



JACKSON
ENVIRONMENT AND PLANNING
STRATEGY | INFRASTRUCTURE | COMPLIANCE | PROCUREMENT



Capability Statement

2016

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INTRODUCTION

Jackson Environment and Planning (JEP) is a specialist consulting firm with sector leading experience in waste management and resource recovery.

Our staff are leaders in waste management and across our team, we have more than 100 years experience working in industry, local, state and federal government. Our team is made up of planners, engineers, scientists, procurement, governance and data experts.



I was lucky enough to get my start in the recycling industry with Australian Newsprint Mills in Hobart, after finishing a Degree in Science with First Class Honors in 1995. The challenge I had was to evaluate whether large scale compost-recycling of paper sludge was a viable alternative to landfill. Over the next three years, I successfully demonstrated that paper sludge made great compost, and an ideal slow release fertilizer to support the Mill's plantation business. This saved the paper mill many millions of dollars in avoided landfill costs.

In 1998, I helped establish the Recycled Organics Unit at the University of New South Wales, a technical advisory unit funded by the NSW Waste Boards to help grow and develop the organics recycling sector across NSW. Over the next three years, I developed many best practice guidelines and supported the development of Australian Standards, to accelerate the development of the composting industry to where it is today.

In 2002, I was the first external recruit into Resource NSW, the first ever state-wide waste coordination authority for NSW. I worked in the areas of program delivery and regulation, and was responsible for developing and delivery many market development programs for organics, glass, polystyrene, wood/timber, plastics, paper and cardboard.

For the next 12 years I held senior positions in the NSW Environment Protection Authority, leading some of the largest behavior change, industry development and infrastructure investment programs in the country's history to assist households and businesses reduce waste and increase recycling. Between 2010 and 2014, I led the EPA's Waste and Recycling Infrastructure and Resource Recovery teams. I also led the development and implementation of the NSW Government's \$250 million waste and recycling infrastructure package.

In 2016 I started Jackson Environment and Planning in partnership with a range of experts that I have worked with across industry, Local, State and Commonwealth Governments to help develop the recycling industry across Australia. Our team understands the policy, economic, social and environmental drivers that support recycling. Across our team, we have developed and implemented waste and recycling strategy for communities and industry at a local and state government level. And we are passionate about waste.

We have developed and delivered major recycling infrastructure projects for our local government and industry clients, including business planning, economic analysis, regional planning investigations, environmental impact analysis and statutory planning approvals. Our team is recognised nationally for its specialist skills in environmental compliance, operations planning and EPA licensing, including industry training programs, and have assisted many organisations become EPA licensed in compliance with environmental laws.

Our highly qualified team has a range of complementary skills that can ensure your project is delivered in a timely, cost effective and professional manner. Feel free to contact me any time to discuss how we can assist in your project.



Dr Mark Jackson

Director, Jackson Environment and Planning

Experience and Track Record

JEP has one of the most experienced waste and resource recovery specialist teams in Australia, having delivered many significant reforms and programs for industry, local, state and federal government over the last 20 years.

The growth in the waste management and resource recovery sector in Australia has been heavily influenced by government policy – including levies and targets for waste avoidance, recycling and diversion from landfill.

All of our specialists have worked in government and know how to get things done. Whether it is developing a new waste and recycling strategy for your community, planning a new resource recovery facility or ensuring your facility and resource recovery operation complies with the law. We will listen to you, work with your community or government regulator and we will deliver your project efficiency with minimal stress.

Our team have held senior positions in the following organisations:

- NSW Environment Protection Authority
- NSW Office of Environment and Heritage
- NSW Department of Planning and Environment
- NSW Premier and Cabinet
- NSW Office of Water
- Sydney Catchment Authority
- WA Department of Environment Regulation
- Timber Development Association (Australia)
- University of New South Wales.

By working with us, you can capitalise on our experience, track record and credibility with industry, local, state and commonwealth governments.

OUR APPROACH

With all of our valued clients, we take the time to meet with you and discuss your needs and what you want to achieve. We listen and will help you form these ideas into a carefully defined project to ensure that your project is delivered efficiency, effectively and to a very high standard.

And we are not afraid to ask the tough questions of government and regulators to ensure the project we deliver for you is well conceived and will meet your needs with minimal fuss.

We provide advice to ensure your project meets your objectives. This includes business strategy, policy advice, regulatory advice, statutory planning guidance and good commercial practice to ensure your organisation grows and prospers into the future. We communicate and ensure you are involved in every step of the project. We prefer to collaborate and work with you and your teams to ensure the very best outcome is achieved.

By taking this approach, you can leverage our experience and credibility to get the job done simply and efficiently.



OUR CAPABILITY

Our professional and commercially experienced team can deliver on our key areas:

1. Strategy

- Waste management plans and strategies – for business, industry and local government
- Business case analysis and business planning
- Economic analysis of projects, infrastructure and programs
- Evaluation of projects, infrastructure and programs
- Community consultation, stakeholder analysis and engagement
- Government grants and reporting



2. Infrastructure

- Site identification and planning assessments
- Environmental impact assessment and investigations
- Planning approvals
- Operational reviews and best practice
- Technology reviews and due diligence investigations
- EPA licensing

3. Compliance

- Environmental laws
- Planning laws
- Pollution incidents and liaison with regulatory authorities
- Australian Packaging Covenant
- Product Stewardship and supply chain responsibility

4. Procurement

- Development of tender specifications
- Contract preparation for waste and recycling services
- Pre-tender briefings
- Tender evaluation and management
- Contract performance reviews and investigations

1. Strategy

Our team has led the development of strategic waste management plans for communities and councils, as well as specific plans targeting the domestic, commercial / industrial and construction and demolition waste streams across the country. We have prepared many waste management plans for developers to seek council approval for multi-unit dwellings, high density and commercial office and mixed use developments.

As part of our strategic business services, we also provide support to local government and commercial clients in developing and reviewing business cases for new infrastructure or collection services. We have supported large

multinational resource recovery businesses right through to small skip bin businesses. We also provide economic analysis of projects, infrastructure and programs for government and commercial clients.

Community consultation, stakeholder analysis and engagement services are also provided by JEP, to support the development and implementation of projects and programs to ensure they meet the needs of communities and key stakeholders. We facilitate workshops, forums, focus groups and public meetings on a wide range of issues. Market research is undertaken using surveys designed and approved by our data analyst. We are also leaders in seeking government grant funding, and helping you with your reporting.

2. Infrastructure

JEP are leading specialists in planning, siting and conducting strategic planning analysis to help inform the delivery of a resource recovery infrastructure project. We believe that consultation early with planning consent authorities is critical to help inform good site selection, compatible with surrounding land uses to avoid land use conflict into the future.

As part of our infrastructure services, we coordinate and prepare environmental impact assessments and investigations, and facilitate planning approvals for local and state government.

Our technology specialists can also support you review technology options for your infrastructure project, and benchmark options to technology options in operation at other sites or overseas. We help you do your due diligence, and we can support you to secure your EPA or environmental licensing requirements for your infrastructure project.

3. Compliance

The waste management and resource recovery sector is driven by government laws, and keeping up to date to ensure facility compliance is an important part of your social licence to operate. We can assist you in developing best practice environmental management, work health and safety and resource recovery practices so your operation complies with the law.

Our team has decades' of experience working with local and state government, and we can help you manage pollution incidents and liaising with regulatory authorities. As your advocate and advisor, we can help maintain positive and productive relationships with your regulators.

Helping companies comply with the Australian Packaging Covenant is a speciality, having supported many companies implement best practice and comply with the *National Environment Protection Measure for Used Packaging Materials*. We can also support you develop and implement Product Stewardship Scheme that comply with the Commonwealth's *Product Stewardship Act 2011*. Our staff have previously managed these schemes at a state level, so we have a detailed understanding and can help you comply with these laws simply and efficiently.

4. Procurement

Our team has extensive experience in supporting commercial and local government clients prepare tender specifications and tender documents for procuring new infrastructure, waste collection, recycling and disposal services. We carefully work through your requirements, compare it to industry best practice, and analyse the costs and benefits to ensure that your procurement needs are met efficiently and effectively.

The JEP team is highly experienced in running pre-tender briefings, tender evaluation and management, and contract negotiations. We are highly experienced in local government procurement and our team is highly knowledgeable of government procurement guidelines and legislation. We also can provide contract performance reviews and investigations for clients.

OUR TEAM

JEP’s team of professionals have complementary skills and decades of experience to ensure that the objectives of any project are met efficiently and effectively. Our staff are leaders in waste management and resource recovery. Across our team, we have more than 100 years experience working in industry, local, state and federal government. Our team is made up of planners, engineers, scientists, procurement, governance and data experts:

Team member	Qualifications	Role	Year experience
Dr Mark Jackson	B. Sc (Hons.), PhD, Grad. Cert. Mgmt., Exec. Masters Public Admin.	Director and Principal Consultant	22
John Brockhoff	B. Sc (Hons.), Masters Env. Planning, Exec. Masters Public Admin	Senior Consultant	29
Dr Jill Lethlean	B. Chem. Eng., Masters App. Sc., PhD, Grad. Dip. Comp., Grad. Cert. Mgmt.	Senior Consultant	20
Stephen Mitchell	Certificate in Mgmt. and Leadership, Masters of Env. Mgmt.	Senior Consultant	20
Tasneem Kanpurwala	B. Sc. (Electronics Engineering), Post Grad. Dip. Env. Std., Masters of Env. Mgmt	Senior Consultant	22

Dr Mark Jackson, Director and Principal Consultant

Mark is a nationally recognised waste management specialist and has 22 years experience in the field. For 12 years he has held senior management positions in the NSW Environment Protection Authority, leading some of the largest behavior change, industry development and infrastructure investment programs in the country’s history to assist households and businesses reduce waste and increase recycling. Mark for the past five years led the EPA’s Waste and Recycling Infrastructure and Resource Recovery teams. He also led the development and implementation of the NSW Government’s \$250 million waste and recycling infrastructure package.



Mark has extensive experience in working with local government and business, and played a key role between 2007 and 2009 in regulating impacts on water quality and managing infrastructure programs for Sydney Catchment Authority.

He was also Chair of the Australian Standards Committee AS4454 for Composts between 2002 and 2008, and represented NSW on the Commonwealth’s National Waste Policy Working Group for commercial & industrial and construction & demolition waste from 2009 to 2013. He is a specialist in public policy and governance.

Mark was recently the Project Director for A.Prince Consulting Pty Ltd, Australia’s best small waste audit and data management firm, leading 20 staff in delivering projects for industry, local and state government clients around the country.

Mark has a Bachelor of Science (Hons., First Class), PhD (industrial waste management), Graduate Certificate in Management and an Executive Masters in Public Administration (University of Sydney).

John Brockhoff, Senior Consultant

John is a leading environmental planner with extensive relationships across government and in infrastructure and property industries. John is responsible for providing strategic advice on infrastructure development, planning applications and leading the implementation of environmental impact assessment studies.



John is considered to be one of the leading planning authorities in NSW, and has previously completed 15 years in senior advisory and management roles with the NSW Department of Planning and Environment. He has extensive experience in planning and undertaking environmental assessment for Sydney's infrastructure and centres, including the Western Sydney Employment Area, the South West Growth Centre and major gateways including Sydney's second airport.

In the past six years, John has played a key role in the Sydney Metropolitan Strategy and advising on regional environmental planning and planning approvals for major developments in Sydney. John has multidisciplinary expertise in environmental assessment, planning, infrastructure and economic appraisal; metropolitan strategic planning - evidence, analysis and spatial policy; policy design and delivery - building evidence for informed action; and project planning, assessment and management – of public and private infrastructure.

Some major planning investigations led by John previously include Collex Waste Transfer Facility in South Sydney; EIS for East Hills Rail Line Quadruplication; EIS for the Pacific Highway Bypasses Coopernook, Moorland, Ballina, Coffs; Strategy and infrastructure planning for Western Sydney Employment Area (business case and structure plan) and Badgerys Creek Airport proposals; South West Growth Centre planning and infrastructure delivery; Alignment of Long Term Transport Master Plan with the Metropolitan Strategy as seconded advisor to Transport for NSW – including focus on Parramatta, Badgerys Creek Airport and growth sectors; Penrith Health and Education Precinct economic development planning; Menangle Park urban development – Development Control Plan; and the Windsor Flood Evacuation Route – Route Selection and EIS.

John has a Bachelor of Science (Hons.), a Master in Environmental Planning and an Executive Masters in Public Administration (University of Sydney).

Dr Jill Lethlean, Senior Consultant

Jill Lethlean has over twenty years experience working in the waste industry in Australia. During that time, her work has covered a wide range of topics and produced a myriad of lasting outcomes.



Working for the NSW Government between 1997 and 2004, Jill was responsible for developing and managing dozens of projects; these were as diverse as special event recycling to commercial food waste collection trials to municipal solid waste data collection to shopping centre waste reduction programs to working on waste management in multi-unit dwellings.

During a brief stint as a consultant for a large firm, Jill worked on a feasibility study for a local government waste transfer station and wrote the inaugural NSW Better Practice Guide for Waste Management in Multi-Unit Dwellings in 2002.

Between 2005 and 2014, Jill worked for the WA Government, where she oversaw the State's waste data collection program, managed the introduction of a household hazardous waste program, developed a range of policy positions for government and managed WA's Strategic Waste Infrastructure Planning Project.

In recent years, Jill has made five trips to Europe to learn more about the waste management framework and systems in place there. She is committed to continuous learning and to bringing the best ideas from around the world to apply to the local situation.

Jill has a Bachelor in Chemical Engineering, a Masters in Applied Science, PhD (landfill systems), Graduate Diploma in Computing and a Graduate Certificate in Management.

Stephen Mitchell, Senior Consultant

Stephen has 20 years experience working in the sustainability, waste and resource recovery sectors. Stephen is a leading sustainability specialist and has worked extensively to support the construction, demolition and timber industry to improve environmental outcomes. He has extensive relationships across industry, State and Commonwealth Government.



In 2015, Stephen set up his own business, Stephen Mitchell and Associates. Previous to this, he was the Sustainability Program Manager for the Timber Development Association between 2006 and 2015. This national role saw Stephen managing and delivering a range of sustainability programs for the timber industry, including co-authoring five Green Star compliant Environmental Product Declarations (EPDs) for Australian produced timber products; due diligence templates and guidance for timber importers and processors with responsibility under Commonwealth *Illegal Logging Prohibition Act 2012*; and compliance training to more than 150 timber, paper and wood furniture importers in Sydney, Melbourne and Brisbane.

In this role he also researched due diligence practices of timber, paper and furniture importers in Australia, USA, Europe; Green Star building materials compliance guide for Boral Timber; Coordinated timber industry technical input to the Building Products Innovation Council's development of life cycle assessment (LCA) guide for LCA practitioners; and an East-coast market survey to inform a feasibility study for new timber panel product.

Prior to this role, Stephen was Project Officer for the NSW Department of Environment and Conservation between 2003 and 2006, responsible for developing and delivering market development programs for increasing the recycling of timber, concrete, brick, glass and paper. And between 2001 and 2003, Stephen was Waste Advisor, Construction and Demolition for the Inner Sydney Waste Board.

Stephen has a Certificate in Management and Leadership and a Masters in Environmental Management from the University of New South Wales.

Tasneem Kanpurwala, Senior Consultant

Tasneem (Tas) has 22 years of work experience. Tas has 8 years of experience in environmental assessments and environmental management fields in State government regulatory authorities on water regulation and waste management projects. She has 14 years industry experience within the biomedical engineering field providing after sales support, relationship building and managing annual maintenance contracts for critical life support systems. She has led teams of technical and non-technical staff.



Tas has in-depth knowledge and experience in research, program design, monitoring and evaluation of programs, contracts management and government procurement processes. She has led and managed grants and funding programs, evaluated and has redesigned programs at NSW Environment Protection Authority. Tasneem has also co-ordinated licensing review projects, compliance programs, investigations and audit programs at NSW EPA and NSW Office of Water.

Tas's multidisciplinary background and experience gained in diverse cultures of India and Australia has strengthened to her ability to understand client needs and deliver outcomes in a cultural sensitive way.

Tas is also the co-founder and Director of her own company, EcoMorphosis Engineering Solutions and specialises in technology options for solid waste and waste water treatment.

Tas has a Bachelor of Science (Electronics Engineering), a Postgraduate Diploma in Environmental Studies and a Masters in Environmental Management.

CONTACT US

Please call us to discuss your project and see how we can assist:

Dr Mark Jackson

Director and Principal Consultant

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