



**Highlands
Regional Waste
Management
Group**

Business Plan

**2010-11 to
2012-13**

This page blank for double sided printing

Table of Contents

EXECUTIVE SUMMARY	2
1. INTRODUCTION	4
1.1 Who Are We	4
1.2 Legislative Functions and Business Planning	7
1.3 Strategic Context	8
2. PERFORMANCE	13
2.1 Waste Reduction and TZW Target 1	13
2.2 Recovery Rate and TZW Target 3	14
2.3 Litter Reduction and TZW Target 4	15
3. PROGRAMS	16
3.1 Municipal Services and Facilities Program	16
3.2 Community Engagement Program	18
3.3 Strategy and Performance Monitoring Program	20
3.4 Organisational Systems and Operations	21
4. WORK PLAN	22
5. BUDGET AND CASH POSITION	25
5.1 Expenditure and Income on a Cash Basis	25
5.2 Cash Position	26
6. APPENDICES	27
6.1 Appendix 1: Member Council Current Waste & Recycling Services	27

EXECUTIVE SUMMARY

The Highlands Regional Waste Management Group reviews its Three Year Business Plan each year. This Business Plan responds to specific programs and actions of the Sustainability Victoria Business Plan and is consistent with the strategic objectives and actions of the Highlands Regional Waste Management Plan and the Sustainability in Action: Towards Zero Waste Strategy (TZW). Highlights of this plan are:

Towards Zero Waste Targets

The Region did not meet the 2008/09 TZW interim target for diversion of municipal waste of 45%. In 2008/09 the Region achieved a diversion rate of 31%. The Group continues to work with the City of Ballarat regarding options to increase the level of diversion of kerbside waste. Options under consideration include the introduction of a kerbside green waste service, bulk transport of kerbside putrescibles to an Advanced Waste Treatment (AWT) facility in Melbourne or Geelong and local solutions to dealing with organic waste, rather than having it deposited in landfill. The Group is mindful of the establishment time required for an organics processing facility capable of dealing with food waste such as an AWT.

The Group undertook an Organics Processing Siting Study last year. No zoned industrial land will meet the EPA Guidelines for buffer distances and composting facilities are not permitted in farming zones. The Smythesdale Landfill was the only potentially feasible site but statutory approval is expected to take at least 2 years with planning and construction a further year. So any real progress on TZW targets is unlikely within the period of this business plan.

Should a local in vessel compost facility be established by July 2013, the earliest possible time, a third bin greenwaste service in Ballarat is forecast to reach 57 % diversion of kerbside waste in Ballarat by 2014, still short of the TZW target of 65% for Ballarat.

Staying with the existing two bin service but diverting all kerbside putrescible waste in Ballarat to AWT is forecast to reach 87% diversion of the kerbside collection in Ballarat by 2014, well ahead of the TZW target of 65% for Ballarat. This scenario is dependent on AWT facilities being operational in Geelong or the western outskirts of Melbourne. It is not expected that AWT will be operational before 2014. Golden Plains Shire Council has joined with the City of Greater Geelong to divert all putrescible waste to a future DiCom AWT at Point Henry.

Municipal Services and Facilities

Our Resource Recovery Centres achieved an average of 41% diversion from landfill in 2009/10. This was an improvement from 31% the previous year. The Group actively participated in the AVRWMG "Get It Sorted" campaign that focused on encouraging clients of the Resource Recovery Centres to pre sort their trailer waste to maximise opportunities for recycling. We will continue to support industry funded recovery programs such as **drumMuster** and **Detox Your Home**. It is also intended to trial the "Plasback" program for silage wrap recovery.

Member Councils will be encouraged to continue to benchmark their transfer station performance and an average diversion rate of 50% has been set for 2010/11.

The Group will conduct a trial of a small scale vessel composter in Maryborough in 2010/11. This is part of a TZW project, "Recovering Organics from Kerbside Waste". The project is jointly funded by the Group and Sustainability Victoria. Its aim is to provide a model for organics diversion for smaller conurbations; 1,000 to 10,000 people, that do not have access to the larger industrial scale facilities.

Community Engagement

The Group continues to "walk the talk" and has successfully transitioned from Waste Wise to ResourceSmart. Using the 5Star Sustainability Tool we have self-assessed at the 3Star level. We will actively work towards improving our performance with the goal of achieving 4Star. Our member councils are also keen to embrace ResourceSmart when it becomes available to local government in 2010/11.

The Sustainable Business Network continues to be supported and provides an opportunity for businesses keep abreast of trends and to inspire each other to use our resources sustainably.

Support for schools to become ResourceSmart continues to be a focus. The ongoing use of the Little Green Wagon education trailer is an essential component of our activities in this sector.

Co-ordinating the TZW funded statewide advertising program - "In the Right Bin" - that aims to encourage and educate the community on household waste separation will be the key platform for community engagement along with continued support for our CFL and fluorescent tube recycling program – BlinkyBulb.

The Group has been successful in obtaining a NPC grant for the "Western Highway Roadside Litter Campaign". This is a joint project with Desert Fringe RWMG, Grampians RWMG and VicRoads Western Region.

A handwritten signature in dark ink, appearing to read 'Noel Perry', written over a faint, large, stylized outline of a person's head and shoulders.

**Cr. Noel Perry APM
Chairperson**

1. INTRODUCTION

1.1 Who Are We

Our Vision

To lead our communities to achieve environmentally responsible waste management.

Our Mission

To facilitate the sustainable use of resources and best practices in municipal waste management

Our Role

Highlands Regional Waste Management Group is one of Victoria's 12 Regional Waste Management Groups (RWMGs) outside the Melbourne metropolitan area. The Melbourne metropolitan area's 30 local councils are represented by the Metropolitan Waste Management Group (MWMG). A key role of the MWMG is to facilitate multi council waste management and resource recovery contracts. By drawing on economies of scale and Government's commercial principles local communities will receive cost effective improvements to their waste management. This is quite a different role to the 12 non Melbourne RWMGs, as they are primarily involved in planning rather than implementing services.

Member Councils

Local government's waste management responsibilities are set out in the *Local Government Act 1989*, and other legislation providing direction on issues such as health and planning. An important principle in driving local government waste management services is 'best value' which includes consideration of environmental sustainability. Local government's primary waste management responsibility is for municipal solid waste, but they may also play a role in relation to some solid industrial waste.

The Region's member councils are:

- Ballarat
- Central Goldfields
- Golden Plains
- Hepburn
- Moorabool
- Pyrenees

The Highlands Region is situated west of Melbourne and encompasses an area of approximately 12,000 km². The majority of the non-farming activities are located in Ballarat and the sub-regional centres of Maryborough and Bacchus Marsh. A map of the region is on the back cover.

Table 1 below illustrates the disparity in population density of the Member Councils and the consequent impact on the cost of service delivery, especially kerbside services for the rural councils.

Table 1
Population Distribution
(Source ABS 2006 Census)

Municipality	Area (sq. kms.)	No. of Persons usually Resident (2006)	No. of Households	Average Persons per sq. km.
Ballarat	740	85,196	36,139	115.1
Central Goldfields	1,535	12,323	5,984	8.0
Golden Plains	2,705	16,450	6,191	6.1
Hepburn	1,470	13,732	7,414	9.3
Moorabool	2,110	25,474	10,168	12.1
Pyrenees	3,435	6,558	3,359	1.9
Total	11,995	159,733	69,255	13.3

Table 2
Growth Rate Indicators
(Source ABS 2001 & 2006 Census)

Municipality	No. of Persons usually Resident (2001)	No. of Persons usually Resident (2006)	Population Percentage Change	No. of Households (2001)	No. of Households (2006)	Households Percentage Change
Ballarat	79,794	85,196	6.8%	32,865	36,139	10.0%
Central Goldfields	12,247	12,323	0.6%	5,812	5,984	3.0%
Golden Plains	14,278	16,450	15.2%	5,475	6,191	13.1%
Hepburn	13,835	13,732	-0.7%	7,160	7,414	3.5%
Moorabool	23,832	25,474	6.9%	9,266	10,168	9.7%
Pyrenees	6,354	6,558	3.2%	3,128	3,359	7.4%
Total	150,340	159,733	6.2%	63,706	69,255	8.7%

Table 2 indicates that there is significant growth in Ballarat and the municipalities bordering the Melbourne/Geelong metro area. Most striking is the 8.7% overall increase in households as this directly impacts on the kerbside services provided by the Member Councils.

The Highlands Region supports a range of businesses and industries. The region's most common activity is farming, accounting for just over a quarter of all businesses. In Golden Plains and Pyrenees, Farming represents more than 60% of business operations. Wholesale and Retail Trade is the next largest business category followed by the Business Services, Construction Manufacturing and Accommodation and Restaurant categories. Each member Council varies in the particular businesses located in its area.

Our Staff

The Highlands Regional Waste Management Group is served by a total of 2 staff. The Group employs a full time executive officer, Philip Clingin. Philip has primary accountability for administration, governance and strategic direction. He is also the Accountable Officer as required by the *Financial Management Act 1994*.

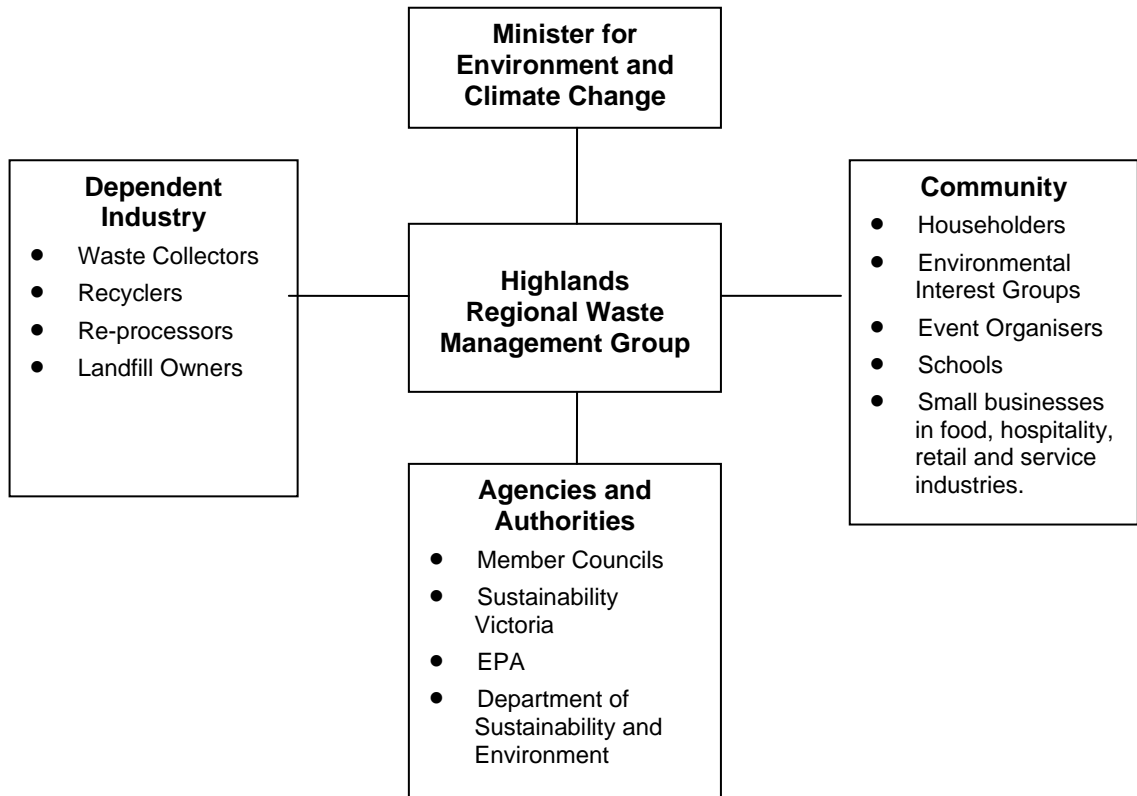
The Group employs a full time education officer, Rosemary Angus. Rosemary has primary accountability for delivery of much of the Community Engagement Program.

Our Stakeholders

Our stakeholders represent the broad community of interest in sustainable uses of resources and environmental protection.

Effective communication strategies are vital to the future role of the Group as it strives to satisfy all interests from its limited resource base. There are high expectations from key stakeholders. There is a continuing emphasis on constructive partnerships to have the Group as an effective voice for the future of municipal waste management in the region.

Figure 1 Stakeholder Relationships



Building Relationships

The Group will continue to work towards identifying the needs of its stakeholders as a high priority. Partnerships will be a focus of value adding as we discover our common interests and shared objectives. There will be a commitment to build channels of communication and promote the long-term commitment that partnerships must have.

The Group is conscious that we need to build a sustainable business model for waste management and this means strong and continuing engagement with commerce and industry and the commercial waste collection companies. These alliances should build the critical mass for local solutions to waste reduction, diversion from landfill and recycling, particularly of the organics stream.

1.2 Legislative Functions and Business Planning

1.2.1 Functions

Regional Waste Management Groups (RWMGs) were established under the Environment Protection (Amendment) Act 1996. Their functions are set out in Section 50H of the Environment Protection Act as follows:

- (a) to plan for the management of municipal waste in its region, working in partnership with the councils in the region; and
- (b) to co-ordinate the activities of its members in its region to give effect in its region to State policies, strategies and programs relating to waste; and
- (c) to facilitate and foster best practices in waste management.

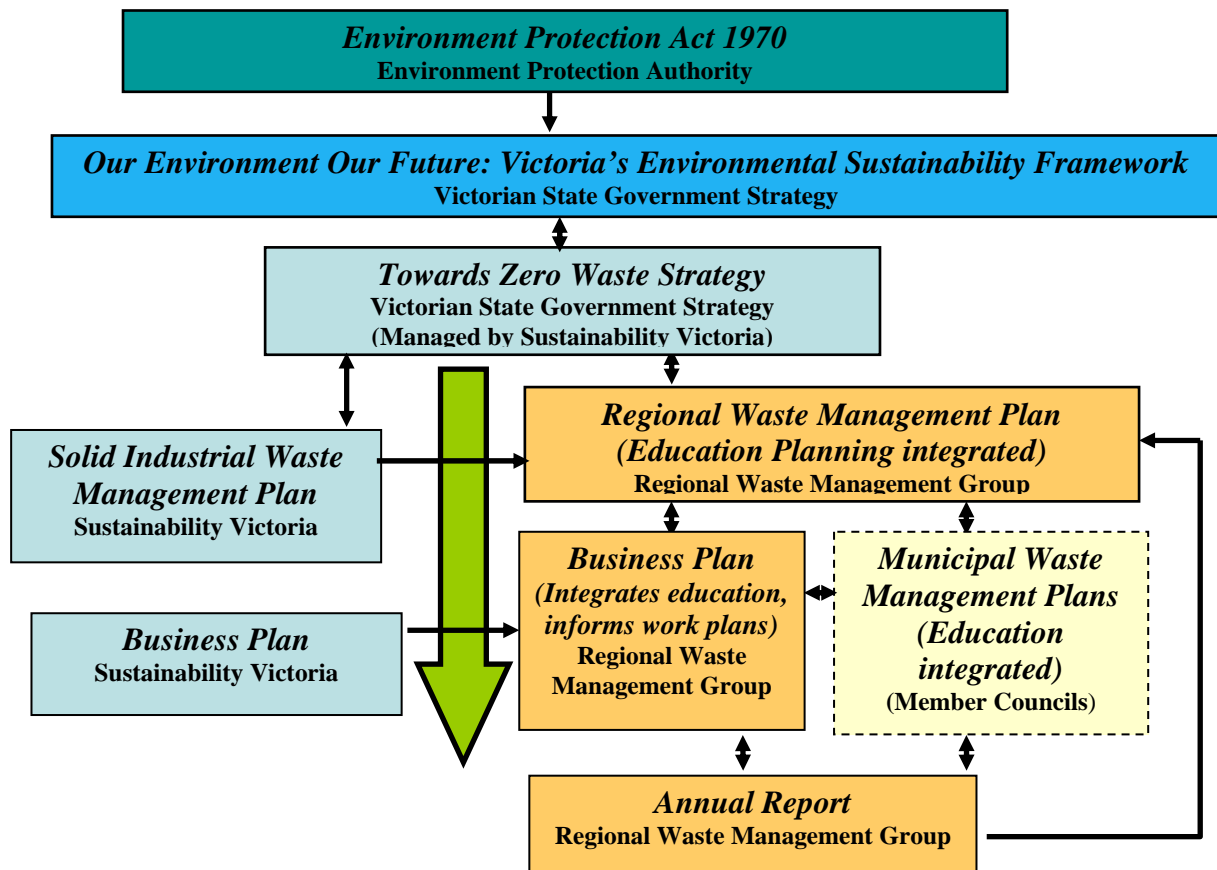
1.2.2 Business Planning

Business planning is a legislative requirement and an important element of RWMG activities. The business plan reinforces the region’s strategic role in planning, coordinating and facilitating waste minimisation and management activities on behalf of its member councils and their communities.

Each RWMG also has to produce a regional waste management plan to set out the objectives and priorities of the group and provides clear direction for future municipal waste management in the region. The plan supports the group’s function to coordinate and facilitate the waste management activities, working in partnership with its member councils. Regional waste management plans are implemented through annual business planning processes.

The business plan should reflect the region’s waste management plan and, as required under legislation, reflect and be consistent with State Government policy such as the Sustainability in Action: Towards Zero Waste Strategy and the priorities of Sustainability Victoria’s business plan over its three-year life (Figure 2).

Figure 2: Relationship of Regional Business Plan with State Strategy and Plans



1.3 Strategic Context

1.3.1 Regional Waste Management Plan Strategic Directions

The member Councils of the HRWMG have met varying levels of waste reduction to date, and the Highlands Regional Waste Management Plan serves to record past achievements and set a target for the next five years. To successfully achieve waste reduction for the whole waste stream in the Highlands Region, an integrated approach to waste management was required which has a preferred option of avoiding waste and a least preferred option of disposal. The following strategic directions from the existing Plan are still relevant in planning for the future of municipal waste in Highlands region.

Regional Planning:

SD 1.

The HRWMG will co-ordinate (municipal) waste management and minimisation strategies throughout the Highlands Region.

Waste Minimisation – Domestic Collection Services

SD 2.

Current waste disposal and diversion quantities from landfills will be benchmarked for the Highlands Region.

SD 3.

Waste collections services should be compatible across the Highlands Region.

SD 4.

Regular recycling collection and / or drop-off services will be accessible to all households in the Highlands Region.

Resource Recovery:

SD 5.

Waste recovery services will be provided at landfills and transfer stations.

SD 6.

A program for organic waste management will be introduced.

Financial Incentives

SD 9.

(Municipal) Waste management services are to be provided on a user pays basis.

SD 10.

Regional contracts for delivery of (municipal) waste management services will be investigated.

Waste Disposal

SD 11.

The number of landfills in the Highlands Region will be rationalised.

SD 12.

Landfills that are closed will be replaced with a network of transfer stations to maintain a level of service to the community.

SD 13.

All landfills in operation will be upgraded to comply with SEPP (Landfills) and SEPP (Groundwaters).

SD 14.

Landfills that are closed will be appropriately rehabilitated.

Litter Management:

SD 15.

Litter planning will be co-ordinated between the member Councils and key public land managers to enhance land management throughout the region.

SD 16.

Community education will focus on litter management issues that are specific to the Highlands Region.

SD 17.

Data collection on litter management will be improved throughout the region.

SD 18.

The adoption of a product stewardship ethic to reduce litter impacts of particular products at a regional and national level will be promoted.

Education and Communication:

SD 19.

Community awareness about waste reduction and management at a regional and local level will be increased in order to achieve a higher level of commitment to the implementation of the Highlands Regional Waste Management Plan and Municipal Waste Management Plans.

1.3.2 Sustainability Victoria Business Plan Strategic Directions

Please note that the strategic directions are excerpts from Sustainability Victoria's Draft Business Plan for 2010-11. This information has been provided to assist the Highlands RWMG with its business planning and should not be communicated outside of this process. Details of the final business plan may change after review by the Board and consultation with the Minister.

"The 2010-11 Business Plan, developed with our key stakeholders, shows how we will deliver our Strategic Plan 2009-14 goals and objectives. Working with our four main stakeholder groups – business, community, government and households – we can achieve greater sustainable outcomes for all Victorians.

Business

Sustainability Victoria will help resource recovery capacity expand and develop new markets for recovered resources by:

- *Supporting the Towards Zero Waste (TZW) strategy to reduce waste generation*
- *Implementing the National Packaging Covenant resource recovery project to recover an additional 42,000 tonnes of recyclable packaging from SMEs*
- *Continuing the ByteBack recycling trial program for end-of-life computers to help develop a national product stewardship scheme*
- *Starting a five-year recycling industry investment and innovation project to help councils increase resource recovery rates*
- *Continuing support for green waste recovery through the Best Practice Organics Recovery project and various market development initiatives*
- *Publishing the 2009-10 Victorian Recycling Industry Annual Survey.*

Community

Sustainability Victoria will Increase community participation in resource recovery activities and reach TZW targets in regional Victoria by:

- *Using the Litter Strategy to improve littering behaviours by 25% by 2014 compared to 2003 levels*
- *Funding various regional Victoria projects to help reach the TZW target to recover 65% of municipal solid waste.*

Government

Sustainability Victoria will help local government and Regional Waste Management Groups (RWMGs) implement resource recovery by:

- *Monitoring performance against TZW targets and actions to guide policy and project development*
- *Working with RWMGs to reduce the current 12 groups to seven*
- *Helping councils and land managers reduce roadside litter, supported by a statewide behaviour change campaign through the Victorian Litter Action Alliance Litter Champion.*

Households

Sustainability Victoria will encourage key behaviours to increase household resource efficiency by:

- *Providing free and safe household chemical disposal through the Detox Your Home program*
- *Implementing a behaviour change strategy to increase household recycling in metropolitan Melbourne"*

1.3.2.1 Towards Zero Waste

The Victorian Government's *Towards Zero Waste Strategy* (TZW) sets the direction and vision for a more sustainable Victoria. It seeks to minimise the amount of waste that Victorians generate and to maximise opportunities for recovering materials.

TZW strategy is guided by three main objectives:

- to generate less waste
- to increase the amount of materials recycled and reprocessed
- to reduce damage to our environment caused by waste.

1.3.2.2 TZW Targets

To achieve TZW objectives, a number of targets were set for waste management and resource recovery across Victoria. The targets relevant to RWMGs are as follows.

- TZW Target 1: a 1.5 million tonne reduction in the projected quantity of solid waste in Victoria generated by 2014
- TZW Target 3: Sectoral target for municipal waste – to recover (by weight), 45% by 2008-09; and 65% by 2014
- TZW Target 4: a 25% improvement, from 2003 levels, in littering behaviour by 2014.

1.3.2.3 Summary of Region's Approach to Meet TZW Targets.

The Region will not be able to meet the TZW targets for 2014. There will be incremental improvement in all member councils through an emphasis on community education about the 15% of the residual waste bin that should be in the commingled recycling bin.

The Group continues to work with the City of Ballarat regarding options to increase the level of diversion of kerbside waste. Options under consideration include the introduction of a kerbside green waste service, bulk transport of kerbside putrescibles to an Advanced Waste Treatment (AWT) facility in Melbourne or Geelong and local solutions to dealing with organic waste, rather than having it deposited in landfill. The Group is mindful of the establishment time required for an organics processing facility capable of dealing with food waste such as an AWT.

The Group undertook an Organics Processing Siting Study last year. No zoned industrial land will meet the EPA Guidelines for buffer distances and composting facilities are not permitted in farming zones. The Smythesdale Landfill was the only potentially feasible site but statutory approval is expected to take at least 2 years with planning and construction a further year. So any real progress on TZW targets is unlikely within the period of this business plan.

Should a local in vessel compost facility be established by July 2013, the earliest possible time, a third bin greenwaste service in Ballarat is forecast to reach 57 % diversion of kerbside waste in Ballarat by 2014, still short of the TZW target of 65% for Ballarat.

Staying with the existing two bin service but diverting all kerbside putrescible waste in Ballarat to AWT is forecast to reach 87% diversion of the kerbside collection in Ballarat by 2014, well ahead of the TZW target of 65% for Ballarat. This scenario is dependent on AWT facilities being operational in Geelong or the western outskirts of Melbourne. It is not expected that AWT will be operational before 2014. Golden Plains Shire Council has joined with the City of Greater Geelong to divert all putrescible waste to a future DiCom AWT at Point Henry.

The targets in Table 3 below assume incremental improvement in all member councils through an emphasis on community education about the 15% of the residual waste bin that should be in the commingled recycling bin.

**Table 3
Highlands Regional Towards Zero Waste Targets**

Household materials generated per household serviced	2009-10 Highlands Region 3-Year Business Plan Target	2010-11 Highlands Region 3-Year Business Plan Target	2011-12 Highlands Region 3-Year Business Plan Target	2013-14 Target Highlands Region
Waste to landfill (garbage) kg/household/year	Regional Average: 464	Regional Average: 451	Regional Average: 439	Regional Average: 437
Commingled packaging and paper/cardboard recycling kg/household/year	Regional Average: 241	Regional Average: 247	Regional Average: 253	Regional Average: 258
Garden organics recycling kg/household/year	Regional Average: 2	Regional Average: 2	Regional Average: 3	Regional Average: 3
Total Waste Generation (Garbage, recycling & organics)	Regional Average: 707	Regional Average: 700	Regional Average: 694	Regional Average: 698
Kerbside recyclables % of total tonnes	Regional Rate: 34%	Regional Rate: 35%	Regional Rate: 37%	Regional Rate: 37%
Kerbside recyclables and organics % of total tonnes	Regional Rate: 34%	Regional Rate: 36%	Regional Rate: 37%	Regional Rate: 38%

2. PERFORMANCE

The Victorian Government's Towards Zero Waste Strategy (TZW) sets the direction and vision for a more sustainable Victoria. It seeks to minimise the amount of waste that Victorians generate and to maximise opportunities for recovering materials.

TZW strategy is guided by three main objectives:

- to generate less waste
- to increase the amount of materials recycled and reprocessed
- to reduce damage to our environment caused by waste.

2.1 Waste Reduction and TZW Target 1

Table 4 & Figure 3A provide a summary of the group's predicted performance in relation to TZW Target 1. In 2009/10 the Group undertook an evaluation study of potential composting sites to support a third bin service in Ballarat. The site recommended that came closest to meeting EPA buffer requirements will require Planning Scheme amendment and therefore the establishment of a local organics processing option is outside the time frame of the TZW Strategy. Under this scenario, although total kerbside waste diversion increases (in response to TZW targets 2 and 3) it is not possible to achieve a reduction in total waste generation.

Table 4: Reduction in the Rate of Municipal Solid Waste Generation (target in tonnes)

HIGHLANDS RWMG	Base year tonnes	Historical Forecast (tonnes)		Latest Available Data (tonnes)	3 yr rolling forecasts tonnes			Target tonnes
	2003- 2004	2007- 2008	2008- 2009	2008- 2009	2009- 2010	2010- 2011	2011- 2012	2013-2014
TZW 1.5 M tonne Reduction Target	39,111							43,075
HRWVG Total Waste Target	37,166	46,804	46,647	48,066	47,551	47,101	46,649	46,691

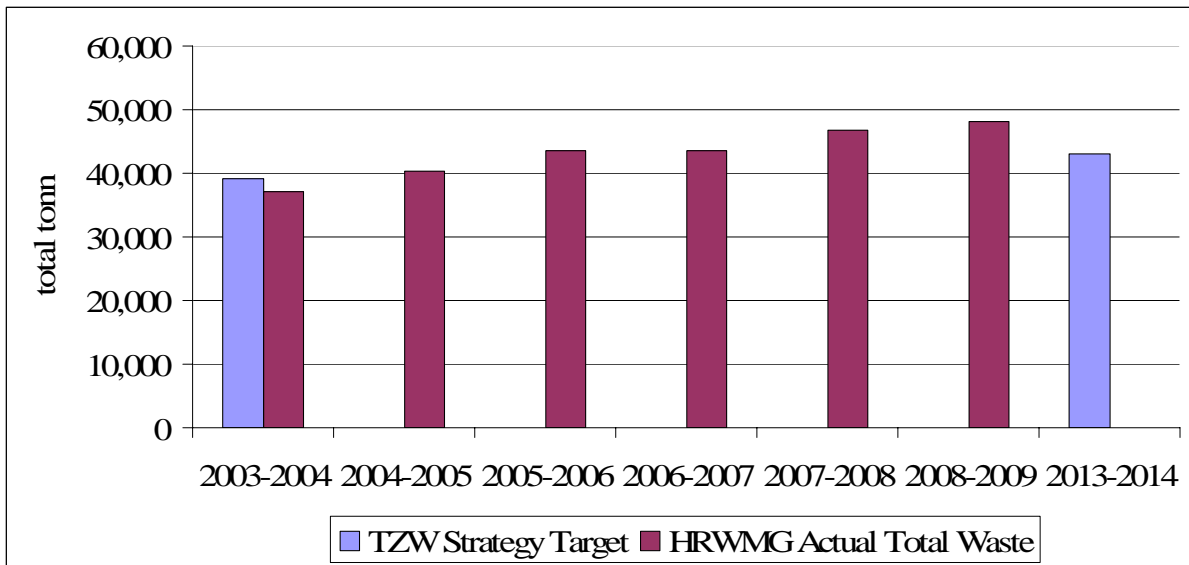
Ballarat	23,163	26,620	26,529	27,522	27,503	27,008	26,590	26,780
Central Goldfields	3,231	3,029	3,350	3,306	3,230	3,405	3,550	3,579
Golden Plains	4,631	5,792	5,717	5,613	5,599	5,447	5,315	5,414
Hepburn	2,574	3,115	3,082	3,302	2,974	2,974	2,974	2,974
Moorabool	5,272	6,999	6,786	6,918	6,990	7,000	6,942	6,864
Pyrenees	1,020	1,250	1,184	1,405	1,255	1,267	1,279	1,349

(*) Total Waste Generation = Garbage + Recycles Collected + Garden Organics Collected

Note

With a base year of 39,111 tonnes (should be 37,166 tonnes), Sustainability Victoria suggests that the Highlands Region should produce 43,075 tonnes of waste in 2013/14 to meet the TZW target for a statewide reduction in waste generation of 1.5 million tonnes. This is a target to aspire to; it gives regions an approximation of where they should be at by 2014. The region will not meet the target but neither was a dramatic population increase in Moorabool, Ballarat and Golden Plains predicted in the original TZW Strategy. Refer Table 2.

Figure 3: Performance against TZW Target 1 (total tonnes)



2.2 Recovery Rate and TZW Target 3

Table 5: Kerbside Total Waste

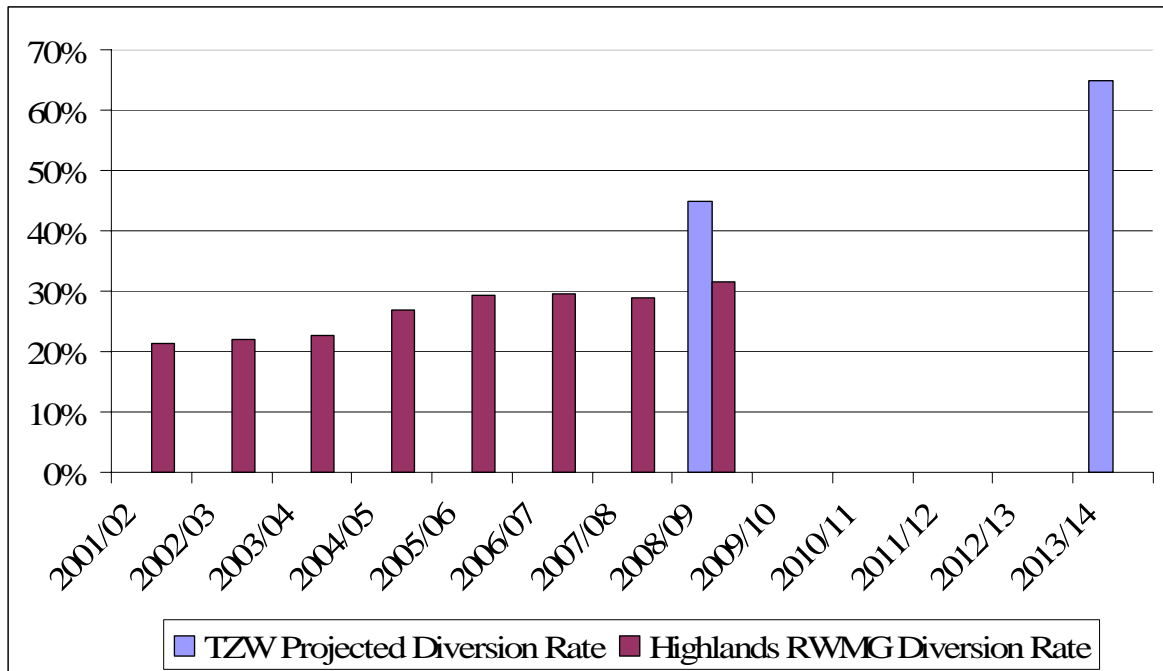
Highlands RWMG	Total tonnes 2008-2009	Councils					
		Ballarat City Council	Central Goldfields Shire Council	Golden Plains Shire Council	Hepburn Shire Council	Moorabool Shire Council	Pyrenees Shire Council
A=Garbage	31,637	17,723	2,185	4,668	1,823	4,268	970
B=Recyclables collected	16,329	9,799	1,021	945	1,479	2,650	435
C=Recyclables recycled	15,182	9,113	970	945	1,319	2,534	300
D=Garden organics collected	100		100				
E=Garden organics processed	100		100				
Total kerbside collected (A+B+D)	48,066	27,522	3,306	5,613	3,302	6,918	1,405

Table 6: Kerbside Recovery Rate Targets

	Historical Forecast		Latest Available Data 2008-2009	3 yr rolling plan forecasts			2013 - 2014 Target	
	2007-2008	2008-2009		2009-10	2010-11	2011-12	Region	State
Diversion Rate	29%	34%	32%	34%	36%	37%	37%	65%
Ballarat	29%	30%	30%	35%	37%	38%	38%	
Central Goldfields	21%	32%	32%	35%	38%	41%	41%	
Golden Plains	20%	17%	17%	23%	24%	25%	27%	
Hepburn	38%	40%	40%	43%	43%	43%	43%	
Moorabool	34%	37%	37%	36%	36%	37%	38%	
Pyrenees	30%	21%	21%	30%	31%	31%	35%	

¹ Diversion rate = $\frac{(C + E)}{(A+B+D)}$

Figure 4: Performance against Target 3 (recovery rate)



2.3 Litter Reduction and TZW Target 4

The Highlands Regional Waste Management Group assisted in the development of the Clean Communities Assessment Tool (CCAT) that measures the physical and social factors of littering. The CCAT was used actively in the region since 2004.

The CCAT is now not used by the State and there is currently no applicable consistent measurement tool for littering behaviours. Accordingly Highlands Region will no longer seek to measure Target 4 from TZW but encourages the adoption of CCAT or a comparable standard for use throughout the State.

Table 7: Litter Programs/Projects

Litter program/project	Performance Measures	Comment
Western Highway Roadside Litter Campaign	30% reduction in litter at selected sites	Project funded by NPC

A brief summary of the limitations for the region to improve results against this target is:

- Lack of consistency in statewide measurement
- Community groups don't seek funding because the previous process e.g. Litter Prevention Grants 2008 is too formal and time consuming
- The new TZW grant process is even more time consuming
- Litter is not seen as a priority by Member Councils.

3. PROGRAMS

The Highlands Regional Waste Management Group has four business strategies to help it achieve its Vision and Mission, together with the relevant strategic directions of the RWMP:

1. **Municipal Services and Facilities Program:** Kerbside Services, Resource Recovery Facilities, Market Development, Landfills.
2. **Community Engagement Program:** ResourceSmart, Away from Home Recycling and Litter Prevention.
3. **Strategy & Performance Monitoring Program:** Strategic Planning, Program Monitoring and Data Collection Systems.
4. **Organisational Systems and Operations Program:** Liaison, Professional Development, Leadership and Information Management.

3.1 Municipal Services and Facilities Program

Objective

The Municipal Services and Facilities Program is the primary interface between RWMGs, Local Government and Sustainability Victoria for programs and activities related to the provision of waste management services to the community. Regional Business Plans need to demonstrate ongoing planning and progress in taking a strategic, Regional approach which supports the implementation of Regional Waste Management Plans and Sustainability Victoria's strategies, programs and activities.

SUMMARY OF ACHIEVEMENTS

- Organics Processing Site Evaluation Study
- TZW submissions completed
- Presentations to all Councils responding to invitation
- Detox Your Home Collection Calendar negotiated successfully
- DrumMuster training Day held
- Resource Recovery Centre Safety gate maintenance program undertaken
- Best Practice at 85% of RRC achieved
- 32% diversion of kerbside waste in 2008/09
- 37% diversion of all municipal waste when drop off is included.

Priorities: Municipal Services and Facilities

The following priorities have been identified for municipal services and facilities during the period July 2010 – June 2013:

- P1. Reducing Waste Generation
- P2. Increasing Recovery Rate
- P3. Improving littering behaviours
- P4. Reusing waste materials

Objectives: Municipal Services and Facilities

Based on the priorities, the following regional objectives have been identified for municipal services and facilities for the period July 2010 – June 2013.

Year: 2010-2011

OBJECTIVES	PRIORITIES			
	P1	P2	P3	P4
1. Member Councils to have achieved best practice waste management at 90% of facilities by June 2011		✓		✓
2. Increase kerbside resource recovery rate to create a diversion rate of 32% across the Region by 2011	✓	✓		✓
3. Increase organics diversion at Resource Recovery Centres by 15% by July 2011 from 2008 RRC audit		✓		
4. To improve waste diversion at Resource Recovery Centres by 40% by July 2011 from 2008 RRC audit		✓		

Year: 2011-2012

OBJECTIVES	PRIORITIES			
	P1	P2	P3	P4
1. Member Councils to have achieved best practice waste management at 95% of facilities by June 2012		✓		✓
2. Increase kerbside resource recovery rate to create a diversion rate of 34% across the Region by 2012	✓	✓		✓
3. Increase organics diversion at Resource Recovery Centres by 20% by July 2012 from 2008 RRC audit		✓		
4. To improve waste diversion at Resource Recovery Centres by 50% by July 2012 from 2008 RRC audit		✓		

Year: 2012-2013

OBJECTIVES	PRIORITIES			
	P1	P2	P3	P4
5. Member Councils to have achieved best practice waste management at 100% of facilities by June 2013		✓		✓
6. Increase kerbside resource recovery rate to create a diversion rate of 36% across the Region by 2013	✓	✓		✓
7. Increase organics diversion at Resource Recovery Centres by 25% by July 2012 from 2008 RRC audit		✓		
8. To improve waste diversion at Resource Recovery Centres by 60% by July 2012 from 2008 RRC audit		✓		

3.2 Community Engagement Program

Build partnerships with key local groups including councils, businesses, schools, event managers and other organisations to encourage them not only to improve their own practices, but also deliver ResourceSmart programs and services that support behavioural change.

SUMMARY OF ACHIEVEMENTS

- Highlands RWMG ResourceSmart 3Star (self assessment)
- Silver Waste Wise certificate presented to Maryborough District Health Service
- Sustainable Events Recycling Trailer delivered to Moorabool Shire
- BlinkyBulb project has diverted over 6,000 (50% CFL globes and fluorescent tubes)
- 11 schools achieve 1 Star ResourceSmart

Priorities: Community Engagement

The following priorities have been identified for community engagement during the period July 2010 – June 2013:

- P1. Reducing Waste Generation**
- P2. Increasing Recovery Rate**
- P3. Improving littering behaviours**
- P4. Reusing waste materials**

Objectives: Community Engagement

Based on the priorities, the following regional objectives have been identified for Community Engagement for the period July 2010 – June 2011.

Year: 2010 - 2011

OBJECTIVES	PRIORITIES			
	P1	P2	P3	P4
1. To work with schools, businesses, government and Member Councils to increase resource recovery rate to create a diversion rate of 32% across the Region by 2010		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
2. To implement a regional litter project subject to funding			<input checked="" type="checkbox"/>	
3. To work with venues and events organisers to reduce waste. Events to be self sufficient by 2011 - 2012	<input checked="" type="checkbox"/>			
4. To work with venues and events organisers to increase the diversion of recyclables post Waste Wise. Events to be self sufficient by 2011 - 2012		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

Year: 2011 - 2012

OBJECTIVES	PRIORITIES			
	P1	P2	P3	P4
1. To work with schools, businesses, government and Member Councils to increase resource recovery rate to create a diversion rate of 34% across the Region by 2010		✓		✓
2. To implement a regional litter project subject to funding			✓	

Year: 2012 -2013

OBJECTIVES	PRIORITIES			
	P1	P2	P3	P4
1. To work with schools, businesses, government and Member Councils to increase resource recovery rate to create a diversion rate of 36% across the Region by 2010		✓		✓
2. To implement a regional litter project subject to funding			✓	

3.3 Strategy and Performance Monitoring Program

Provide strategic data regarding regional performance including progress towards achieving the targets established in the Towards Zero Waste Strategy and reflected in Regional Waste Management Plans.

SUMMARY OF ACHIEVEMENTS

- CPRS Workshop for Member Councils and neighbouring regions conducted
- Member Council input to SV Municipal Survey audited
- Municipal Charges and Facilities Survey completed

Priorities: Strategy and Performance Monitoring

The following priorities have been identified for Strategy and Performance Monitoring during the period July 2009 – June 2012:

- P1. Reducing Waste Generation**
- P2. Increasing Recovery Rate**
- P3. Improving littering behaviours**
- P4. Reusing waste materials**

Objectives: Strategy and Performance Monitoring

Based on the priorities, the following regional objectives have been identified for Strategy and Performance Monitoring for the period July 2010 – June 2013.

Year: 2010-2011

OBJECTIVES	PRIORITIES			
	P1	P2	P3	P4
1. To monitor the progress of the Business Plan and to report progress at each Board Meeting	✓	✓	✓	✓
2. Audit Member Council Reporting to the SV Municipal Survey	✓	✓	✓	✓
3. Prepare a Municipal Charges and Facilities Survey each Year	✓	✓	✓	✓

Year: 2011-2012

OBJECTIVES	PRIORITIES			
	P1	P2	P3	P4
1. To monitor the progress of the Business Plan and to report progress at each Board Meeting	✓	✓	✓	✓
2. Audit Member Council Reporting to the SV Municipal Survey	✓	✓	✓	✓
3. Prepare a Municipal Charges and Facilities Survey each Year	✓	✓	✓	✓

Year: 2012-2013

OBJECTIVES	PRIORITIES			
	P1	P2	P3	P4
1. To monitor the progress of the Business Plan and to report progress at each Board Meeting	✓	✓	✓	✓
2. Audit Member Council Reporting to the SV Municipal Survey	✓	✓	✓	✓
3. Prepare a Municipal Charges and Facilities Survey each Year	✓	✓	✓	✓

3.4 Organisational Systems and Operations

Systems management and associated processes are important to help ensure that HRWMG develop and maintain the capacity to provide leadership, strategic advice and information to key stakeholders including member councils, other RWMGs, DSE and Sustainability Victoria.

SUMMARY OF ACHIEVEMENTS
<ul style="list-style-type: none"> • Business Plan and Annual Report submitted on time • Board self assessment results • Regional Education Officer successfully completed the AuSSI Vic Facilitator Training

Priorities: Organisational Systems and Operations

The following priorities have been identified for Organisational Systems and Operations during the period July 2009 – June 2012:

- P1. Reducing Waste Generation
- P2. Increasing Recovery Rate
- P3. Improving littering behaviours
- P4. Reusing waste materials

Objectives: Organisational Systems and Operations

Based on the priorities, the following regional objectives have been identified for Organisational Systems and Operations for the period July 2010 – June 2013.

Year: 2010-2011

OBJECTIVES	PRIORITIES			
	P1	P2	P3	P4
1. To Maintain effective corporate governance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2. To ensure that the Directors and staff of HRWMG continually upgrade their skills and knowledge annually	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Year: 2011-2012

OBJECTIVES	PRIORITIES			
	P1	P2	P3	P4
1. To Maintain effective corporate governance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2. To ensure that the Directors and staff of HRWMG continually upgrade their skills and knowledge annually	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Year: 2012-2013

OBJECTIVES	PRIORITIES			
	P1	P2	P3	P4
3. To Maintain effective corporate governance	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4. To ensure that the Directors and staff of HRWMG continually upgrade their skills and knowledge annually	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

4. WORK PLAN

The Highlands Regional Waste Management Group reports on the activities contained within the business plan in the Annual Report and to the Board. To facilitate this reporting, a table which summarises the Region’s business plan objectives, KPIs and timeframes is included.

Obj	Actions	KPI	Resources	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Program 1: Municipal Services and Facilities															
O.1	Assist and support Member Councils to prepare funding submissions for essential infrastructure and services support from the Sustainability Victoria Regional TZW Support Program. TZW target areas are organics processing and timber recovery.	Submissions prepared	Staff time \$nil for region \$ Councils TBA												
	Conclude service inspection and maintenance of Resource Recovery Centre Safety Gates Regional Contract		\$4,223 for June 2010 Service.												
O.2	Negotiate the annual Detox Your Home Collection Calendar with Sustainability Victoria to ensure equality of access across the region. Assist Member Councils to coordinate promotion of collection days.	10% increase in participation	Staff time												
	Assist the drumMUSTER area manager to provide regular inspector training day/s	Training day held each year	Staff time												
O.3	Explore local low volume processing solutions for organic waste at the five rural councils by the construction of a demonstration site at Carisbrook TS and RRC. Project Budget \$294,000 TZW Grant \$142,400 (\$30,000 rec 2009/10, \$10,000 in 2011/12) HRWMG \$ 75,500 (plus \$32,500 in kind) C. Goldfields Shire. \$ 36,600 (plus \$7,000 in kind) HRWMG to recover \$79,000 in 2011/12 through sale of equipment at end of trial.	Small volume process treating mixed organic waste at less than \$60/tonne	Staff time \$241,400												
O.4	Current contacts for RRC reviewed to ensure there are obligations/incentives for RRC operators to maximise diversion from landfill	Improve diversion by 30%	Staff time												
Program 2: Community Engagement Program															
O.1	Assist all Member Councils to transition from Waste Wise to the ResourceSmart Program, subject to Sustainability Victoria timeline.	All Member Councils ResourceSmart 2Star	Staff time												
	Participate in statewide advertising program with all other regions –“In the Right Bin” to encourage and educate on household waste separation. Total Project Budget \$221,000 TZW Grant \$110,500 (\$30,000 received 2009/10) RWGM \$ 63,000 (\$31,000 received in 2009/10) Media Cont. \$ 47,500	Kerbside recycling contamination less than 5%	Staff time \$173,500												

Obj	Actions	KPI	Resources	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
	Encourage schools to attend ResourceSmart workshops in line with CERES schedule Deliver ResourceSmart - Waste In conjunction with CERES accredited facilitators, certify ResourceSmart Resource Modules (waste, water, energy & biodiversity as required) Establish/ participate in informal network of local facilitators Little Green Wagon (education resource trailer) provided to schools Deliver classroom activities	Support provided to a minimum of 10 schools	Staff time \$3,000 Little Green Wagon \$500 classroom resources												
	HRWMG/REO to become authorised (by CERES) to deliver ResourceSmart AuSSI Vic core module subject to SV making this available		Staff time												
	Provide assistance to disadvantaged schools to incorporate SETS (Schools Environmental Tracking System) on a 50/50 basis. S.E.T.S. is compulsory for schools that want RSS certification.	Up to 4 schools	Staff time \$125/per school Total Budget \$1,000												
	Continue to work in partnership with Australian Industry Group to deliver the Sustainable Business Network function	2 network functions	Staff time \$500												
	Support business across all sectors to become ResourceSmart in accordance with SV timeline.	3 new businesses	Staff time												
	Ensure community understanding and support for the HRWMG vision by providing a comprehensive range of presentations and displays. Recycle Roadshow in use.	Displays on request	Staff time												
	Guest speaking at community meetings such as Probus, Rotary etc.	When requested	Staff time												
	Production of a "Junk Mail"	Quarterly issues	Staff time \$730												
	A community based collection of Fluorescent tubes and CFLs. A partnership project with Rotary District 9870 (Preserve Planet Earth Water & Environment Committee.)	BlinkyBulb continues until June 2011	Staff time												
O.2	Deliver the "Western Highway Roadside Litter Campaign" NPC grant funding Project Budget \$46,800 NPC Grant \$37,300 Desert Fringe & Grampians \$ 6,000 HRWMG \$ 3,500	30% reduction in litter at selected sites	\$46,800 Staff Time												
	Dob in a Dump Site Road Side Signage. Complete previous years project	Install signage on major highways and identified dumping spots	\$3,627												
O.3	Support events to implement sustainable initiatives with an emphasis on waste reduction/recycling initiatives Bin Cap trailer, banner and mobile bill board available for events. Promote Sustainable Events Planner www.slf.org.au/eventplanner Deliver Sustainable Events Waste Management Guide	Sustainable Events Waste Management Guide distributed	Staff Time Bin Cap Trailer Billboard Trailer (shared with Calder RWMG)												
	Grants to assist Member Councils to have their own small events trailers.	1 Member Council	\$5,000												

Obj	Actions	KPI	Resources	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Program 3: Strategy and Performance Monitoring														
O.1	Identify and investigate the statutory planning viability for future organics processing infrastructure to facilitate further diversion of garden waste and organics from the kerbside stream. Study completed in 2010 but funding carried over for payment.	Prepare Site Assessment Tool. Evaluate 4 nominated sites	\$15,085	■										
	Prepare a Business Plan monitor for each Board Meeting	Achieve targets	Staff Time		■			■			■			■
O.2	Assist Member Councils to ensure that all waste contracts require the contractor to provide regular statistical returns. The measures will be consistent within the region to allow for benchmarking. Work with Member Councils to maintain the current database of physical and financial performance indicators for contract and facility performance in Highlands Region. Collection of benchmark data and performance indicators will utilise the templates provided by Sustainability Victoria.	Statistical returns to member Councils by waste services providers.	Staff time											
	Provide support to ensure that all Member Councils submit accurate survey results in full and on time. Ensure that all Member Councils understand the benefits of the survey program and actively participate.	Number of reviews and reworks by regional office	Staff time		■	■						■	■	
O.3	Prepare the Annual Facilities Fees and Contract Information data												■	■
Program 4: Organisational Systems and Operations														
O.1	Internal auditor to review and report to the Board (acting as an Audit Committee)	2 internal audit reports to Board per year	Staff time \$3,000					■						■
	Seek Department of Treasury & Finance exemption for the appointment of an external Chair of the Audit Committee	Exemption received	Staff time Saving on fee of \$4,500			■								
	Review Charter of Corporate Governance	Review completed	Staff time							■				
	Develop and submit Business Plan for ministerial approval	Business Plan approved	Staff time \$3,500											■
	Annual Report developed and submitted and reported as received by the Minister for Environment and Climate Change to Parliament	Annual Report approved by the Auditor General and endorsed by DSE	Staff time \$300 printing \$4,900 Audit Fees			■								
O.2	Attend conferences and seminars appropriate to skills development and training needs analysis. All training/information sessions organised by SV are considered compulsory for nominees	Attendance by Directors, REO and EO as approved by the Executive	Staff time \$2,575	■	■	■	■	■	■	■	■	■	■	■
	Conduct a New Directors Induction program and provide each new Director with a Handbook with Constitution, Charter of Corporate Governance, contact details and Minutes and Agendas for previous year	Every Director undertakes an induction prior to their first Board meeting	Staff time \$300 /handbook \$800 venue hire							■				

5. BUDGET AND CASH POSITION

5.1 Expenditure and Income on a Cash Basis

Item	2010/2011	2011/2012	2012/2013
EXPENDITURE			
	<u>E.F.T</u>	2	2
Employment:			
Salaries, Directors Fees	\$192,703	\$198,484	\$204,439
Superannuation	\$16,515	\$17,011	\$17,521
WorkCover	\$2,500	\$2,575	\$2,652
Training / Conferences & Seminars	\$2,575	\$2,652	\$2,732
General Administration:			
Accountancy, Internal and External Audit	\$22,019	\$22,679	\$23,359
Advertising and Promotion	\$3,100	\$3,193	\$3,289
Business Plan and Annual Report	\$3,976	\$4,095	\$4,218
General Expenses	\$1,545	\$1,591	\$1,639
Insurances (Public liability, Professional Indemnity)	\$6,901	\$7,108	\$7,321
Legal Expenses	\$0	\$0	\$0
Licences, Registrations Permits	\$927	\$955	\$983
Printing and Stationery	\$6,953	\$7,161	\$7,376
Rent, Phone and Utilities	\$23,039	\$23,730	\$24,442
Subscriptions and Registrations	\$1,734	\$1,786	\$1,840
Travel and Accommodation (includes car)	\$8,997	\$9,267	\$9,545
Projects and Programs:			
Regional Waste Management Plan	\$15,085	\$0	\$0
Education Projects	\$1,000	\$1,000	\$1,000
Education Trailer Operating	\$3,000	\$3,090	\$3,183
Litter Prevention Community Projects (NPC)	\$50,427	\$0	\$0
Community Surveys and Investigations	\$0	\$0	\$0
Transfer Station Gates Maintenance Program	\$4,233	\$0	\$0
TZW Grant Projects (SV)	\$414,900	\$0	\$0
Business Plan Project (Small Events Trailer)	\$5,000	\$5,000	\$5,000
Assets and Equipment Purchase	\$0	\$0	\$0
TOTAL EXPENDITURE	\$787,129	\$311,379	\$320,540
INCOME			
Landfill Levy Return	(\$186,718)	(\$192,320)	(\$198,090)
Landfill Levy Return - Education	(\$60,000)	(\$60,000)	(\$60,000)
Bank Interest	(\$2,178)	(\$1,089)	(\$544)
SV Supplementary Funding	(\$42,691)	(\$43,758)	(\$44,852)
EPA Supplementary Funding	(\$26,460)	(\$27,122)	(\$27,800)
Grants / Contributions:			
National Packaging Covenant Litter Prevention	(\$43,300)	\$0	\$0
Sustainability Victoria TZW Grant Projects	(\$147,500)	(\$10,000)	\$0
Sale of Compost Trial Equipment		(\$79,000)	
TOTAL INCOME	(\$508,847)	(\$413,289)	(\$331,286)
Transfer (to) / from Reserve	\$278,281	(\$101,910)	(\$10,746)
NET OPERATING (SURPLUS) / DEFICIT	\$0	\$0	\$0
Cash at Bank	\$54,646	\$156,556	\$167,302

Notes

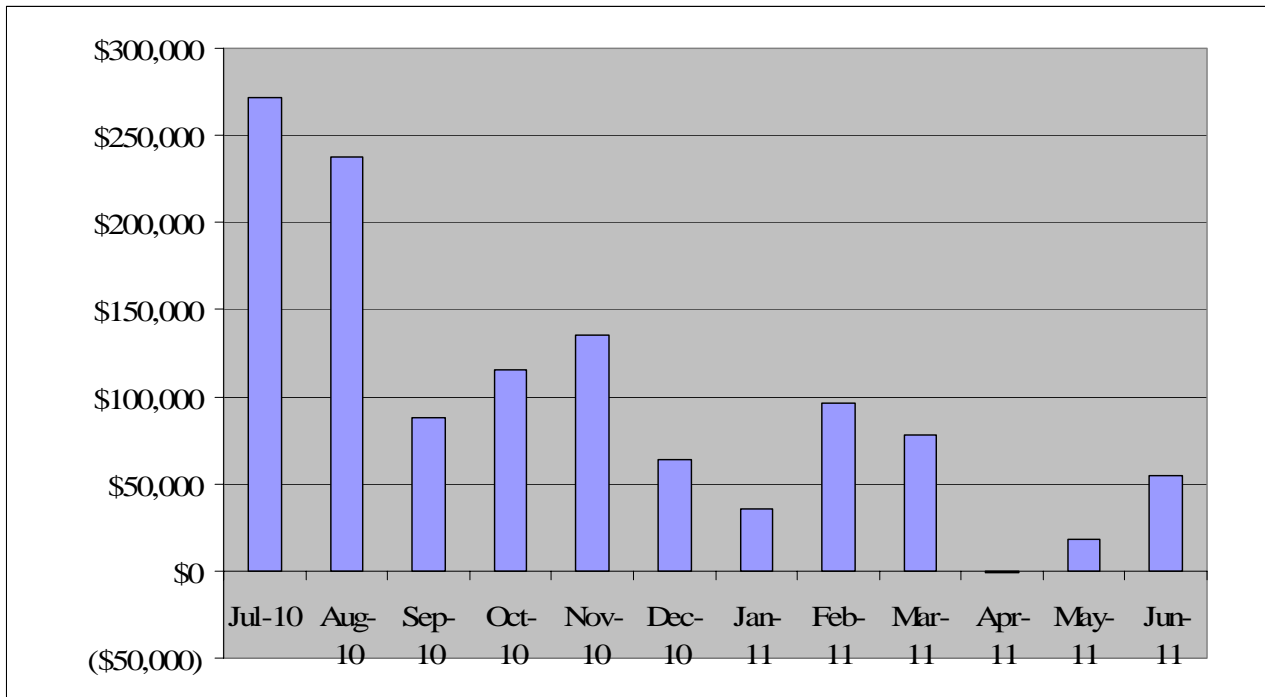
All figures are GST exclusive.

5.2 Cash Position

The budget indicates that the Group will need to manage its cash very carefully in 2010/11 as carry forward cash reserves are now low after a number of years where core expenditure has exceeded income, primarily from the landfill levy distribution. The annual deficits have been identified in previous business plans.

The predicted cash position of the Group for the 2010/11 year is shown below.

Figure 5 Predicted Cash Position 2010/11



In April 2011 the Group will be insolvent unless cash is managed very carefully. Figure 5 assumes that the Group will not need to meet any additional costs such as redundancy. Replacement staff for periods of long service leave would not be possible. There will be no replacement of equipment such as computers or updating of software.

6. APPENDICES

6.1 Appendix 1: Member Council Current Waste & Recycling Services

A summary of current and proposed municipal waste and recycling contracts and services provided by member councils is shown in Tables 1.1 and 1.2.

Table 1.1 Details of Municipal Waste and Recycling Contracts

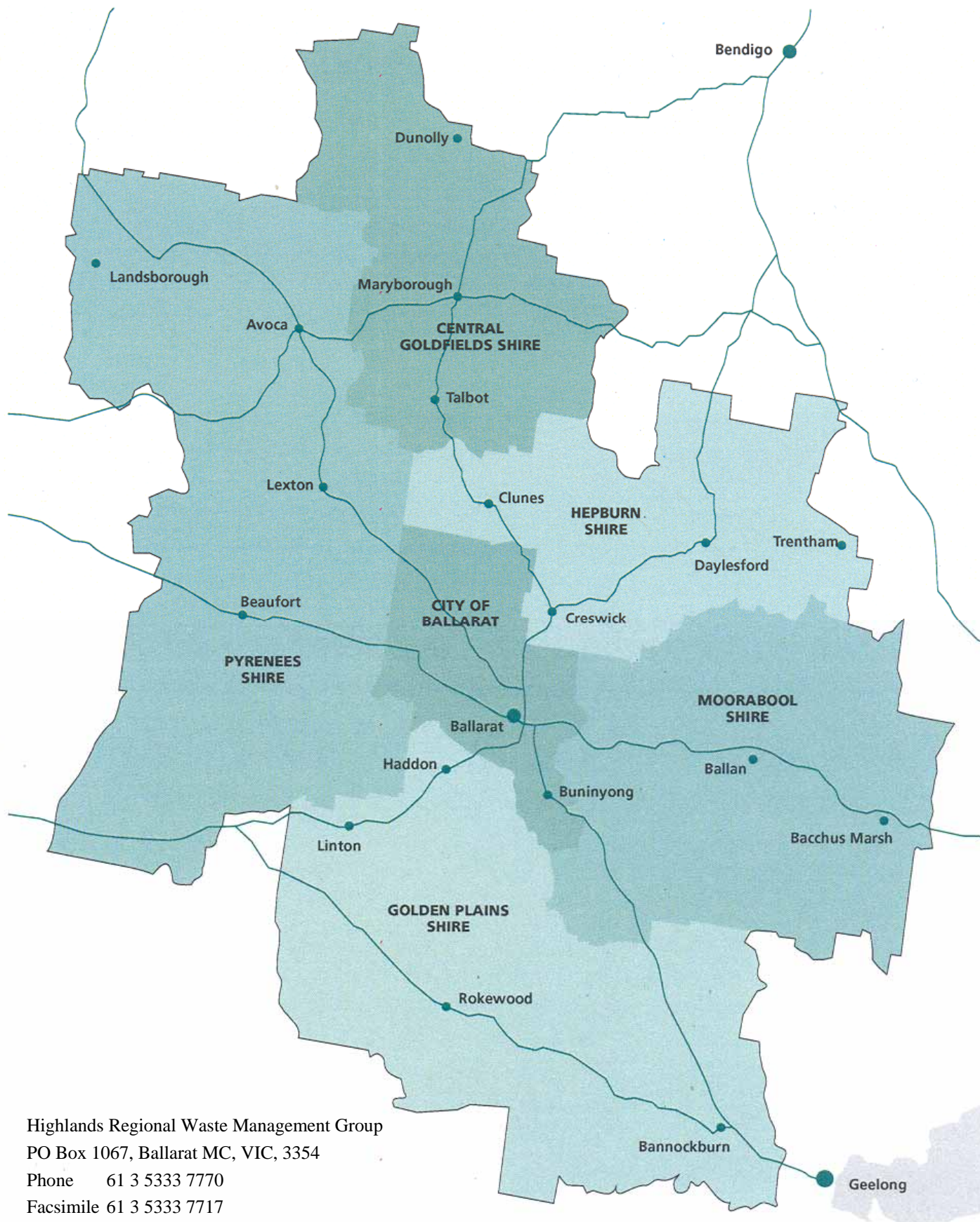
Municipality <i>(Include rows for each member Council)</i>	Contract Details	Waste Collection	Recycling		Garden Organics		Litter Collection
			Collection	Reception	Collection	Reception	
Ballarat	Expiry Date:	N/A. Best Value Review.	N/A. Best Value Review.	February 2011 +2 yr.			N/A. Best Value Review.
	Signatory:	Council	Council	Council			Council
	Service Provider:	In-house team	In-house team	SKM			In-house team
Moorabool	Expiry Date:	April 2012	April 2012	April 2012			April 2012
	Signatory:	Council	Council	Council			Council
	Service Provider:	Coy Waste	Melton Recyclers	VISY	N/A	N/A	Coy Waste
Golden Plains	Expiry Date:	June 2010	June 2010	June 2010			June 2010
	Signatory:	Council	Council	Council			Council
	Service Provider:	Four Season's Waste	Four Season's Waste	Four Season's Waste	N/A	N/A	Four Season's Waste
Hepburn	Expiry Date:	June 2010	June 2010	June 2010			June 2010
	Signatory:	Council	Council	Council			Council
	Service Provider:	Cleanaway	Cleanaway	Calder Environmental Services	N/A	N/A	Country Environmental Waste Services
Central Goldfields	Expiry Date:	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013	Sept 2013
	Signatory:	Council	Council	Council	Council	Council	Council
	Service Provider:	Waste Recyclers of Victoria	Waste Recyclers of Victoria	Waste Recyclers of Victoria	Waste Recyclers of Victoria	Waste Recyclers of Victoria	Waste Recyclers of Victoria
Pyrenees	Expiry Date:	February 2012	February 2012	February 2012			February 2012
	Signatory:	Council	Council	Council			Council
	Service Provider:	Four Season's Waste	Four Season's Waste	Four Season's Waste	N/A	N/A	Four Season's Waste

Table 1.2 2008-09 Municipal Waste and Recycling Services

	BALLARAT	CENTRAL GOLDFIELDS	GOLDEN PLAINS	HEPBURN	MOORABOOL	PYRENEES
SERVICES						
Urban Area						
Garbage	140 or 80 litre MGB weekly	80 or 140 (optional) litre MGB	240 litre MGB weekly	120 Litre MGB weekly	120 Litre MGB weekly	120 Litre MGB weekly
Commingled Recycling	240 litre MGB fortnightly	weekly	240 litre MGB fortnightly	240 litre MGB fortnightly	240 litre MGB fortnightly	240 litre MGB fortnightly
Container Recycling		240 litre MGB fortnightly				
Paper/ Cardboard						
Greenwaste	Referral to Private Provider	Optional User Pays Service 240 litre MGB monthly				
Rural Area						Limited Roadside collection service on interconnecting routes.
Garbage	140 or 80 litre MGB weekly	140 or 240 (optional) litre MGB weekly	240 litre MGB weekly	120 Litre MGB weekly, minimum locations	240 Litre MGB fortnightly	240 litre Fortnightly and Transfer Station Vouchers for non serviced properties
Commingled Recycling	240 litre MGB fortnightly	240 litre MGB fortnightly	240 litre MGB fortnightly	240 litre MGB fortnightly – Glenlyon only	240 litre MGB fortnightly	Transfer Station Vouchers
Greenwaste	User pays - on call.	N/A	N/A	N/A	N/A	Transfer Station Vouchers

Table 1.2 2008-09 Municipal Waste and Recycling Services

	BALLARAT	CENTRAL GOLDFIELDS	GOLDEN PLAINS	HEPBURN	MOORABOOL	PYRENEES
SERVICES						
Vouchers	Not applicable	8 per property per annum	Annual tip pass available to residents NOT on collection run - cost \$122	12 per annum to rural improved properties not receiving garbage collection service 1 voucher = 1/2m3 approx	26 No. @ \$40 available to residents not receiving kerbside service	Every improved property receives 24 vouchers which entitles them to limited visits to transfer stations to dispose of domestic waste up to 6 cubic metres and 4 visits per year to dispose of hardwaste and greenwaste up to 1 cubic metre



Highlands Regional Waste Management Group
 PO Box 1067, Ballarat MC, VIC, 3354
 Phone 61 3 5333 7770
 Facsimile 61 3 5333 7717
 E-mail philip@hrwmg.vic.gov.au
 Website www.hrwmg.vic.gov.au