



Highlands
Regional Waste
Management
Group

Business Plan

2009/10 to 2011/12



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 will be unable to meet the 2008/09 TZW interim target for diversion of municipal waste of 45%. In 2007/08 the Region achieved a diversion rate of 29%. The Group is working intensively 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.

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.

Municipal Services and Facilities – Getting the Best Result.

We are focusing on getting the best possible results from our Resource Recovery Centres in 2009/10. The Region will conduct an accredited training course for staff, focusing on maximising diversion of resources from landfill. In response to our survey of RRC performance in 2008/09 we will be implementing a standard method of data recording so diversion from landfill can be more accurately recorded. We will continue to support industry funded recovery programs such as **drum**Muster and Detox Your Home.

A major area of activity will be assisting the City of Ballarat to reduce its waste to landfill by focusing on the organic fraction.

There are two options:

1. A third bin (240L MGB) service for collection of garden waste
2. Retain the existing 2 bin service but divert all the putrescible bin contents to Alternative Waste Treatment.

Golden Plains Shire Council has already signed up to Option 2 by joining with the City of Greater Geelong to divert all putrescible waste to a DiCom AWT at Point Henry in 2010.

The Group is also participating in other studies into the future of resource management, including bio-energy and the implications of the Carbon Pollution Reduction Scheme.

Community Engagement – Leadership in Our Community.

Over the next year all of our six Member Councils will seek to be accredited 2 star ResourceSmart, two Councils will seek to become 3 star. They will continue to be able to “walk the talk”.

We will also be assisting all of our Member Councils to adopt sustainable purchasing policy and practise. Again, let’s “walk the talk” and support manufacturers that themselves adopt sustainable resource models in the use of recycled materials and minimum resource use (power and water).

The Highlands Sustainability Network continues to give a permanent presence for business to inspire each other to use our resources sustainably. The Group will sponsor a Towards Zero Waste award at the annual Ballarat Regional Business Awards. This is our major industry promotional activity and allows the group to sell the resource conservation message broadly.

BLINKYBULB was a project conceived in Highlands Region at the urging of Rotary District 9780 Preserve Planet Earth (Water & Environment) Committee. Launched on World Environment Day, 5 June 2009, a TV advertising campaign throughout Western Victoria until December 2009 will encourage the community to recycle their fluorescent tubes so that mercury will not end up in landfill. The Group has welcomed the support of WIN TV and the participation of Grampians, Desert Fringe, Central Murray and Barwon Regional Waste Management Groups.



Cr. Noel Perry APM
Chairperson

1 Introduction

1.1 Who We Are

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.

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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 City Council
- Central Goldfields Shire Council
- Golden Plains Shire Council
- Hepburn Shire Council
- Moorabool Shire Council
- Pyrenees Shire Council.

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.

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.

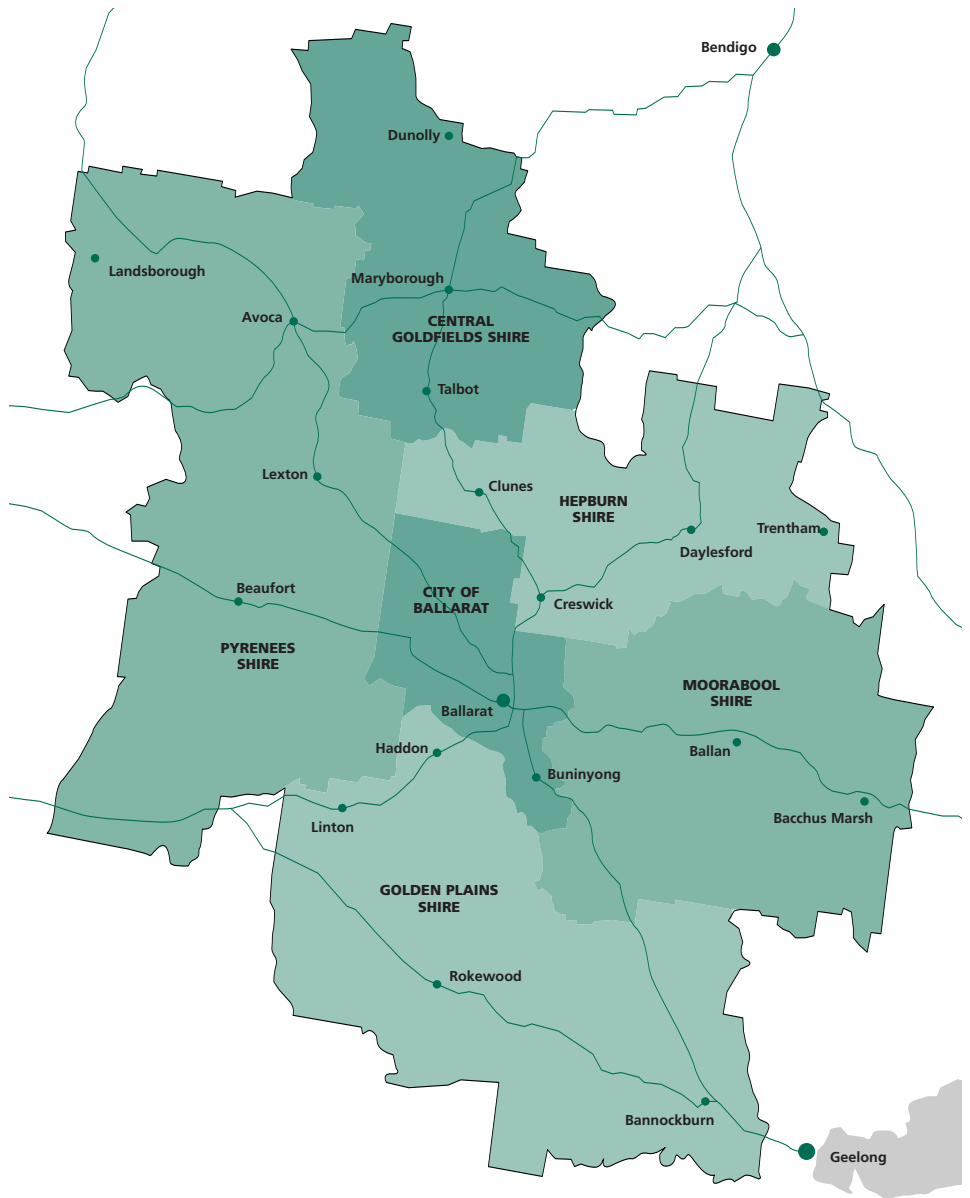


Table 1: Population Distribution (Source ABS 2006 Census)

Municipality	Area (sq.kms.)	No. of Persons usually Resident (2006)	No. of Households	Average No. of 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 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.

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%



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. Rosemary is also the approving officer for Waste Wise certification in the region.

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.

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.

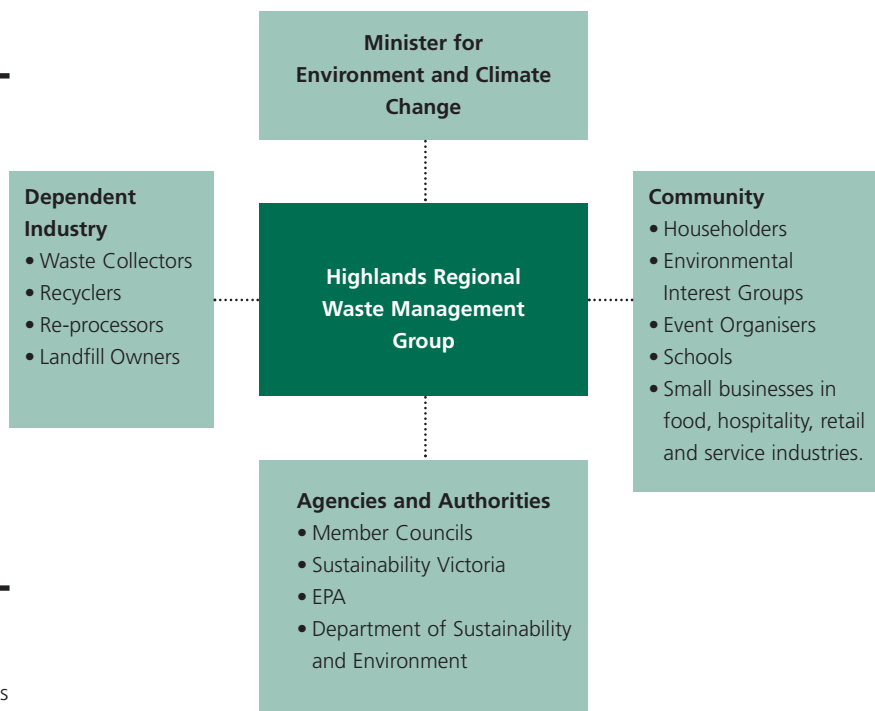


Figure 1: Stakeholder Relationships

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).

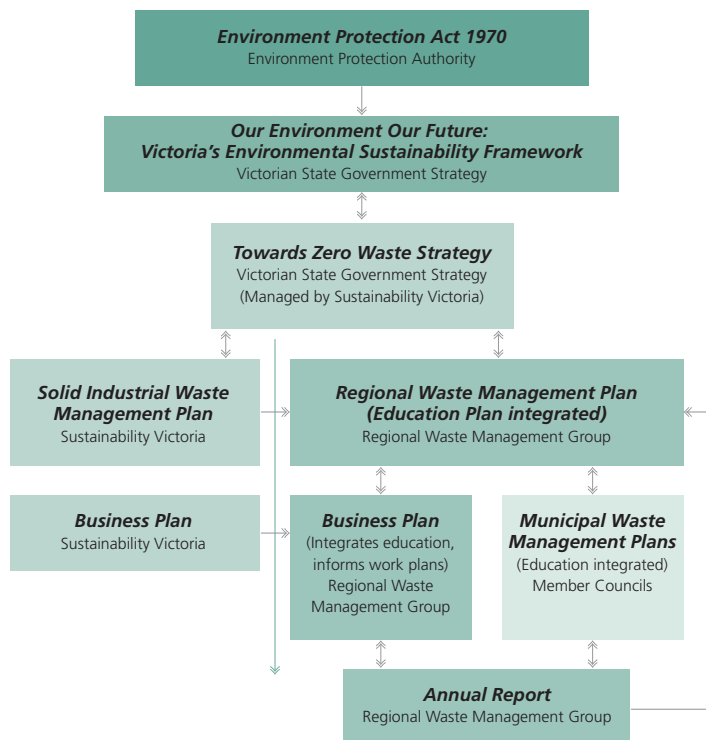


Figure 2: Relationship of Regional Business Plan with State Strategy and Plans



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:

SD1. The HRWMG will co-ordinate (municipal) waste management and minimisation strategies throughout the Highlands Region.

Waste Minimisation: Domestic Collection Services

SD2. Current waste disposal and diversion quantities from landfills will be benchmarked for the Highlands Region.

SD3. Waste collection services should be compatible across the Highlands Region.

SD4. Regular recycling collection and / or drop-off services will be accessible to all households in the Highlands Region.

Resource Recovery

SD5. Waste recovery services will be provided at landfills and transfer stations.

SD6. A program for organic waste management will be introduced.

Financial Incentives

SD9. (Municipal) Waste management services are to be provided on a user pays basis.

SD10. Regional contracts for delivery of (municipal) waste management services will be investigated.

Waste Disposal

SD11. The number of landfills in the Highlands Region will be rationalised.

SD12. Landfills that are closed will be replaced with a network of transfer stations to maintain a level of service to the community.

SD13. All landfills in operation will be upgraded to comply with SEPP (Landfills) and SEPP (Groundwaters).

SD14. Landfills that are closed will be appropriately rehabilitated.

Litter Management:

SD15. Litter planning will be co-ordinated between the member Councils and key public land managers to enhance land management throughout the region.

SD16. Community education will focus on litter management issues that are specific to the Highlands Region.

SD17. Data collection on litter management will be improved throughout the region.

SD18. 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:

SD19. 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

Sustainability Victoria's new strategic direction comprises two key strategic priorities for the next 5 years. These are:

1. Sustainable living, production and consumption

2. Sustainable resource use in urban and regional communities

Each priority has three clearly defined goals.

Priority 1:

Sustainable living, production and consumption

Goals:

1. To encourage business, communities and government to make more sustainable choices
2. To create capacity for sustainable products and services
3. To grow the supply of energy from diverse renewable energy sources

Priority 2:

Sustainable resource use in urban and regional communities

Goals:

4. To influence the sustainability performance and use of new and existing buildings
5. To encourage sustainable precincts and communities
6. To create capacity and demand for 'green collar' jobs

The 2009-10 Business Plan includes the following programs that will help deliver on the strategic direction.

Goal 2:

To create capacity for sustainable products and services

Towards Zero Waste – Strategy, Planning and Reporting

This program gathers and analyses data around economic opportunities for resource recovery to support the delivery of the Government's Towards Zero Waste Strategy. This program reports on the progress of targets set out in the Strategy and is used to inform the development of the metropolitan and regional waste management plans.

Towards Zero Waste – Delivery

Support will be provided to industry and regions to implement actions and plans as part of the Towards Zero Waste Strategy. Direct funding or in-kind support will be provided where necessary through action in the C&I sector, municipal recovery of organics and shared responsibility around product life-cycles.

Towards Zero Waste – Litter Program

This program is aimed at reducing littering behaviour to achieve the Towards Zero Waste Strategy litter target. Working in partnership with industry, the community and regulatory bodies, the program will implement a coordinated litter strategy. The strategy will focus on reducing litter and promoting public place recycling and support the Victorian Litter Action Alliance (VLAA) Litter Champion.

**Goal 5:
To encourage sustainable precincts and communities**

Sustainable Resource Use and Recovery in Regional Victoria

A regional strategy encompassing the Review of Regional Waste Management Groups, the integration of Keep Australia Beautiful Victoria with Sustainability Victoria and targeted support will be provided to regional Victoria for sustainable resource use and recovery. Planning and financial support will be provided to increase recovery of waste and will strengthen the assistance provided to regional Victoria in the community, household and municipal sectors. Sustainability Victoria will also manage Keep Australia Beautiful Victoria activities.

1.3.3 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.

1.3.3.1 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.

1.3.3.2 Summary of Region’s Approach to Meet TZW Targets.

The Region proposes that the City of Ballarat introduces a third kerbside bin for greenwaste in July 2010 and progressively downsizes the residual waste bins from 140 litres to 80 litres.

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.

Table 3: Highlands Regional Towards Zero Waste Targets

Household materials generated per household serviced	2009-10 Highlands Region 3-Year Business Plan	Target2010-11 Highlands Region 3-Year Business Plan	Target2011-12 Highlands Region 3-Year Business Plan	Target2013-14 Target Highlands Region
Waste to landfill (garbage) kg/household/year	Regional Average: 464	Regional Average: 433	Regional Average: 409	Regional Average: 403
Commingled packaging and paper/cardboard recycling kg/household/year	Regional Average: 245	Regional Average: 249	Regional Average: 254	Regional Average: 261
Garden organics recycling kg/household/year	Regional Average: 2	Regional Average: 120	Regional Average: 131	Regional Average: 143
Total Waste Generation (Garbage, recycling & organics)	Regional Average: 711	Regional Average: 802	Regional Average: 795	Regional Average: 806
Kerbside recyclables % of total tonnes	Regional Rate: 35%	Regional Rate: 37%	Regional Rate: 38%	Regional Rate: 39%
Kerbside recyclables and organics % of total tonnes	Regional Rate: 35%	Regional Rate: 46%	Regional Rate: 49%	Regional Rate: 50%

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.

Table 4:
Reduction in the Rate of Municipal Solid Waste Generation (target in tonnes)
Third Bin Option for Ballarat

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	2007-2008	2009-2010	2010-2011	2011-2012	2013-2014
TZW 1.5 M tonne Reduction Target	34,602							43,075
HRWMG Total Waste Target	34,602	46,804	46,647	46,804	48,059	54,131	53,666	54,466
Ballarat	17,874	26,620	26,529	26,620	26,900	33,158	32,927	33,857
Central Goldfields	3,231	3,029	3,350	3,029	4,222	4,327	4,433	4,538
Golden Plains	4,631	5,792	5,717	5,792	5,540	5,226	4,932	4,704
Hepburn	2,574	3,115	3,082	3,115	3,153	3,153	3,153	3,153
Moorabool	5,272	6,999	6,786	6,999	6,990	7,000	6,942	6,864
Pyrenees	1,020	1,250	1,184	1,250	1,255	1,267	1,279	1,349

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

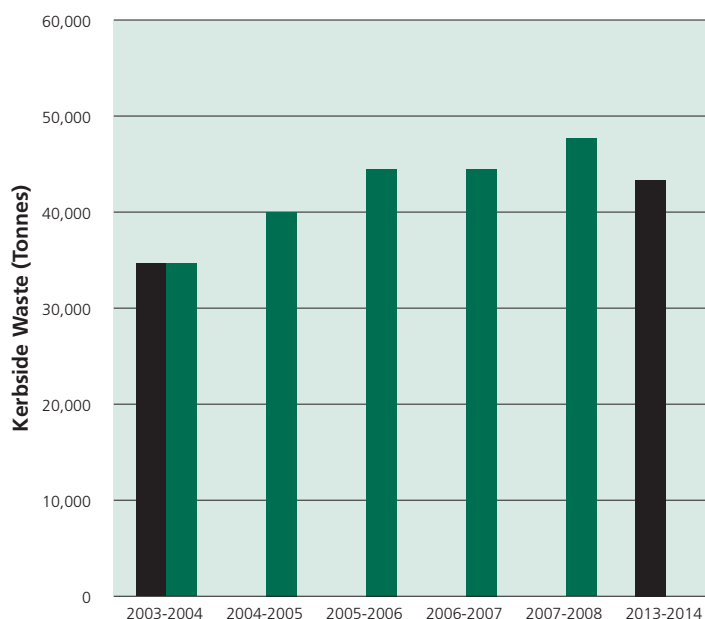
Note:
With a base year of 34,602 tonnes, Sustainability Victoria predicts that the Highlands Region should produce 43,075 tonnes of waste in 2013/14 to meet the TZW target for a statewide reduction in waste generation of 1.5 million tonnes.
This is a target to aspire to; it gives regions an approximation of where they should be at by 2014. This scenario sees an increasing total tonnage with the introduction of a third bin service in Ballarat, although projected diversion from landfill increases.

Figure 3:
Performance against TZW Target 1 (total tonnes)
Third Bin Option for Ballarat

- TZW 1.5 M tonne Reduction Target
- HRWMG Total Waste Target

2.1 Waste Reduction and TZW Target 1

Table 4 & Figure 3 provide a summary of the group's predicted performance in relation to TZW Target 1. This is the traditional solution of providing an additional third bin "organics" service to our largest population centre, Ballarat. 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.



2.2 Recovery Rate and TZW Target 3

Table 6: Kerbside Total Waste

Highlands RWMG Waste Type	Total tonnes 2007-2008	Councils					
		Ballarat City Council	Central Goldfields Shire Council	Golden Plains Shire Council	Hepburn Shire Council	Moorabool Shire Council	Pyrenees Shire Council
A=Garbage	31,490	17,407	2,350	4,561	1,815	4,477	880
B=Recyclables collected	15,235	9,213	599	1,231	1,300	2,522	370
C=Recyclables recycled	13,409	7,739	547	1,170	1,180	2,404	370
D=Garden organics collected	80		80				
E=Garden organics processed	80		80				
Total kerbside collected (A+B+D)	46,804	26,620	3,029	5,792	3,115	6,999	1,250

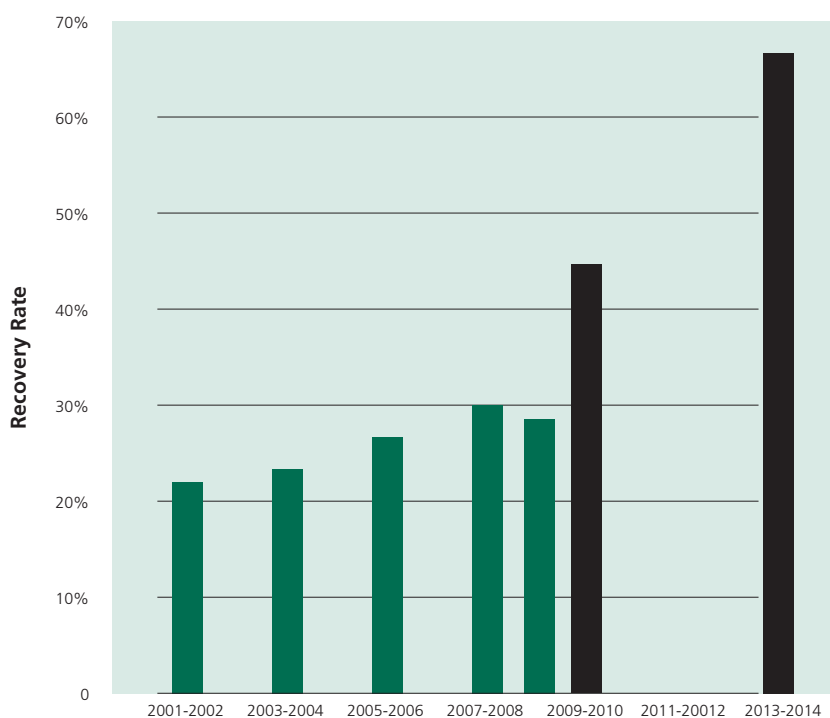
Table 6A: Kerbside Recovery Rate Targets

	Historical Forecast		Latest Available Data	3 yr rolling plan forecasts			2013 - 2014 Target	
	2007-2008	2008-2009	2007-2008	2009-10	2010-11	2011-12	Region	State
Diversion Rate	29%	34%	29%	35%	46%	49%	50%	65%
Ballarat	29%		29%	35%	53%	56%	57%	
Central Goldfields	21%		21%	40%	41%	43%	44%	
Golden Plains	20%		20%	23%	25%	27%	31%	
Hepburn	38%		38%	43%	43%	43%	43%	
Moorabool	34%		34%	36%	36%	37%	38%	
Pyrenees	30%		30%	30%	31%	31%	35%	

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

**Figure 4:
Performance against Target 3
(recovery rate)**

- TZW Projected Recovery Rate
- HRWMG 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.

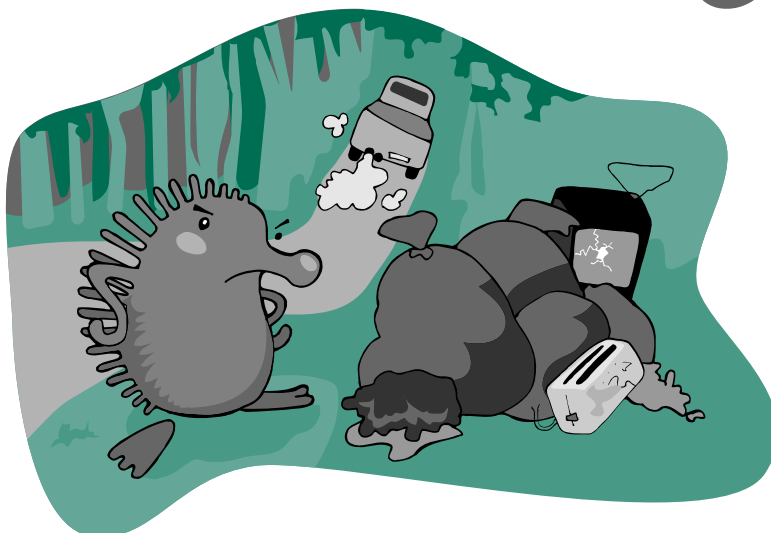
The CCAT is now not used by the State and there is currently no applicable consistent measurement tool for littering behaviours. Accordingly Highlands Region will no longer seek to measure Target 4 from TZW but encourages the adoption of CCAT or a comparable standard for use throughout the State.

Table 7: Litter Programs/Projects

Litter program/project	Performance Measures	Comment
Illegal Dumping – Dob in a Dumpsite	Community response	Project funded by EPA 2008/09, it will carry over into 2009/10
	Tonnage/volume litter collected	
	Fines issued	

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
- There is limited availability of grants
- 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

The following major reports have been delivered

- Organics scoping study
- Community Perceptions survey
- Waste bin audit
- Resource Recovery Centre audit
- Resource Recovery Centre Safety gate program

Priorities: Municipal Services and Facilities

The following priorities have been identified for municipal services and facilities during the period July 2009 – June 2012:

- 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 2009 – June 2012.

Year: 2009-2010

Objectives	Priorities			
	P1	P2	P3	P4
1. Member Councils to have achieved best practice waste management at 85% of facilities by June 2010	✓	✓		✓
2. Reduce waste and increase kerbside resource recovery rate to create a diversion rate of 35% across the Region by 2010	✓	✓		✓
3. Increase organics diversion at Resource Recovery Centres by 10% by July 2010 from 2008 RRC audit		✓		
4. To improve waste diversion at Resource Recovery Centres by 30% by July 2010 from 2008 RRC audit		✓		

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. Reduce waste and increase kerbside resource recovery rate to create a diversion rate of 46% 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. Reduce waste and increase kerbside resource recovery rate to create a diversion rate of 49% 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		✓		

3.2 Community Engagement Program

Objective

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

- ❑ Gold Level Waste Wise awarded to Hepburn Health Service, they are diverting over 50% waste from landfill, they are the third organisation in the State and the second in the Highlands Region to achieve this level
- ❑ Sustainable Business network attracts 20+ participants to its quarterly breakfasts
- ❑ Sponsored TZW Award at the CGU Ballarat Business Excellence Awards
- ❑ 15 schools participating in ResourceSmart AuSSI VIC
- ❑ 8 regional events spread the Waste Wise message to over 52,000 participants

Priorities: Community Engagement

The following priorities have been identified for community engagement during the period July 2009 – June 2012:

- 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 2009 – June 2012.



Year: 2009-2010

Objectives	Priorities			
	P1	P2	P3	P4
1. To work with schools, businesses, government and Member Councils to reduce waste and increase resource recovery rate to create a diversion rate of 35% across the Region by 2010	✓	✓		✓
2. A reduction of 10% in illegal dumping at known regional hot spots.			✓	
3. To work with venues and events organisers to reduce waste and increase the diversion of recyclables post Waste Wise. Events to be self sufficient by 2011 - 2012		✓	✓	

Year: 2010-2011

Objectives	Priorities			
	P1	P2	P3	P4
1. To work with schools, businesses, government and Member Councils to reduce waste and increase resource recovery rate to create a diversion rate of 46% across the Region by 2010	✓	✓		✓
2. To implement a regional litter project subject to funding			✓	
3. To work with venues and events organisers to reduce waste and increase the diversion of recyclables post Waste Wise. Events to be self sufficient by 2011 - 2012		✓	✓	

Year: 2011-2012

Objectives	Priorities			
	P1	P2	P3	P4
1. To work with schools, businesses, government and Member Councils to reduce waste and increase resource recovery rate to create a diversion rate of 49% across the Region by 2010	✓	✓		✓
2. To implement a regional litter project subject to funding			✓	

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.

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 2009 – June 2012.

Summary of Achievements
<input type="checkbox"/> Directors induction program delivered in January 2009
<input type="checkbox"/> Business Plan and Annual Report submitted on time
<input type="checkbox"/> Regional Education Officer successfully completed the AuSSI Vic Facilitator Training

Year: 2009-2010

Objectives	Priorities			
	P1	P2	P3	P4
1. To maintain effective corporate governance	✓	✓	✓	✓
2. To ensure that the Directors and staff of HRWMG continually upgrade their skills and knowledge annually	✓	✓	✓	✓

Year: 2010-2011

Objectives	Priorities			
	P1	P2	P3	P4
1. To maintain effective corporate governance	✓	✓	✓	✓
2. To ensure that the Directors and staff of HRWMG continually upgrade their skills and knowledge annually	✓	✓	✓	✓

Year: 2011-2012

Objectives	Priorities			
	P1	P2	P3	P4
1. To maintain effective corporate governance	✓	✓	✓	✓
2. To ensure that the Directors and staff of HRWMG continually upgrade their skills and knowledge annually	✓	✓	✓	✓



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.

Objective	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. To support Member Councils to develop and maintain essential infrastructure and services, annually as required	Submissions prepared	Staff time \$nil for region \$ Councils TBA												
	Undertake service inspection and maintenance of Resource Recovery Centre Safety Gates	No PINS	Contract \$4,600 Region \$10,850 Member Councils on a per gate basis												
O.2	Presentation to the Member Councils and the Senior Executive Teams to update Councils on the State policy initiatives and local measures of success. Assist the City of Ballarat to partner with a community based employer to construct and operate a recycle shop at the Ballarat transfer station in Gillies Street, Ballarat. The workshop will repair items such as motor mowers, bicycles, furniture etc to stock the shop. The shop will also stock propriety items manufactured from recycled resources and other items that promote sustainable living such as worm farms, compost bins etc. Member Councils to extend the commingled recycling service in a 240 L MGB fortnightly to SMEs on a fee for service basis. Any bigger and they need a private contractor. There is also a set up incentive from SV (not available to private contractors). 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. Assist the drumMUSTER area manager to provide regular inspector training days	Annual presentations 6 EFT created at Ballarat RRC 70% diversion Increase C&I diversion by 3% 10% increase in participation Training day held each year	Staff time \$10,000 project contribution subject to TZW grant of \$175,000 Fee for service SV \$ per service grant Staff time Staff time Staff time												
	Advocate for the introduction of a universal kerbside hardwaste collection service within the major urban areas of the region, particularly Ballarat. A twice per year collection to be preferred over an annual collection.	50 kg per participating household. Service cost \$15 per households (universal service)	Staff time												

Objective	Actions	KPI	Resources	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Program 1: Municipal Services and Facilities continued															
	Assist Golden Plains Shire Council to downsize from a 240 L MGB to a 120 Litre MGB for putrescible waste. It is accepted that rural Councils will not achieve the financial indicators of the BPP.	All Councils having adopted best practice kerbside recycling	Staff time \$nil for region												
	Participate in statewide advertising program with all other regions - "In the Right Bin" to encourage and educate on household waste separation. Total project \$221,000	Kerbside recycling contamination less than 5%	Staff time \$5,000 Subject to \$110,000 TZW grant												
O.3	Run training sessions for Resource Recovery Centre staff and contractors based on the model from South West RWMG	Reduce greenwaste contamination to less than 5% Improve diversion by 10%	Staff time \$2,500 venue hire and materials												
	Explore local low volume processing solutions for organic waste at the five rural councils by the construction of a demonstration site, preferably at or adjoining an existing Transfer Station.	Small volume process treating mixed organic waste at less than \$60/tonne	Staff time \$75,500 for the region to be recovered by sale of equipment at end of trial. Dependent on receiving a Sustainability Victoria TZW Grant of \$142,400 in 2009/10 funding round.												
O.4	Source home composting information material from the State Government (SV, DSE, and DPI) or RWMGs for distribution to Member Councils and promote the information in the local media. Current contacts for RRC reviewed to ensure there are obligations/incentives for RRC operators to maximise diversion from landfill Assist all Member Councils adopt a standard template for data collection as recommended in the 2008 RRC audit	10% reduction in greenwaste deposited at RRC Improve diversion by 30% Standardised reporting for region and SV	Staff time \$nil for region Staff time Staff time Advisory Committee												
	Participate in the state wide advertising campaign "Get it Sorted!" to encourage residents to sort waste and recyclables before going to the RRC. Total project cost \$232,800	Increase recycling at RRC by 20% 30% increase in separated loads 30% increase in community understanding of RRC	Staff time \$2,500 in 2007/08												

Objective	Actions	KPI	Resources	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
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. Build and support councils in the integration of the ResourceSmart framework into their local sustainability frameworks, EMS, or State of the Environment reporting. Assist Member councils to demonstrate leadership in their communities by adopting sustainable purchasing policy and practise. Assist all Member Councils to switch to the ResourceSmart Program, subject to Sustainability Victoria timeline. Encourage schools to attend ResourceSmart workshops in line with CERES schedule Deliver ResourceSmart - Waste 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 HRWMG/REO to become authorised (by CERES) to deliver ResourceSmart AuSSI Vic core module 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. Continue to work in partnership with Australian Industry Group and the University of Ballarat to deliver three breakfast sessions and one site visit/workshop per year Support business across all sectors to become Waste Wise or ResourceSmart in accordance with SV timeline. Audit report will be submitted to Sustainability Victoria to capture learning outcomes Ensure community understanding and support for the HRWMG vision by providing a comprehensive range of presentations and displays. Recycle Roadshow in use. Guest speaking at community meetings such as Probus, Rotary etc. Develop networks with media outlets in Highlands Region to assist in the promotion of events and the work of the RWMG. Events for promotion in 2009/10 are, ResourceSmart Certification, Regional Waste Management Plan, and Sustainability Breakfasts	All Member Councils ResourceSmart 2 Star All Member Councils 100% of Member Councils purchasing sustainable products 2 Member Councils ResourceSmart 3 star ResourceSmart promoted to a minimum of 10 new schools Staff time \$4,000 Little Green Wagon \$500 classroom resources Staff time Staff time Up to 4 schools \$125/per school 4 network functions \$500 5 new Waste Wise Report submitted Displays on request When requested Positive Media coverage	Staff time Staff time Staff time Staff time Staff time Staff time Staff time Staff time Staff time Staff time Staff time Staff time Staff time Staff time Staff time Staff time												

Objective	Actions	KPI	Resources	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Program 2: Community Engagement Program continued															
	Production of a "Junk Mail"	Quarterly issues	Staff time \$730												
	A partnership project with Rotary District 9870 (Preserve Planet Earth Water & Environment Committee.) Liaison with Rotary and project Partners to administer project launched World Environment Day 09		Staff time \$1,500												
	Assist member councils and V-Line to develop and implement public place recycling strategies and audit their effectiveness. Subject to V-Line TZW Grant application	2 PPR sites	Staff time												
O.2	Deliver the "Dob in a Dumpsite" project fund by grant (in 2008/09) from the EPA Litter Report Line	10% reduction in illegal dumping at known hot spots	Staff time Member Council Senior Officer Steering Committee \$12,500												
O.3	Support venues to adopt sustainable practices 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. This may include a major CFA fire event. Promote Sustainable Events Planner www.sif.org.au/eventplanner Move away from a focus on certification to a sustained change in event management practices	4 major events or venues	Staff Time Bin Cap Trailer Billboard Trailer (shared with Calder RWMG)												
	Review existing Council event and venue hiring policies to develop a consistent policy for small events and a waste management plan. Develop a protocol for small events to deal directly with Council. Promote Sustainable Living Foundation on-line event kit. www.sif.org.au/eventplanner Move away from a focus on certification to a sustained change in event management practices	Small events management plan developed	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												
Program 3: Strategy and Performance Monitoring															
O.1	Develop a new RWMMP in accord with the legislative requirements, incorporating Education and Litter Strategies. The RWMMP should identify and investigate the business viability for future regional infrastructure, to include: <ul style="list-style-type: none"> Organics Processing to facilitate further diversion of garden waste and organics from the kerbside stream. Options for the application of AWT and its impact on collection systems Waste recovery stations (transfer stations) and infrastructure and equipment to reduce the burden of transport costs on rural communities.	New RWMMP approved by EPA	Staff time \$15,000												

Objective	Actions	KPI	Resources	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Program 3: Strategy and Performance Monitoring continued															
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												
	Submit Sustainability Policy and Resource Smart Government Action Plan (adopted 2008) for certification	ResourceSmart certification	Staff time												
O.3	Assist Member Councils to understand the implications of the CPRS White Paper and respondent legislation on landfill ownership and operation and waste disposal.	Business case implications of CPRS understood	Staff time												
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 \$5,000												
	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												
	Board conducts a Self Assessment Review to evaluate the Groups performance (Nous Group)	70% approval rating	\$2,500												

5 Budget

Item	2009/2010	2010/2011	2011/2012
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Expenditure

E.F.T	2	2	2
Employment:			
Salaries, Directors Fees	\$188,391	\$194,271	\$199,979
Superannuation	\$16,151	\$16,657	\$17,145
WorkCover	\$3,346	\$3,516	\$3,620
Training / Conferences & Seminars	\$8,500	\$8,755	\$0
General Administration:			
Accountancy, Internal and External Audit	\$22,450	\$19,519	\$20,104
Advertising and Promotion	\$7,300	\$3,100	\$3,193
Business Plan and Annual Report	\$4,310	\$3,976	\$902
General Expenses	\$1,500	\$1,545	\$1,591
Insurances (Public liability, Professional Indemnity)	\$6,700	\$6,901	\$7,108
Licences, Registrations Permits	\$900	\$927	\$955
Printing and Stationery	\$6,750	\$6,953	\$7,161
Rent, Phone and Utilities	\$21,905	\$22,562	\$23,239
Subscriptions and Registrations	\$1,684	\$1,734	\$1,786
Travel and Accommodation	\$7,040	\$7,251	\$7,469
Projects and Programs:			
Regional Waste Management Plan	\$25,000	\$0	\$0
Education Projects	\$1,000	\$1,000	\$1,000
Education Trailer Operating	\$4,000	\$4,120	\$4,244
Litter Prevention Community Projects	\$12,500	\$0	\$0
Transfer Station Gates Maintenance Program	\$18,450	\$19,350	\$20,250
TZW Grant Projects (subject to funding)	\$371,100	\$35,900	\$0
Business Plan Project (RRC Staff training)	\$7,500	\$5,000	\$5,000
Fluorescent Tube Recycling Project	\$1,500	\$0	\$0
TOTAL EXPENDITURE	\$737,977	\$363,036	\$324,745

Income

Landfill Levy Return	(\$181,280)	(\$186,718)	(\$192,320)
Landfill Levy Return - Education	(\$60,000)	(\$60,000)	(\$60,000)
Bank Interest	(\$5,600)	(\$2,800)	(\$1,400)
SV/EPA Gap Funding	(\$41,650)	\$0	\$0
Sustainability Victoria Grants / Contributions:			
Litter Prevention	\$0	\$0	\$0
TZW Grant Projects (subject to funding)	(\$282,650)	(\$91,750)	\$0
Bin Audit	\$0	\$0	\$0
Member Council Contributions:			
Transfer Station Gates Maintenance Program	(\$13,838)	(\$14,513)	(\$15,188)
TOTAL INCOME	(\$585,018)	(\$355,781)	(\$268,907)
Transfer (to) / from Reserve	\$152,959	\$7,255	\$55,838
NET OPERATING (SURPLUS) / DEFICIT	\$0	\$0	\$0
Cash at Bank	\$65,420	\$58,164	\$2,326

Notes

All figures are GST exclusive.

As the Group has no capacity to borrow funds it is predicted to be insolvent by March 2012.

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

Table 1.2. 2007-08 Municipal Waste and Recycling Services

Services	Ballarat	Central Goldfields	Golden Plains	Hepburn	Moorabool	Pyrenees
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						
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	Limited Roadside collection service on interconnecting routes. 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
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 = 1/2m ³ 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

6.2 Appendix 2: An AWT Option for Highlands

Progress to date and forecasts for the balance of the TZW planning period are shown graphically as:

These predictive models are based on the introduction of a kerbside green waste service in Ballarat in July 2010 and the progressive downsizing of putrescible bins from 140 litres to 80 litres. The balance of Member Council kerbside services remain as is. With this predictive model the Highlands Region, or more specifically Ballarat, will just fall short of the 2014 TZW target.

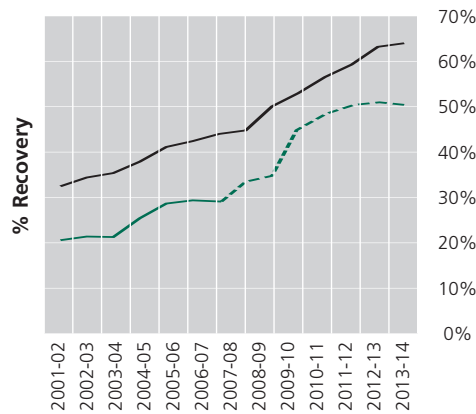
There is concern about excessive levels of contamination that the introduction of food waste into the third bin collection would produce, so this has been deleted from the group's predictive models. Food waste would require an advanced pre sorting system and extensive and ongoing community education to deal with the inevitable contaminants from the kitchen.

A study into the viability of kerbside organics services undertaken by the Group in 2008-09 also concluded that volumes of available organic materials in Highlands region, or specifically Ballarat, do not provide a sustainable processing solution at the present time and that there is no suitable site for the development of a vessel composter to deal with this organics stream.

TZW Municipal Waste Recovery

Targets:

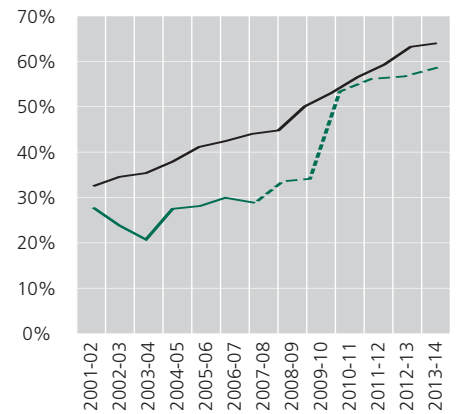
- Highlands Region
- Statewide TZW Target



TZW Municipal Waste Recovery

Targets:

- Ballarat City Council
- Statewide TZW Target



The recent release of the Metropolitan Waste and Resource Recovery Strategic Plan and the announced development of a DiCom facility in Geelong mean that Advanced Waste Technology (AWT) will be within a feasible transport distance from Ballarat. An AWT scenario has been modelled for the introduction of disposal of kerbside putrescible waste at an AWT rather than landfill from July 2010. There is no third bin (organics) service.

Table A & Figure A provide a summary of the group's predicted performance in relation to TZW Target 1 with the solution of diverting all putrescible waste from our largest population centre, Ballarat, to Alternative Waste Treatment (AWT).

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

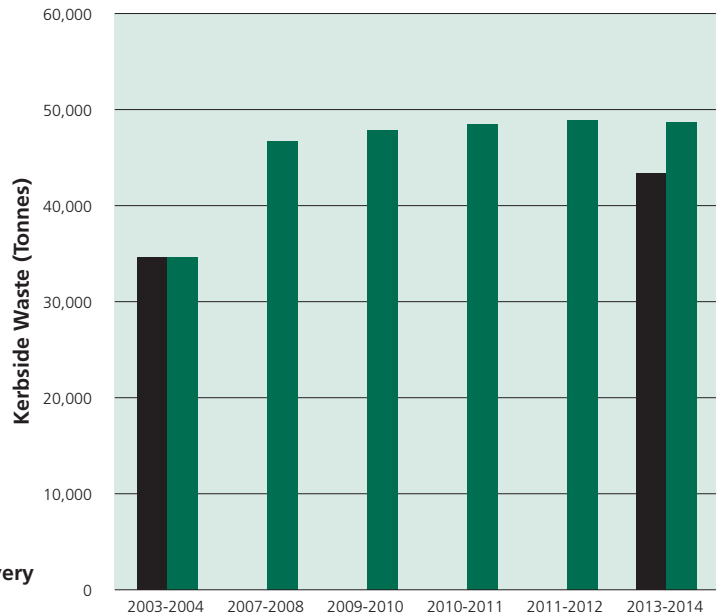
Highlands RWMG	Base year (tonnes)	Latest Available Data (tonnes)	3 yr rolling forecasts (tonnes)			Target (tonnes)
	2003-2004	2007-2008	2009-2010	2010-2011	2011-2012	2013-2014
TZW 1.5 M tonne Reduction Target	34,602					43,075
HRWMG Total Waste Target	34,602	46,804	48,059	54,131	53,666	54,466
Ballarat	17,874	26,620	26,900	33,158	32,927	33,857
Central Goldfields	3,231	3,029	4,222	4,327	4,433	4,538
Golden Plains	4,631	5,792	5,540	5,226	4,932	4,704
Hepburn	2,574	3,115	3,153	3,153	3,153	3,153
Moorabool	5,272	6,999	6,990	7,000	6,942	6,864
Pyrenees	1,020	1,250	1,255	1,267	1,279	1,349

Note:

With a base year of 34,602 tonnes, Sustainability Victoria predicts 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 scenario sees a halt to total tonnage increase with the introduction of all putrescible waste to AWT Ballarat. The halt to tonnage increases is based on not increasing the capacity of households to dispose of waste via the kerbside service. The projected diversion from landfill increases to 87%.

**Figure A:
Performance against TZW Target 1 (total tonnes)
AWT Option for Ballarat**

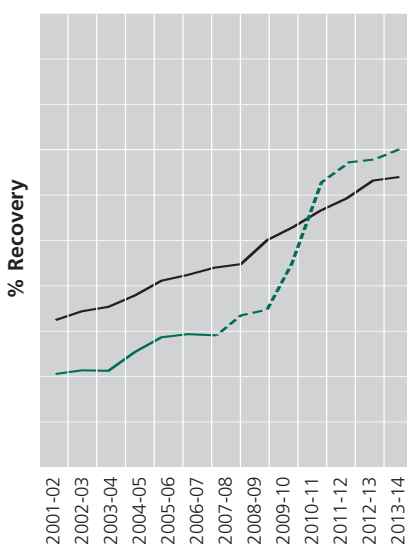
- TZW 1.5 M tonne Reduction Target
- HRWMG Total Waste Target



TZW Municipal Waste Recovery

Targets with AWT:

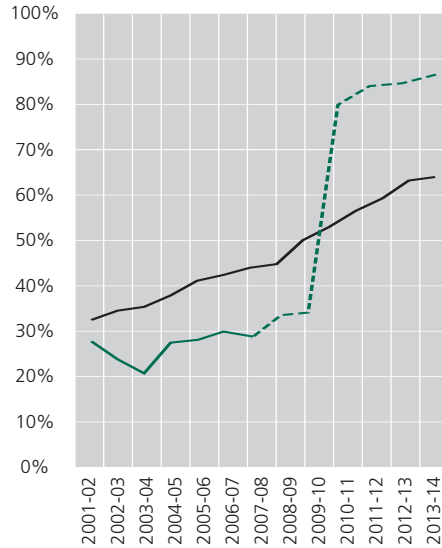
- Highlands Region
- Statewide TZW Target



TZW Municipal Waste Recovery

Targets with AWT:

- Ballarat City Council
- Statewide TZW Target

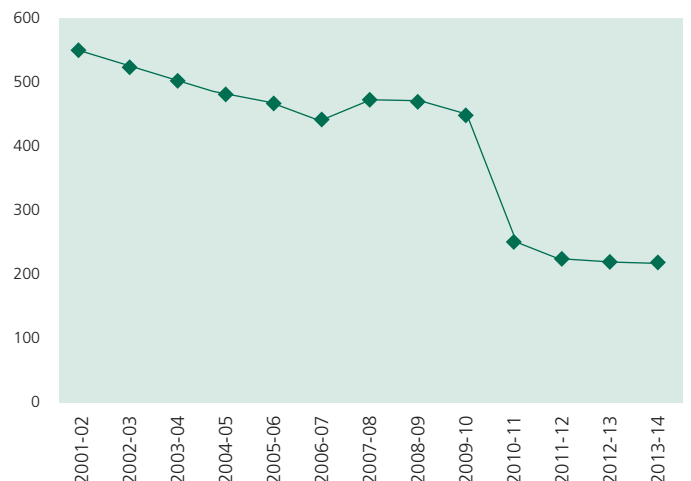


This model predicts that the City of Ballarat will achieve 87% total kerbside diversion well in excess of the TZW target and overall the Region will exceed the TZW target.

The other spectacular advantage of an AWT based option, without a third organics bin, for the processing of putrescible waste is the decline in the amount of the total kerbside collection ending up in landfill. The model predicts a 40% decline from 2002/03 quantities. Again this is well ahead of the TZW waste reduction target of 12%.

Highlands Household Waste to Landfill with AWT Option

- Waste per Household (kg/annum)





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