officer

This will be via the CFO via the grants team.

2.3 Authorisation

A letter authorisation signed by the Responsible person, indicating their support of this application. You must include the following information:

A letter of support/ commitment/ authorisation from the CEO or authorised representative, confirming their:

- participation
- direct financial contribution in relation to eligible costs
- direct financial contribution to ineligible costs, and
- in kind contribution

Please upload applicant's authorisation

Attach a file

PARTNERSHIPS

3.4 Non-Council Partners:

If this application involves a partnership with a Regional Organisation of Councils (ROC), Council of Mayors South East Queensland, a representative entity, or private partner, please provide the following details for each partner:

Legal name	ABN	Primary Address	Primary Contact	Primary email address	Website
Cleanaway Pty Ltd	79 000 164 938	174 Gardner Rd Rosedale 4123	Shannon Gorman	rri.alliance@cleanaway.com.au	Cleanaway.com.au

3.5 Please describe the partnership arrangements for the proposed project:

Partner name	Role of each partner	Responsibility – project delivery
Cleanaway	As an Alliance partner, Cleanaway will deliver and manage the proposed infrastructure.	Project delivery Asset maintenance.

3.6 Please describe the proposed governance arrangements between your organisation as lead applicant and partners: Consider elements such as how will the partnership be formalised (e.g. MOU, contract, other)?; how will disputes be resolved?; how will information be shared through the duration of the project?; will an oversight committee, steering committee or similar be established to monitor project progress and what will be the reporting arrangements? Please note that this is how you are managing the relationship between partners as opposed to the governance around the delivery of the project which will be asked later in the application form.

Brisbane City Council (Council) and Cleanaway have a Resource Recovery Innovation Alliance (RRIA) agreement. The governance process of the RRIA is an Alliance board with senior executives from both Cleanaway and Council as the board members. The Alliance Board is the decision-making body for all Alliance related activities.

3.7 Please upload documentation confirming the commitment and authorisation of each partner: You must include the following information from each partner:

A letter of support/ commitment/ authorisation from the CEO or authorised representative, confirming their:

- participation
- direct financial contribution in relation to eligible costs
- direct financial contribution to ineligible costs
- in kind contribution and
- project responsibilities

Note: Please note if you cannot provide the information now you have four weeks from the closure of this Stream of the Grant program to provide this information.

This information will be provided within four weeks of closure of this Stream.

Attach a file

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PROJECT OVERVIEW

4.1 Project short title: * (10 word limit)

Dry Waste Diversion at BCC Transfer Stations

4.2 Problem statement (what is the specific problem you are trying to address?): (250)

In 2024-25, Council received nearly 160,000 tonnes of self-hauled waste from customers. This material, described as dry waste, comes through the self-haul stream from both residential and commercial customers, as well as from the kerbside bulky-item collections. At present, all of this material is managed via landfill disposal. Trials undertaken by Council in 2024-25 estimate that 50-60% of this material could be diverted from the landfill through dry-waste recycling, using private waste-processing facilities within the Greater Brisbane Area.

Council transfer stations (known as Resource Recovery Centres, or RRCs) were originally designed as bulk consolidation facilities, with all waste destined for landfill. Across the four RRCs, Council manages more than 1.5 million transactions a year. At each site, all residual waste is pushed into a central pit, where it becomes mixed. Once mixed, separating wet putrescible waste, collected by Council's contractors from households and businesses via the red bin, from self-hauled waste is not currently economically viable.

To achieve diversion before this mixing occurs, Council must develop an approach that integrates with existing site operations and enables dry waste to be separated and redirected. This work is constrained by limited available space for additional separation activities, safety requirements, and the need to maintain customer service levels while any changes are implemented.

4.3 Project summary (how are you proposing to address the problem outlined above?): (250)

Please provide a high-level overview of your project highlighting primary aims and expected outcomes and how it aligns with program objectives; local, regional and/or statewide resource recovery priorities. How does the project target specific waste management or resource recovery challenges?

The proposed project will deliver both capital works and operational changes to divert the majority of dry waste into a separate stream, enabling increased recycling through existing facilities.

Capital investment will support construction works at one site—Nudgee RRC—to modify and separate the large waste pit. Operational changes will facilitate dry waste separation at the smaller sites, Chandler RRC and Ferny Grove RRC. Works at Willawong RRC are not included within this application and will be progressed in later years pending funding availability through the next round of the Boost program.

Once fully operational the project is expected to divert up to 160,000 tonnes of material per year from Council's landfill stream, with at least 80,000 tonnes per year being successfully recovered from the residual waste stream. The works at Nudgee RRC to which this application is specifically targeted, will divert an estimated 50,000 tonnes per year from landfill into recycling.

Diverting 80,000 tonnes per year from landfill represents a significant environmental outcome for Queensland, directly contributing to state objectives to reduce landfill disposal and increase recycling and resource recovery.

The additional management and processing of the 50,000 tonnes from Nudgee RRC, as part of the broader 160,000 tonnes of dry waste each year will help sustain existing private waste processing facilities, supporting local jobs and economic activity within the Greater Brisbane Area. Diverting this material from the residual waste stream also positions Council for a future transition to Waste to Energy, as most of this material is currently considered unsuitable for that process when mixed with general waste.

4.4 Detailed project description: (500)

Please expand upon your project summary to offer a detailed explanation of your proposed project. Your response should include:

- What is the technology, infrastructure or service to be implemented?
- What are the alternatives and why is this the preferred option?
- What impact does the inclusion of this new infrastructure/ service have on your current operations (new resource recovery opportunity, service delivery, capacity etc)?
- Any additional information in relation to how the proposed project supports program objectives and/or local/regional priorities?

This project is primarily an infrastructure led solution. It involves installing a secondary surge pit at the Nudgee Resource Recovery Centres (RRCs). This pit will enable the diversion of an estimated 55,000 tonnes of selfhauled waste (50,000 tonnes) and bulky kerbside (5,000 tonnes) items per year, which currently enter a single pit and become mixed with putrescible waste. By separating these streams before mixing occurs, self hauled dry waste can be transported to external reprocessing facilities instead of being sent directly to landfill. Council is currently developing designs, progressing from the 10-year Asset Management Plan for the Sites (Attachment 1) to 40% design drawings and associated cost-estimates for these works. (Attachment 2).

The secondary surge pit at Nudgee RRC will be located opposite the existing loading tunnels that service kerbside residual waste from Council's domestic collection fleet. This configuration will allow kerbside putrescible waste to continue being compacted and sent to landfill, while hard self hauled waste is segregated for offsite processing. No additional land is required, and through traffic flow and bay capacity have been designed to minimise onsite congestion. The surge pit will accommodate up to six bays and hold approximately 3,300 m³ of waste.

In addition to the capital works, the project includes operational changes at Council's two smaller RRCs—Chandler and Ferny Grove—which do not require capital expenditure. No grant funding under the RRBf is sought for these operational changes. At Chandler, kerbside residual (putrescible) waste will be diverted directly to landfill, enabling the existing surge pit to be dedicated to selfhauled and bulky kerbside waste for consolidation prior to transport to resource recovery facilities. At Ferny Grove, delivery schedules will be adjusted so kerbside putrescible waste is received only on Mondays and Tuesdays. From Wednesday to Friday, these vehicles will be redirected to other RRCs, allowing the surge pit to be used exclusively

for self hauled waste. A secondary pit at Willawong RRC will be considered in the future pending funding availability through future rounds of the Boost program.

Council forecasts, based on historic data that, it will manage at least 160,000 tonnes per year of combined self hauled dry waste and bulky items into the future. The proposed Nudgee works will divert 55,000 tonnes of waste directly. Trials conducted in 2024–25 with two local providers (Attachment 3) achieved diversion rates of approximately 50% to 65%. If Council implements this solution and diverts approximately 160,000 tonnes per year from the direct to landfill stream, at least 80,000 tonnes could be recovered after processing. This would increase Council's recycling and resource recovery performance from around 30% in 2024–25 to approximately 45% once the system is fully operational. A further increase to around 34–35% is expected in 2025–26 through the rollout of the Universal Green Bin Service.

This critical infrastructure will enable significant additional diversion of waste from landfill. The Nudgee RRC project is expected to require a two year delivery window, with construction completed by the end of the 2027-28 financial year. Several private sector dry waste processing providers operate within the SEQ market. Council intends to procure a processing panel arrangement to provide long term feedstock supply, supporting the stability of local facilities. Council already has buyback arrangements for recovered materials with some providers and will strengthen these commitments through future procurement.

Please upload additional information to support your detailed description:

- Business Case <Attachment 4>
- Work completed by BDO in support of Dry Waste Diversion <Attachment 5>
- Dry Waste Trial Report <Attachment 3>

4.5 Waste Feedstock

Additional information about feedstock (500)

The waste feedstock for this project is described and characterised in the Dry Waste Trial Report. It is sourced from three streams: residential self haul, commercial self haul, and Council's bulky kerbside items collection. This typically includes a range of material. From residential self-haul customers, this includes furniture, building materials, soil, and other home construction materials, as well as other mixed general wastes. Commercial and industrial self-haul is similar in nature. Kerbside bulky items general has a higher proportion of end of life furniture.

Material audited by Rino Recycling and BMI, as summarised in the trial report, comprised a mix of aggregates of various grades, concrete, fines, sand, roadbase, steel, and timber. The remaining portion was categorised as nonrecyclable; however, these materials may still be recoverable through future energy from waste or waste-to-X (e.g., hydrogen, sustainable aviation fuel etc.) technologies.

In 2024–25, Council received and managed 157,000 tonnes of this proposed feedstock, out of a total 727,000 tonnes of all waste streams handled across the network. This has steadily increased from 140,000 tonnes in 2022-23 and 142,000 tonnes in 2023-24 and is expected to be an estimated 165,000 tonnes in 2025-26.

This included 55,000 tonnes from residential self haul, approximately 85,000 tonnes from commercial self haul, and a further 17,000 tonnes from the bulky kerbside items collection. For this application, it is estimated that feedstock will be at least 160,000 tonnes once diversion is fully operational. At Nudgee RRC this was 55,000 tonnes in total.

Excluded from this feedstock (other than incidental contamination) are materials collected through the kerbside MGB system—residual putrescible waste, commingled recycling, and garden organics—as well as single stream recyclables such as mattresses and e-waste, organic waste delivered to RRCs, and other hazardous wastes. Council provides other recycling or waste management services for these materials including free drop off for a range of recyclable materials at our RRCs.

Once processed by the third-party recycling processors, new products will be created including aggregate products, to be used in construction (e.g., sand, roadbase, crushed concrete, fill materials) and soil fines. Additionally, material will be extracted for recycling (ferrous and non-ferrous metals). Residual waste material and rejects will be managed by the processor, utilising existing landfill or future waste to energy solutions.

Please provide further details about the feedstock, such as how it will be accessed, whether there is opportunity to scale up collection or include other feedstocks into the process, what is the market, are there other sources or competitors for this feedstock?

What is the feedstock material	What is the source of the feedstock material	Quantity	What is the total tonnage / volume of expected feedstock to be processed through this project	Duration
Nudgee RRC only. Mixed dry waste, comprising timber, soil, concrete, cement, bricks and tiles, furniture, paper and cardboard. Excludes putrescible waste, separated C&D, organic waste, comingled or separated recyclables.	Self-haul waste brought to the Nudgee RRC (transfer stations) by residential and commercial customers, and also bulky kerbside items.	55,000 tonnes per annum	55,000 tonnes per annum	Ongoing

4.6 Projected waste diversion:

For the feedstock materials above (q 4.6), outline the materials that will be recovered and the quantity of each material type that is expected to be recovered. Please account for the full volume of feedstock.

For example, from 100 tonne of construction and demolition waste feedstock received annually (q 4.6), 30 tonnes of timber and 60 tonnes of concrete may be recovered; include residual waste (10 tonnes) as an additional material type.

Material type	Quantity	Unit	Duration
Metal (ferrous/non-ferrous steel)	2,708	Tonnes	Annually
Timber	12,142	Tonnes	Annually
Aggregates 5mm-70mm, sand, class C, roadbase, fines	20,215	Tonnes	Annually

What quantity of this diverted material is ADDITIONAL diversion?

This may be a completely new feedstock and process, therefore 100% of this diversion is additional, or it may be that you have slightly changed a current process to allow for the more efficient sorting/ processing of materials that you were already collecting/ processing, in which case only a proportion of this diversion is additional.

Material type	Quantity	Unit
Metal (ferrous/non-ferrous steel)	100	Percent
Timber	100	Percent
Aggregates 5mm-70mm, sand, class C, roadbase	100	Percent

4.7 Management and Utilisation of Recovered Materials: (500)

What is the intended fate of materials recovered under this project? e.g. Where will the materials recovered/ processed under this program be sent? What is the target market for the recovered materials? Do you have offtake agreements in place? What is the demand for this material and are there alternative customers – is it a competitive market? What is the sustainability of this market?

Materials recovered under this project will be managed by Council's downstream processors. The target market for recovered materials will depend on the market. Aggregate products, including different graded materials, sand, crushed concrete and general fill, and fines will be used in various construction activities, such as for sub-base under roads, pipe bedding, general fill or other construction purposes. These aggregate products will include those that are required to meet certain specifications for use, and potentially substitute virgin aggregate products.

End markets are already established in South East Queensland for these purposes. In some cases recycled aggregate products must compete with virgin materials on both price and

quality. There is high demand in the Greater Brisbane Area for civil construction materials. This is often driven by corporate social responsibility objectives and green credentials (e.g., Green Star etc.) for new developments. This demand is further supported by procurement policy from the Queensland Government such as through Department of Transport and Main Roads specifications for use of a range of recycled materials in road construction.

Metals recovered will be sent for recycling. There is an active and well supported market in SE Queensland for recovered metals, which are turned into new products.

Timber is expected to be chipped, and turned into landscaping products, or be converted into a refuse derived fuel for use in a biomass boiler or alternative energy from waste facility. There are existing biomass facilities in the Greater Brisbane Area already in operation. Council is aware that timber derived fuel is also an idea feedstock for a proposed (and approved) gasification facility in the Brisbane LGA, which, once operational, could further improve the recovery of this material.

The residual waste leftover from the process is expected to go to landfill, however this material is likely to be suitable for a future combustion energy from waste facility, where the majority of the leftover material (80%+) could be diverted from landfill.

Council has an existing panel arrangement contract with construction waste recycling processors who can take this material. This includes an offtake agreement for price and quality of material that Council can buy back from the preprocessors for use in Council works, where product quality standards are met. Council is currently undertaking a procurement process to refresh this panel arrangement with the project likely to significantly increase the tonnes available for processing. Over time, and pending completion of a procurement process, Council expects to have panel of providers to ensure a sustainable market for the recovered products, including opportunities for Council to buy back products.

4.8 What are the estimated annualised costs

What are the estimated ongoing operational costs related to conducting this activity, how has this been calculated, and how has the applicant taken this into account in deciding the viability of the project?

Amount

\$ neutral (see below)

Operation description

Council has engaged specialist financial consultants to undertake an assessment of the overall viability of the project compared to sending the same waste to landfill. This considers estimated operational costs associated with RRC operations, transport costs, as well as private processing costs. Incoming waste (e.g., weighbridge transactions, on-site processes) are expected to be as current operations as the same volume of waste will be received at the site (see Attachment 5).

Waste will arrive at Council RRCs in the same manner as before, either by residential or commercial customers. Customers will be diverted to the Nudgee self-haul waste pit, as

opposed to the red-bin collections contractors who will be diverted to the wet waste pit. This material will be managed on site by our Alliance Partner, and then consolidated and transported to the processor site via truck. This waste is already entering the RRCs and being managed by our Alliance Partner, so changes to this operation (and subsequent cost changes) are considered against this baseline. It is also noted however that some of this material currently goes to the Brisbane Landfill, which is nearing the end of its approved capacity. Therefore the baseline for comparison also assumes the Brisbane Landfill closes and residual waste is distributed to other landfills in South East Queensland.

Variance in comparable downstream costs will change on an annual basis, as waste processing (i.e., recycling) gate fees and waste disposal (e.g., landfill including the landfill disposal levy). These costs are highly complex, and an accurate annualised estimate cannot be provided. Financial modelling has allowed for a reduction in landfill costs (gate fees, levy, transport) and increased dry-waste processing costs (transport, gate fee) to estimate savings to Council from the proposed works. Financial modelling covers the entire diversion project, combining the proposed Nudgee works, operational works, and considering future works at the Willawong RRC.

This financial estimate indicate that the Net Present Value of the overall project ranges from negative \$18.5M to positive \$14.8M across the entire project which gives an estimated reduction in required cost increases, compared to a base case of sending all waste to landfill. The solution becomes cashflow positive where grant funding is provided to cover 50% of the required CAPEX, and where gate fees can be reduced for higher volumes of dry waste sent to recyclers. NPV is calculated over a 10-year period, noting that the dry waste diversion project will continue in perpetuity and as such, real savings and NPV will be considerably higher over 15 or 20 years.

Is there any generation of income or rebates in relation to the material:

No **X** – Where this material is commercial and industrial in type a gate fee is charged.

What is the estimate of income or rebates in relation to this material:

\$ 0

4.9 Job Creation:

Provide details on the expected jobs created during and after the project:

- Project-Specific Jobs: temporary roles required only for the duration of the project (e.g. construction phase).
- Ongoing Jobs: roles expected to continue after project completion (e.g. operational phase).
- Additional notes: provide estimated duration and/or if job numbers are uncertain, provide your best estimate

Job Type	Number of Jobs (FTE)	Additional notes (200)
Project specific roles	CWY to confirm	
Ongoing jobs	CWY / BCC to confirm.	

4.10 Monitoring and Evaluation: (500)

Please outline the strategies for monitoring and evaluation of project outcomes (e.g. diversion from landfill, resource recovery outcomes, jobs creation, other project benefits) to ensure that targets are being met and potentially adjust strategies for maximum impact. Note that a Monitoring and Evaluation Plan may be required as a pre-condition of a funding agreement.

Monitoring and evaluation activities will be:

Monitoring and evaluation of this project will be undertaken through a comprehensive framework that builds on Council's established waste-data, project-management, and contract-management systems. A central component of this framework is the measurement of tonnes received via the self-haul stream and the kerbside bulky-items program, as well as the tonnes dispatched to third-party private reprocessors. These measurements will be captured using Council's existing network of weighbridge systems, which provide accurate, auditable, and real-time data on inbound and outbound material movements. The project will integrate directly with these systems, ensuring continuity of data collection and enabling transparent tracking of diversion outcomes.

Operationally, the flow of waste across all participating sites will be monitored continuously. Real-time data (or near to real time) will be used to manage stockpiles and ensure segregation of dry waste at key points within the recovery process. This operational monitoring will be complemented by structured monthly and quarterly reporting, aligned with Council's existing waste-services dashboards. These reports will include metrics such as total tonnes of dry waste received by stream, stockpile volumes held on site, system throughput, and tonnes removed for processing. The introduction of new surge pits at Nudgee RRC (and potentially Willawong RRC), and modifications at Chandler and Ferny Grove RRCs will also enable more granular tracking of feedstock movements, supporting ongoing optimisation of site operations.

Monitoring will also extend beyond site-level waste flows to include the performance of contracted dry-waste processors. Council will require processors to provide feedstock reporting—such as audit results, material-composition breakdowns, contamination analysis, and tonnage processed—to verify the accuracy of inputs. Recycling-performance reporting will allow Council to measure the proportion of material recovered versus residual outputs, providing a clear assessment of actual diversion achieved. This information will be critical in validating the assumptions underpinning the project's expected benefits, informing future contract management, and supporting regulatory reporting obligations.

Project delivery will be governed and monitored in alignment with Council's PM2 project-management framework. This includes structured monitoring of schedule, budget, risk, scope, benefits, and stakeholder engagement. Monthly progress reports will provide visibility of delivery performance, identify emerging risks or issues, and trigger escalation pathways where required. Formal change-management processes will ensure any amendments to project scope or timelines are appropriately assessed, approved, and documented. Oversight will be provided through established governance forums, ensuring transparency and alignment with broader corporate objectives.

Construction monitoring will form another major component of the project's assurance strategy. Appointed construction contractors will undertake routine quality-assurance inspections, testing, and verification activities, overseen by Council's Alliance Partner, Cleanaway. This oversight will ensure that construction works comply with approved designs, meet required engineering standards, and deliver the functionality necessary to support

long-term operational efficiency. As the project moves into commissioning, additional testing will be undertaken to confirm integration with adjacent systems such as weighbridges and traffic-management infrastructure, ensuring end-to-end system readiness before operational handover.

Collectively, this comprehensive monitoring framework will ensure that the project's operational, environmental, and financial benefits are fully realised and sustained over the long term.

4.11 Project duration

Specify your anticipated project start date, noting that it cannot commence prior to the 1 May 2025. Provide the date you expect to commence civil works/ or infrastructure installation date. Provide your project end date ensuring it falls within the 3-year delivery window authorized by the program for Stream 2 Major Projects. Expected commencement date: *

Project Commencement	1 July 2026
Commence Civil Works	1 Feb 2027
Project End Date	30 June 2028

Program guidelines require that Stream 2 Major projects must be completed within 3 years of contract execution.

4.12 Commitment to maintain: (100)

Does the organisation commit to maintain the project deliverables beyond the life of the project to the best of their ability or can demonstrate there will be ongoing benefits.

Yes. The Capital works proposed will be incorporated into the ongoing asset maintenance program for the facilities and continue to operated as business as usual into the future.

4.13 Project benefits: (350)

Please outline what broader benefits that the project will deliver. This includes –

- direct or indirect benefits within remote or regional Queensland,
- benefit across more than one local government area,
- demonstrates community benefit,
- will this project have any negative impacts on either current suppliers, service providers or the community?

The project is expected to deliver substantial environmental, financial, and industry-wide benefits through the diversion of significant quantities of waste from landfill. By directing around 160,000 tonnes of dry waste away from Council's landfill stream each year, the overall initiative is anticipated to achieve close to 95,000 tonnes of actual recycling annually. For the proposed Nudgee RRC works, this will directly achieve 55,000 tonnes of landfill diversion compared to the 2024-25 financial year which represents nearly 10% of Council's overall waste managed.

This represents a major contribution to reducing greenhouse gas emissions associated with landfill disposal, while also lowering Council's liability under Queensland's Waste Disposal Levy—benefits that ultimately reduce long-term cost pressures on Brisbane ratepayers.

A key feature of the project is the establishment of feedstock supply agreements with local privately operated and owned dry-waste recyclers. Securing long-term and high-volume supply—potentially up to 160,000 tonnes per year—provides these businesses with the investment certainty needed to expand or upgrade their operations. Reprocessors will generate valuable recovered commodities such as metals, aggregates, roadbase, sand, and other engineered materials, supporting ongoing demand from the construction and infrastructure sectors, particularly in the lead-up to the 2032 Olympic and Paralympic Games but also in perpetuity.

Through this uplift in processing capacity and diversion, Council expects its overall MSW and overall “whole of Council” recycling performance to increase markedly. With the combined impact of this project and the introduction of the Universal Green Bin Service, Brisbane’s diversion and recycling rate is forecast to rise from an estimated 33% in 2025–26 to close to 45% once the dry-waste reprocessing solution is fully operational. This improvement positions Brisbane City Council as one of the state’s leading performers in municipal solid-waste recycling, with more than 280,000 tonnes of material diverted from landfill annually.

These outcomes directly support the objectives of both the Commonwealth’s National Waste Policy and Queensland’s Waste and Resource Recovery Strategy, including increasing recycling rates, improving resource recovery, and reducing reliance on landfill. It is expected that these will also meet the objectives of the new Queensland Waste Strategy, when released.

No negative impacts on existing suppliers, service providers, or the community are forecast. Rather, the project is expected to strengthen local industry, maintain service continuity, and deliver wide-ranging environmental and economic benefits for Brisbane.

4.14 Project Location:

Please provide the address or alternative information regarding the location of the project. If the project is to operate over multiple locations (e.g. mobile shredder), please add the additional site details in the additional rows. Please use this link to identify the state government electorates in which the project will operate.

Resource: Where is my electorate? | Electoral Commission of Queensland

Council area	Location name	Location – street address	Suburb & postcode	Alternative location information (e.g., Lot on Plan or GPS)	State Electorate
Brisbane	Nudgee Resource Recovery Centre	1372 Nudgee Road, Nudgee Beach	Nudgee 4014	-27.36136, 153.10038	Algester

4.15 Development Approvals and License conditions:

Will the proposed project require:

- ☐ Variations to current development approvals, permits or environmental licenses
- ☐ New development approvals, permits or environmental licenses
- ☐ No required development approvals, permits or additional environmental licenses

If variations or new approvals required - please provide further details here:

The works will be contained within existing approved and developed sites. The works do not change the approved use or intensity of the site, and as such, are not expected to trigger a Material Change of Use application and subsequent changes to development approval or environmental authority.

Council is currently working through the approvals process required. Obtaining approvals has been considered in the project schedule for each site and timeframes provided in this application.

PROJECT MANAGEMENT, GOVERNANCE AND RISK

5.1 Project management approach: (500)

Please describe the project management methodology you will employ to deliver the project successfully. This should include clear definitions of:

- project roles and responsibilities
- key performance indicators
- project monitoring
- project evaluation
- any project management frameworks, software, or tools that will be utilised
- Identify any critical steps/bottlenecks in the process

Council delivers all major infrastructure and operational projects—including those undertaken through its contracted Alliance Partner, Cleanaway—in accordance with the Brisbane City Council PM2 Project Management Framework. PM2 provides a standardised, disciplined approach to project governance, planning, delivery, and assurance, ensuring public investment is managed effectively and consistently across the organisation (see Attachment 6).

Under this framework, each project progresses through structured planning and approval stages, supported by robust schedule and budget controls, risk and change-management processes, and formal progress reporting. These requirements ensure that scope, timelines, and financial commitments remain transparent and traceable throughout delivery. At the point of this application, pending budget approval, Council has developed a Project Brief (Attachment 7) which provides a summary of the project delivery plan. A formal Project Plan will be prepared once the Project is formally approved by Council.

The project will be managed by an experienced Council project manager with demonstrated capability in delivering complex waste-infrastructure and operational-integration projects. This role will coordinate the activities of Council's internal teams, Cleanaway as Alliance Partner, appointed contractors, and relevant technical specialists. Integration with ongoing

site operations at the Nudgee, Willawong, Chandler, and Ferny Grove RRCs will be managed through site-specific implementation plans, stakeholder coordination, safety assessments, and operational readiness reviews. This ensures construction and operational changes occur without compromising service delivery, safety, or customer experience.

PM2 places strong emphasis on benefits management and realisation. For this project, key performance indicators—including benefits relating to diversion tonnage, recycling-rate increases, emissions-reduction proxies, and operational efficiency—will be established during project initiation. These indicators are monitored progressively through structured project reviews, monthly reporting cycles, and governance checkpoints. This approach ensures the project remains aligned to its intended outcomes and provides early identification of deviations requiring corrective action.

For major projects such as this, Council applies an additional layer of oversight through its Project Assurance Framework. This framework, endorsed by the Project Owner, outlines the assurance, monitoring, and compliance parameters required to verify that project quality, governance, and performance expectations are met. Assurance activities may include gateway reviews, design and safety assessments, cost-and-schedule validation, independent technical reviews, and targeted audits. These mechanisms ensure that issues and risks are identified early and managed appropriately, and that the project complies with all relevant legislative, financial, and operational requirements.

Collectively, the PM2 Framework and Project Assurance Framework provide a comprehensive governance structure that ensures effective delivery, transparency, and accountability. By applying these processes, Council can demonstrate that the project will be delivered to a high standard, provide value for public investment, and achieve the environmental, economic, and community outcomes expected by both Brisbane City Council and the Queensland Government.

The Project Manager will work with the Project team to ensure all conditions of the funding agreement are adhered to, and coordinate quarterly and milestone reporting in line with the DETSI requirements. They will provide a single point of contact for the DETSI team to allow effective monitoring of progress.

Please upload support documents (e.g., Project Plan)

- **PM2 Framework 1-pager (Attachment 6)**
- **Project Brief (Attachment 7)**
- **10-year AMP (Attachment 1)**

5.2 Project Milestones

Please complete the following table with key milestones under the project

Milestone No.	Milestone Description	Expected completion date
Grant execution	Execution date for the agreed grant contract between BCC and DETSI	1 July 2026
Award of construction contract	Council awards construction contract via Alliance Partner Cleanaway for construction	1 October 2026

	activities at Nudgee and Willawong RRCs	
Construction activities commence	Commencement of construction activities	1 February 2027
Construction completion	Cessation and completion of construction activities.	30 November 2027
Commissioning and operational readiness completed	Commissioning of new systems, direction and operations at RRCs	30 December 2027
Commencement of solution	Completion of all operational works and other activities for opening of completed pits	1 January 2028
Discharge of grant obligations	Discharge of reporting obligations under grant.	By 30 June 2028

Please upload support documents (e.g., Project Plan)

- **Project Brief**
- **Schedules within ATC FEED Report**

5.3 Governance structure: (250)

Clearly describe the proposed governance structure you will have in place for oversight of the project. Note this in relation to the delivery of the project as opposed to the management of the relationship between partners requested earlier. Identify the main governance body such as a steering committee, project board or project control group. Please identify the members, their roles and responsibilities in relation to project delivery. Please ensure you include all key elements of the decision-making process, e.g. where a project board may be required to make recommendations or seek approval from a council committee, both of these elements should be captured in your response.

Please upload any supporting documentation if available.

The project sits within Council's Residual Waste Management Portfolio, which oversees long-term strategic planning for landfill diversion and residual-waste treatment. This ensures the project directly contributes to Council's broader waste-management objectives and long-term infrastructure strategy.

Governance oversight is provided by the Portfolio Progress Group (PPG), comprising the Branch General Manager, Budget Program Manager and Group Executive. The PPG functions as the Project Board, responsible for key decisions relating to investment, scope, budget, schedule, and risk management. The Project Manager and Project Director escalate critical issues and decisions to the PPG, with all outcomes formally documented for assurance, audit and traceability.

Where necessary, the PPG will escalate decisions to Council leadership and key stakeholders. Significant departures from budget, schedule or expected benefits may require a request to vary budget, through Council's annual or mid-year budget progress. Approval to sign a funding agreement sits within the delegated authority of the Chief Financial Officer,

however variations to costs that impact project viability or cashflow would typically be escalated to Councils Estimation and Coordination Committee for review and approval.

To ensure operational integration, PPG membership is expanded to include senior managers from waste collections, resource-recovery operations, communications and engagement, and project delivery. The governance structure is further supported by PM2 assurance processes, including gateway reviews, quality checks, and monthly performance reporting. This approach ensures the project is delivered safely, efficiently, and in alignment with both Council and Queensland Government expectations.

5.4 Key stakeholders:

Please complete the table below - details of key stakeholders and how they will be engaged in relation to this project:

Key stakeholder	Engagement Strategy	Desired outcome of engagement
Council elected officials	Project approver. Engaged in development, delivery and operational commencement and overarching sponsor for diversion project.	Raising awareness. Ensuring Council support.
Council leadership (CEO, CFO, ELT)	Briefed through project development and execution.	Financial and operational support. Raising awareness of benefits.
Waste and Resource Recovery Services (BCC Waste Branch)	Engagement across branch to link communications, engagement and operational activities to cohesive customer engagement plan to support training and execution of new site processes. Engagement through Council Portfolio Progress Group and PM/PD and GM interactions.	Clarity over customer actions once operational. Safe delivery of solution for customers. Maximised resource recovery from self-haul stream.
Queensland Government	Engagement through grant application, contract negotiations, publicity events (e.g., ground breaking, go-live dates etc.) and grant execution. Engagement via regular project reporting.	Smooth delivery. Appropriate recognition for DETSI for grant provision. Appropriate media opportunities are identified.
Council Customers	Engaged through direct communications and engagement at RRCs and via other media to be advised of proposed and realised change in service.	Limited complaints / misunderstandings on site. Maintenance of levels of service for customers. Maximised participation and customer delivery.

Key stakeholder	Engagement Strategy	Desired outcome of engagement
Alliance Partners (Council x Cleanaway)	Engagement through project planning stages and project delivery / execution to align BAU operations with planned operations.	Smooth transition to new services. Construction and Commissioning occurs at an appropriate time.

Risk Management Strategies

Please use the below Risk Assessment Matrix to describe the risks associated with the implementation and delivery of the project. This should capture all risks identified that may impact both the implementation, but also ongoing operation/ business sustainability of the proposal.

Select and download the risk matrix template [here](#). Note that high risk scenarios will require risk mitigation strategies / contingency plans.

5.5 Please attached the completed Risk Assessment Matrix here:

Insert completed Risk Assessment Matrix

* Attach a file:

PROJECT BUDGET

6.1 What is the total cost of the project you are seeking funding for (excl GST)? *

\$ 18,443,272

6.2 What is the amount of grant funding sought under this proposal (excl GST)? *

\$ 7,807,439

6.3 Budget Summary by line item:

Please provide details of all funding elements (eligible and ineligible costs).

NOTE This table is used to populate a calculated field below, which we will use as the funding request for the application and identifying the contributions to the project. Please ensure that all eligible and ineligible activities are captured in this table

Activity item / activity	Grant funding sought (ex GST)	Direct financial contribution (ex GST)	In-kind contribution (ex GST)	Justification (in-kind contributions)
Capital works at Nudgee RRC	\$7,807,439	\$10,635,831	-	-

Activity item / activity	Grant funding sought (ex GST)	Direct financial contribution (ex GST)	In-kind contribution (ex GST)	Justification (in-kind contributions)

Funding sought total: Auto calculates in form

Direct financial contribution (from applicant/partner organisation): Auto calculates in form

In-kind contribution total (from applicant/partner organisation): Auto calculates in form

Please support your costings with justifications or supporting evidence (this may include vendor/contractor quotes, market research, business case or internal documents). Individual expenses exceeding \$25,000 (excl GST) require a minimum of two valid quotes or justification of quote absence and method of calculation for costs:

Attach a file:

- Attach 10-year AMP with p50 costings
- Attach 40% FEED Design Report and Cost Estimates/Schedule
- Attach BDO Landfill Options Assessment Report
- Attached BCC Business Case

6.4 Budget summary of applicant and each project partner (where applicable):

Please provide details for applicant and each project partner. For projects that do not have project partner/s, this will only include the budget summary for the applicant -

Organisation	Direct financial contribution (eligible costs) (ex GST)	Direct financial contribution (ineligible costs) (ex GST)	In-kind contribution
Brisbane City Council	\$7,807,439	\$2,828,392	\$0

6.5 Have you applied for or received funding from other government (State or Commonwealth) departments for this project? *

No

Funding source: n/a

Amount: n/a

Status: n/a

6.6 Contingency budget:

Your application must include a contingency budget to account for unexpected costs (contingency costs are ineligible for grant funding, but will be included as part of applicant contributions)

\$ 5,195,288

PROJECT OUTCOMES AND MILESTONES

Grant outcomes

Please tell us about the outcomes you expect to result from your project. Outcomes are the changes you expect to occur for the beneficiaries (direct, indirect and/or intermediaries) of your project. Generally, outcomes can be framed as an increase or decrease in one or more of the following:

- Skills, knowledge, confidence, aspiration, motivation (these are generally immediate or short-term outcomes)
- Actions, behaviour, change in policy (these are generally intermediate or medium-term outcomes)
- Social, financial, environmental, physical conditions (these are generally long-term outcomes)

Immediate outcomes occur directly following an activity (e.g. within 1 month); medium-term outcomes are those that fall between the short and long-term outcomes (e.g. between 1 month and 2 years); and long-term outcomes are those we expect to see years later (e.g. 2, 5, 10 or 50 years after the activity).

Alignment with our outcomes	Your outcomes	Explanatory notes
Deliver resource recovery outcomes	This project will support the diversion of an estimated 160,000 tonnes from the current landfill stream, with an estimated 90,000 tonnes being recycled. At Nudgee RRC an estimated 55,000 tonnes will be diverted.	Council will send 100% of tonnes received for recycling, however expected recycling performance is 50-60% meaning 40% may be residual. This residual will be suitable for EfW when a facility is established.
Installation of permanent infrastructure to support better resource recovery outcomes.	The proposed CAPEX is a permanent solution at our the Nudgee RRC.	The application excludes any operational expenses as a result of the change, as well as illegible costs.
Contribute to Queensland's waste and resource recovery targets including diverting MSW from landfill and boosting recycling rates.	The proposed works will divert approximately 26,000 tonnes of MSW into recycling each year, contributing significantly to State MSW diversion targets.	Council estimates approximately 70,000 tonnes of MSW and 80,000 tonnes of C&I make up our current dry waste and bulky items streams.

Program metrics (the Department's metrics)

The below metrics link directly to the Outcomes you have chosen in the above table.

A minimum of 1 metrics may be chosen.

A metric is a measurement designed to indicate whether or not progress towards an outcome is occurring, and quantify the extent to which it is occurring. Here we would like you to tell us which of our quantitative metrics you may be able to report on.

Metric	Proposed Target	Collection Method	Explanatory Notes
Diversion of waste from landfill and improvement in recycling & resource recovery rate.	Council seeks to divert 160,000 tonnes from our landfill stream. At Nudgee RRC this is expected to be 55,000 tonnes.	Tonnes diverted will be captured within our Mandalay weighbridge software comprising tonnes sent to contractors for processing.	It is assumed that all dry-waste received at Council sites will be diverted from our landfill stream.
Diversion of waste from landfill and improvement in recycling & resource recovery rate.	Council aims for processing to recycle 90,000 tonnes actually recycled from dry waste processing. At Nudgee this is expected to be 35,000 tonnes	Council will request audit data from processing contractors to determine proportion of waste actually sent for recycling vs residual waste.	

Your metrics (the applicant's metrics)

You may add your own metrics here that do not align with the department's metrics above. If you do not have any additional metrics please skip question.

A metric is a measurement designed to indicate whether or not progress towards an outcome is occurring, and quantify the extent to which it is occurring.

There are two types of metrics. An 'Outcome Metric' is a measurement designed to help you determine whether progress towards an outcome is occurring or not, and quantify the extent to which it is occurring. An 'Activity Metric' tells you how much of something you're doing or producing ('outputs' are often Activity Metrics, for example.)

Metrics work best when they:

- Are quantifiable/numeric
- Are clearly defined and succinct
- Contain all the context needed to gauge and compare the result (e.g. unit [e.g. cm, metres, people, people-days, %, etc]; direction of change [increase; decrease; etc.]; timeframe [e.g. per month; per year; etc])
- Have been tested, and/or are in common use, and/or are commonly understood as a relevant and useful indicator of performance in a particular arena
- Are used sparingly - you are much better off to ""ask one good question and answer it reliably"" than try to track many things at once
- Relate to a clearly articulated outcome or activity

Metric	Target	Type of metric	Collection method	Explanatory notes
One per row. Add more rows if you want to list additional metrics.	Identify a target for the metric you have chosen - an estimated total for your project. Must be a number.	'Activity metrics' measure an activity (e.g. 'Number of visitors'). 'Outcome metrics' measure the change experienced by a population group (e.g. 'Number of young people gaining employment').	How will you collect and verify the data?	Add notes if you need to provide more context.

FURTHER INFORMATION

Please upload any additional information, reports, business cases here to support your proposal:

Attach a file:

Attach:

- **Dry waste trial report**

10-year Asset Management Plan

Brisbane City Council Waste Infrastructure

Business Area: Waste and Resource Recovery Services
Project Owner: Matt McCarthy
Budget Program: 3.7 Moving Brisbane Towards Zero Waste

24 October 2025

1.00

ISSUE



Dedicated to a better Brisbane

Document management

This section provides details of the document contact officer, current version and approval status.

Document contact

For further information about this document, please contact:

Jason Goodliffe, Disposals Contract Coordinator

Version control

* Use whole numbers to denote major changes / versions. Minor revisions should be represented as 1.1, 1.2 etc

Version number *	Version status (Draft / Final)	Created date (dd month year)	Issue purpose	Description of change	Document Author	
					Name	Role

Approval

By signing this document, I confirm:

- I have read and understood the document in its entirety
- I will provide the necessary support required
- approval of the document.

Version number	Approved date (dd month year)	Approver's details		
		Name	Role / Title	Signature / evidence of approval

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Executive summary

This document is a live resource and subject to ongoing update. Data presented is current at the time of publication, but may change in accordance with annual reviews to ensure continued relevance and accuracy.

Purpose

The Asset Management Plan (AMP) provides a staged 10-year roadmap to guide investment in Council's four Resource Recovery Centres (RRC) located at Chandler, Ferny Grove, Willawong, and Nudgee. Focussing on maximising diversion of waste from landfills, the AMP identifies infrastructure upgrade requirements and associated capital and operational expenditure.

These assets operate as multi-purpose facilities to handle general waste, green waste, and recyclables from residential and commercial customers, kerbside waste (general and green bins only) from across Brisbane. It aims to maintain safe, reliable and consistent services while pursuing landfill diversion targets, compliance and environmental obligations, and community expectations.

Brisbane Landfill and other third-party landfill arrangements have been excluded from the AMP where long-term strategic assessments are being undertaken separately. Ongoing strategic initiatives such as Energy from Waste have been excluded where relevant policies and frameworks are still under development.

Current State of Assets and Services

Brisbane's four RRCs are currently used for bulk collection hubs for general waste, green waste, and recyclables from across Brisbane. The RRCs. While the major RRCs of Nudgee and Willawong operate within design limits, Chandler RRC is significantly over capacity at 139 per cent as at 2024. Weekend congestion impacts internal traffic flow and surrounding roads. Asset condition assessments have identified potential safety issues at each RRC, including structural fatigue at surge pits, transfer shed deterioration and areas of potential non-compliance.

Green waste hardstands deteriorate under constant heavy loads, and surge pits are showing signs of corrosion, potentially impacting operational efficiency. Without intervention, these issues will escalate as population growth, kerbside green waste rollout, and diversion targets increase demand and pressure on assets.

Demand and Drivers for Change

Brisbane's waste infrastructure faces increasing pressure from population growth, state policy targets, and operational constraints. State waste management targets aim to divert 70 per cent of recovered waste from landfill by 2030. Landfill levies are expected to increase to \$145 per tonne from FY 2027-28, and indexed annually to a projected rate of \$172 per tonne by FY 2034-35.

Current operating conditions estimate Brisbane Landfill operational capacity to be reached and site closure to occur by FY 2027-2028. Implementing strategic diversion efforts and infrastructure upgrades at the four RRCs aims to support the availability of additional landfill space. The rollout of green waste bins will significantly increase organic material volumes being diverted from landfill. Community expectations for improved recycling initiatives, and reduced landfill dependency will continue to reinforce the need for strategic investment in diversified waste streams.

Preferred Residual Waste Management Option

Three residual waste management options were initially considered and strategically evaluated against their ability to address the future service needs and operational capacity requirements across Council's waste service network. Following a financial analysis and multi criteria analysis, Option 1A (construction of secondary surge pits at Nudgee RRC and Willawong RRC) was identified as the preferred strategic solution for managing residual waste. This option delivers positive financial

performance, with a net present value (NPV) of \$6.9 million compared to a 'do nothing' scenario, demonstrating clear economic benefit and long-term value for Council. See Appendix A for additional information concerning the assessment process. See Appendix B for additional information pertaining to Option 1A's high level cost plan and concept design.

The secondary surge pits at both RRCs will include six bays with a capacity of approximately 3,300m³ (assumed density at 0.3 t/m³), at an estimated capital cost of \$15 million per RRC. The proposed solution aims to enable greater hard waste diversion compared to current state operations, reduce queue times, and improve site traffic flow.

Proposed complementary initiatives include diverting kerbside general waste from Chandler RRC to Brisbane Landfill directly, and adjusting collection schedules at Ferny Grove RRC to divert kerbside hard waste trucks to other RRCs from Wednesday to Sunday as a means of prioritising access for self-haul hard waste. This aims to enable improved recovery outcomes at the Ferny Grove RRC without additional infrastructure investment.

Organics Handling

To accommodate projected increases in green waste volumes, the AMP recommends the staged expansion of green waste pads at each RRC. These expansion works will improve operational safety, reduce congestion, and support ongoing Council landfill diversion targets. No additional land acquisition has been identified to be required. Total capital costs are estimated at \$9.6 million for expansion activities across each RRC.

Alternative initiatives such as increased grinding frequency and operational changes may provide short- to medium- term relief to capacity constraints. Complementary operational initiatives should be considered when planning future organics handling strategies.

Recycling Handling

The AMP recommends upgrading the recycling materials building at Ferny Grove RRC to double its current operating capacity. This would address inefficiencies and safety risks associated with current double-handling processes. This upgrade aims to enhance trip efficiency, increase recycling throughput, and improve the overall customer experience. Required capital costs are estimated at \$6 million.

Site Efficiency Initiatives

Site efficiency initiatives have been identified to support improved operational performance, safety, and customer experiences across each RRC. These upgrades are essential to ensure facilities remain fit for purpose and aligned with broader waste management, diversion efforts, and sustainability objectives. Priority areas include traffic redesigns, signage improvements, and the addition of secondary weighbridges at key sites. Key efficiency initiatives include:

- Traffic and site access efficiency improvements
- Improved staff amenities and additional parking bays
- Fire tank system installation
- Proposed future tip shop and additional truck fleet parking
- Signage upgrade across the sites including digital payment boards.

Financial Summary

The indicative 10-year capital expenditure profile includes (approximately):

- \$30 million for the preferred residual waste handling management option
- \$9.6 million for green waste pad expansion initiatives
- \$6 million for the upgrade of Ferny Grove RRC recycling handling upgrade
- \$17.4 million for site efficiency initiatives,

- ongoing operational maintenance and minor capital costs schedule associated with each RRC.

Table 0-1 summarises the indicative capital costs and ongoing operational maintenance and minor capital costs allocated to each RRC. Capital costs associated with each handling strategy and site efficiency initiative have been outlined according to RRC.

Cost estimates presented in this report are classified as Class 5 Order of Magnitude estimates, utilising a 50 per cent contingency allowance. These investments will ensure long-term operational resilience and alignment with the overall strategic waste management objective of diverting waste from landfills. Funding will incorporate internal allocations and external sources, such as SEQ City Deals and Queensland's Resource Recovery Boost Fund.

Table 0-1 Capital cost and ongoing maintenance outcomes - RRC Waste handling strategies and site efficiency initiatives

Initiative	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33	FY 2033-34	FY 2034-35
Nudgee RRC										
Preferred Residual Waste Strategy Option 1A – Secondary surge pit, Nudgee RRC	-	\$5.0 million	\$10.0 million	-	-	-	-	-	-	-
Organics Handling Strategy	Stage 1: \$0.9 million	Stage 2: \$0.8 million	-	-	-	-	-	-	-	-
Recycling Materials Handling Strategy	-	-	-	-	-	-	-	-	-	-
Site Efficiency - Traffic & Weighbridge	-	-	\$0.4 million	\$0.4 million	-	-	-	-	-	-
Site Efficiency - Staff Amenities	\$0.7 million	-	-	-	-	-	-	-	-	-
Site Efficiency - Tip Shop & Truck Parking	-	-	-	-	-	-	-	-	-	-
Total RRC Maintenance Budget Forecast	\$0.420 million	\$0.585 million	\$0.954 million	\$0.363 million	\$0.372 million	\$0.382 million	\$0.391 million	\$0.401 million	\$0.411 million	\$0.421 million
Total – Nudgee RRC	\$2.02 million	\$6.39 million	\$11.35 million	\$0.76 million	\$0.372 million	\$0.382 million	\$0.39 million	\$0.401 million	\$0.411 million	\$0.421 million
Willawong RRC										
Preferred Residual Waste Strategy Option 1A – Secondary surge pit, Willawong RRC	-	\$5.0 million	\$10.0 million	-	-	-	-	-	-	-
Organics Handling Strategy	Stage 1: \$1.2 million	-	Stage 2: \$1.8 million	Stage 3: \$1.4 million	-	-	-	-	-	-
Recycling Materials Handling Strategy	-	-	-	-	-	-	-	-	-	-
Site Efficiency - Traffic & Weighbridge	-	-	\$0.4 million	\$0.4 million	-	-	-	-	-	-
Site Efficiency - Staff Amenities	\$0.5 million	-	-	-	-	-	-	-	-	-

Initiative	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33	FY 2033-34	FY 2034-35
Site Efficiency - Tip Shop & Truck Parking	-	\$4.0 million	\$4.0 million	\$4.0 million	-	-	-	-	-	-
Total RRC Maintenance Budget Forecast	\$0.257 million	\$0.930 million	\$0.280 million	\$0.307 million	\$0.314 million	\$0.322 million	\$0.330 million	\$0.339 million	\$0.347 million	\$0.356 million
Total – Willawong RRC	\$1.96 million	\$9.93 million	\$16.48 million	\$6.11 million	\$0.314 million	\$0.322 million	\$0.330 million	\$0.339 million	\$0.347 million	\$0.356 million
Chandler RRC										
Organics Handling Strategy	Stage 1: \$0.6 million	Stage 2: \$1.0 million	-	-	-	-	-	-	-	-
Recycling Materials Handling Strategy	-	-	-	-	-	-	-	-	-	-
Site Efficiency - Traffic & Weighbridge	-	-	\$0.3 million	\$0.4 million	-	-	-	-	-	-
Site Efficiency - Staff Amenities	\$0.5 million	-	-	-	-	-	-	-	-	-
Site Efficiency - Tip Shop & Truck Parking	-	-	-	-	-	-	-	-	-	-
Total RRC Maintenance Budget Forecast	\$0.399 million	\$0.274 million	\$0.888 million	\$0.240 million	\$0.246 million	\$0.252 million	\$0.258 million	\$0.264 million	\$0.271 million	\$0.278 million
Total – Chandler RRC	\$1.50 million	\$1.27 million	\$1.19 million	\$0.64 million	\$0.246 million	\$0.252 million	\$0.258 million	\$0.264 million	\$0.271 million	\$0.278 million
Ferny Grove RRC										
Organics Handling Strategy	Stage 1: \$0.7 million	Stage 2: \$1.2 million	-	-	-	-	-	-	-	-
Recycling Materials Handling Strategy	-	-	\$3.0 million	\$3.0 million	-	-	-	-	-	-
Site Efficiency - Traffic & Weighbridge	-	-	\$0.3 million	\$0.3 million	-	-	-	-	-	-
Site Efficiency - Staff Amenities	\$0.8 million	-	-	-	-	-	-	-	-	-
Site Efficiency - Tip Shop & Truck Parking	-	-	-	-	-	-	-	-	-	-

Initiative	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33	FY 2033-34	FY 2034-35
Total RRC Maintenance Budget Forecast	\$0.218 million	\$0.311 million	\$0.233 million	\$0.964 million	\$0.988 million	\$1.013 million	\$1.038 million	\$1.064 million	\$1.091 million	\$1.118 million
Total – Ferny Grove RRC	\$1.71 million	\$1.51 million	\$3.53 million	\$4.26 million	\$0.988 million	\$1.013 million	\$1.038 million	\$1.064 million	\$1.091 million	\$1.118 million

Implementation plan

Table 0-2 presents the proposed Implementation Plan for key initiatives under the AMP. The Implementation Plan has been developed to prioritise critical safety initiatives and infrastructure upgrades, and aims to support the Council in identifying opportunities to align with parallel projects and manage key operational dependencies. Continued monitoring and strategic planning will be essential to ensure the successful delivery of the strategic initiatives and ongoing operational and maintenance works.

Table 0-2 Implementation Plan

Initiative	Date commencing	Strategic Impact
Nudgee RRC		
CRR4 critical upgrade activities	FY 2025-26	Removes immediate safety/compliance risks
Green waste pad expansion – stage 1	FY 2025-26	Improved capacity for green waste and safety uplift through better separating self-haul and plant operations
Green waste pad expansion – stage 2	FY 2026-27	Improved treatment of stormwater runoff
Preferred Residual Waste Solution - Secondary Surge Pit (Option 1A)	FY 2027-28	- Decoupling of kerbside residual waste streams - Enables hard-waste separation, improving queue and trip efficiency
Internal traffic and wayfinding upgrades	Rolling schedule	Improved trip efficiency, reduced queuing times
Amenities / accessible parking / egress upgrades (Willawong truck parking & future tip shop)	Rolling schedule	Improved amenity quality, facility service, potential improvements in compliance
Entry & Bypass lanes and secondary weighbridge upgrades	Rolling schedule	Improved site trip efficiency, reduced queuing times, reduced gatehouse congestion
Digital voucher and infrastructure implementation	Rolling schedule	Improved trip efficiency, reduced queuing times, efficient throughput
10-year Maintenance Schedule	Rolling schedule	Supporting ongoing asset quality and ensuring operational compliance

Initiative	Date commencing	Strategic Impact
Council and RRIA scope of works review – anticipated and completed	Rolling schedule	Reviewing works carried out in the upcoming and previous year to ensure prioritisation of tasks, and allocation of capital and operational initiatives
Willawong RRC		
CRR4 critical upgrade activities	FY 2025-26	Removes immediate safety/compliance risks
Green waste pad expansion – stage 1	FY 2025-26	Improved capacity for green waste and safety uplift through better separating self-haul and plant operations
Green waste pad expansion – stage 2	FY 2027-28	Improved capacity for green waste and safety uplift through better separating self-haul and plant operations
Preferred Residual Waste Solution - Secondary Surge Pit (Option 1A)	FY 2027-28	- Decoupling of kerbside residual waste streams - Enables hard-waste separation, improving queue and trip efficiency
Green waste pad expansion – stage 3	FY 2028-29	Improvement of stormwater treatment infrastructure supporting better management of green waste pad runoff
Internal traffic and wayfinding upgrades	Rolling schedule	Improved trip efficiency, reduced queuing times
Amenities / accessible parking / egress upgrades (Incl. Willawong truck parking & future tip shop)	Rolling schedule	Improved amenity quality, facility service, potential improvements in compliance
Entry & Bypass lanes and secondary weighbridge upgrades	Rolling schedule	Improved site trip efficiency, reduced queuing times, reduced gatehouse congestion
Digital voucher and infrastructure implementation	Rolling schedule	Improved trip efficiency, reduced queuing times, efficient throughput
10-year Maintenance Schedule	Rolling schedule	Supporting ongoing asset quality and ensuring operational compliance

Initiative	Date commencing	Strategic Impact
Council and RRIA scope of works review – anticipated and completed	Rolling schedule	Reviewing works carried out in the upcoming and previous year to ensure prioritisation of tasks, and allocation of capital and operational initiatives
Chandler RRC		
CRR4 critical upgrade activities	FY 2025-26	Removes immediate safety/compliance risks
Green waste pad expansion – stage 1	FY 2025-26	Improved capacity for green waste and safety uplift through better separating self-haul and plant operations
Green waste pad expansion – stage 2	FY 2026-27	Improved treatment of stormwater runoff
Internal traffic and wayfinding upgrades	Rolling schedule	Improved trip efficiency, reduced queuing times
Amenities / accessible parking / egress upgrades (Incl. Willawong truck parking & future tip shop)	Rolling schedule	Improved amenity quality, facility service, potential improvements in compliance
Entry & Bypass lanes and secondary weighbridge upgrades	Rolling schedule	Improved site trip efficiency, reduced queuing times, reduced gatehouse congestion
Digital voucher and infrastructure implementation	Rolling schedule	Improved trip efficiency, reduced queuing times, efficient throughput
10-year Maintenance Schedule	Rolling schedule	Supporting ongoing asset quality and ensuring operational compliance
Council and RRIA scope of works review – anticipated and completed	Rolling schedule	Reviewing works carried out in the upcoming and previous year to ensure prioritisation of tasks, and allocation of capital and operational initiatives
Ferny Grove RRC		
CRR4 critical upgrade activities	FY 2025-26	Removes immediate safety/compliance risks
Green waste pad expansion – stage 1	FY 2025-26	Improved capacity for green waste and safety uplift for self-haul and plant operations, improved egress via bypass lane extension

Initiative	Date commencing	Strategic Impact
Green waste pad expansion – stage 2	Post - FY 2026-27	Improved use of green waste hardstand through installation of the retaining structure and acoustic barrier
Recycling material building upgrade	FY 2027-28	Improve recycling throughput capacity, improved site trip efficiency
Internal traffic and wayfinding upgrades	Rolling schedule	Improved trip efficiency, reduced queuing times
Amenities / accessible parking / egress upgrades (Incl. Willawong truck parking & future tip shop)	Rolling schedule	Improved amenity quality, facility service, potential improvements in compliance
Entry & Bypass lanes and secondary weighbridge upgrades	Rolling schedule	Improved site trip efficiency, reduced queuing times, reduced gatehouse congestion
Digital voucher and infrastructure implementation	Rolling schedule	Improved trip efficiency, reduced queuing times, efficient throughput
10-year Maintenance Schedule works	Rolling schedule	Supporting ongoing asset quality and ensuring operational compliance
Council and RRIA scope of works review – anticipated and completed	Rolling schedule	Reviewing works carried out in the upcoming and previous year to ensure prioritisation of tasks, and allocation of capital and operational initiatives

1. Introduction

The purpose of the Strategic Asset Management Plan (AMP) is to establish a 10-year strategy for efficient management and investment of the Brisbane City Council waste infrastructure portfolio including four Resource Recovery Centres (RRCs)¹. The AMP aims to ensure infrastructure remains fit for purpose, supports strategic waste diversion goals, and aligns with federal, state, and local policy directions.

Brisbane's waste infrastructure is critical to sustainable waste management and resource recovery. The AMP focuses on the strategic management of the Chandler, Ferny Grove, Nudgee, and Willawong RRCs, which together handle substantial volumes of general, green, and recyclable waste. Assessments highlight operational constraints and infrastructure degradation, with medium-term pressures expected from rising waste volumes. To address this, adjacent land has been earmarked for potential expansion, and service delivery models are under review to ensure readiness for future demand and diversion targets.

The AMP brings together condition assessments, multi-criteria analyses, and stakeholder input to align with broader waste objectives – particularly increasing diversion from landfill, reducing costs to ratepayers, and improving environmental outcomes.

1.1. Waste Types

The RRCs accept a broad range of waste streams, which are processed on-site before being transferred to appropriate facilities for processing, recycling, or disposal. Accepted streams include:

- **Residual / general waste**
 - Received from self-haul customers (resident and commercial) and Veolia kerbside collection vehicles.
 - Kerbside and self-haul waste are disposed and compacted in the same central pits.
 - Consolidated at the RRCs and transported to one of three landfills for final disposal.
- **Green waste**
 - Received from self-haul customers (resident and commercial) and Veolia kerbside green waste collection vehicles.
 - Combination of shredded and unshredded on-site then transported to one of six green waste processors for composting.
- **Recyclables**
 - Received from self-haul customers only (kerbside recyclable waste is transported directly to Visy Materials Recycling Facility) and transferred to specialist recycling facilities. Recyclable materials include:
 - Metals (ferrous and non-ferrous)
 - Cardboard and paper
 - Clothing (Lifeline bins)
 - Co-mingled recycling (household kerbside)
 - Batteries (households, vapes, lead acid car)
 - Fire extinguishers
 - Gas bottles
 - Mattresses
 - Oil (cooking and engine)
 - Plastic (wrap / LDPE)
 - Fluorescent tubes and globes

¹ Note that Brisbane Landfill is being assessed under a parallel project and hence any proposed investment for it is excluded from this AMP.

- Household hazardous waste (drop-off days)
- Electronic waste (e-waste)
- Paint and household chemicals
- Reusable products (diverted for resale or reuse through recovery partners)

This categorisation ensures that materials are either recycled or safely disposed of to maximise diversion from landfill and supporting sustainable resource recovery. During free hazardous waste disposal days, RRCs also accept certain regulated and hazardous waste materials.

2. Stakeholders and Strategic Alignment

The Waste Facility Assets are managed by Council and Cleanaway Pty Ltd under an Alliance Agreement through the Resource Recovery Innovation Alliance (RRIA). Users and key stakeholders include:

- Residents of Brisbane and ratepayers
- Commercial customers using the RRCs
- Councillors
- Asset owner/ Program Sponsor
- Corporate Asset Management
- Corporate Property
- Resource Recovery Innovations Alliance (RRIA), Cleanaway Pty Ltd
- Department of Environment, Tourism, Science and Innovation (DETSI)

This AMP reflects stakeholder expectations for service quality, environmental performance, and cost efficiency, while aligning with strategic goals and policies at federal, state, and local levels. A key consideration is minimising cost impacts on ratepayers as landfill levies rise and rebates decline. by balancing financial sustainability with the delivery of efficient, reliable, and accessible services.

Where Council continues to update the overarching waste strategy, the Council of Mayors South-East Queensland (CoMSEQ) are also being collaborated with to support the development of a regional Waste Management Plan (WMP). Ongoing strategic initiatives such as Energy from Waste have been excluded where relevant policies and frameworks are still under development. Review of the amp will ensure strategic updates are incorporated, and ensure future investment decisions remain informed and aligned. This approach will keep the AMP consistent with stakeholder expectations and broader strategic objectives.

The successful delivery of the AMP will be dependent on strategic and early engagement with key teams across Councils. These teams will include:

- Lord Mayor's Administration and Engagement
- Strategic Procurement Office (SPO)
- City Communication
- City Legal
- Governance, Council and Committee Services
- Development Services
- Natural Environment, Water and Sustainability
- Asset Management
- Major Projects
- Asphalts and Aggregates

While it is expected that the AMP will be delivered by RRIA, it will need to align with Council's governance requirements, broader systems, and project management approach.

2.1. Resource Recovery Master Plan

In 2022, Council developed a Resource Recovery Master Plan for the four RRCs. This work identified the need for upgrades to manage waste streams in an alternative way which will result in higher residual diversion and potentially lower costs in consideration of Queensland waste levies. Council recognises that the range of recycling materials continues to expand, and that optimising existing processes and planning for future streams is essential to guide strategic planning and infrastructure development.

2.2. Strategic Policy Alignment

Table 2-1 provides a summary of strategies and policies that align with the AMP by supporting waste diversion initiatives, infrastructure planning, and service delivery priorities.

Table 2-1 Policy and framework strategic alignment

Policy and strategy	Strategic targets
CoMSEQ Waste Management Plan	SEQ collaborative plan to improve the MSW recovery, organics diversion, and infrastructure investment
Queensland Waste Management and Resource Recovery Strategy (2019-2025)	Key targets by 2030 include: • 15 per cent reduction in household MSW • 70 per cent of household MSW is recovered and diverted from landfill • Recycling rate of 60 per cent (as a proportion of all waste types)
Queensland Organics Strategy (2022-2032)	Key objectives by 2030 include: • Halve the amount of food waste generated • Divert 80 per cent of the organic material generated from landfill • Achieve a minimum organics recycling rate of 70 per cent
Queensland Government Waste Levy	• Amendments to the Queensland waste levy to increase rates. This change may improve incentives for landfill diversion and recycling initiatives.
End of Waste Framework	• Promotes the recovery and reuse of waste to support landfill diversion • Enables the recovery and reuse of materials in line with End of Waste codes

3. Current State of Assets and Services

3.1. Council Waste Assets

The AMP covers Council's RRC waste management infrastructure, including general waste, green waste, and recycling collection areas. Each RRC functions as a multi-purpose facility, supporting the efficient handling of self-haul and kerbside waste through to transportation to external landfills, Brisbane Landfill, green waste and recycling end processors. Brisbane's RRCs were constructed on closed landfill sites in 1993 (32 years ago), serving as hubs for general waste, green waste, and recycling. The centres are maintained under the RRIA contract. Each RRC includes the following characteristics:

- Waste transfer station
- Transfer surge pits
- Ring road system
- Gated entry with weighbridges
- Green waste hardstand
- Recyclables shed
- Staff amenities
- Other auxiliary equipment to support waste processing

Table 3-1 outlines the RRCs servicing Brisbane, and details the FY 2024-25 waste throughput across residual, green waste, and recycling kerbside and self-haul services.

Table 3-1: RRC Waste throughput by service, FY2024-25

Location	Location	Residual Kerbside	Residual Self-haul	Green waste Kerbside	Green waste Self- haul	Recycli ng Self- haul
Chandler Resource Recovery Centre	174 Gardner Road, Rochedale	42,099	31,676	6,708	18,001	4,854
Ferny Grove Resource Recovery Centre	728 Tilley Road, Chandler	17,316	19,428	3,690	10,958	3,220
Nudgee Resource Recovery Centre	101 Upper Kedron Road, Ferny Grove	143,027	42,428	12,775	14,146	4,604
Willawong Resource Recovery Centre	1372 Nudgee Beach Road, Nudgee Beach	130,354	40,441	21,064	21,946	5,591

This document is a live resource and subject to ongoing update. Data presented is current at the time of publication, but may change in accordance with annual reviews to ensure continued relevance and accuracy.

3.2. Asset Condition Review and Recommended Remediation

The annual asset condition report commissioned in 2023 by RRIA assessed all RRCs using a Condition Risk Ranking (CRR) system. CRR4 critical assets were identified, defined as immediate remediation being required.

Table 3-2 outlines a summary of these critical upgrades for each RRC facility, along with proposed remediation actions for each element. The findings detail deterioration of critical infrastructure, including roof framing, surge pits, transfer decks, and safety barriers. Structural issues such as the absence of fly bracing on roof trusses were consistent across all site RRCs. The surge pits and transfer decks have also exhibited signs of fatigue cracking, corrosion, and inadequate anchoring.

The condition assessments reports are conducted every two years and play a critical role in informing strategic asset renewal planning. These assessments provide updated insights into asset condition to help guide investment decision. The RRIA is currently reviewing and updating existing asset replacement values. Once finalised, the revised values will be incorporated into the AMP to continue to improve the accuracy of prioritisation and forecasting of asset renewal activities.

Table 3-2 RRC critical upgrades identified (2023) and maintenance estimates

Site and Asset	Element	CRR	Description	Proposed Remediation	Estimated cost
Willawong					
Resource Recovery Area	Roof Framing / Portal Truss	CRR4	No fly bracing installed on end span trusses (both north and south)	Further investigate the adequacy of current structure arrangement by RPEQ structural engineer	\$8,000
Transfer Shed – Building / Structures / Pit	Transfer deck: Chute & steel protection lining and fixings	CRR4	Local deterioration noted with multiple repairs / supplementary fixings noted.	Further investigate to validate fitness for purpose of plate fixings by suitably qualified engineer.	\$5,000
Nudgee					
Resource Recovery Area	Roof Framing / Portal Truss	CRR4	No fly bracing installed on end span trusses (both north and south)	Further investigate the adequacy of current structure arrangement by RPEQ structural engineer	\$8,000
Transfer Shed – Building / Structures / Pit	Surge Pit / Transfer Loading Bay: Void lead in area	CRR4	Mechanical damage, spalling and corrosion to steel observed. Spalling concrete was loose and is at risk of falling. Redundant chute structure observed.	Loose concrete should be removed to reduce the risk of injury due to falling debris.	\$25,000
	Surge Pit / Transfer Loading Bay: Void edge soffit (steel plating)	CRR4	Fatigue cracking and fatigue plate failure was observed for the soffit steel plate liner. This could either be an indication of global arrangement, or plate thickness or grade is unsuitable for the load cycles.	Steel plate should be tested for robustness of fixing and any sections of plate not mechanically fixed should be removed or welded to a secure plate to reduce risk of falling debris.	\$15,000
	Skylight / clear roof sheeting	CRR4	Deterioration of wire mesh	Exclusion zone for areas with poor mesh condition that has the potential to fall through.	\$15,000
Chandler					
Resource Recovery Area	Roof Framing / Portal Truss	CRR4	No fly bracing installed on end span trusses (both north and south)	Further investigate the adequacy of current structure arrangement by RPEQ structural engineer	\$15,000

Site and Asset	Element	CRR	Description	Proposed Remediation	Estimated cost
Transfer Shed – Building / Structures / Pit	South Tipping Floor	CRR4	Corrosion to the base plates and hold down bolts / anchors	Immediate tightening required for bolts or replacement of bolts / anchors, followed by RPEQ inspection.	\$8,500
Ferny Grove					
Resource Recovery Area	Roof Framing / Portal Truss	CRR4	No fly bracing installed on end span trusses (both north and south)	Further investigate the adequacy of current structure arrangement by RPEQ structural engineer	\$15,000
Transfer Shed – Building / Structures / Pit	External wall – louver vents	CRR4	Louver vents not fixed correctly with risk of collapse and ingress of water into transfer station.	Remediate connection between cladding and louver frame using fit for purpose solution.	\$5,000

This document is a live resource and subject to ongoing update. Data presented is current at the time of publication, but may change in accordance with annual reviews to ensure continued relevance and accuracy. Upon release of the latest Asset Condition Assessment, Council will collaborate with RRIA to determine required upgrades and respective criticality for each initiative.

While not identified as having a critical asset condition rating, previous AMP reports (2023) have identified the green waste hardstands as degrading RRC assets. Where they are surfaced with asphalt, the hardstands have started to deteriorate under heavy machine loads. While minor patch repairs occur for maintenance purposes, additional works would ensure long-term operability.

3.3. Ongoing Operational Maintenance and Minor Capital Budget

Maintenance budget forecasts were initially established in 2023 and are periodically reviewed through structural conditional assessments conducted by a quantity surveyor. As these forecasts are based on estimated schedules, it is recommended that Council engage in internal discussions with the RRIA to review and refine the proposed works. The budget forecasts presented in Table 3-3 to Table 3-6 are indicative and subject to change following consultation. Budget forecasts beyond FY2028-29 have been projected assuming an annual CPI increase of 2.5 per cent. These projections are indicative and are subject to review.

The maintenance budget incorporates both ongoing operational maintenance and minor capital works. Given that capital works are funded through a separate application process, a detailed internal review is recommended to accurately identify the type of spend associated with each asset. This review should reassess the immediate and FY 2024-25 estimates to confirm whether any of the proposed works remain critical or require re-prioritisation.

Table 3-3 Willawong RRC, Ongoing Operational Maintenance and Minor Capital Budget Forecast

Asset	FY 2025-26	FY 2026-27	FY 2027-28	FY2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY2032-33	FY2033-34	FY 2034-35
Buildings and Weighbridges										
Entry-Exit - Weighbridges and Gatehouse	\$7,100	\$10,370	\$10,100	\$12,970	\$13,294	\$13,627	\$13,967	\$14,316	\$14,674	\$15,041
Public Toilets	\$ --	\$2,770	\$1,200	\$2,770	\$2,839	\$2,910	\$2,983	\$3,058	\$3,134	\$3,212
Resource Recovery Area - Shed	\$16,900	\$16,900	\$26,900	\$16,900	\$17,323	\$17,756	\$18,199	\$18,654	\$19,121	\$19,599
Resource Recovery Area - Weighbridge and Gatehouse	\$700	\$1,050	\$3,200	\$1,050	\$1,076	\$1,103	\$1,131	\$1,159	\$1,188	\$1,218
Transfer Shed - Building and Structures	\$158,720	\$800,520	\$152,720	\$176,720	\$181,138	\$185,666	\$190,308	\$195,066	\$199,942	\$204,941
Transfer Shed - Pit	\$17,800	\$25,300	\$17,800	\$25,300	\$25,933	\$26,581	\$27,245	\$27,926	\$28,625	\$29,340
Asset Total	\$201,220	\$856,910	\$211,920	\$235,710	\$241,603	\$247,643	\$253,834	\$260,180	\$266,684	\$273,351
Grounds, Internal Road Network and Hardstands										
Grounds	\$32,500	\$34,000	\$41,500	\$32,500	\$33,313	\$34,145	\$34,999	\$35,874	\$36,771	\$37,690
Hardstand Area	\$5,650	\$20,600	\$8,100	\$20,600	\$21,115	\$21,643	\$22,184	\$22,739	\$23,307	\$23,890
Road Networks	\$18,000	\$18,000	\$18,000	\$18,000	\$18,450	\$18,911	\$19,384	\$19,869	\$20,365	\$20,874
Asset Total	\$56,150	\$72,600	\$67,600	\$71,100	\$72,878	\$74,699	\$76,567	\$78,481	\$80,443	\$82,454
Total RRC Maintenance Budget Forecast	\$257,370	\$929,510	\$279,520	\$306,810	\$314,480	\$322,342	\$330,401	\$338,661	\$347,127	\$355,806

Table 3-4 Nudgee RRC, Ongoing Operational Maintenance and Minor Capital Budget Forecast

Asset	FY 2025-26	FY 2026-27	FY 2027-28	FY2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY2032-33	FY2033-34	FY 2034-35
Buildings and Weighbridges										
Entry-Exit - Weighbridges and Gatehouse	\$54,150	\$9,530	\$8,150	\$9,530	\$9,768	\$10,012	\$10,263	\$10,519	\$10,782	\$11,052
Public Toilets	\$2,200	\$44,520	\$ --	\$5,270	\$5,402	\$5,537	\$5,675	\$5,817	\$5,963	\$6,112

Asset	FY 2025-26	FY 2026-27	FY 2027-28	FY2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY2032-33	FY2033-34	FY 2034-35
Resource Recovery Area - Shed	\$9,590	\$28,440	\$12,390	\$13,440	\$13,776	\$14,120	\$14,473	\$14,835	\$15,206	\$15,586
Resource Recovery Area - Weighbridge and Gatehouse	\$900	\$151,150	\$900	\$1,150	\$1,179	\$1,208	\$1,238	\$1,269	\$1,301	\$1,334
Transfer Shed - Building and Structures	\$260,550	\$240,750	\$843,750	\$221,100	\$226,628	\$232,293	\$238,101	\$244,053	\$250,154	\$256,408
Transfer Shed - Pit	\$13,000	\$21,500	\$13,000	\$21,500	\$22,038	\$22,588	\$23,153	\$23,732	\$24,325	\$24,933
Dozer Shed	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --
Asset Total	\$340,390	\$495,890	\$878,190	\$271,990	\$278,790	\$285,759	\$292,903	\$300,226	\$307,732	\$315,425
Grounds, Internal Road Network and Hardstands										
Grounds	\$27,000	\$29,500	\$27,000	\$27,000	\$27,675	\$28,367	\$29,076	\$29,803	\$30,548	\$31,312
Hardstand Area	\$15,600	\$15,420	\$11,450	\$19,720	\$20,213	\$20,718	\$21,236	\$21,767	\$22,311	\$22,869
Road Networks	\$37,000	\$44,500	\$37,000	\$44,500	\$45,613	\$46,753	\$47,922	\$49,120	\$50,348	\$51,606
Asset Total	\$79,600	\$89,420	\$75,450	\$91,220	\$93,501	\$95,838	\$98,234	\$100,690	\$103,207	\$105,787
Total RRC Maintenance Budget Forecast	\$419,990	\$585,310	\$953,640	\$363,210	\$372,290	\$381,598	\$391,137	\$400,916	\$410,939	\$421,212

Table 3-5 Ferny Grove RRC, Ongoing Operational Maintenance and Minor Capital Budget Forecast

Asset	FY 2025-26	FY 2026-27	FY 2027-28	FY2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY2032-33	FY2033-34	FY 2034-35
Buildings and Weighbridges										
Entry-Exit - Weighbridges and Gatehouse	\$7,350	\$12,130	\$9,150	\$10,630	\$10,896	\$11,168	\$11,447	\$11,734	\$12,027	\$12,328
Public Toilets	\$1,740	\$240	\$0	\$240	\$246	\$252	\$258	\$265	\$272	\$278
Resource Recovery Area - Shed	\$7,700	\$11,500	\$10,450	\$11,500	\$11,788	\$12,082	\$12,384	\$12,694	\$13,011	\$13,336

Asset	FY 2025-26	FY 2026-27	FY 2027-28	FY2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY2032-33	FY2033-34	FY 2034-35
Resource Recovery Area - Weighbridge and Gatehouse	\$3,200	\$1,150	\$800	\$1,150	\$1,179	\$1,208	\$1,238	\$1,269	\$1,301	\$1,334
Transfer Shed - Building and Structures	\$152,200	\$207,100	\$154,850	\$881,950	\$903,999	\$926,599	\$949,764	\$973,508	\$997,845	\$1,022,792
Transfer Shed - Pit	\$4,300	\$13,300	\$4,300	\$13,300	\$13,633	\$13,973	\$14,323	\$14,681	\$15,048	\$15,424
Asset Total	\$176,490	\$245,420	\$179,550	\$918,770	\$941,739	\$965,283	\$989,415	\$1,014,150	\$1,039,504	\$1,065,492
Grounds, Internal Road Network and Hardstands										
Grounds	\$22,600	\$22,600	\$32,600	\$22,600	\$23,165	\$23,744	\$24,338	\$24,946	\$25,570	\$26,209
Hardstand Area	\$1,370	\$24,760	\$3,170	\$4,760	\$4,879	\$5,001	\$5,126	\$5,254	\$5,386	\$5,520
Road Networks	\$18,000	\$18,000	\$18,000	\$18,000	\$18,450	\$18,911	\$19,384	\$19,869	\$20,365	\$20,874
Asset Total	\$41,970	\$65,360	\$53,770	\$45,360	\$46,494	\$47,656	\$48,848	\$50,069	\$51,321	\$52,604
Total RRC Maintenance Budget Forecast	\$218,460	\$310,780	\$233,320	\$964,130	\$988,233	\$1,012,939	\$1,038,263	\$1,064,219	\$1,090,825	\$1,118,095

Table 3-6 Chandler RRC, Ongoing Operational Maintenance and Minor Capital Budget Forecast

Asset	FY 2025-26	FY 2026-27	FY 2027-28	FY2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY2032-33	FY2033-34	FY 2034-35
Buildings and Weighbridges										
Entry-Exit - Weighbridges and Gatehouse	\$10,760	\$11,600	\$8,250	\$12,500	\$12,813	\$13,133	\$13,461	\$13,798	\$14,143	\$14,496
Public Toilets	\$4,900	\$7,010	\$5,400	\$7,010	\$7,185	\$7,365	\$7,549	\$7,738	\$7,931	\$8,129
Resource Recovery Area - Shed	\$163,150	\$25,150	\$16,650	\$17,150	\$17,579	\$18,018	\$18,469	\$18,930	\$19,404	\$19,889
Resource Recovery Area - Weighbridge and Gatehouse	\$3,200	\$1,100	\$800	\$1,100	\$1,128	\$1,156	\$1,185	\$1,214	\$1,245	\$1,276

Asset	FY 2025-26	FY 2026-27	FY 2027-28	FY2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY2032-33	FY2033-34	FY 2034-35
Transfer Shed - Building and Structures	\$166,320	\$164,780	\$794,820	\$137,280	\$140,712	\$144,230	\$147,836	\$151,531	\$155,320	\$159,203
Transfer Shed - Pit	\$7,500	\$17,500	\$7,500	\$17,500	\$17,938	\$18,386	\$18,846	\$19,317	\$19,800	\$20,295
Asset Total	\$355,830	\$227,140	\$833,420	\$192,540	\$197,354	\$202,287	\$207,345	\$212,528	\$217,841	\$223,287
Grounds, Internal Road Network and Hardstands										
Grounds	\$7,000	\$7,000	\$9,500	\$7,000	\$7,175	\$7,354	\$7,538	\$7,727	\$7,920	\$8,118
Hardstand Area	\$8,950	\$13,000	\$10,750	\$13,000	\$13,325	\$13,658	\$14,000	\$14,350	\$14,708	\$15,076
Road Networks	\$27,000	\$27,000	\$34,500	\$27,000	\$27,675	\$28,367	\$29,076	\$29,803	\$30,548	\$31,312
Asset Total	\$42,950	\$47,000	\$54,750	\$47,000	\$48,175	\$49,379	\$50,614	\$51,879	\$53,176	\$54,506
Total RRC Maintenance Budget Forecast	\$398,780	\$274,140	\$888,170	\$239,540	\$245,529	\$251,667	\$257,958	\$264,407	\$271,018	\$277,793

3.4. Remediation Considerations

It is recommended that a preliminary Building Conditions and compliance assessment is undertaken by a Building Certifier, particularly in consideration of the proposed development of a secondary surge pit (see Section 6). This will help identify if the proposed facility upgrades require modifications to other assets to ensure compliance with current standards such as Australian Standards (AS), DDA compliance, Fire Safety and the National Construction Code (NCC).

3.5. Asset Replacement Valuation

TO BE INCLUDED BY BCC UPON FINALISATION OF ASSET REPLACEMENT VALUE REPORT

3.6. Limitations

The 2023 asset condition report did not include an assessment of the remaining life of material components of the assets to further support long-term planning and risk mitigation. There is also a lack of alignment between the asset conditions report findings and the RRIA's existing five-year Work Item and budget allocation.

The current maintenance budget does not clearly discern between urgent and low-risk items, and no capital renewal expenditure has been identified in either the asset condition report or the Work Item documentation.

It is noted that while the condition assessment report and previous AMP were both established in 2023, it is unclear if the critical upgrade items have been addressed. As such, the RRIA should consider carrying out a workshop to reconcile priorities, budget allocation, and confirm compliance risk ratings in line with the recommended upgrades to the residual waste handling strategy. This will ensure urgent asset elements are addressed timely while aligning with parallel asset upgrades.

The cost estimates presented in this report are classified as Class 5 Order of Magnitude estimates. A 50 per cent contingency allowance has been applied. Due to the nature of this estimate class, a level of confidence was not applied.

The AMP remains a live document, with ongoing collaboration between the asset team and RRIA. An updated asset condition summary report is in development, which will assist in identifying and refining key subject areas and assets for future planning and prioritisation.

4. Levels of Service and Performance Standards

At present, Council has not adopted formal customer experience and operational metrics for the RRCs. To support strategic decision-making and ongoing performance monitoring, Table 4-1 and Table 4-2 propose metrics for consideration and potential adoption.

The proposed metrics have been developed in consideration of prior customer experience and behavioural assessments, observed usage patterns, stakeholder feedback, and behavioural insights. They are provided as potential measures for the Council's consideration. Once endorsed, targets and baselines can be set to enable consistent service level monitoring and improvement.

Table 4-1: Customer Experience Metrics

Customer Experience Metrics	
Ease of use	Accessibility of site layout, opening hours, signage and wayfinding, digital engagement and real-time feedback loops.
Customer satisfaction scores	Staff courtesy and professionalism, site cleanliness, transaction experience, complaint response times
Recycling participation	Frequency and volume of recyclable materials, recycling stream acceptance/offering, material recovery rates
Queue and visit time	Time spent on site, especially during peak periods, queue times.

Table 4-2: Operational Metrics

Operational Metrics	
Site capacity and throughput	Volume of waste processed per day/week
Voucher utilisation	The percentage of issued vouchers redeemed by visitors
Staff-to-customer ratios	Adequate staffing to manage peak demand
Safety and compliance	Incident severity and rates, environmental breaches, audit results

Recommendation: Baseline values and targets should be workshopped and established for each metric by RRIA to drive the monitoring of targets and ongoing improvement. The metrics should be reviewed annually and used to inform long-term operating and engagement strategies. This will enable consistent tracking of service quality, and customer engagement. These metrics will ensure the AMP is driven by community expectations and needs, long-term goals, and operational efficiencies.

5. Demand and Drivers for Change

Brisbane's waste infrastructure is facing increasing pressure from both operational constraints (e.g. encroachment pressure at Chandler and Ferny Grove RRCs), and strategic policies and management targets concerning a reduction of waste to landfill. A range of key factors have been identified driving the demand for a strategic waste handling strategy and effective waste management system that also aligns with local, state, and federal strategies.

BCC transfer station facilities were not originally envisioned to operate as RRCs, instead designed to consolidate large quantities of household generated municipal solid waste (MSW) before transporting to landfill or green waste processing centres. The major RRCs of Nudgee and Willawong were intended to consolidate large quantities of kerbside municipal solid waste (MSW) and commercial waste collection, while Ferny Grove and Chandler RRCs were originally designed to service self-haul customers only.

Brisbane's RRCs have undergone significant upgrades within the last 30 years to accommodate changing waste streams and rising waste volumes driven by population growth, increasing consumption, evolving waste characterisation, policy, and product stewardship changes. Key developments have included:

- FY 2001-02, FY 2008-09: Chandler RRC and Ferny Grove respectively began accepting kerbside residual MSW and green waste following changes to the collection contract, reducing transport costs from nearby suburbs.
- FY 2014-15: Recycling sheds and supporting infrastructure (i.e., access roads, drainage, operational zones) were constructed at all RRCs to meet community expectations and improve domestic recycling.

These upgrades improved facility service delivery but also introduced new challenges, particularly during peak times such as traffic congestion and limited waste storage capacity.

Figure 5-1 Timeline of historic RRC upgrades



5.1. Surge Pit Capacity

The design capacities for the Major and Minor RRCs are summarised within Table 5-1, compared against current annual tonnages received.

Table 5-1 Surge Pit design capacity vs FY24/25 Residual Tonnages

Resource Recovery Centre		Design Capacity (t/year)	2024/25 Tonnage (t)	2025 % Design operating Capacity
Major	Willawong	275,000	177,200	~64.5%
	Nudgee		184,900	~67.3%
Minor	Chandler	50,000	69,700	139.4%
	Ferny Grove		37,700	75.4%
Total volumes		650,000	428,700	70.0%

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While major RRCs and Ferny Grove currently operate below their design capacity in terms of annual waste tonnage, Chandler RRC consistently exceeds operational capacity limits due to the acceptance of kerbside residual waste. This overcapacity has been effectively managed by implementing logistical transfer measures thereby increasing operational capacity of the transfer station. Additional transfer vehicles have been deployed since the introduction of Kerbside residual waste to maintain frequent waste removal from the surge pit. Occasional transfer of waste from Chandler to Willawong or Nudgee RRCs is undertaken for temporary storage or to Brisbane landfill for disposal, to maintain Chandler operational capacity.

5.2. Traffic Congestion

Internal and external traffic congestion has been identified as a persistent issue across all RRCs, particularly during weekends, public holidays, Christmas period, and a surge period post the release of waste vouchers in July. All RRCs are receiving high traffic volumes, particularly during the weekends with up to 1,400 vehicles per day at Willawong (as at March 2021 data). Current operations do not offer a long-term resolution to these congestion issues and their potential impact to throughput efficiency and safety.

Design limitations have contributed to efficiency issues at the RRCs. Table 5-2 outlines the original traffic capacity design for each site, including transfer station bays and entry lanes (main weighbridge and bypass), compared with peak vehicle volumes recorded in March 2021 (traffic volumes have been observed to have steadily increased since 2021, however additional modelling analysis has not taken place). Operational changes, particularly the underuse of bypass lanes, have resulted in congestion at site entry. Where bypass lanes were initially intended to be used during peak hours for recycling and sedan-only vehicles, these lanes remain underutilised, effectively halving gatehouse processing capacity and causing congestion and extensive queues at the gatehouse prior to entering.

Table 5-2 Traffic Peak Capacity vs Current Operating Capacity vs Weekend (Peak) Average vehicle numbers (from March 2021)

Resource Recovery Centre	Design Peak Capacity*	Current Operating Capacity*	Peak (Weekend) March 2021 Vehicle Numbers	Traffic Peak Capacity VS Current Operating Capacity
Willawong	1,477	739	1,400	190%
Nudgee	1,477	739	1,100	150%
Chandler	1,624	812	1,300	160%
Ferny Grove	1,624	812	900	110%

** Design Peak Capacity includes the use of the bypass lane during peak hours however this is currently not practically utilised.*

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Queue times of approximately 10-15 minutes have been reported, impacting the gatehouse and external roads for each RRC, and importantly the perceived customer experience and onsite behaviours towards Cleanaway and Wilson's Security onsite staff. Characteristics of queuing impacts at each RRC are outlined in Table 5-3.

Table 5-3 RRC Congestion impacts on external roads

Resource Recovery Centre	Queuing impacts
Willawong	Access to the southern end of Sherbrooke Road (Bus Depot, Veolia Depot, storage, and other industrial facilities) is blocked by the queue lengths occurring on Sherbrooke Road in peak times.
Nudgee	Queue length at times extends onto Nudgee Road (80 km per hour speed limit), creating traffic and safety issues on Nudgee Road. The total queue allowance length of 270m is inadequate in managing the length of queues in peak times
Chandler	Entry through Tilley Road (double-lane) queues up to the roundabout at the Sleeman Complex. The total allowance for queue length of approximately 530m is currently inadequate during peak times.
Ferny Grove	The total allowance for queue length of approximately 210 m is giving rise to long queues on Upper Kedron Road during peak customer times.

5.3. Strategic Context

Total waste volumes across Brisbane are expected to increase in line with population growth and evolving consumption patterns. Key drivers include:

- Policy shifts at local, state, and federal levels aimed at improving resource recovery and reducing landfill dependency.
- The rollout of mandatory green organics (GO) kerbside collection, which is significantly increasing organic waste volumes.
- Council targets to reduce domestic landfill disposal to 250 kg per person annually.
- Community demand for more accessible and user-friendly recycling services.
- Rising waste levies, which incentivise landfill diversion and investment in alternative waste solutions.

Council is also exploring alternative waste disposal options, including dry waste diversion. Current infrastructure constraints, including ageing assets, limited land availability, and operational bottlenecks, are compounding the requirement for additional investment.

Brisbane Landfill is operating with a finite capacity, where its current operating conditions estimate operational closure by FY 2027-2028 until the Landfill reaches capacity. Implementing strategic diversion efforts and infrastructure upgrades at the four RRCs aim to support the availability of additional landfill space. This would not only increase future waste management. Strategic upgrades and diversion initiatives are essential to ensure Brisbane's waste infrastructure remains aligned with policy objectives, community expectations, and sustainability goals.

5.3.1.RRC Access and Strategic Planning

As part of the long-term waste infrastructure strategy, the Council considers residents' proximity to RRCs a key factor in planning for future capacity, accessibility, and service equity. Ensuring residents have sufficient access to RRCs encourages responsible waste disposal and improves community satisfaction.

Considering proximity into strategic planning enables Council to ensure infrastructure investment occurs in alignment with growing population projections and evolving waste volumes. This approach supports the development of a waste network that is able to remain accessible and accommodate the waste service behaviour of the population, while aligning with broader sustainability and service delivery goals.

5.4. Policy Drivers

Policy and regulatory changes also drive Brisbane's transition toward more sustainable and efficient waste practices. These drivers are accelerating the need for facility and infrastructure upgrades, and more sustainable waste practices across the city.

Regulatory changes such as the Queensland Government waste levy are also driving investment in resource recovery infrastructure. In FY 2025-26, the general waste levy for South-East Queensland metro regions increased from \$115 to \$125 per tonne. The levy is scheduled to increase further to \$145 per tonne by FY 2027-28, with annual indexation proceeding this, projecting a rate of \$172 per tonne by FY 2034-35. These increases are part of a broader strategy to reduce landfill dependency and promote a circular economy.

As levy rebates continue to decline, the financial pressure on councils and ratepayers grows, reinforcing the need to divert waste from landfill and invest in alternative processing solutions. The Queensland Government has indicated a review of the waste levy will start end of this year which has the potential to increase the levy in order to align with other state's rates (i.e. levy is at risk of increasing by ~\$30/t). Discussions concerning the potential for such reviews and additional waste levy increases to take place have been considered as an additional driver for change in reducing the rate of waste going to landfill.

Climate change considerations also continue to shape waste management decisions. As part of Council's carbon neutral commitment, it has committed to reduce its operational greenhouse gas emissions by at least 30 per cent on 2016-17 levels by 2031-32 and achieve net zero emissions by 2050. As waste management is a significant source of emissions for Council, any planning of Waste infrastructure planning must consider these targets.

6. Preferred Residual Waste Handling Strategy

6.1. Preferred Solution – Development of a Secondary Surge Pit

Council undertook an assessment of residual waste handling options to address current infrastructure constraints, policy and strategy drivers, and projected population growth. This included a financial assessment and multi-criteria analysis (MCA) to ensure the proposed solution delivers long-term value, operational efficiency, and strategic alignment with broader waste initiatives.

Based on a multicriteria analysis (MCA), the development of a secondary surge pit (Option 1A) at the Willawong and Nudgee RRCs, along with diversion of kerbside waste away from Chandler and Ferny Grove RRCs was identified as the preferred option for residual waste handling. This option delivers positive financial performance, with a net present value (NPV) of \$6.9 million compared to a 'do nothing' scenario, demonstrating clear economic benefit and long-term value for Council.

The MCA criteria were developed in consultation with Council and aligned with service need and strategic policies. An overview of the financial assessment of options, MCA process, criteria development, and outcomes are provided in Appendix A. See Appendix B for additional information pertaining to Option 1A's high level cost plan and concept design.

The proposed solution aims to enable the diversion of hard waste from landfills, improve waste transfer efficiency, and reduce pressure on RRCs. Logistic pathways will be reconfigured to optimise transport and bulking, supporting ongoing population growth and strategic alignment over time. Hard waste consists of higher value materials such as timber, rock/bricks/concrete steel, mattresses, soils, and these are predominantly disposed of by self-haul public and commercial customers. Initiatives proposed to take place at each RRC are outlined below.

Willawong and Nudgee RRCs

A secondary surge pit is proposed at each major RRC, located opposite the existing loading tunnel, to service the kerbside residual waste collected by the domestic collection vehicle fleet. This will enable kerbside waste to be compacted and sent to landfill, while hard waste is segregated for transport to external processing facilities.

No additional land is required, while through traffic flow and bay capacity have been carefully considered to minimise internal congestion. Each secondary surge pit is designed to accommodate up to six bays and hold a capacity of 3,300 m³ of waste. The estimated capital cost is approximately \$15 million per site, with a two-year design and construction timeline. This investment is expected to support long-term waste diversion goals, reduce transportation costs, help avoid escalating landfill levies, and improve asset utilisation. Temporary works to maintain operational continuity during construction are excluded from this estimate, as are any upgrades required at existing transfer stations due to these proposed works, to support ongoing compliance.

This strategy also supports BCC's long-term waste objectives, including preparation for EfW initiatives, and aligns with broader goals to improve safety, reduce landfill dependency, and enhance diversion outcomes.

Chandler RRC

While the minor RRCs were not initially designed to receive kerbside residual waste, contractual changes across 2008-09 aimed to minimise transportation costs, leading to its inclusion. In accordance with Chandler's proximity to Brisbane Landfill, it is proposed that kerbside waste bypasses the RRC and is sent directly to Brisbane landfill. This would enable existing surge pits to be reinstated for self-haul hard waste only, enabling diversion to external processing/recycling facilities without additional capital investment. This may also enhance the opportunity for levy reduction through improving the recovery of self-haul recoverable items.

A recent trial to evaluate the feasibility of this initiative at Chandler showed positive outcomes, including reduced gate and levy fees and lower operational demands. However, long-term viability depends on the market sustainability of downstream dry waste processors, Council's ability to buy-back some of the processed material, gate fees of the end-processors, and the need for a hardstand area to improve recovery of high-value materials. The strategy also relies on available airspace at Brisbane Landfill, which may result in the current approach only being viable within the 10-year horizon of this proposed initiative.

Ferny Grove RRC

Kerbside collection vehicles currently deliver residual MSW to Ferny Grove RRC during Monday and Tuesday. To enable hard waste diversion, it is proposed that kerbside trucks be diverted to other RRCs from Wednesday to Sunday. This would reserve mid-week access for putrescible waste and the remainder of the week for self-haul public hard waste, improving recovery outcomes without requiring infrastructure changes.

Indicative capital investments have been provided (Table 6-1) to estimate the 10-year capital and operational expenditure forecast for the 4 RRCs.

Table 6-1 10-year capital expenditure forecasts

Financial Year	Nudgee	Willawong	Ferny Grove	Chandler
FY2025-26	-	-	-	-
FY2026-27	\$5 million	\$5 million	-	-
FY2027-28	\$10 million	\$10 million	-	-

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Appendix D outlines characteristics pertaining to the alternative solution (Option 1B) proposing the development of a lay flat area at Willawong RRC and Nudgee RRC.

7. Organics Handling Strategy

7.1. Organics Infrastructure

In preparation of the anticipated rollout of green organics bins, upgrades to existing organics infrastructure at each RRC will support Council in accommodating increased waste volumes and planning for emerging strategies and policies.

While the RRCs accept green waste, the current infrastructure is projected to come under strain in line with increasing diversion of organic waste from landfills. To support this diversion, a staged program of works is proposed to be implemented in conjunction with general site improvements.

Green Waste from kerbside collection vehicles and self-haulers is temporarily stockpiled on the Green Waste Hardstand area, where it is homogenised and mulched prior to transportation to a processing facility for compost production. Green waste hardstand areas at Nudgee and Willawong RRCs are shown in Figure 7-1 and Figure 7-2, respectively.

Figure 7-1 Green waste hardstand, Nudgee RRC



Figure 7-2 Green waste hardstand, Willawong RRC



Hardstand areas at RRC have been previously expanded at the Nudgee and Willawong RRCs to accommodate the increasing volume of green waste from kerbside collection and to support the rollout of green bins across Brisbane. Detailed in Table 7-1, further expansions are underway at Nudgee RRC and planned for Willawong, Ferny Grove, and Chandler RRCs. These expansions are driven by the three primary objectives of enhancing safe operations (people-plant interactions), accommodating increased volumes, and reducing congestion.

Enhancing safe operations

The expansion of green waste pads will increase the separation between people and plant, reducing the risk of interface with members of the public and operational staff. As shown in Figure 7-2 loaders often operate within close proximity to self-haul customers, with limited physical segregation and reliance on spotter staff. Although designated unloading areas have been informally devised, they lack clear markings, signage, and traffic direction indicators.

Clear delineation of operations and public zone should be implemented and enforced within the expansion of the existing green waste pad area.

Accommodating increased volumes

The introduction of mandatory green bins across Brisbane is expected to significantly increase kerbside green waste tonnage managed at the RRCs, forecast to exceed 90,000 tonnes annually by FY 2025-26. A 2025 Waste Characterisation Assessment identified that approximately 15 per cent of material in general waste bins is green waste. Diverting this material to dedicated green waste streams will reduce landfill volumes and associated waste levy costs.

Reducing congestion

Originally designed as long-haul transfer stations for MSW, RRCs have evolved to accommodate green waste and resource recovery services. Traffic management constraints during peak periods identify the inefficiencies between the current design and expanded operational requirements. Queuing backing up to the ring roads is common due to the limited amount of tipping bays and minimal on-pad queuing space.

Proposed hardstand expansion initiatives will widen the hardstand areas to include internal queuing lanes and segregated material stockpiles. This will improve the traffic flow, reduce congestion, and potentially mitigate safety risks. Where green waste self-haulers account for approximately 25 per cent of total site traffic, increasing the number of drop-off bays and implementing clearly defined public zones will improve internal congestion.

7.2. Expansion Program

Works are proposed at varying stages. No land acquisition is required for the proposed expansion, however works will utilise remaining available area at each site. Table 7-1 outlines the proposed expansion program at each RRC.

Table 7-1 Proposed expansion scope of works

Facility	Stage	Description
Nudgee RRC	Stage 1 – FY2025-26	• Expansion of the green waste pad towards the western and northern sides • Construction of perimeter drains to convey runoff to the existing sediment basin
	Stage 2 – FY2026-27	• Expansion of the green waste pad on the eastern side • Upgrade of existing sediment basin to a stormwater treatment pond • Installation of new stormwater infrastructure to enable sufficient treatment of stormwater runoff
Willawong RRC	Stage 1 – FY2025-26	• Expansion of the green waste pad to the north

Facility	Stage	Description
		Installation of a stormwater treatment plant and perimeter drain to convey runoff to existing culvert
	Stage 2 – FY2027-28	- Expansion of the green waste pad to the eastern side - Realignment of watercourse - Replacement of existing treatment basin
	Stage 3 – FY2028-29	- Final expansion of the green waste pad to the north and east - Construction of additional stormwater treatment infrastructure for management of green waste pad runoff
Ferny Grove RRC	Stage 1 – FY2025-26	- Expansion of the green waste pad to the north/north-west - Bypass lane extension to allow for quick exit of Green Waste customers
	Stage 2 – post-FY2026-27	- Continue the northern expansion - Construction of a retaining structure and acoustic barrier to maximise the available hardstand expansion.
Chandler RRC	Stage 1 – FY2025-26	Extension of the green waste pad to the south/south-east side
	Stage 2 – FY2026-27	- Expansion of the green waste pad to the western side - Installation of new stormwater infrastructure and upgraded treatment pond to enable sufficient treatment of stormwater runoff

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Appendix C outlines the technical drawings for these proposed expansion projects at each RRC.

The implementation plan and high-level estimated capital costs for each RRC are outlined within Table 7-2.

Table 7-2 Estimated capital investment summary

Financial Year	Nudgee	Chandler	Ferny Grove	Willawong
FY 2025-26	Stage 1 - \$0.9 million	Stage 1 - \$ 0.6 million	Stage 1 - \$0.7 million	Stage 1 - \$1.2 million
FY 2026-27	Stage 2 - \$0.8 million	Stage 1 - \$ 1.0 million	Stage 2 - \$1.2 million	-
FY 2027-28	-	-	-	Stage 2 - \$1.8 million
FY 2028-29	-	-	-	Stage 3 - \$1.4 million

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7.3. Alternative or Complementary Organics Management Considerations

Alternative operational measures may also be explored to address capacity constraints. For example, increasing grinding frequency or extending operational hours may provide short- to medium-term relief without requiring immediate infrastructure upgrades.

With BCC currently progressing through the process of awarding new contracts, changes in waste flow are anticipating. A proponent has proposed commissioning a bulk station to accommodate additional volumes. If implemented, this may offset the requirement for the pad expansion works, or reduce the scale of required upgrades.

Organics handling practices may vary depending on material type and processor requirements. Some materials may be removed from sites unshredded to reduce the risk of contamination. These additional operational initiatives should be considered when planning future organics handling strategies.

8. Recycling Materials Handling Strategy

The addition of the recycling materials buildings (FY 2014-15) at Chandler RRC increased resource recovery efforts within the original RRC footprint. Staff are engaged to guide and educate customers on correct drop-off points for recyclable materials.

A dividing barrier separates the public area from the staff-only zone, which contains machinery and larger bins (Figure 8-1). The public side includes three lanes for vehicle access and unloading. There are no clearly marked bars for specific materials. Based on site observations, vehicles typically stop directly in front of the relevant drop-off point for each recyclable item.

Figure 8-1 Designated lane for visitors, Chandler RRC



Figure 8-2 illustrates the operation of the designated drop-off area at Ferny Grove RRC, demonstrating the double-handling process that occurs at each RRC's recycling material building. Within this process, loaders are used to relocate large or heavy items into bulk bins to create space for incoming drop-offs. This approach is inefficient and introduces potential safety risks, as machinery must operate in proximity to the public. To mitigate these risks, the bunker area is temporarily closed during loading operations.

Expansion of the recycling materials facilities is largely constrained across the Nudgee, Chandler, and Willawong RRCs:

- Site limitations prevent any significant expansion works from occurring at the Nudgee RRC
- The Chandler RRC is currently operating at a capacity considered sufficient for its requirements
- Existing sheds may be repurposed at the Willawong RRC to improve operational efficiency where required over time.

Ferny Grove RRC presents a viable opportunity for expansion works due to its available space and operational layout reducing development constraints. To accommodate future growth in recycling throughput and improve operational efficiency, an upgrade to the recycling materials building at Ferny Grove is proposed. This extension aims to double the site's operating capacity.

Implementation is likely to occur in the mid-to-long term (approximately 5-years). Required capital costs have been estimated at \$6 million. The technical drawing for these proposed expansions at Ferny Grove RRC is outlined in Appendix C.

Figure 8-2 Designated drop-off area, Ferny Grove RRC



9. Site Efficiency Initiatives

Site efficiency initiatives have been identified to support improved operational performance, safety, and customer experiences across the RRCs. These upgrades are essential to ensure facilities remain fit for purpose and aligned with broader waste management and sustainability objectives.

Internal road redesigns are proposed to separate traffic flows, reduce congestion, and improve safety particularly during peak periods. Upgrades to weighbridge infrastructure and entry systems will enhance transaction speed and accuracy. The integration of automated systems and digital waste vouchers is expected to improve customer interactions while potentially supporting improved operational oversight and planning through providing more strategic information regarding customer service usage.

Improved signage and wayfinding will support clearer navigation and support efficient use of time at the site and enhance overall user experience. Upgrades to storm water system, lighting, pedestrian access, and emergency egress provision will improve safety and environmental controls at facilities. These improvements will support the mitigation of facility risks and ensure ongoing operational compliance.

Parallel works are also underway to support dry waste diversion and integrate digital tools such as on-site display boards. These improvements are designed to complement broader infrastructure upgrades.

9.1. Traffic efficiency and Site Access Improvements

Several initiatives are proposed to improve site efficiency by reducing internal and external congestion and increasing offloading throughout. These upgrades will enhance customer experience, ensure regulatory compliance, and support waste diversion from landfills. Priority areas include traffic redesigns, signage improvements, and the addition of secondary weighbridges at key sites, outlined within Table 9-1.

Table 9-1 Traffic upgrade initiatives, RCC facility

Facility	Efficiency initiatives
Willawong	• Extend the existing bypass lane from the entry point. • Introduce a second lane for Recycling and Green Waste-only customers. • Install a new 20m weighbridge on the bypass lane for Green Waste vehicles to bypass the main weighbridge. • Improve signage to direct recyclable-only customers to the left-most lane for quicker access.
Nudgee	• Extend the bypass lane from the entry point for Recycling and Green Waste-only customers. • Include a 20m weighbridge on the bypass lane for Green Waste vehicles. • Add signage to guide recyclable-only customers to the Recycling shed via the left-most lane, reducing time spent on site.
Ferny Grove	• Extend the bypass lane from the entry point. • Reserve the second lane for Recycling and Green Waste-only customers. • Install a 20m weighbridge to allow Green Waste vehicles to bypass the main weighbridge.

Facility	Efficiency initiatives
Chandler	Additional Internal Lane • Create a dedicated lane for Recycling customers to re-enter the site without using the roundabout. • The roundabout, originally designed as a U-turn for rejected loads, now contributes to congestion, especially during peak times. • Current signage conflicts with roundabout operation, relying on driver courtesy rather than clear right-of-way. Alternate Entry via Bacton Road • Provide a separate entry for Recycling-only customers. This could alleviate weekend queuing, as Recycling customers make up nearly a quarter of traffic. • However, this option may cause confusion and would require community consultation and approval.

9.2. Staff Amenities

Since inception of Brisbane's RRCs, the scale and nature of operations have expanded to accommodate a broader range of services. This growth has resulted in increased workforce requirements, placing greater demand on staff facilities.

Current facilities require upgrades in line with best practice standards such as WorkSafe Queensland, the Disability Discrimination Act (DDA), and updates to building codes over the past 30 years such as the Australian Standards (AS) and the National Construction Code (NCC) which address a range of factors including sustainability, insulation, and energy efficiency considerations.

New amenity buildings are in development at each RRC, including lunchrooms, gendered toilets and locker rooms, accessible facilities for people with disabilities (PWD), and additional car parking bays. These upgrades are designed to align with contemporary standards, support a safe and inclusive workplaces, and accommodate future staffing requirements.

Capital expenditure has been estimated at \$0.5 million per facility, with completion targeted for FY2025-26. In addition to this base estimate, site-specific contingencies have been considered to account for planning and infrastructure requirements unique to each RRC. As such, additional capital expenditure allocations of \$0.2 million and \$0.3 million have been projected for Nudgee RRC and Willawong RRC, respectively.

9.3. Fire Tank System

The installation of fire tank systems commenced as a rolling program in FY 2023-24, and is scheduled for completion by FY 2025-26. This initiative reflects the RRIA's commitment to maintaining assets in a serviceable and operational condition, and ensuring compliance with legislative requirements for waste facility operations. These upgrades were undertaken under the Australian and New Zealand Council for fire and emergency services (AFAC) *'Fire safety in waste management facilities'* guidelines.

The fire tank system contains the capacity of two 230,000 litre tanks at each RRC. Construction has been completed at the Chandler, Nudgee, and Willawong RRCs, with works underway at the Ferny Grove RRC.

9.4. Future Tip Shop, Truck Parking Facilities

A high-level concept has been developed for a future tip shop and public parking area at Willawong RRC, along with an overnight truck parking facility on land adjoining the RRC. The truck parking facility is intended to accommodate the growing fleet required to service Brisbane's expanding population.

9.5. Strategic Benefits

Proposed site efficiency initiatives aim to deliver a range of strategic benefits across compliance, customer service, operational performance, and alignment with diversion of residual waste from landfills. Environmental enhancements, such as improved stormwater treatment systems and pedestrian safety infrastructure, aim to improve compliance and safety standards, reducing environmental risk and ensuring facilities continue to meet regulatory expectations.

9.6. Site Efficiency Initiative Indicative Costing

While formal implementation plans for these site efficiency initiatives are not yet established, with the exception of staff amenity works in progress, they are expected to be delivered within the 10-year planning horizon. A cost estimate for the proposed works is provided within Table 9-2.

Table 9-2 Indicative costing, Site Efficiency Initiatives

Site Efficiency Initiative	Nudgee RRC	Willawong RRC	Ferny Grove RRC	Chandler RRC
Entry road widening and secondary weighbridge	\$0.8 million	\$0.8 million	\$0.6 million	\$0.7 million
Staff amenities	\$0.7 million	\$0.5 million	\$0.8 million	\$0.5 million
Future tip shop, truck parking facility	-	\$12 million	-	-

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9.7. Additional Infrastructure Investment Needs

9.7.1. Specialty Waste Streams

Further infrastructure investment efforts such as facility expansion measures would enable facilities to accept a broader scope of wastes including e-waste, mattresses, paint, gas bottles, and construction and demolition material. These facility upgrades will continue to support landfill diversion objectives, and meet community expectations for comprehensive waste services while supporting strategic targets for landfill diversion by enabling effective recovery of waste recovery otherwise disposed of.

9.7.2. General Site Improvements

Site-wide upgrades are required to improve weighbridges, internal roads, stormwater systems, and safety infrastructure. Enhancements to queuing systems, pedestrian segregation, and digital engagement tools will improve customer experience and operational efficiency.

These improvements should be strategically aligned with the residual waste handling strategy. Redesigned traffic flows and implementing upgraded signage and digital systems will significantly improve the user experience. These changes may reduce queueing times, improve site investigations, and make waste disposal more intuitive and accessible for residents, encouraging greater participation in recycling and organics diversion.

10. Financial Summary

10.1. Financial Outcome

Table 10-1 summarises the indicative capital costs and ongoing operational maintenance and minor capital costs allocated to each RRC. Capital costs associated with each handling strategy and site efficiency initiative have been outlined according to RRC location. The cost estimates presented in this report are classified as Class 5 Order of Magnitude estimates therefore a contingency allowance of 50 per cent has been applied. Due to the nature of this estimate class, a level of confidence was not applied. The Class 5 estimate is appropriate for this high-level feasibility 'go/no-go' concept stage. Additional site assessments may support more detailed financial forecasting.

The 10-year capital expenditure profile includes approximately \$30 million for implementation of the secondary surge pits, \$9.6 million for organics initiatives, \$6 million for recycling upgrades, and more than \$15 million for site efficiency initiatives. These investments will ensure long-term operational resilience and alignment with strategic waste management objectives.

Note that the preferred residual waste handling management option has been identified as implementing a secondary pit to separate self-haul from kerbside residual waste at the Nudgee and Willawong RRCs. This option delivers positive financial performance, with a net present value (NPV) of \$6.9 million compared to a 'do nothing' scenario, demonstrating clear economic benefit and long-term value for Council.

The funding strategy for the proposed investments is multi-faceted and designed to ensure both financial sustainability and the maximisation of value for Council and the community. Projects have been prioritised based on their positive payback periods and the long-term benefits they deliver, both operationally and strategically. Council will review internal capital allocations to ensure that sufficient budget is available for priority initiatives, while also actively pursuing external funding opportunities such as South-East Queensland City Deals and the Queensland Government's Resource Recovery Boost Fund. Advocacy for these external funding sources will be a key focus, as securing additional capital can further enhance the value delivered to ratepayers. While grant funding is being explored, it is important to note that the financial analysis demonstrates these investments remain justified even in the absence of external funding, due to the positive financial and operational outcomes anticipated over the long term.

Table 10-1 Capital cost and ongoing maintenance outcomes - RRC Waste handling strategies and site efficiency initiatives

Initiative	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33	FY 2033-34	FY 2034-35
Nudgee RRC										
Preferred Residual Waste Strategy Option 1A – Secondary surge pit, Nudgee RRC	-	\$5.0 million	\$10.0 million	-	-	-	-	-	-	-
Organics Handling Strategy	Stage 1: \$0.9 million	Stage 2: \$0.8 million	-	-	-	-	-	-	-	-
Recycling Materials Handling Strategy	-	-	-	-	-	-	-	-	-	-
Site Efficiency - Traffic & Weighbridge	-	-	\$0.4 million	\$0.4 million	-	-	-	-	-	-
Site Efficiency - Staff Amenities	\$0.7 million	-	-	-	-	-	-	-	-	-
Site Efficiency - Tip Shop & Truck Parking	-	-	-	-	-	-	-	-	-	-
Total RRC Maintenance Budget Forecast	\$0.420 million	\$0.585 million	\$0.954 million	\$0.363 million	\$0.372 million	\$0.382 million	\$0.391 million	\$0.401 million	\$0.411 million	\$0.421 million
Total	\$2.02 million	\$6.39 million	\$11.35 million	\$0.76 million	\$0.372 million	\$0.382 million	\$0.39 million	\$0.401 million	\$0.411 million	\$0.421 million
Willawong RRC										
Preferred Residual Waste Strategy Option 1A – Secondary surge pit, Willawong RRC	-	\$5.0 million	\$10.0 million	-	-	-	-	-	-	-
Organics Handling Strategy	Stage 1: \$1.2 million	-	Stage 2: \$1.8 million	Stage 3: \$1.4 million	-	-	-	-	-	-
Recycling Materials Handling Strategy	-	-	-	-	-	-	-	-	-	-
Site Efficiency - Traffic & Weighbridge	-	-	\$0.4 million	\$0.4 million	-	-	-	-	-	-
Site Efficiency - Staff Amenities	\$0.5 million	-	-	-	-	-	-	-	-	-

Initiative	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33	FY 2033-34	FY 2034-35
Site Efficiency - Tip Shop & Truck Parking	-	\$4.0 million	\$4.0 million	\$4.0 million	-	-	-	-	-	-
Total RRC Maintenance Budget Forecast	\$0.257 million	\$0.930 million	\$0.280 million	\$0.307 million	\$0.314 million	\$0.322 million	\$0.330 million	\$0.339 million	\$0.347 million	\$0.356 million
Total	\$1.96 million	\$9.93 million	\$16.48 million	\$6.11 million	\$0.314 million	\$0.322 million	\$0.330 million	\$0.339 million	\$0.347 million	\$0.356 million
Chandler RRC										
Organics Handling Strategy	Stage 1: \$0.6 million	Stage 2: \$1.0 million	-	-	-	-	-	-	-	-
Recycling Materials Handling Strategy	-	-	-	-	-	-	-	-	-	-
Site Efficiency - Traffic & Weighbridge	-	-	\$0.3 million	\$0.4 million	-	-	-	-	-	-
Site Efficiency - Staff Amenities	\$0.5 million	-	-	-	-	-	-	-	-	-
Site Efficiency - Tip Shop & Truck Parking	-	-	-	-	-	-	-	-	-	-
Total RRC Maintenance Budget Forecast	\$0.399 million	\$0.274 million	\$0.888 million	\$0.240 million	\$0.246 million	\$0.252 million	\$0.258 million	\$0.264 million	\$0.271 million	\$0.278 million
Total	\$1.50 million	\$1.27 million	\$1.19 million	\$0.64 million	\$0.246 million	\$0.252 million	\$0.258 million	\$0.264 million	\$0.271 million	\$0.278 million
Ferny Grove RRC										
Organics Handling Strategy	Stage 1: \$0.7 million	Stage 2: \$1.2 million	-	-	-	-	-	-	-	-
Recycling Materials Handling Strategy	-	-	\$3.0 million	\$3.0 million	-	-	-	-	-	-
Site Efficiency - Traffic & Weighbridge	-	-	\$0.3 million	\$0.3 million	-	-	-	-	-	-
Site Efficiency - Staff Amenities	\$0.8 million	-	-	-	-	-	-	-	-	-
Site Efficiency - Tip Shop & Truck Parking	-	-	-	-	-	-	-	-	-	-

Initiative	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33	FY 2033-34	FY 2034-35
Total RRC Maintenance Budget Forecast	\$0.218 million	\$0.311 million	\$0.233 million	\$0.964 million	\$0.988 million	\$1.013 million	\$1.038 million	\$1.064 million	\$1.091 million	\$1.118 million
Total	\$1.71 million	\$1.51 million	\$3.53 million	\$4.26 million	\$0.988 million	\$1.013 million	\$1.038 million	\$1.064 million	\$1.091 million	\$1.118 million

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11. Risk Assessment and Mitigation

This section is a preliminary identification of risks and opportunities to implement the preferred options of diverting hard waste and organics from landfilling. The following assessment does not include an assessment of inherent risks associated with the existing facilities or their operations as these are outside of the scope of informing the AMP.

A summary of the identified risks and potential mitigation controls pertaining to the RRC network is outlined within Table 11-1.

Table 11-1 Risk assessment and mitigation matrix

Item / Risk Category	Risk / Opportunity	Description / Trigger	Initial Rating	Mitigations / Controls / Opportunity	Residual Rating	Comment
1. General						
a) Construction in live RRCs (continuity & safety)		Secondary pits and pad works must occur alongside operations; traffic interfaces elevate risk; temporary works excluded from current pit estimate.	High	Detailed construction staging & continuity plans; night/shoulder works; temporary traffic management and communications; pre-start HAZOPs; early engagement of Building Certifier.	Medium	
b) Financial risk – Policy and Levy Exposure		Future adjustments to Queensland's waste levy may occur to align with other states, potentially leading to additional levy rate increases.	High	Improve diversion from landfill through improved resource recovery initiatives. This will mitigate financial exposure and lessen the impact of levy increases.	Medium	
c) Customer experience risk		Customer dissatisfaction arising from inefficient processes, double handling. The layout and operations within the recycling hall increase proximity to the public, elevating the risk of negative experiences and potential safety incidents.	Medium	Update to lanes and wayfinding and signage to improve site navigation and enhance customer queuing. Implementation of digital tools can support ongoing monitoring of customer experience/ satisfaction	Low	No 'clear' baseline / KPIs has been established by RRIA, hard to monitor or assess material impact to any proposed implementation.
d) External traffic & public road impacts		Weekend queues exceed on-site buffers, spilling onto external RRC roads (Nudgee Rd, Sherbrooke Rd, Upper Kedron Rd, Sleeman roundabout). The under-utilised	High	Build bypass lanes and 20 m secondary weighbridges; redesign internal flows/wayfinding; stage works off-peak; coordinate with Council Traffic; consider alt entry where	Medium	Some congestion relief can be expected from implementation however site congestion will still occur, especially during peak hours/weekends. RRIA will need to

Item / Risk Category	Risk / Opportunity	Description / Trigger	Initial Rating	Mitigations / Controls / Opportunity	Residual Rating	Comment
		bypass lanes halve entry capacity.		feasible (e.g., Bacton Rd with consultation).		establish acceptable baseline to monitor material impact of initiative.
2. Timing						
a) Inflated construction cost and delayed delivery		Competing development within Brisbane leading towards 2032.	Medium	Early commencement of priority projects.	Low	Initially noted as Medium however will escalate towards High as 2032 approaches.
b) Grant funding criteria – Round 1		Shovel-ready projects that must be completed within 3 years of contract execution. Submission by 29 th Jan. 2026. Exclude items such as temporary works, land acquisition, roads, ancillary civil works, etc.	Medium			
3. Nudgee						
a) Requirement to upgrade whole facility due to proposed extension		30+ years old asset may require upgrades (unknown extent / severity) with proposed expansion. Existing building upgrades excluded from current pit estimate.	High	Early engagement with Building Certifier to carry out preliminary assessments to identify requirements and cost estimate	Low	Currently an 'known unknowns' risk item that can be minimised if identified early.
b) Land & tenure constraints		Lay-flat alternative (1B) and organics expansions may require land resumption / tenure changes. Nudgee is also bounded by Ramsar-listed wetlands.	High	Keep Option 1A (secondary pits) and proposed organics expansion as the base pathway (no new land required). If 1B / further expansion pursued, only towards the west / south and initiate early property/legal,	Medium	

Item / Risk Category	Risk / Opportunity	Description / Trigger	Initial Rating	Mitigations / Controls / Opportunity	Residual Rating	Comment
				planning approvals and community engagement; evaluate separate entries only with traffic studies.		
4. Willawong						
a) Requirement to upgrade whole facility due to proposed extension		30+ years old asset may require upgrades (unknown extent / severity) with proposed expansion. Existing building upgrades excluded from current pit estimate.	High	Early engagement with Building Certifier to carry out preliminary assessments to identify requirements and cost estimate	Low	Currently an 'known unknowns' risk item that can be minimised if identified early.
5. Chandler						
a) Waste Capacity		Chandler operating beyond waste volume design capacity i.e. 139 per cent of design.	High	Execute operating change (kerbside direct to landfill; pit reserved for self-haul hard waste) will reduce to design threshold; maintain contingency haulage; accelerate secondary pits to rebalance flows.	Medium	
b) Land encroachment		Community objection to any RRC's development / expansion may escalate over time. Chandler is projected to experience high growth / development with encroachment surrounding the RRCs.	Medium	Early commencement of priority projects.	Low	Initially noted as Medium however will escalate towards High over time.
6. Ferny Grove						
a) Proposed operation implementation		Opportunity to divert hard waste and further increase storage contingency.		Execute operating change (kerbside only Monday and Tuesday; pit reserved for		

Item / Risk Category	Risk / Opportunity	Description / Trigger	Initial Rating	Mitigations / Controls / Opportunity	Residual Rating	Comment
				self-haul hard waste for remaining days) will allow hard waste diversion, reduce to design threshold; maintain contingency haulage;		
b) Land encroachment		Community objection to any RRC's development / expansion may escalate over time. Ferny Grove's neighbouring receptors (e.g. sport clubs/fields) and projected growth / development will constrain any further expansion.	Medium	Early commencement of priority projects.	Low	Initially noted as Medium however will escalate towards High over time.

12. Implementation Plan and Next Steps

Table 12-1 presents the proposed Implementation Plan for key initiatives under the AMP. The Implementation Plan has been developed to prioritise critical safety initiatives and infrastructure upgrades, and aims to support the Council in identifying opportunities to align with parallel projects and manage key operational dependencies. Continued monitoring and strategic planning will be essential to ensure the successful delivery of the strategic initiatives and ongoing operational and maintenance works.

The Implementation Plan outlines a prioritised sequence of infrastructure upgrades, operational changes, and strategic developments across Brisbane's RRCs. Each initiative has been assessed by site, indicative timing, and proposed strategic impact, and is intended to provide a guide for delivery and support alignment with Council policies and strategies.

Table 12-1 Implementation Plan

Initiative	Date commencing	Strategic Impact
Nudgee RRC		
CRR4 critical upgrade activities	FY 2025-26	Removes immediate safety/compliance risks
Green waste pad expansion – stage 1	FY 2025-26	Improved capacity for green waste and safety uplift through better separating self-haul and plant operations
Green waste pad expansion – stage 2	FY 2026-27	Improved treatment of stormwater runoff
Preferred Residual Waste Solution - Secondary Surge Pit (Option 1A)	FY 2027-28	- Decoupling of kerbside residual waste streams - Enables hard-waste separation, improving queue and trip efficiency
Internal traffic and wayfinding upgrades	Rolling schedule	Improved trip efficiency, reduced queuing times
Amenities / accessible parking / egress upgrades (Willawong truck parking & future tip shop)	Rolling schedule	Improved amenity quality, facility service, potential improvements in compliance
Entry & Bypass lanes and secondary weighbridge upgrades	Rolling schedule	Improved site trip efficiency, reduced queuing times, reduced gatehouse congestion

Initiative	Date commencing	Strategic Impact
Digital voucher and infrastructure implementation	Rolling schedule	Improved trip efficiency, reduced queuing times, efficient throughput
10-year Maintenance Schedule	Rolling schedule	Supporting ongoing asset quality and ensuring operational compliance
Council and RRIA scope of works review – anticipated and completed	Rolling schedule	Reviewing works carried out in the upcoming and previous year to ensure prioritisation of tasks, and allocation of capital and operational initiatives
Willawong RRC		
CRR4 critical upgrade activities	FY 2025-26	Removes immediate safety/compliance risks
Green waste pad expansion – stage 1	FY 2025-26	Improved capacity for green waste and safety uplift through better separating self-haul and plant operations
Green waste pad expansion – stage 2	FY 2027-28	Improved capacity for green waste and safety uplift through better separating self-haul and plant operations
Preferred Residual Waste Solution - Secondary Surge Pit (Option 1A)	FY 2027-28	- Decoupling of kerbside residual waste streams - Enables hard-waste separation, improving queue and trip efficiency
Green waste pad expansion – stage 3	FY 2028-29	Improvement of stormwater treatment infrastructure supporting better management of green waste pad runoff
Internal traffic and wayfinding upgrades	Rolling schedule	Improved trip efficiency, reduced queuing times
Amenities / accessible parking / egress upgrades (Incl. Willawong truck parking & future tip shop)	Rolling schedule	Improved amenity quality, facility service, potential improvements in compliance
Entry & Bypass lanes and secondary weighbridge upgrades	Rolling schedule	Improved site trip efficiency, reduced queuing times, reduced gatehouse congestion

Initiative	Date commencing	Strategic Impact
Digital voucher and infrastructure implementation	Rolling schedule	Improved trip efficiency, reduced queuing times, efficient throughput
10-year Maintenance Schedule	Rolling schedule	Supporting ongoing asset quality and ensuring operational compliance
Council and RRIA scope of works review – anticipated and completed	Rolling schedule	Reviewing works carried out in the upcoming and previous year to ensure prioritisation of tasks, and allocation of capital and operational initiatives
Chandler RRC		
CRR4 critical upgrade activities	FY 2025-26	Removes immediate safety/compliance risks
Green waste pad expansion – stage 1	FY 2025-26	Improved capacity for green waste and safety uplift through better separating self-haul and plant operations
Green waste pad expansion – stage 2	FY 2026-27	Improved treatment of stormwater runoff
Internal traffic and wayfinding upgrades	Rolling schedule	Improved trip efficiency, reduced queuing times
Amenities / accessible parking / egress upgrades (Incl. Willawong truck parking & future tip shop)	Rolling schedule	Improved amenity quality, facility service, potential improvements in compliance
Entry & Bypass lanes and secondary weighbridge upgrades	Rolling schedule	Improved site trip efficiency, reduced queuing times, reduced gatehouse congestion
Digital voucher and infrastructure implementation	Rolling schedule	Improved trip efficiency, reduced queuing times, efficient throughput
10-year Maintenance Schedule	Rolling schedule	Supporting ongoing asset quality and ensuring operational compliance
Council and RRIA scope of works review – anticipated and completed	Rolling schedule	Reviewing works carried out in the upcoming and previous year to ensure prioritisation of tasks, and allocation of capital and operational initiatives
Ferny Grove RRC		

Initiative	Date commencing	Strategic Impact
CRR4 critical upgrade activities	FY 2025-26	Removes immediate safety/compliance risks
Green waste pad expansion – stage 1	FY 2025-26	Improved capacity for green waste and safety uplift for self-haul and plant operations, improved egress via bypass lane extension
Green waste pad expansion – stage 2	Post - FY 2026-27	Improved use of green waste hardstand through installation of the retaining structure and acoustic barrier
Recycling material building upgrade	FY 2027-28	Improve recycling throughput capacity, improved site trip efficiency
Internal traffic and wayfinding upgrades	Rolling schedule	Improved trip efficiency, reduced queuing times
Amenities / accessible parking / egress upgrades (Incl. Willawong truck parking & future tip shop)	Rolling schedule	Improved amenity quality, facility service, potential improvements in compliance
Entry & Bypass lanes and secondary weighbridge upgrades	Rolling schedule	Improved site trip efficiency, reduced queuing times, reduced gatehouse congestion
Digital voucher and infrastructure implementation	Rolling schedule	Improved trip efficiency, reduced queuing times, efficient throughput
10-year Maintenance Schedule works	Rolling schedule	Supporting ongoing asset quality and ensuring operational compliance
Council and RRIA scope of works review – anticipated and completed	Rolling schedule	Reviewing works carried out in the upcoming and previous year to ensure prioritisation of tasks, and allocation of capital and operational initiatives

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12.1. Implementation Plan Metrics and Gateway Approval

Structured gateway approvals and performance metrics should be considered to monitor progress and confirm alignment with the targeted outcome of each initiative. These mechanisms aim to manage risk, support informed decision-making, and establish project accountability. Table 12-2 outlines metrics for consideration:

Table 12-2 Proposed Implementation Plan Metrics

Outcome	Metric	Target Metric
Reduction in queue time	Total queuing time	Percentage reduction from current baseline monitored post initiative implementation
Safety & Compliance	Close-out of risks	Remedy of all CRR4 critical upgrade items
Diversion Uplift	Percentage of hard waste diverted from landfill	Improvement in percentage in comparison to baseline, and in alignment with Council targets
Organics capacity & diversion	Organics throughput per year	Targets aligned with organics initiative rollout milestones

12.2. Gateways

Approval gateways are structured decision points integrated into the Implementation Plan to ensure each phase meets criteria before progressing. Embedding gateways throughout the Implementation Plan process aims to reduce project risk, maintain alignment with overall project objectives, and ensure each initiative is effectively delivered. Table 12-3 provides initial range of approval gateways for consideration.

Table 12-3 Approval gateway considerations

Gate	Purpose	Function
Gate 0	Compliance and risk management	Identify and mitigate operational, compliance, and delivery risks (i.e., consideration of any land and tenure constraints)
Gate 1	Budget allocation alignment	Confirm financial alignment to approved budgets
Gate 2	Stakeholder engagement	Conduct stakeholder and community engagement (i.e., traffic and bypass lane considerations)
Gate 3	Procurement and operational continuity during construction	Validate the readiness for construction and transition without service disruption
Gate 4	Performance monitoring	To establish baseline metrics for post-implementation evaluation

12.3. Next Steps

The AMP is subject to ongoing monitoring and reviews. The AMP will be updated to reflect changes in operational priorities, policy developments, and performance outcomes. A structured review cycle will ensure the document remains current and aligned with strategic objectives, with updates managed through Council document control processes. Feedback and insights from implementation will inform future revision, supporting a proactive and adaptive planning procedure.

13. Appendices

Appendix A

Options Analysis for Residual Handling

Options Definition

The Options Definition process involved identifying and evaluating solutions to address the future service needs and operational capacity requirements across Council's waste service network. This included reviewing current constraints, future operational needs, strategic targets, and projected demand growth. These factors guided initial discussions to develop initial options for consideration prior to carrying out financial evaluations and multi-criteria analyses.

Initial discussions focused on developing a broad range of options to assess against key priorities. These key priorities included their ability to meet Council strategic targets concerning recycling, organics, and environmental initiatives, improve the rate of waste diverted from landfill, and meet long-term service requirements. Options that did not adequately meet these requirements were filtered out.

The following strategies were identified during this initial stage:

- Base Case: business-as-usual operations, closing Brisbane Landfill once capacity is reached and diverting waste to private landfill alternatives.
- Option 1A: Secondary Pit development (Willawong RRC and Nudgee RRC)
- Option 1B: Lay-flat hardstand area development to improve resource separation efforts

Following this initial filtering process, Option 1A and Option 1B were identified to be carried through for high level financial evaluation and multi-criteria analyses to identify the most favourable outcome.

Options Financial Analysis

The incremental cost of each option was compared to the Base Case – being the business-as-usual operations where no additional solutions are implemented – to identify the Net Present Value (NPV) of the filtered project. Table 13-1 outlines the NPV outcome for Option 1A and Option 1B.

Table 13-1 Total project cost outcomes – Option 1A, Option 1B

Options	Net Present Value (\$, million)
Option 1A	\$6.9
Option 1B	\$72.2

Options Multi-Criteria Analysis

A multi-criteria analysis (MCA) was conducted to evaluate two proposed infrastructure upgrade options for waste handling: developing a secondary pit (Option 1A), and lay-flat separation (Option 1B). The assessment considered six key criteria, each weighted according to its strategic importance (Refer to Table 13-2). The criteria were developed in consultation with Council stakeholders, and scores assigned based on feasibility, impact, and alignment with Council objectives.

Table 13-2: Assessment Criteria and Weightings

Criteria	Weighting	Description/ Rationale for inclusion
Financial Impact	25%	Substantial capital and operating cost implications; must ensure long-term affordability and justify investment. Capacity for Council to pay.
Diversion Effectiveness	20%	Critical to achieve waste reduction and landfill diversion targets; aligns with sustainability and regulatory goals (e.g. "zero waste" initiatives).
Customer Experience	20%	Ensuring a positive experience for residents (ease of use, queueing times, traffic flow, and clarity of disposal process for the public) fosters public compliance and satisfaction. Include pricing feasibility.
Health, Safety & Environment	15%	Protecting workers and public is paramount; council has a duty of care and regulatory obligations to maintain a safe facility.
Operational efficiency	10%	Efficient traffic flow and handling of waste on-site are needed to avoid congestion, delays, and operational bottlenecks. (site traffic management, material flow, segregation management, and staff coordination).
Simplicity of Implementation	10%	Feasibility of implementing the option (design, construction, permitting, transition) with minimal disruption or risk.

Table 13-3 outlines a comparison of the two options against each weighting.

Table 13-3: Option Comparison

Criteria	Option1 – Secondary Pit		Option 1B – Lay-flat Separation	
	Score	Reasoning	Score	Reasoning
Financial Impact	3	Higher up-front costs, limited change to current operating costs.	5	Lower capital costs, higher ongoing operational costs.
Diversion Effectiveness	4	Involves significant increase in recycling.	3	Potential improvement, dependent on user behaviour.
Customer Experience	4	Involves simple one-stop drop off with minimal change from current operations.	2	May lessen user experience.
Health, Safety & Environment	4	Will enable managed risks and separate traffic. May be more dangerous if separate drop off point for concrete materials is implemented.	2	Would enable complex vehicle flow with multiple additional drop-off points.
Operational efficiency	4	High throughput, simple traffic flows.	2	Requires space management, may involve complex traffic flows.
Simplicity of Implementation	2	Major infrastructure changes, simple transition from current operations.	3	Minor infrastructure changes, extensive operational retraining.
Total Weighted Score	3.55		3.05	

The development of the secondary pit was identified as the preferred option based on its stronger alignment with strategic objectives, operational efficiency, and customer experience, despite higher upfront capital costs. The MCA supports prioritising Option 1A for future infrastructure planning and investment. See Appendix D for further information pertaining to Option 1B.

Appendix B

Option 1A: Hard waste Diversion and Site-specific Upgrades

A high-level concept design for Willawong RRC and Nudgee RRC follows.

Willawong and Nudgee RRC proposed upgrades

The secondary surge pit for kerbside-only residual has been designed with the following criteria:

- Stall occupancy of less than 60 per cent
- Cumulative storage volume with capacity for approx. 48-hours if the loading tunnel is faulty/requiring maintenance/repair works
- Annual kerbside volume of 145,000 tonnes per year for each respective Major RRCs, based on current tonnages.

This resulted in a secondary surge pit with capacity for up to six bays and surge pit depth of about 3.8m. The additional surge pit depth can be achieved through lifting of the transfer station floor.

Figure 13-1 and Figure 13-2 illustrate the calculation completed to determine concept sizing of the surge pit and bay capacity.

Figure 13-1 Option 1A Surge pit concept sizing indicative calculation

		KERBSIDE WASTE
Vehicles		
Days open per week		5
tonnes/year		145000
tonnes/week		2788
tonnes/day		558
Weight per Vehicle		3.5
Vehicles per Day		160
Hours open		10
Vehicles per Hour		16
Vehicles per Year		41600
Emergency Storage		
Tonnes per week		2790
Tonnes per 48 hours		1116
Volume in cu m 48 hours		
	0.3 t/cu m	3720
Area in sq m 48 hours		
	3.8 m deep	979
Number of Bays		
	6 Bays	
Length of Surge Pit (Bay length + operational)		
	33.5 m Length	
Width of Surge Pit		
	29 m Width	
Transfer Vehicles		
tonnes/day		558
	35 t B-double per trip	16

Figure 13-2 Option 1A Surge pit concept sizing indicative calculation

INPUT									
A	Waste per day to Transfer Station			558	tonne / day				
B	Waste per vehicle arriving at Transfer Station			3.5	tonne / vehicle				
C	Hours per day for vehicle arrival			10	hours				
D	Number of unloading stalls			see below					
E	Stall service time			10	minutes				
INFORMATION CALCULATED									
STALLS (D)			1	2	3	4	5	6	
(1)	Average vehicle arrival rate (per hour)		16	16	16	16	16	16	16
(2)	Peak vehicles arrival (per hour)		32	32	32	32	32	32	32
(3)	Stall service time (minutes)		10	10	10	10	10	10	10
(4)	Stall occupancy (%)		266	133	89	66	53	44	
	INPUT - Erlangian's ratio		N/A	N/A	2.172	0.271	0.068	0.018	
(5)	Vehicle wait time (minutes)		N/A	N/A	21.72	2.71	0.675	0.18	
(6)	Time to process each vehicle (minutes)		N/A	N/A	31.72	12.71	10.675	10.18	
(7)	Max daily vehicle capacity		N/A	N/A	57	189	281	354	
(8)	Max daily throughput (tonnes)		N/A	N/A	199	661	984	1238	
(9)	Max vehicles in queue		N/A	N/A	26	13	4	-3	

Option 1A High level cost plan

This Order of Magnitude cost estimate is for the purposes of estimating the costs associated with the 10-year strategic plan for BCC. It is based on the preliminary master plan schematics described in the associated reports and does not include cost for temporary Works required to continue site operations whilst the surge pit is being constructed.

ATCW Pty Ltd has no control over the cost of labour, materials, equipment or services furnished by others, neither has it control over contractors methods for determining prices, competitive bidding or market conditions. ATCW has used its reasonable endeavours to ensure the data contained in this estimate reflect the most accurate and timely information available to it and is based on information that was current as of the date of the report. However, ATCW cannot and will not guarantee that any tenders or actual construction costs will not vary from this preliminary opinion of probable cost.



Any changes made to this document not made by ATCW cannot be considered as accurate or reflective of appropriate rates.

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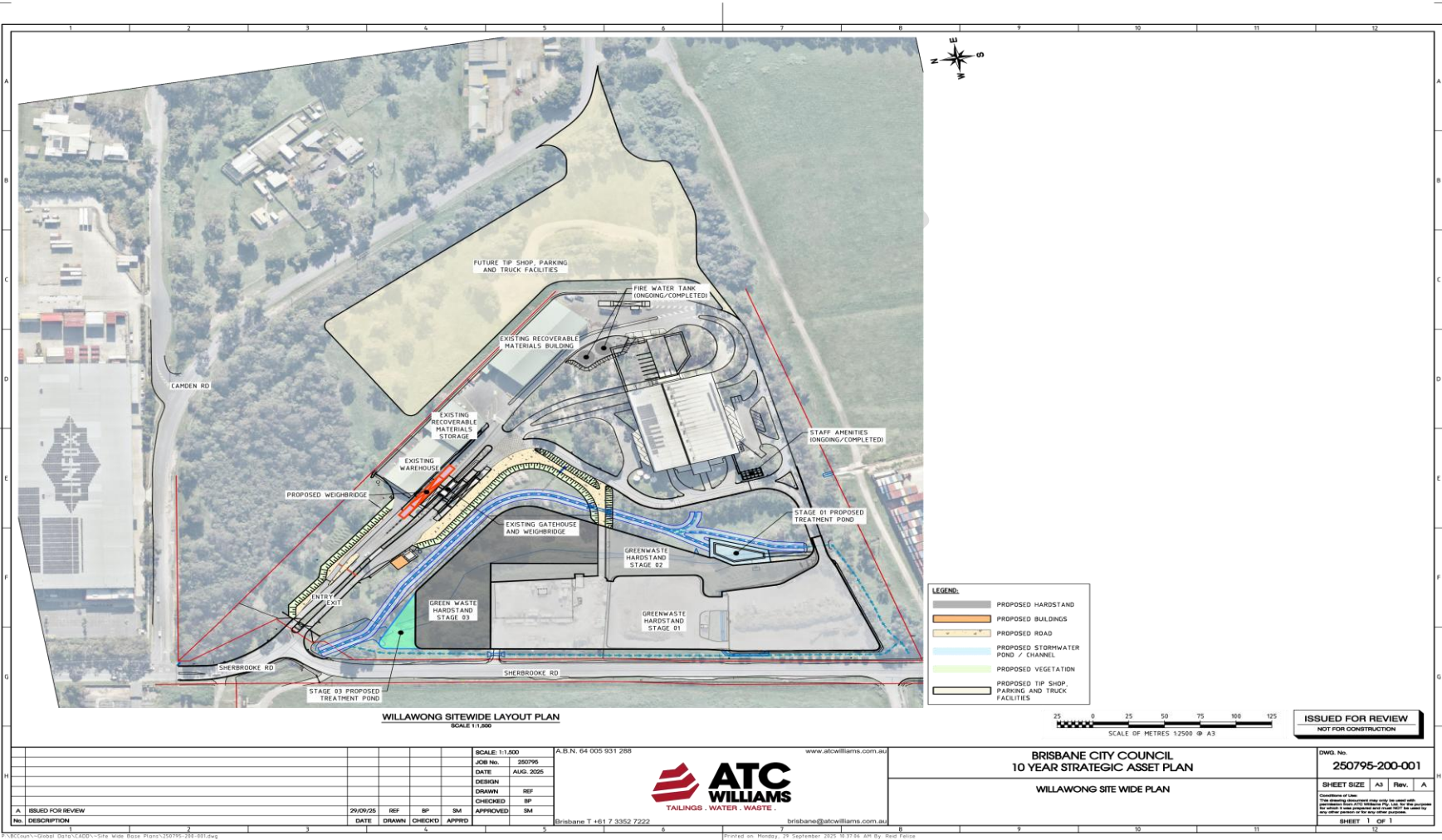
Case 1a - Secondary Surge Pit (per Site)

Item	Description	Unit	Quantity	Rate	Amount	Subtotal
Preliminaries						
Contractors Preliminaries						
	Construction management plan	Item	1	\$100,000.00	\$	100,000
	Survey	Item	1	\$30,000.00	\$	30,000
	Site & Plant mobilisation/ Demobilisation	Item	1	\$300,000.00	\$	300,000
	Hire of site amenities and offices	Item	1	\$500,000.00	\$	500,000
	Hire of temporary construction fencing and security	Item	1	\$200,000.00	\$	200,000
	Environmental Controls incl. erosion and sediment controls, leachate, LFG monitoring	Item	1	\$300,000.00	\$	300,000
Subtotal (rounded)						\$ 1,430,000
S1.1 Civil and Earthworks						
Demolition works						
	Clearing and grubbing	m2	2,000	\$1.50	\$	3,000
	Removal and relocation of existing infrastructure e.g. stormwater, kerb, leachate tanks	m2	3,000	\$250.00	\$	750,000
Bulk Earthworks						
	Cut/Fill to design	m2	3,000	\$20.00	\$	60,000
	Trim and compact subgrade	m2	2,000	\$5.00	\$	10,000
Subtotal (rounded)						\$ 823,000.00
S1.2 Building Infrastructure						
Residual Waste Transfer Station						
	Construct Foundations including Fill, Sub-base	m2	2,000	\$1,500.00	\$	3,000,000
	Supply & Erect Transfer Building	m2	2,000	\$1,000.00	\$	2,000,000
	Supply, place and finish concrete slab including push pit (transfer building)	m2	2,000	\$500.00	\$	1,000,000
	Building allowance for Fire, water, electrical including 3-phase, lighting, power points etc (excludes underground)	Item	1	\$500,000.00	\$	500,000
	Wheel Stops	No	12	\$150.00	\$	1,800
	Guard Rails	m	22	\$350.00	\$	7,700
	Bollards	No	6	\$500.00	\$	3,000
	Linemarking	Item	1	\$60,000.00	\$	60,000
Connection to Services						
	Internal Communications Infrastructure	item	1	\$500,000.00	\$	500,000
	Internal Power Infrastructure	item	1	\$500,000.00	\$	500,000
Traffic Control and Linemarking						
	Pavement linemarking	Item	1	\$30,000.00	\$	30,000
	Traffic signage	Item	1	\$60,000.00	\$	60,000
	Guide Posts	Item	1	\$30,000.00	\$	30,000
Subtotal (rounded)						\$ 7,693,000.00
Civil Works Subtotal (Rounded)					Excl. GST	\$ 9,946,000.00
	Contingency	Item	50%		\$	4,973,000.00
Subtotal (rounded)						\$ 4,973,000.00
Total Construction Value					Excl. GST	\$ 14,919,000.00

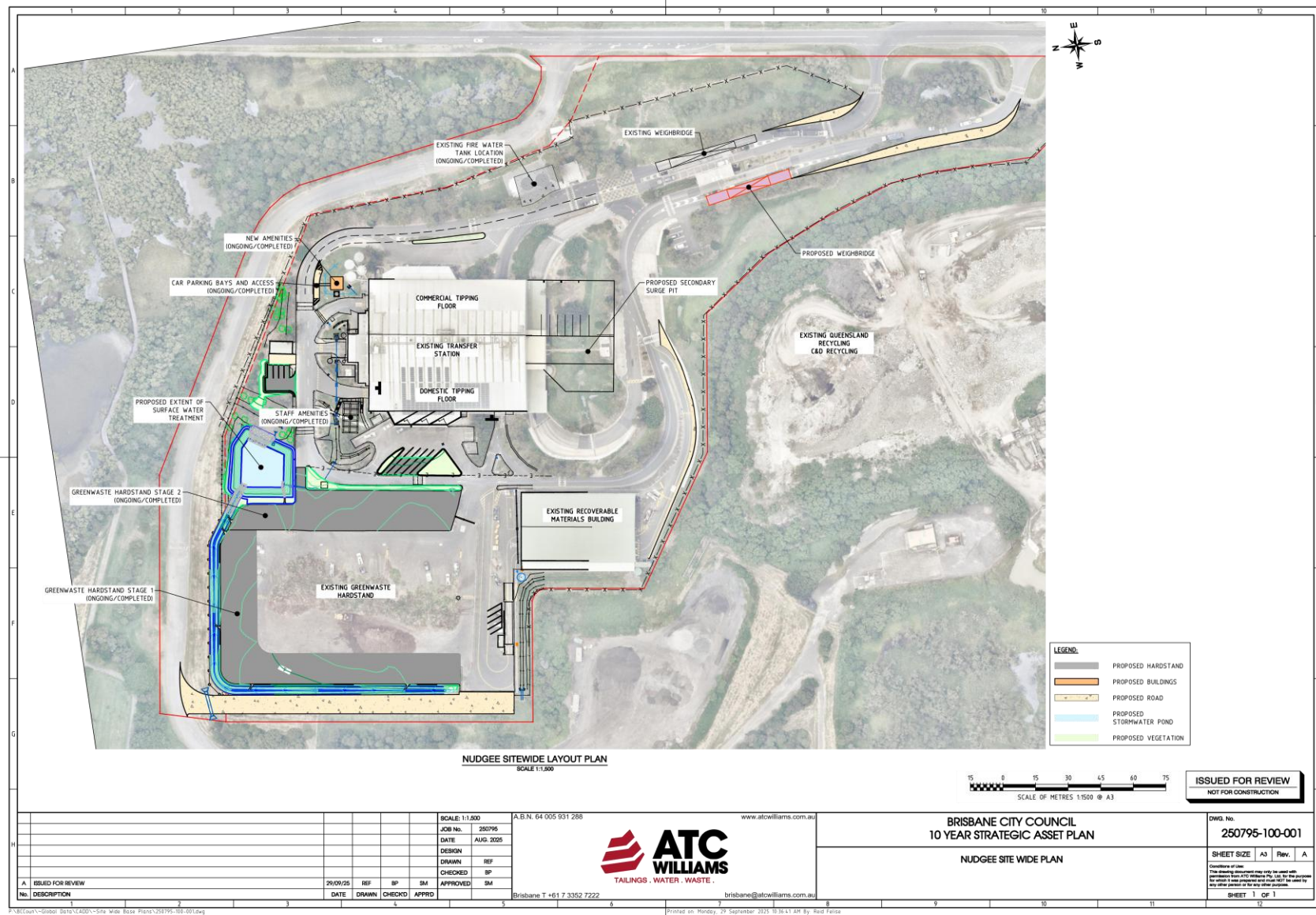
Appendix C

RRC Handling Strategies Sitewide Layout Plan

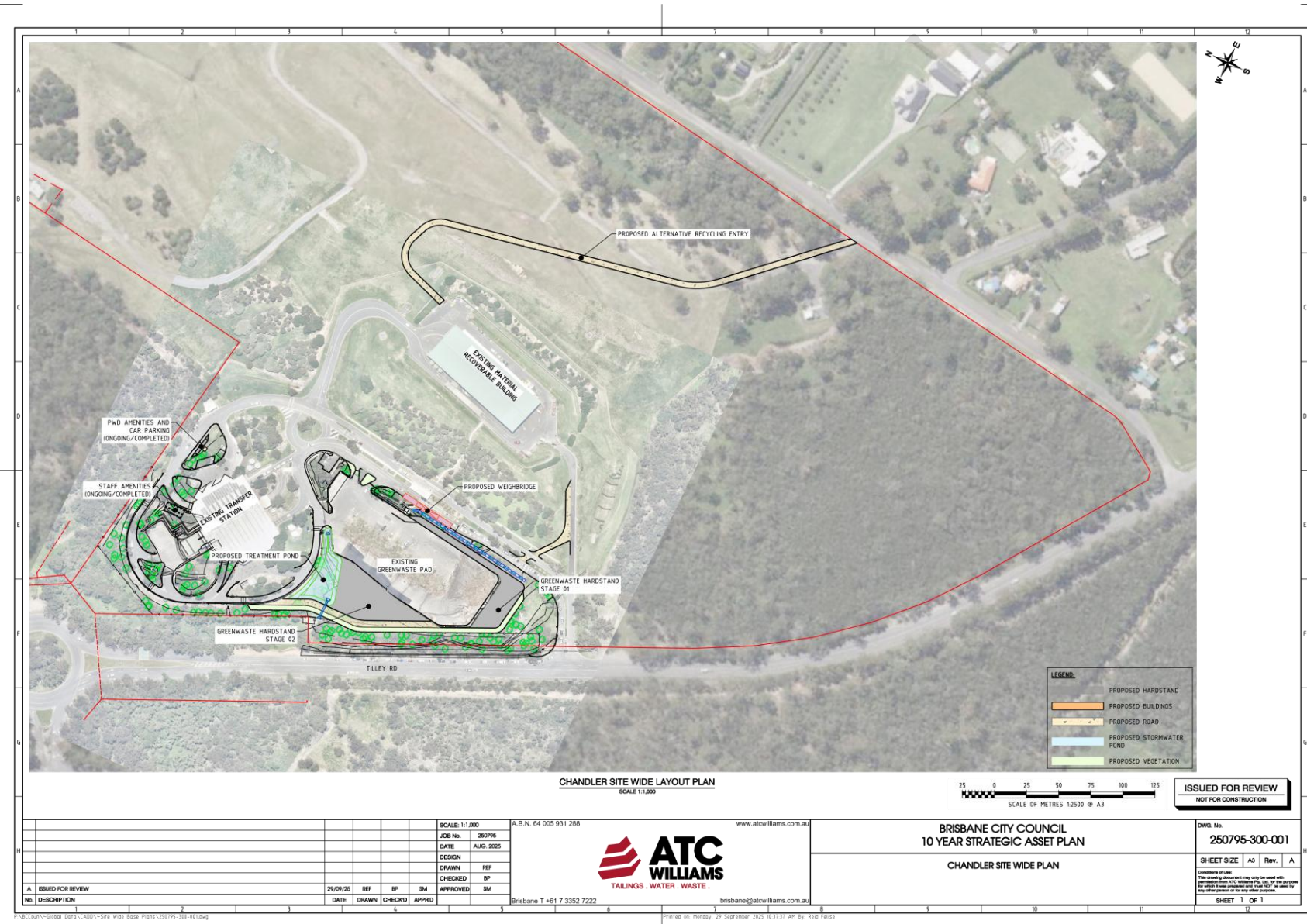
Willawong RRC sitewide layout plan

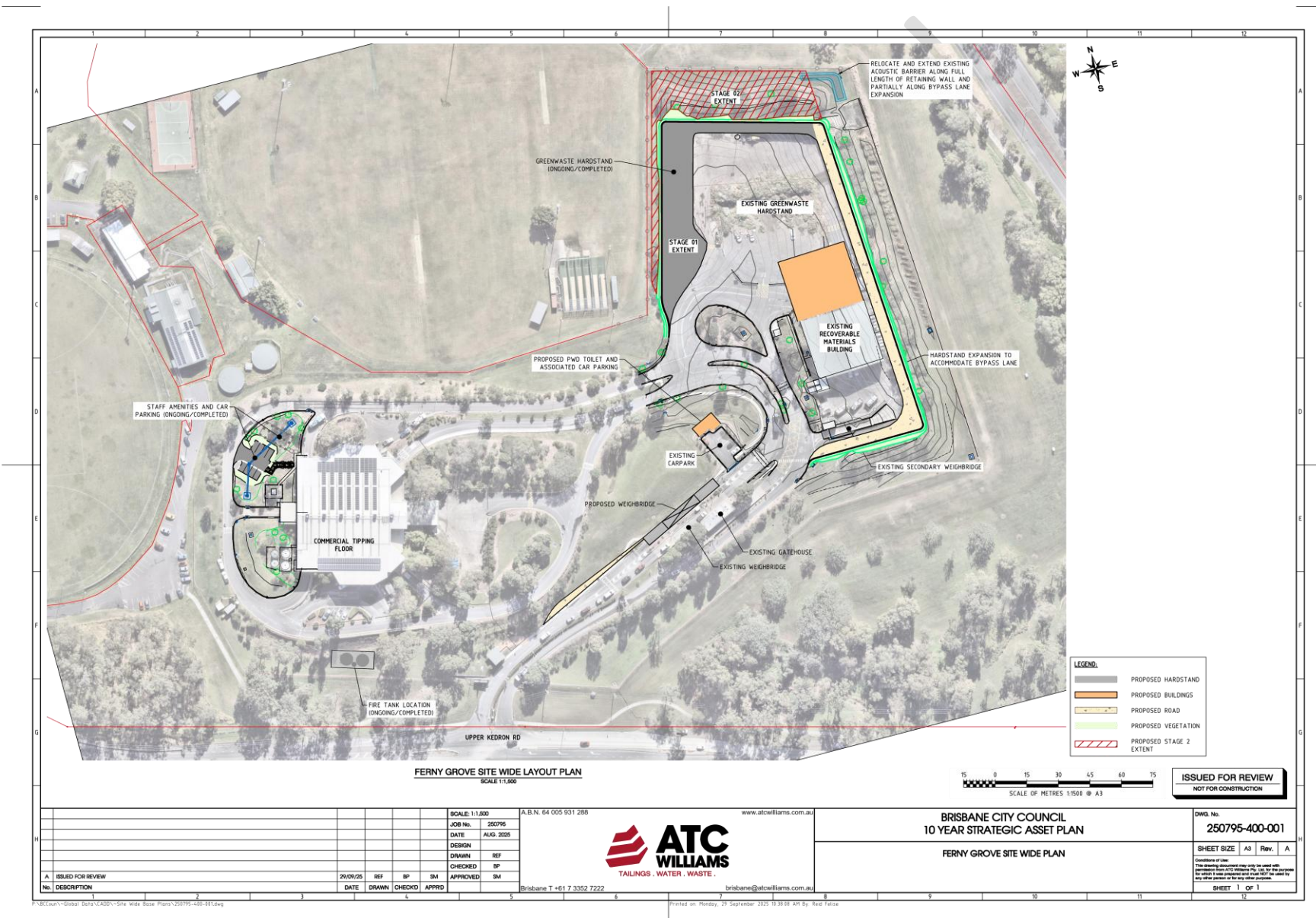


Nudgee RRC sitewide layout plan



Chandler RRC sitewide layout plan





Appendix D

Alternative Solution – Option 1B: Lay Flat Area Inclusion

An alternative to the secondary surge pit for diverting hard waste was identified as the implementation of a lay-flat hardstand area (Option 1B). This alternative approach would follow a source separation model for self-haul users, with designated zones for materials such as timber, metal, concrete, soils, and potentially green waste material. Due to current site constraints, land resumption at Nudgee RRC will be required to accommodate this solution.

Capital expenditure of approximately \$5 million for each RRC has been estimated in consideration of the required hardstand area to enable stockpiling and safe operations of the hard waste material. Several exclusions are noted such as the operating expenditure, costs associated with obtaining approval, and other design considerations such as updates to roads and existing assets.

Willawong RRC

A lay-flat area could be located within the proposed hardstand expansion that is currently proposed for the green waste services. This would require a reassessment of impacts to capacity of the hardstand for the green waste material and separation of public from machinery for safe operation. A separate exit can also be considered directly onto Sherbrooke Rd to assist with differential pricing for green waste and hard waste customers.

Nudgee RRC

To implement this alternative solution at the Nudgee RRC, land resumption would be required in either the west (land currently utilised as a stockpiling location for the Council) or south (land currently leased to the existing C&D recycling processor) of the site. The north and east are unavailable due to the Ramsar-listed Boondall Wetlands and Nudgee Road, respectively.

Acquiring the stockpile area or the C&D lease would allow for a separate entry for hard waste, primarily used by self-haul customers, helping to reduce traffic congestion. However, this option involves substantial approvals, including lease renegotiations, planning permissions, community consultation, and cadastral boundary realignment.

Outline Business Case

Dry Waste Diversion Project

Business Area: Waste and Resource Recovery Services
Project Owner: Matt McCarthy
Budget Program: 3.7 Moving Brisbane Towards Zero Waste

30 January 2026
v1 ISSUE



Dedicated to a better Brisbane

Document management

This section provides details of the document contact officer, current version and approval status.

Document contact

For further information about this document, please contact:

Elizabeth Spits, Project Manager

Phone: 07 3403 3348

Version control

This document has been developed based on the Business Case template, CA13/609447.

* Use whole numbers to denote major changes / versions. Minor revisions should be represented as 1.1, 1.2 etc

Version number *	Version status (Draft / Final)	Created date (dd month year)	Issue purpose	Description of change	Document Author	
					Name	Role
0.1	DRAFT	28 October 2025	For Review	For Review	Elisabeth Spits, Senior Research and Strategy Advisor	
1.0	ISSUE 1	30 January 2026	1 st Release	Finalised version with updated costings to inform RRBf application.	Elisabeth Spits, Senior Research and Strategy Advisor Chris Hambling, Manager, Business Planning & Strategy	

Approval – Project Sponsor

By signing this document, I confirm:

- I have read and understood the document in its entirety
- I will provide the necessary support required
- approval of the document.

Version number	Approved date (dd month year)	Approver's details		
		Name	Role / Title	Signature / evidence of approval
1.0	3 February 2026	Matt McCarthy	GM - WaRRS	

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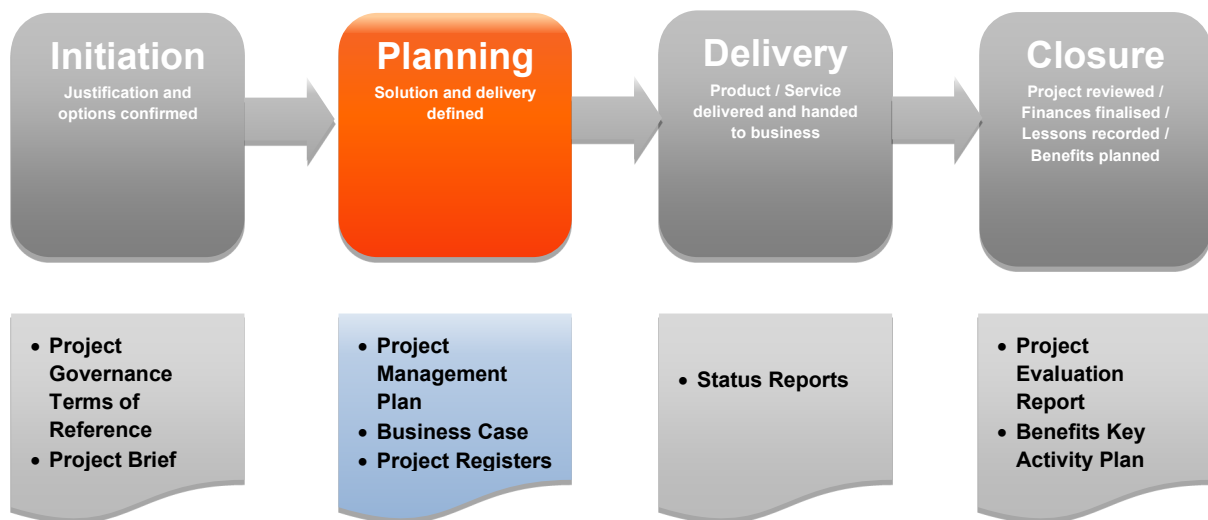
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1. Document purpose

This Outline Business Case provides justification for the undertaking of the specific solution for the project, based on the costs (of development, implementation, and operational and maintenance factors) against the anticipated benefits to be gained, and offset by any associated risks.

It demonstrates the strategic value of the project through its alignment to corporate strategies, Budget Program objectives, or Lord Mayoral directives. It provides an appraisal of the investment, based on a qualitative and quantitative assessment, that enables the Project Sponsor to determine whether the project will provide sufficient value for the investment and therefore is viable to proceed.

This project will follow PM2: Council's Project Management Methodology.



2. Executive summary

Summary Information	
Project name:	Dry Waste Diversion Project
Budget program:	Program 3
Asset owner:	Waste and Resource Recovery Services (WaRRS)
Project owner/division:	Matt McCarthy
Project delivery area:	Waste and Resource Recovery Services (WaRRS)
Project manager:	Elisabeth Spits
Brief on background / project need: Council has prepared a 10-year Asset Management Plan (AMP) for its four resource recovery centres (RRCs) and the Brisbane Landfill. The Brisbane Landfill is due to close in 2027. In 2024-25 Council sent approximately 160,000 tonnes of dry waste, comprising customer self-haul waste and large bulky item kerbside collected waste, via our RRCs, to landfill. With a view to reducing waste sent to landfill, Council has identified a solution whereby most of this material could be diverted from Council's direct-to-landfill stream, and into recycling and resource recovery facilities in the Greater Brisbane Area. This will avoid the increasing cost of the landfill levy and landfill disposal costs, noting the Brisbane Landfill is expected to exhaust current capacity in 2027-28. To enable this, capital works are required at the two major RRCs (Willawong and Nudgee) to engineer a solution that allows this material to be sourced separated from the wet red lidded bin (kerbside general waste bin). To support the capital works, funding is available from the Queensland Government that could contribute 50:50 funding. Additional operational changes will be implemented at Ferny Grove RRC and Chandler RRC to facilitate further diversion of this material. This project supports Council's position on diverting waste from landfills and optimising the remaining limited life of the Brisbane Landfill and sending less waste to third party landfills in the medium to long-term.	
Project outcomes: Council engaged BDO Australia to undertake a financial assessment of this solution, in comparison to either sending all this waste to 3rd party landfills, once the Brisbane Landfill closes, or alternatively building an engineering solution at the Brisbane Landfill to allow continued filling at current rates until 2035-36. The financial assessment identifies that when sending the same waste to private landfills over 10 years, the proposed solution has an NPV range of -\$18.5M to \$14.8M. There is uncertainty in whether the solution will be cashflow (NPV) positive compared to the landfill solution because of funding and due to processing solution procurement. Council will apply to the Queensland Governments Resource Recovery Boost Funding Program (RRBF) to support capital works at the Nudgee RRC which could contribute up to \$7.8M in funding if Council is successful. Grant funding will move the solution to be close to cashflow positive, pending final costs. Council is also currently in a procurement exercise for a dry waste processing solution. Although Council has an agreed contract rate with local processors, the increase in volume on the market may allow for reduction in these gate fees, which would have a material impact on cashflow. This business case and supporting analysis is intended to be presented as part of a grant application to the Queensland Government for the Resource Recovery Boost Fund (RRBF) for works at Nudgee RRC, however presents the broader project which is not relevant to the RRBF application. The estimated total project cost at 40% Design for the Nudgee RRC is \$18.4M over three years. Eligible costs under the RRBF are \$7.8M, with a 50:50 contribution from the RRBF of potentially \$7.8M. Remaining Council costs would be \$2.8M meaning overall Council contribution is estimated to be \$10.6M. The works at Nudgee RRC are intended to be completed by 1 January 2028. Works at Willawong will be scheduled later pending funding. This initiative is forecast to divert up to 160,000 tonnes from the landfill stream into local recycling businesses each year, and approximately 1.5M tonnes over the 10-year period. It is expected that this diversion of combined municipal solid waste and commercial and industrial waste will improve Council's overall landfill diversion and recycling rate to 46% by 2030 and the MSW recycling rate to 50%.	

Summary Information
Recommendation: It is recommended that Council supports this business case, and progression of the Project to further detailed design and cost estimation, and submission of the grant application. WaRRS will develop a budget submission for 2026-27 that is supported by an updated business case pending the outcome of the grant application (if known) and revised costings.
Justification (Operational change + Nudgee RRC works only): - Budget: \$18.4M (\$7.8M of which is sought via grant funding) based on 40% design estimates. A contingency of 30% should be applied. A positive NPV is achieved for the overall project with grant funding which is further enhanced by gate fee reductions. - Schedule: Capital works to be completed at Nudgee RRC by end of 2027-28 with the grant obligations fully discharged by 30 June 2028. - Risks: Grant funding not approved, and projects do not go ahead, less waste is diverted, availability and capacity of commercial recyclers, end market uncertainty - Benefits: Reduce committed tonnes to third-party landfills over time and extend life of Brisbane Landfill, avoid landfill levy, improve sustainability performance, improve customer experience

3. Project scope

Summary Information
Project inclusions: The Project scope forms part of the broader 10-year AMP delivery for the RRCs, including works already funded and in delivery by the Alliance. This specific Project will facilitate the investment and capital works associated with upgrading Willawong and Nudgee RRCs and making operational changes to the Ferny Grove and Chandler RRCs to maximise the efficient diversion of dry waste from landfill. The project scope includes: - Design, engineering and operational works at Nudgee RRC to construct separation, and associated localised infrastructure (roads, access points, safety etc.,) – estimated at \$18.4M CAPEX in 2026-27FY and 2027-28FY. - Changes to operations at Chandler RRC to divert Veolia kerbside general waste trucks (wet waste) directly to the Brisbane Landfill, with only dry self-haul waste received at Chandler RR, and changes to operations at Ferny Grove RRC to divert Veolia kerbside general waste trucks on Wednesday – Friday (three days only) to Willawong and Nudgee RRCs, and then dry self-haul waste diverted Wednesday – Sunday (4 days) to recyclers – estimated at \$0.62M per annum. - Changes to large item collection transfer operations (Curbside trucks) to send material directly to dry waste recyclers and avoid Willawong and Nudgee RRCs – estimated to be cost neutral compared to current operations. - Operational changes to Veolia, Curbside Service, and Alliance (Cleanaway) processes to facilitate alternative vehicle movements. - The development of, tender and execution of a dry waste processing panel contract to deliver a comparable or less than gate fee for processing dry waste compared to third party landfill gate fees. - Contract variations with Veolia, Curbside Service, and Alliance (Cleanaway). - Planning of future sub-project to deliver design, engineering and operational works at Willawong RRC based on future funding.

Summary Information

Project exclusions:

The following is excluded from the scope:

- Any other waste types than dry self-haul waste and bulky kerbside items
- Changes to customer collections or services at the RRCs
- Engineering solutions at Willawong RRC (pending funding)
- Engineering solutions at third-party sites (e.g., dry waste processors)
- Engineering solutions for extending the life of the Brisbane Landfill (e.g., building a mechanically stabilised wall) or remediation works at the Brisbane Landfill.
- Contracts associated with residual waste treatment (e.g., waste to energy) or waste disposal (e.g., landfill contracts)
- Other works associated with upgrades to the RRCs already approved in the 10-year AMP or required in future (these will be factored into a future budget request).

Project assumptions:

The following assumptions are included in this outline business case:

- Cost and Net Present Value (NPV) presented in the 10-year AMP are on a -50% + 90% basis (Class 5) over the 10-year period from 2025-26 for the whole project. This allowed for \$33M CAPEX. The NPV range pending outcome of the funding application and procurement of processing solution is -\$18.5 to +\$14.8 over 10-years. Benefits increase as the landfill levy goes up and levy annual advance payment goes down.
- Costs will be refined and the financial assessment updated as designs are progressed, with a view to returning with a budget bid for 2026-27 to 2028-29 with refined costs and knowledge of the outcome of the grant application.
- The level of design and cost estimation is sufficient for submission of a grant application for the RRB; however, costs will be refined as project definition is improved and detailed design is completed.
- Council is required to have an approved project prior to submission of the grant funding application.
- Operational costs associated with long-term OPEX associated with this Project can be incorporated into existing forecast budget (e.g., c/o the Alliance contract and FTEs in the Resource Recovery Team).
- That, based on trials and audits undertaken by Council, the composition and recoverability of dry waste will achieve 50-60% landfill diversion rate of total waste received at the RRCs (excluding kerbside general waste).
- That downstream processors will maintain similar operations and availability, at current or reduced prices (escalated as necessary).
- That Queensland's Waste Disposal Levy and Annual Advance Payment will not be removed, or changed materially beyond that currently in regulation, noting that an increased levy will present a stronger business case for diverting more from landfill.

Summary Information

Project constraints:

The following constraints are included:

- Available capital and Alliance operational funding may restrict the scale or pace of infrastructure upgrades and education programs.
- Availability of funding from Council and Queensland Government may impact schedule and deliverability or result in partial delivery.
- The number of suitable downstream processors may be impacted by market conditions, which can in turn impact costs for transport and gate fees.
- Existing contracts (Alliance, Curbside Services, Veolia (collections)) will require variation for change in current operations.
- Alignment of other projects (e.g., digital waste vouchers, and commercial decisions (WtE, long-term landfill contracts) may impact both the viability and delivery of this project.

Project dependencies:

The following dependencies are noted:

- Queensland Government is currently reviewing the landfill levy and Queensland's Waste Strategy. It is expected that the outcomes of this project will align.
- Council will support the submission to the RRB Application which closes on 12 February 2026 for works at Nudgee RRC. This submission has been approved by Council's E&C Committee.
- Council will support the budget ask to undertake diversion. The Project Team will refine cost estimates and designs, and operational implementation, with a view to updating and refining this Business Case to support a submission in the 2026-27 budget process. This will include confirmation of acceptance of the grant application by the Queensland Government. Based on current cost estimates, this will require an estimated \$10.6M contribution from Council to deliver the project accounting for the Queensland Government 50:50 requirements of eligible costs of \$7.8M.
- Council does not commit the estimated 150,000 tonnes of dry waste to alternative projects. This feedstock is unlikely to be suitable for Waste to Energy solutions. Under Queensland's Energy from Waste Policy, Council is required to divert this material from the WtE stream if it is technically, environmentally and economically practicable to do so.
- Contract variations and associated costs with Veolia and Curbside Services are approved to facilitate alternative vehicle movements.
- Appropriate education and system modification can be implemented at the RRCs by the Alliance to deliver operationally (i.e., customers directed to new pits, on ground support).
- Upgrades to RRC signage and digital boards to support customer navigation and safety requirements.
- Long-term viability of dry waste recyclers and their capacity to process Council's dry waste volumes will be dependent on governments buyback/procurement of material generated.

Key participants in the analysis process included:

Role / Name	Council Division/Branch/External Organisation
Owner – Matt McCarthy, GM WaRRS	EPSS – WaRRS
Deliverer – Project Manager TBC	EPSS – WaRRS / Resource Recovery Alliance

Role / Name	Council Division/Branch/External Organisation
CAPEX / OPEX	ATC Williams (external consultants) – technical designs and input to cost estimates for works
CAPEX / OPEX	BDO Australia – (external consultants) – technical reporting on 10-year AMP, financial modelling, calculation of outline CBA, waste modelling
Data and Forecasting	EPSS – WaRRS – Business Planning & Strategy – data analysis, forecasting, strategic planning.
Input on grant funding process	Strategic Finance
Input on funding	Office of Waste and Recycling, Department of Environment, Tourism, Science and Innovation

The 10-year AMP including the four RRCs is appended to this document.

4. Procurement strategy

There are four procurement elements that are recommended for this Project:

1. Procurement of the engineering design
2. Procurement of construction
3. Scope change to Council's existing panel contract for construction waste
4. Development of a new panel of providers to receive and recycle the dry waste received and separated by Council.

Council has engaged external engineering and commercial consultants with significant experience in transfer station design to support the level of design completed to date. This was procured under the Major Projects Contract between BDO Australia and Council as a variation (see CA25 586019 for reference). Further refinement of this design is required as the Project progresses. This is expected to be procured through the Alliance Contractor, Cleanaway, using existing consultants where appropriate to maintain continuity through delivery.

Construction of the solution will be managed by Cleanaway through the Alliance. This will include tender specification development, tendering, contract negotiations, contract delivery and supervision, and post-contract review and completion.

Council intends to engage with dry waste recyclers through a new panel agreement. This will be developed once Project funding is agreed. In the interim, Council will leverage the existing panel arrangement for construction waste (511571 Construction Waste Disposal, Material Storage and Supply and Contaminated and Regulated Waste Disposal). WARRS will leverage this contract when a scope change to the existing Significant Contracting Plan has been approved (Full Council approval required) to include a new category for the diversion of dry waste.

This process is currently being undertaken by Strategic Procurement and is estimated to be completed by the end of March 2026. This will enable WARRS to take a staged approach to a fully scaled dry waste diversion operation by using this short-term contract mechanism. This is an administrative change which will be effective immediately following an approval from Council and variations being signed by the Contractors.

The strategy and planning phase is currently underway for CAPEX solutions at Nudgee RRC, with strategic planning for Willawong RRC to be completed pending future funding.

5. Benefits and outcomes

The following benefits are identified. Financial benefits and diversion targets will be refined in the detailed analysis of costs and technical design.

Benefits description	Target	Target date	Benefit Owner
Proposed solution for dry waste to recycling is lower cost than sending same waste to landfill (refer to 10-year AMP)	Whole of life cost over 10-year period has net positive cashflow compared to sending all waste to landfill, or a minor negative position is accepted to avoid sending more waste to landfill.	From 1 January 2029	Council WaRRS
Avoided landfill levy costs	Avoided landfill levy costs of \$2.5M (2026-27) to \$16M (2035-36) as levy costs increase. Total avoided levy over 10-years on MSW estimated at \$110M.	Ongoing from 2026-27, incremental benefit	Council WaRRS
Alignment with Council intent to send less waste to Brisbane Landfill to extend its life.	Extend life of Brisbane Landfill to 2035	July 1 2035	WaRRS
Alignment with Council intent to send less waste to private landfills.	Send no more than 250,000 tonnes of waste to external landfill	Ongoing	WaRRS
Alignment with diversion targets in Queensland Waste Strategy (note Strategy is currently being updated)	Uplift to 45% diverted from landfill (resource recovery) from current 32%	From July 1 2028	Council WaRRS
Improved customer satisfaction by recycling more material and providing greater options for customers.	Second option is for self-hauled waste provided. Customers increased satisfaction that dry waste and bulky items are being recycled / diverted from landfill.	From July 1, 2028; earlier where comms plan delivers advanced notice.	Council WaRRS
Preparation of residual waste feedstock (non-dry waste residual) for future deployment in WtE (either combustion or gasification)	Removes unwanted / unsuitable feedstock from residual waste stream for future WtE	From July 1, 2028. Benefit realised once WtE comes online	Council WaRRS
Bulky kerbside collection feedstock bypasses RRCs and sends directly to dry waste processing facilities (reduces operational impacts on RRCs).	Willawong and Nudgee RRCs avoid up to 20,000 tonnes p/year of dry waste.	From July 1, 2028, full benefits are being realised from July 2028.	Council WaRRS Alliance

6. Costs

Summary information – Project estimates				
Current funding		Current cost estimates		
Capital	\$0	Capital	\$18.4M	
Expense	\$0	Expense	\$0	
Ongoing costs (life of asset)	Incorporated within TCE for Alliance	Ongoing costs (life of asset)	Incorporated within TCE for Alliance. See assumptions below	
Subtotal	\$0	Subtotal	\$18.4M	
Revenue	As per existing budget. Revenue from gate fees	Revenue	(\$7.8M) (pending grant funding)	
Net total	\$0	Net total	\$10.6M	
Contingency funding	0	Contingency funding	\$5.5M	
Cost escalation	n/a	Cost escalation (5%)	Included in Capital	
TOTAL	\$0	TOTAL	\$16.1M	
Cash flow estimates				
Financial year	25-26	26-27	27-28	28-29
Budget	-	-	-	-
Revenue (grant)	-	(\$3M)	(\$4.8M)	-
Current cost estimate	-	\$10.4M	\$8.4M	-
Cumulative cost estimates (net)	-	\$7.4M	4.8M	-

Assumptions included in the cost summary are:

- Projects/costs already funded are excluded from this business case.
- Cost estimate has been refined from the original financial assessment. Proposed costs for capital works at 40% FEED is to an estimate accuracy of -20% + 30% with recommended contingency of 30-40% as per TMRs Project Cost Estimating Manual.
- Costs will be refined as the project moves into detailed design following approval.
- Costs for site operation under the Alliance agreement with Cleanaway are assumed to be consistent with existing site management costs to manage the same volume of waste. Changes to these costs will be captured in the Alliance Total Cost Estimate which covers all costs associated with running the Alliance.
- Costs related to FTE operational impacts i.e. dry waste panel contract management, customer education and enquires, project administration; are excluded from this business case and will be incorporated into Council's Core Budget where identified.
- Revenue from gate fees associated with dry waste compared to the current "mixed" waste entering the site is assumed to be the same as current operations and is not captured as revenue for this Project.
- Assumes that grant funding, if approved, is staggered across the two-year period with final obligations discharged and final payment in 2027-28.

The intent of this business case is to support an application for a grant from the Queensland Government to the RRB Program. This program, if Council is successful in its application, will provide 50:50 contribution to eligible costs, with Council providing the remaining 50% plus ineligible costs. Financial analysis undertaken by BDO Australia has identified that grant funding and procurement activities for a processor will determine whether the project cashflow will be negative or positive compared to sending all the same waste to private landfills. The project remains more cost beneficial than the engineering wall solution at the Brisbane Landfill. Whilst it would be a lower cost solution over 10-years to send all the same waste to external landfills, there are uncertainties around

gate fees beyond 2030 (when contracts are renewed) and the landfill levy and annual advance payment that may make this option less attractive financially.

7. Schedule

The following presents an indicative schedule for the Nudgee RRC Capital Works. This will be refined in the Project Planning Stage:

Key activity / milestone	Start date	End date
E&C Approval for grant submission	17/10/2025	24/11/2025
RRBF Grant Submission closes	12/2/2026	12/2/2026
Finalisation of updated business case / designs / cost estimates	28/2/2026	28/2/2026
Budget submission 2026-27	1/3/2026	15/5/2026
Finalisation of grant agreement	13/4/2026	13/7/2026
Detailed design	1/3/2026	30/9/2026
SCP for dry waste	1/1/2026	30/3/2026
Construction procurement	1/7/2026	1/10/2026
Construction commences at Nudgee RRC	1/10/2026	30/12/2027
Full diversion commences at Nudgee RRC	1 January 2028	Ongoing

The current construction schedule is presented in the 40% FEED Design Report.

8. Risks

Council has identified the following key risks associated with delivery of the Project.

	Risk severity	Risk detail	Risk owner
1	Medium	Risks of program slippage results in benefits being realised later or not at all, including rapid depletion of Brisbane Landfill remaining capacity or more waste being sent to third-party landfills incurring higher than expected costs.	WaRRS – GM
2	High	Financial – risk that budget is not approved, or grant funding is not provided to cover 50% of the overall investment required. Results in project not going ahead, or Council having to find >50% of the budget to deliver. Mitigate by having gateway process to not proceed if funding outcomes unacceptable. Additional risks are higher than forecast or budgeted. Manage through contingency and appointing an engineering project manager to ensure optimized delivery.	WaRRS – GM
3	High	Financial – risk that construction and commissioning costs are higher than approved project budget. Manage through appointing experienced construction project manager to manage contingency/risk and ensure construction if efficiently delivered on behalf of Council.	WaRRS – GM Strategic Projects Office / RRIA

	Risk severity	Risk detail	Risk owner
4	Medium	Financial – market conditions do not provide a lower cost solution for dry waste than sending same waste to landfill. Mitigate by having gateway process that requires procurement exercise to confirm gate fees from trials/business case. Negotiate fees with providers once tonnes are confirmed.	WaRRS – GM Strategic procurement
5	Medium	Financial – a processing solution does not exist, or operators exit the market after Council has undertaken diversion activity (and spent CAPEX). Mitigate through procurement, market engagement and commitment of tonnes. Ensure fallback (i.e., landfill / WtE) is available over long term.	WaRRS - GM
6	Low+	Operational – solution as proposed does not work, including customers do not behave in manner expected to separate waste at the RRCs. Treat by incentivising behaviours (e.g., lower gate fee for self-haul dry waste vs wet waste) or through mandated tipping (i.e., all dry waste goes to dry waste pit).	WaRRS – GM
7	Low+	Reputational – Council does not provide sufficient time or investment for behaviour change activities associated with proposed changes to site operations, resulting in negative customer sentiment, queuing or other negativity.	WaRRS - GM

A detailed risk register has been developed and is stored in the project folders, prior to the project transitioning to Project Online once approved.

9. Appendices

Appendix A – 10-Year Asset Management Plan – Brisbane City Council Waste Infrastructure