HEPBURN SHIRE COUNCIL

ORDINARY MEETING OF COUNCIL

MINUTES

TUESDAY 21 JANUARY 2014

THE WAREHOUSE - CLUNES

36 FRASER STREET

(OFF COLLINS PLACE)

CLUNES

6:00PM

Hepburn Shire Council Ordinary Meeting of Council

MINUTES

The Warehouse - Clunes

36 Fraser Street, Clunes

Commencing 6:00PM

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AARON VAN EGMOND

CHIEF EXECUTIVE OFFICER

21 JANUARY 2014

1. ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

We would like to acknowledge we are meeting on Jaara people country, of which members and elders of the Dja Dja Wurrung community and their forebears have been custodians for many centuries.

On this land, the Jaara people have performed age old ceremonies of celebration, initiation and renewal.

We acknowledge their living culture and their unique role in the life of this region.

2. OPENING OF MEETING

PRESENT: Mayor Councillor Don Henderson, Deputy Mayor Councillor Kate Redwood AM, Birch Ward Councillor Pierre Niclas, Cameron Ward Councillor Neil Newitt, Coliban Ward Councillor Sebastian Klein, Creswick Ward Councillor Greg May, Holcombe Ward Councillor Bill McClenaghan.

IN ATTENDANCE: Chief Executive Officer Aaron van Egmond, General Manager Corporate Services Evan King, General Manager Community Services Kathleen Brannigan, Governance Officer Mary Dancuk.

STATEMENT OF COMMITMENT

"WE THE COUNCILLORS OF HEPBURN SHIRE
DECLARE THAT WE WILL UNDERTAKE ON EVERY OCCASION
TO CARRY OUT OUR DUTIES IN THE BEST INTERESTS
OF THE COMMUNITY
AND THAT OUR CONDUCT SHALL MAINTAIN THE STANDARDS
OF THE CODE OF GOOD GOVERNANCE
SO THAT WE MAY FAITHFULLY REPRESENT
AND UPHOLD THE TRUST PLACED IN THIS COUNCIL BY THE
PEOPLE OF HEPBURN SHIRE"

3. APOLOGIES

Nil

4. DECLARATIONS OF CONFLICTS OF INTEREST

Councillor Bill McClenaghan declared an indirect Conflict of Interest – conflicting duty in Agenda Item 11.1 Petition and Letters of Support – Bullarto to Lyonville Rail Trail Project and BBQ as a Director of The Central Highlands Tourist Railway which leases part of the former railway reserve.

Councillor McClenaghan also declared a direct Conflict of Interest in Agenda Item 11.2 – Waste Management and Resource Recovery Strategy as an operator of a waste management business that would be affected by some proposed changes in the Strategy.

Councillor McClenaghan left the meeting at 6:37 pm and returned to the meeting at 6:47 pm. Councillor McClenaghan was absent while these matters were considered.

5. CONFIRMATION OF MINUTES

RECOMMENDATION

That the Minutes of:

5.1 The Delegated Planning Committee held on 10 December 2013 (as previously circulated to Councillors) be confirmed as required under Section 93 (2) of the *Local Government Act 1989*.

5.2 The Ordinary Meeting of Council held on 17 December 2013 (as previously circulated to Councillors) be confirmed as required under Section 93 (2) of the *Local Government Act 1989*.

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That the Minutes of:

5.1. The Delegated Planning Committee held on 10 December 2013 (as previously circulated to Councillors) be confirmed as required under Section 93 (2) of the Local Government Act 1989.

5.2. The Ordinary Meeting of Council held on 17 December 2013 (as previously circulated to Councillors) be confirmed as required under Section 93 (2) of the Local Government Act 1989.

Moved: Councillor Kate Redwood
Seconded: Councillor Sebastian Klein
Carried.

6. NOTICES OF MOTION

Nil

7. ITEMS OF URGENT BUSINESS

7.1. INTERNATIONAL WOMEN'S DAY ADVISORY COMMITTEE RECOMMENDATION

MOTION

7.1.1. That Council considers an Item of Urgent Business during the confidential section of the meeting regarding a recommendation from the International Women's Day Advisory Committee.

Moved: Councillor Kate Redwood
Seconded: Councillor Bill McClenaghan
Carried.

8. PRESENTATION OF COUNCILLOR REPORTS

MAYOR'S REPORT

Councillor Don Henderson, Creswick Ward

Over the holidays I was very lucky to attend the Victorian Inter-Regional Tennis Championships which were held in Creswick. The Mount Prospect Tennis Association was the host this year and will be again next year. I attended with people from Tennis Victoria who said the facility was a credit to the people who look after it both hard courts and grass courts, which are maintained by volunteers. Speaking to Tennis Victoria representatives, they feel the facility it so good that they should be planning to schedule more tournaments at Mount Prospect.

I was also honoured to present book vouchers to schools to encourage good citizenship and community. Book vouchers were given to every school that applied in the Hepburn Shire, some 20 schools. It was a real pleasure to see the smiles on the faces of the recipients, particularly the parents who recognised that the Council was there to do things for young people and especially to encourage them.

COUNCILLOR REPORTS

Councillor Neil Newitt, Cameron Ward

Councillors, my report will be brief this evening due to the holidays and with most of the section 86 committees taking a break in January.

Firstly, I would like to wish you my colleagues a happy New Year and look forward to working with you again this year.

I would also like to welcome you, the public and our officers to The Warehouse for our first Council meeting for the year. Appropriately, my first meeting this year was this facility's Special Committee meeting held last week.

The minutes will be coming to Council, but the committee is already hard at work proceeding toward the official opening in the next couple of months.

The committee has also chosen names for both meeting rooms.

Councillors, we have already discussed today matters arising from the Daylesford and Macedon Ranges Regional Tourism Board (DMRRTB) meeting held yesterday. Although not officially in the role yet, I was pleased

newly appointed General Manager Judith Isherwood attended the meeting, demonstrating her desire to get into the role as soon as possible.

I would also like to let you know work has commenced on the return of the footbridge over Creswick Creek, lost during the 2010-2011 floods. I would be seeking we bring this information to the wider community by way of an update from Council as soon as possible.

Councillor Sebastian Klein, Coliban Ward

Just before Christmas I attended the Yanikan Weritj Indigenous work placement and training organisation Christmas Gala at the Novotel Resort in Creswick. In the space of just three months of operating, the group has conducted vocational training for over 90 indigenous people from the Ballarat area. They have also found employment for over 30 of their clients throughout the region with various businesses including councils among the mix.

The enterprise is a great example of the results that can yield from positive expressions of indigenous and European cultures working respectfully together and is a credit to its founder Katrina Beer. The highlight of the evening was a speech by an aboriginal bloke, originally from Queensland who was brought up with a white family in Sydney, where he ran off the rails and saw himself in juvenile detention. To cut the story short, through interest and pride in his culture, reconnection with his roots he has travelled the world as a musician and cultural ambassador and is now an executive director of a nation-wide organisation working to improve the standing of Torres Strait Islander and Aboriginal people. It was a moving and inspiring story.

I was also glad to be a present for Sam Johnson's feted return to the Shire. It was a moving expression of community spirit and a remarkable achievement for Sam who has travelled right around the continent in aid of breast cancer awareness and research... On a unicycle. He is currently crossing the Nullabor and then has to circumnavigate Tassie before returning for the grand finale at Federation Square later in February.

Other functions included:

- The Bullarto Primary School Christmas Extravaganza
- Hepburn Shire Council Staff / Councillor Christmas party
- Trentham forum meeting
- The VLGA Essential Mayor's Weekend

Councillor Greg May, Creswick Ward

No report.

Councillor Bill McClenaghan, Holcombe Ward

This is probably the quietest time of the year when many events, committees and meetings cease to function over the Christmas and New Year break.

The Christmas Cheer program kicked in during the weeks leading up to Christmas. The Daylesford Town Hall was filled with toys, food items and essential groceries, all of which have been donated or bought with donated money. Volunteers then ushered recipients through the wonderful selection of Christmas charity and assisted them to select their share. Without this program, many local families would have gone without at Christmas time and many local children would have had no Christmas gifts. I was pleased to volunteer some assistance to remove scores of cardboard boxes and bin loads of other recyclables and packaging. My admiration goes to Carmel Thannhauser from the Daylesford Community Op Shop and a small organising committee made up of representatives from numerous local organisations like Rotary, CAFS, Hepburn Health and the 5,000 club.

New Year begins with a truly wonderful country event out at the Glenlyon Recreation Reserve on the banks of the mighty Loddon River. The Glenlyon New Years Day Sports is a local institution that is attracting regular visitors now from all over Hepburn Shire, Ballarat and interstate. It is promoted widely at no cost and well sponsored. Numerous local volunteers make themselves available to plan the event, set up the grounds and displays, supervise visitor parking, collect admission fees, run the bar, judge the events and clean up afterwards.

Whilst good efforts were again recorded, the world record for sculling mineral water from the local spring was not broken. Other events included children's foot races, the Glenlyon Cup horse race of 1,200 metres, bull boar sausage eating competitions, a very popular wood chop, and an exhibition of old axes, saws and chain saws. This year a new record was set in the women's gumboot throwing competition. Some beautifully restored historic vehicles were also on display and the Daylesford Community Band and the Daylesford Pipe Band both came along and played, delighting the crowd. Also, St. Michael's School provided excellent catering as always.

The weather was fine albeit cool with a light sprinkle of rain that didn't amount to much at all especially under the beautiful old leafy trees. This was better

than forty degree heat and high fire danger and the crowd was up too. Many people commented on how nicely the area had been maintained by Council staff and how well the race track had stood up under fierce competition. Unfortunately the antiquated toilets are inclined to block up with big crowds and need urgent repair. This event has raised about $17,000, most of which will be donated to local and regional worthy causes. The small organising committee keeps costs to the barest minimum and receives in kind assistance only from Council. This is probably the most successful, cost effective event run annually in Hepburn Shire and other community events would do well to follow this example

Councillor Pierre Niclas, Birch Ward

No report.

Councillor Kate Redwood AM, Birch Ward

With the Christmas and New Year holidays most of the usual meetings and committees have been in recess. Matters which have taken up my time since the last Council meeting in December are:

Christmas Decorations

Well they may not have been to everyone's taste but the collaboration between Council officers, Councillors, traders, BATA, and the City of Melbourne certainly felt like an exercise in Christmas spirit to me.

Thank you to Bob Rosen of the City of Melbourne for the free decorations, to Les Faulkhead for organising the truck, to Avis for the truck, to Kevin Clohesy for driving the truck to Melbourne and back, to infrastructure staff for storing the decorations and for closing the street, to BATA members especially Terry and Robyne, and to Brian Fells for the use of his cherry pickers, and for his and Terry's time in putting up the decorations, and importantly taking them down. Next year more and better!

Books for Schools

Like other Councillors I had the pleasure of presenting a book voucher as an award to a student. In my case, the school was Yandoit Primary and the pleasure of the student Cory Satori and his parents and his teachers was very touching. It is perhaps a small gesture from Hepburn Shire Council, but one that I believe should be repeated each year.

Memorial Service for Stuart Rattle

St Peter's Daylesford was packed for the memorial service for Stuart organised by the Friends of Wombat Hill Botanic Gardens (FWBHG). Once again the Friends demonstrated their capacity to organise a splendid event. It was important for that Group to come together to mourn and remember and to state their commitment to the Friends and its future success. I have had considerable communication with the office bearers of FWHBG and believe that they will continue to make a very substantial contribution to our Botanic Gardens.

International Women's Day Advisory Committee

We are delighted to have a very impressive speaker - Mary Crooks - for the 2014 IWD event. Mary is the longstanding CEO of the Victorian Women's Trust.

At the last meeting of the advisory committee there was a discussion about the best way to convert the Hepburn Shire Honour Roll for Women into a tangible form. Committee members did not want a cedar honour board with gold writing. On the suggestion of Gillie Gough and with unanimous support, the committee resolved to support the creation of a quilt for the first ten years of women on the roll. On behalf of the Committee, I have been investigating the quilting groups in the Shire and the level of interest in such a project. Thus far I can report a high level of interest and enthusiasm.

Meetings and commitments I have attended as part of my Council role have included the following:

17 December 2013	CEO/Mayor's meeting,
	Councillor only time
	Councillor briefings
	Councillor/CEO time
	Council meeting
18 December 2013	Staff/Council end of year function
19 December 2013	Yandoit Primary School book voucher presentation
	Councillor and Executive Management Team Christmas function
31 December 3013	New Year's Eve parade Daylesford

RECOMMENDATION

8.1 That Council receives and notes the Mayor's and Councillors' reports.

RECOMMENDATION

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Moved: Councillor Neil Newitt
Seconded: Councillor Sebastian Klein
Carried.

9. PUBLIC PARTICIPATION TIME

This part of the Ordinary Meeting of Council allows for the tabling of petitions by Councillors and Officers and 30 minutes for the purpose of:

- Responding to questions that have been submitted by members of the community.
- Allowing members of the community to address Council.

Community members are invited to submit written questions to the CEO by 12 noon on the day of the Council meeting. If you wish to address Council you must provide a brief synopsis of your address in writing to the CEO by 12 noon on the day of the Council meeting.

Questions received may be taken on notice and responded to later. Likewise, some questions of an operational nature may be responded to through usual administrative procedure. Separate forums and Council processes are provided for deputations or for making submissions to Council.

9.1. PETITIONS

Nil

9.2. QUESTIONS

Question: **From Mr Mark Reid**
Secretary, Trentham District Cricket Club

Watering of Trentham Sportsground Oval

I am a resident of Trentham and the Secretary and Treasurer of the Trentham District Cricket Club (TDCC) and previously asked a question about watering and maintenance of the Trentham Oval at the Council Meeting of July 16th 2013.

My question this time focuses particularly on watering as the key issue facing improvement and maintenance of the Trentham Sportsground Oval. On July 4, 2013, a meeting of the Trentham Sportsground Committee of Management (TSC) unanimously identified that upgrading the condition of the oval playing surface was the highest priority, with adequate and efficient water supply and water delivery being paramount requirements. Without these, particularly during the critical period of December to April, most other efforts to improve and maintain the oval would be largely wasted.

It has been noted previously and confirmed by Council that it maintains and pays for the water at sports grounds in all significant towns except for Newlyn, which has its own water supply and Trentham, which does not have its own water supply.

The TSC, TDCC and other Trentham sportsground user groups are appreciative of Council's new proposal to allocate $2000 to assist with this year's watering costs at the Trentham Sportsground Oval. They also understand that future budgetary considerations for assistance in this regard are dependent upon the results of the current review into the equity and fairness of support for maintenance and watering of all grounds in the Hepburn Shire.

While grateful for this allocation, the TSC and Trentham user groups see this as providing only a short term, stop-gap fix that serves to help pay for water use from the reticulated supply. This supply remains the only feasible source for oval watering at present, in spite of the proposed funding allocation. With the anticipated water use this summer and autumn, it is unlikely that there will be any money left over from the $2000 to pay for anything else such as, for example, improved irrigation hardware or plumbing connection for the new tank.

The current watering system at the sportsground is severely deficient and relies on inefficient equipment that simply comprises hoses and manually moveable sprinklers. There is also grossly insufficient water or water pressure to water the whole oval. This presents us with a critical problem in the December to April period, especially during dry summers such as this and last summer. The current rudimentary system allows us at present to use only mains water to ineffectively water the inner third of the ground, which equates to approximately a 25 metre radius around the pitch. It is simply not feasible or practical to try to water more than this with the current resources, a situation which unfortunately the proposed $2000 allocation will not change.

Therefore, the longer term imperative for us is to put in place a permanent, sound watering solution that waters the whole oval in an economic and efficient manner.

As stated in my previous question to Council, the TDCC has taken it upon itself to go some way in addressing the watering issue by recently installing a 22,500 L rainwater tank ($2350) thanks to a Trentham Bendigo Community Bank grant. The sportsground also has an old, very low yielding bore. However, much more needs to be done and we do not presently have adequate water storage, plumbing or irrigation infrastructure to achieve an efficient oval-wide watering system. None of the groups listed below have the resources to fund the works required for this.

Despite the considerable voluntary efforts of many in the local community, the current condition of the wider oval, while slightly improved from last year, falls well short of being satisfactory or safe. Its condition has worsened since mid-December, as it usually does, with the rapid browning-off and dieback of the grass, and hardening of the surface, as the summer becomes hotter and drier. I myself, along with other volunteers, am spending many evening hours managing the rudimentary watering regime with only small gains in ground condition maintenance around the wicket (i.e. probably in lessening the rate of deterioration rather than improving the condition). When playing cricket, fielding on the oval surface is already very difficult and is likely to become worse towards the season's end. The ground is rough and there is very little shock absorbance at present, which also affects the football training.

The TDCC now fields two senior cricket teams and sees itself as providing an important sporting and social outlet for the Trentham community. It needs to use the oval each Saturday whereas previously it was every second Saturday, on average. The club is keen to provide an enjoyable and safe playing experience for all its members but this could be jeopardized by the current inability to provide effective watering of the oval. The Trentham District Football and Netball Club also relies on the oval being in good condition during pre-season training as well as the main football season; it would also greatly benefit from a much improved watering regime for the whole oval. The oval is being used on a daily basis by various sporting/recreational groups, families and individuals.

Again, while grateful for the proposed allocation of $2000, I note with disappointment that a motion to make a one-off allocation of $5000 to assist with watering and maintenance of the Trentham Sportsground Oval was defeated at the last Council Meeting. Regarding the amended motion that was passed to investigate the feasibility of a groundwater bore, I would like to make a couple of points without dispelling the notion.

Firstly, there is already an old bore but this is low yielding (of the order of only 100 gap or 6 L/min). This bore would be suitable to pump into the new water tank but is not capable of delivering water to the oval. As an experienced, former senior hydro geologist with Department of Environment and Primary Industries, I would say that another attempt to drill a bore, either into the fractured basalt or the deeper fractured bedrock, has a strong likelihood of only achieving a similar or slightly greater yield. In other words, it may be suitable for topping up additional storage capacity (i.e. additional tanks) but is very unlikely to be suitable to pump directly to an oval watering system. Also, the drilling and bore construction costs are nowadays quite expensive.

Secondly, assuming we were to go with a combined rainfall/groundwater storage supply, I have been advised that to achieve an oval-wide watering service would require a water storage capacity in the order of 70,000 to 90,000 litres. Currently we have 22,500 litres which is not yet plumbed in and for which there is no delivery pumping system; such a system could cost about $10,000 to $12,000. Additionally, there would be significant costs for a suitable irrigation system such as an automatic travelling sprinkler.

I make the above points as important pre-requisite information but also to emphasise the need for Council to work with the Trentham community to find and implement a satisfactory permanent solution for the watering of the Trentham Oval.

To date, the Trentham Sportsground Committee, TDCC and Trentham District Football and Netball Club have had to share all watering costs and provide a large amount of volunteered time. **As previously stated, this situation is at odds with what happens at other comparable grounds in the Shire and is not equitable.**

Therefore, on behalf of the Trentham community and the groups listed below, I ask that in relation to the current review of the equity and fairness of maintenance and watering provision for Shire sports grounds, will Council:

1. **Confirm that Council has a responsibility to equitable and consistent provision and maintenance of recreation facilities for all significant communities in the Shire?**
2. **Acknowledge that the current watering regime at the Trentham Oval is totally inadequate and needs significant upgrade to achieve sustainably safe and satisfactory ground conditions?**
3. **Take into fair consideration previous Council investment of water infrastructure assets installed at other grounds, as well as the ongoing watering costs?**
4. **Take into fair consideration the lack of any prior allocation or investment from Council in water supply, water delivery or irrigation at the Trentham Oval?**
5. **Undertake to consult and work with the Trentham community in determining how 'a proactive and planned approach to the maintenance, renewal and upgrade of recreation assets' is developed and implemented?**

Answered by Mayor Cr Don Henderson

Council acknowledges that there are inconsistencies in the support provided to different facilities and sports/recreation groups across Hepburn. As a result, the need to *"Clarify roles and responsibilities of Council and sporting groups and level of support Council will provide*" is a key strategic action in the current Council Plan.

The data collection and analysis phase of the project is completed. Analysis and benchmarking against other Councils is underway. Proposed operational changes will be developed, costed and considered as part of Council's 2014-15 budget process.

Question: **From Ms Georgia Patterson, Trentham**
Question asked by Mr Tim Holt on behalf of Ms Patterson

Creswick Skate Park

I read with great interest in the "what's happening" in HSC page (the Advocate January 15th 2014) a call for young people to help with the design of a proposed new skateboard park in Creswick.

I find this quite puzzling when Creswick already has a skateboard park that was funded t by HSC to the tune of approximately $20,000 and Sport and Recreation for a further $60,000. At the time there was a lot of discussion on the site and the Recreation Advisory Committee along with Council officers decided that the current site was the best site in Creswick for the skateboard park. Doug Lindsay was certainly one of the proposed sites. I also believe that this was not a simple process; in fact there were objections to the site and a process had to be worked through to get the skateboard park site agreed.

As a member of the Recreation Advisory Committee I have spent countless hours giving my time to assessing and recommending recreation projects. This input (including from other volunteers) ensures a level of accountability and credibility, saves Councillors time, provides good grant applications that give the applicants and the Shire the best possible chance at procuring funding and provides them with recommendations that they may or may not endorse. One of the last jobs before Council made this Committee defunct was to put all current recreation projects into priority order. Of the 26 projects considered, Creswick Skateboard Park was ranked number 21 with 4 other

Creswick projects ranked above this. Was the work of the Advisory Committee a complete waste of time?

My questions to Council are:

1. **Are Councillors aware of the existing skateboard park, the $80,000 already invested in it and the process involved in getting that skateboard park through to fruition?**
2. **If there was a concern over lighting, safety and toilets why were these not addressed directly?**
3. **What is the anticipated cost for duplication of the Creswick skateboard park (and presumably the demolition and removal of the existing park)?**
4. **Will Council advise the process by which this duplication has been able to 'jump' the recommendations arising from a transparent process involving community members?**

Answered by Mayor Cr Don Henderson

Council supported the development of the current Creswick Skate Park some time ago in 1999. Since then a number of approaches have been made to Council by young people and parents raising safety concerns about this site, which was flooded in 2010-11.

The Recreation Advisory Committee's prioritised list of recreation projects was developed as a guide to assist Council in the future development of recreation projects.

At times, there are opportunities to progress projects. The relocation of football to Doug Lindsay Reserve, Creswick and the previous bowling club site in Albert St being vacant provide a number of new site considerations for the Skate Park.

Council allocated $5,000 in the 2013-14 budget to progress planning for this project in order to fully understand the cost implications of progressing the project.

9.3. REQUESTS TO ADDRESS COUNCIL

Nil

10. STATUTORY PLANNING REPORTS

There are no Planning Applications for consideration at the January 2014 Council meeting.

11. OFFICERS' REPORTS

Councillor Bill McClenaghan left the meeting at 6:37 pm due to an indirect Conflict of Interest in Agenda Item 11.1 and a direct Conflict of Interest in Agenda Item 11.2 and returned at 6:47 pm.

11.1. PETITION AND LETTERS OF SUPPORT – BULLARTO TO LYONVILLE RAIL TRAIL AND BBQ SHELTER

GENERAL MANAGER COMMUNITY SERVICES

In providing this advice to Council as the Cultural and Community Development Officer, I Kate Gerritsen have no interests to disclose in this report.

PURPOSE

The purpose of this report is to consider the petition supporting the Bullarto to Lyonville rail trail project including the establishment of a covered BBQ and interpretative display tabled at the Ordinary Meeting of Council on 17 December 2013.

BACKGROUND

Council received the Bullarto to Lyonville Rail Trail Project and BBQ petition and referred the petition to the General Manager Community Services for preparation of a report for consideration at the January 2014 Council meeting. It also resolved that a meeting be organised between two representatives from the Bullarto Hall Committee and two representatives from the Bullarto to Lyonville Rail Trail and BBQ Project, the General Manager Community Services or other relevant Council officer/s and Ward Councillor to discuss the project.

ISSUE / DISCUSSION

Council Officers have attempted to organise the meeting to discuss as resolved at the December 2013 Council meeting, however representatives of Bullarto Hall Committee were unable to attend at the proposed time. The meeting has been rescheduled for Wednesday 29 January 2014.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Council's Meeting Procedures Local Law No 1 states that a petition presented to the Council must lay on the table until the next ordinary meeting of the

Council and no motion, other than to receive the petition may be accepted by the Chairperson, unless the Council agrees to deal with it earlier.

FINANCIAL IMPLICATIONS

There are no financial implications for Council associated with this petition

RISK IMPLICATIONS

There are no identified risk implications associated with this petition.

ENVIRONMENTAL / SOCIAL / ECONOMIC IMPLICATIONS

There are no identified environmental and economic implications associated with this report.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Council has not conducted any direct community consultation as a result of the petition. The petition arose from priorities identified at Community Planning Meetings attended by Musk and Bullarto residents on 4 June and 29 August 2013.

CONCLUSION

In response to the petition tabled at the December 2013 Council Meeting Council resolved that a meeting with stakeholders be held to discuss the project. A date for this meeting has been set.

OFFICER'S RECOMMENDATION

That Council:

11.1.1 Receives and notes the report which responds to the matters raised in the petition and;

11.1.2 Notes that Council Officers are continuing to seek an appropriate date for a meeting between two representatives from the Bullarto Hall Committee and two representatives from the Bullarto to Lyonville Rail Trail and BBQ Project, the General Manager Community Services or other relevant Council officer/s and Ward Councillor to discuss this project.

11.1.3 Writes to the petition organisers to advise of the above actions.

MOTION

That Council:

11.1.1. Receives and notes the report which responds to the matters raised in the petition and;

11.1.2. Notes that Council Officers are continuing to seek an appropriate date for a meeting between two representatives from the Bullarto Hall Committee and two representatives from the Bullarto to Lyonville Rail Trail and BBQ Project, the General Manager Community Services or other relevant Council officer/s and Ward Councillor to discuss this project.

11.1.3. Writes to the petition organisers to advise of the above actions.

Moved: Councillor Sebastian Klein
Seconded: Councillor Neil Newitt
Carried.

Councillor Bill McClenaghan left the meeting at 6:37 pm due to an indirect Conflict of Interest in Agenda Item 11.1 and a direct Conflict of Interest in Agenda Item 11.2 and returned at 6:47 pm.

11.2. WASTE MANAGEMENT AND RESOURCE RECOVERY STRATEGY
GENERAL MANAGER INFRASTRUCTURE

In providing this advice to Council as the General Manager Infrastructure, I Bruce Lucas have no interests to disclose in this report.

PURPOSE

The purpose of this report is for Council to consider endorsing the draft Waste Management and Resource Recovery Strategy.

BACKGROUND

Council has previously identified the need to develop a waste management strategy which is a key strategic activity in the current Council Plan and has previously allocated funds for this purpose.

Following initial works completed by Hyder Consulting, Council engaged a local resident with extensive knowledge and experience in the area of waste management to assist the preparation of the strategy. The development of the strategy was supported by a community based Project Reference Group and a Project Control Group, both of which provided direction for the strategy and guidance on the consultation process.

ISSUE / DISCUSSION

The preparation of a Waste Management and Resource Recovery Strategy provides direction for Council and its community for long term improvements in service delivery, environmental benefits, waste minimisation and reuse and a platform to explore opportunities for alternate uses of waste streams.

The strategy has three key objectives as follows:

- Reduce greenhouse gas emissions associated with Council's waste management activities.
- Minimise costs to Council and the community through reductions in waste to landfill and efficiencies in waste management practices.
- Create new business opportunities by converting waste to resources or energy.

These three objectives are supported by a range of actions to be implemented that will yield service and environmental improvement opportunities which were identified through the development of business cases.

For example, Action 6 references getting recyclables into the recycle bin. The cost associated with developing and implementing a program to improve the ratio of recyclables to waste volumes is estimated at $55,000.

However this initiative is expected to yield the following benefits:

Annual Savings of $35,000 in reduced landfill charges.

Environmental benefits with reduced greenhouse gas emissions through reduced methane generation of landfill and potential recovery of embodied energy value.

Social benefits in optimising existing kerbside services.

All of the actions are detailed in Table 5 of the strategy and are categorised in the following areas:

- Kerbside collection services
- Transfer station operations
- Waste to energy
- MRF operations
- Hard waste collection
- Public place bins and events
- Littering & dumping
- Waste avoidance
- Developing social enterprises at Transfer Stations
- Improving data collection & management.

Of the 31 identified strategy actions the following are proposed for implementation over the coming 12 months:

Strategy Action No	Action detail
No 1	Investigate kerbside collection service extensions
No 6	Improve the management of green waste received at transfer stations
No 7	Improve transfer station operations and efficiency through restructuring service contracts
No 19	Audit of Public Place Recycling bins

No 27	Complete rehabilitation for Creswick Landfill to EPA requirement
No 29	Investigate the development of social enterprise's at transfer stations to enhance recovery of unwanted items
No 30	Auditing of kerbside waste bins

With regards to Action No 1 - kerbside collection services extensions; further targeted community consultation is required to ascertain the level of support in each community before this can proceed. The implementation of this action will be subject to further determination by Council following this targeted consultation.

In addition, performance indicators and target measures have been identified as part of the strategy which will allow Council to monitor achievements and progress against the actions through the ongoing implementation of the strategy actions.

The adoption of the strategy will provide a clear, consolidated commitment by Council to implement change in waste management practices that will provide financial, environmental and service delivery benefits over the long term and strengthen Council's position in seeking external grant funding to implement new initiatives.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Council Plan 2013-2017:

Strategic Objective - Quality Community Infrastructure

Key Strategic Activity*:*

11. Develop and Implement the Waste Management Strategy with a focus on converting Waste to Opportunity through education, technology and innovation.

Action: Complete Waste Strategy.

FINANCIAL IMPLICATIONS

Council provided a budget allocation to meet the costs associated with the development of a Waste Management and Resource Recovery Strategy.

In addition, the strategy recommends a variety of actions and initiatives, some of which will require specific funds to be allocated for their implementation. Whilst the allocation of funds for the implementation is required upfront in many cases, as demonstrated via the business cases supporting the initiatives, there is a positive return on investment over the long term.

RISK IMPLICATIONS

Should the draft Waste Management and Resource Recovery Strategy not be endorsed, there is a risk that service improvement opportunities will not be viewed as a priority in Council operations. In addition, potential financial and environmental benefits in the area of waste management may not be fully realised.

ENVIRONMENTAL / SOCIAL / ECONOMIC IMPLICATIONS

The endorsement and implementation of the Waste Management and Resource Recovery Strategy will provide for significant environmental benefits by way of waste minimisation and potential reuse and options for alternate use of waste streams, all of which will have a positive impact on reducing greenhouse gas emissions.

The draft strategy details business cases to support the recommended actions which include anticipated payback periods. Notwithstanding this a number of the recommended actions will require an upfront investment by Council in order to realise the long term economic and environmental benefits expected. The implementation of these specific actions will be subject to future budget allocations in order to progress these actions.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

The strategy was developed with input from a community based Project Reference Group and a Project Control Group. These groups also endorsed a community engagement / consultation approach which was undertaken following the completion of the draft strategy. This resulted in it being placed on public exhibition during November 2013. The draft strategy was promoted through this period via a range of mechanisms including media releases, Council's website, public drop in sessions, direct contact with identified stakeholders, information sheets at transfer station facilities and an online forum.

In addition to the discussion and feedback received in person, Council received 64 written comments/submissions on the draft strategy which are summarised as follows:

- Support for social enterprise at both Transfer Stations.
- Support and opposition for kerbside service extensions.
- Fortnightly collection supported for kerbside extensions.
- Education on ‘What is Recyclable’ a major theme.
- Community education and partnerships is important
- Waste to energy was supported as innovative.

- At call kerbside services suggested
- Concerns around public littering
- Some comments on removal of tip vouchers

As a result of the feedback received a number of recommended actions were amended prior to finalising the draft. A summary of the amendments is as follows:

Strategy Action No	Original Strategy Action	Revised strategy Action
No 1	Extend the kerbside collection service to households in the small hamlets through HSC.	Determine community acceptance for extending the kerbside collection services to households in small hamlets through the shire and extend the service where there is community support.
No 4	Implement smaller effective volume for the residual waste bin through introduction of 80 litre bins or moving the current 120 litre bin to fortnightly collection.	Undertake further research into the benefits of implementing a smaller effective volume for residual waste bins through introduction of 80 litre bins or moving the current 120 litre bin to fortnightly collection.
No 6	Prepare and release a tender for management of green waste at the three transfer stations to validate the preliminary interest showing third parties.	Improving the management of greenwaste received at transfer stations through the investigation and implementation of actions for the receival, processing and reuse of greenwaste. The management of greenwaste will link to Action No 12 - Bio Energy feasibility study.
No 10	Change from issuing free vouchers and move to a pre-pay voucher system combined with an extension of the existing kerbside service to a greater number of households across HSC.	Review the use and management of the current voucher system that is currently supplied to properties without a kerbside service and include all residential properties in a review of the voucher system.
No 15	Continue to monitor the quantities collected through the hard waste collection and review the level of service if quantities reduce significantly.	Continue to monitor the response to the Clunes hard waste collection and undertake a review of hard waste collections in conjunction with Action No 6.
No 17	Install public place recycling bins in Clunes.	Investigation of technology solutions to improve the efficiency of the service to public place waste & recycling bins.

No 29	Investigate and support the development of a social enterprise at the Daylesford Transfer Station to enhance the recovery of unwanted items, timber and other materials.	Investigate and support the development of a social enterprise at the Transfer Stations to enhance the recovery of unwanted items, timber and other materials with the initial focus towards the transfer stations receiving the largest volume.

It is also noted that some of the recommended actions from the strategy will require further targeted community consultation, such as the extension of kerbside services, to ascertain the level of community support or otherwise in the respective communities prior to considering implementation, as referenced in the discussion above.

CONCLUSION

Council has previously identified the need to develop a strategic long term approach to waste management and allocated funds for the preparation of a Waste management strategy.

The preparation of the strategy has been supported by a community based reference group and was placed on public exhibition during November 2013.

The draft Waste Management and Resource Recovery Strategy was then finalised after considering feedback and is presented for Council endorsement and implementation.

OFFICER'S RECOMMENDATION

That Council:

11.2.1 Endorses the Hepburn Shire Waste Management and Resource Recovery Strategy.

11.2.2 Endorses the actions proposed for implementation over the coming 12 months.

11.2.3 Notes that further reports will be provided to Council for specific recommendations and actions contained in the strategy.

MOTION

That Council:

11.2.1. Adopts in principle the Hepburn Shire Waste Management and Resource Recovery Strategy.

11.2.2. Notes the actions proposed for implementation over the coming 12 months.

11.2.3. Requires that issues cited at transfer stations be dealt with expeditiously and that cost saving strategies informally implemented by encouraged.

11.2.4. Requires that community consultation be undertaken prior to the extension of kerbside services into areas outside the main towns and that detailed proposals be prepared in each case and brought to Council prior to implementation.

11.2.5. Explores options for better handling of recycling skips to reduce unnecessary haulage.

11.2.6. Requests that further reports will be provided to Council for specific recommendations and actions contained in the strategy before these recommendations and actions are acted upon.

Moved: Councillor Kate Redwood
Seconded: Councillor Sebastian Klein
Carried.

ATTACHMENT 1 - HEPBURN SHIRE WASTE MANAGEMENT AND RESOURCE RECOVERY STRATEGY

HEPBURN SHIRE COUNCIL

WASTE MANAGEMENT AND RESOURCE RECOVERY STRATEGY

January 2014

Executive Summary

Hepburn Shire is located in the Central Highlands region of Victoria, about 110 kilometres north-west of Melbourne. It is a predominately rural area, with many townships, villages and rural-residential areas. The population in 2011 was 14,981 and is predicted to increase to 17,520 by 2031. The number of households is also expected increase from 6,493 in 2011 to 8,020 by 2031.

Almost half the total waste (49%) managed by Hepburn Shire Council (HSC) is collected through the kerbside system which is provided as a weekly residual waste collection and a fortnightly recyclables collection in the main townships. The residual waste is disposed at the regional landfill operated by Ballarat City Council in Smythesdale and the recyclables are sent to Visy in Melbourne for sorting and processing. A large number of households are not provided with a kerbside service and are instead issued with vouchers to allow disposal of waste at the transfer stations.

The annual budget for management of the municipal solid waste by HSC is in the regional of $2.33 million per annum, with the major costs relating to:

- Kerbside waste and recyclables collection and management : $904,000
- Management of the three transfer stations at Creswick, Daylesford and Trentham: $876,000
- Management of public place litter and recycling bins: $242,000

The residual waste sent to landfill contains a number of resources which could be recovered for beneficial reuse, including organic material (food and garden waste) which could be converted to either compost or energy and recyclables which could be recovered through the existing recycling system.

A number of options for decreasing the amount of waste generation and/or increasing the amount of recycling through the kerbside system are considered as part of this strategy, including:

- Reducing the bin size for residual waste
- Encouraging the use of compost bins and worm farms for food and garden waste
- Getting more recyclables into the recycling bin
- Extending the kerbside collection system to the more households
- Implementing a kerbside collection for household garden and food waste

Several options for improving the performance and efficiency of the transfer station network have also been considered as part of the strategy, including:

- improving the management of green waste
- improving transfer station efficiency
- implementing full cost recovery
- utilising green waste for energy generation

A number of other actions propose improvements to existing service and systems or will achieve a high level of compliance with environmental requirements.

Overall the actions proposed in the strategy are expected to reduce greenhouse gas emissions from waste management, reduce costs, increase recycling and support the development of new businesses involved in resource recovery.

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Table of Acronyms and Terms used

Aerobic	A process that is undertaken in the presence of oxygen, such as aerobic composting
Anaerobic	A process that is undertaken in the absence of oxygen, such as anaerobic digestion
Anaerobic digestion	A process or collection of processes, by which microorganisms break down biodegradable material, such as food waste, in the absence of oxygen.
CFL	Compact Fluorescent Light
Composting	The decomposition of organic matter (e.g. garden waste, food waste) by aerobic microorganisms
^{o}C	Degrees Celsius
DEPI	Victorian Department of Environment and Primary Industries
EPA	Environment Protection Authority of Victoria
E-waste	A generic term for electronic waste including computers, TVs, mobile phones and related products
Gasification	A process of combustion undertaken at high temperatures (above 700^{o}C) in a reduced oxygen environment to produce an synthesis gas consisting of carbon dioxide, carbon monoxide, hydrogen and methane
Gigajoule	1 Billion joules
GHG	Greenhouse Gas
Green waste/Garden waste	Waste from garden maintenance, gardening and related activities including grass and lawn clippings, prunings, weeds, branches and whole plants
HSC	Hepburn Shire Council
Incineration	A process of combustion undertaken at high temperature in the presence of excess oxygen to produce a flue gas consisting of predominately carbon dioxide and water vapour.
Kg/hh/yr	Kilograms per household per year
Km	kilometres
L	Litres
LFHW	Love Food Hate Waste
m^3	Cubic metres
MRF	Materials Recovery Facility
Megalitre	1 Million litres
Mulch	A product made from chipped or shredded garden waste which can be applied to the surface of an area of soil to conserve moisture, suppress weed growth, improve soil fertility and health or improve the visual amenity of the area.
NSW EPA	New South Wales Environment Protection Authority
Organic waste	The organic fraction of the waste stream which can readily decompose. It includes garden waste, food waste, timber, paper and cardboard.
p.a.	Per annum
Putrescible	The organic fraction of the waste stream which can readily decompose to produce unpleasant odour and a liquid (leachate).
PAN	Pollution Abatement Notice
Pyrolysis	A process of moderate to high temperature decomposition of organic material in the absence of oxygen or air to produce a synthesis gas, tars and a solid residue rich in carbon (char) .

Resale shop	A shop operating at a Transfer Station, Resource Recovery Centre of landfill to recover usable or repairable items for sale prior to disposal.
Resource recovery rate	The ratio of recyclables to recyclables and landfill expressed as a percentage.
RWMG	Regional Waste Management Group
TPA	Tonnes per annum
TS	Transfer Station
Waste to Energy (WtE)	A process of generating energy in the form of electricity and/or heat from the thermal or biological conversion of waste. It includes incineration, gasification, pyrolysis and anaerobic digestion.
WMRRS	Waste Management and Resource Recovery Strategy
wt	Weight
yr	Year

Hepburn Shire Council
Waste Management & Resource Recovery Strategy

1. BACKGROUND AND CONTEXT

The Council Plan 2013-2017 sets out a vision for Hepburn Shire Council (HSC) to be a "cutting edge Council making excellent decisions for future generations". The Plan also outlines the strategic objectives that are relevant to the development of a Waste Management and Resource Recovery Strategy (WMRRS). These are shown in Table 1.

Table 1: Relevant Strategic Objectives, Performance Measures and Targets

Strategic Objective	Strategic Activity	Performance Measure	Performance Target
Quality Community Infrastructure - through understanding waste services and our asset portfolio the infrastructure team plan for, create and manage waste and recycling services and the timely replacement of public assets to maximise environmental sustainability, community safety, convenience and well being	Waste	Re-establish baseline date for volumes of recyclables and waste to landfill	Evidence based data compiled and available to establish ratios of recyclables to waste
Sustainable Environment and a Vibrant Economy – through balanced and progressive programs and processes (Sustainable Development) will encourage development that promotes economic diversity and prosperity while enhancing and preserving the natural and built environment of all Hepburn Shire	Sustainability	To reduce the Council's carbon footprint	A 5% reduction in Council's carbon emissions

The specific actions under each of the strategic activities that are relevant to the development of the WMRRS are highlighted in Table 2.

Table 2: Strategic Activities relevant to the WMRRS

Strategic Activity	Action	Measure	Target
Waste – Develop and Implement the Waste Management Strategy with a focus on converting Waste into Opportunity through education, technology and innovation	Complete Waste Strategy	% complete	100% complete
	Implement Waste to Energy pilot project (subject to business case development)	Business Case complete	Adopted by council
Sustainability – develop	Develop a Bio Energy	Complete	Study

Strategic Activity	Action	Measure	Target
opportunities for increased renewable energy and minimisation of energy consumption within Hepburn Shire Council in order to reduce our reliance on non renewable energy generation	Feasibility Study	initial study	100% complete

The Council Budget provides further detail on the intended waste management objectives and outcomes, namely[1]:

- Deliver high quality kerbside waste and recycling collection services that are reliable and cost effective
- Operate the Material Recovery Facility and three Transfer Station facilities that are clean, cost effective and maximise recycling opportunities
- Constantly monitor waste services and industry best practice to improve performance by reducing waste volumes and exploring alternatives to landfill disposal

The HSC Environmental Sustainability Strategy (2011-15) further outlines some actions related to waste management including:

- Establish a recycling system for timber at the transfer stations
- Establish a recycling system for mulch at the transfer stations
- Education on recycling and waste reduction
- Establish a reuse centre at the transfer station(s)
- Store and sell firewood and mulch at the transfer stations
- Establish composting at the transfer stations
- Encourage a plastic bag and plastic bottle free policy in the shire

Within this context the proposed objectives for the Waste Management and Resource Recovery Strategy are to:

1. *Reduce greenhouse gas emissions associated with Council's waste management activities*
2. *Minimise costs to Council and the community through reductions in waste to landfill and efficiencies in waste management practices*
3. *Create new business opportunities by converting waste to resources or energy*

The proposed performance indicators to measure progress against these objectives are shown in Table 3.

Table 3: Key Performance Indicators

Objective	Performance Indicator	Baseline value	Target Value	Key Assumptions
Reduce GHG	A reduction in organic	220 kg/hh/yr from	191 kg/hh/yr without a	Based on 2008 bin audits which

[1] Hepburn Shire Council Budget 2013-14, page 22

Objective	Performance Indicator	Baseline value	Target Value	Key Assumptions
emissions	material disposed to landfill	kerbside	kerbside organics service 70 kg/hh/yr with a kerbside organics service	indicated 49% organic matter (garden, food and paper/cardboard) and using the 2010/11 figure of 449 kg/hh/yr for kerbside waste generation[2]. The baseline and target can be revised if data from new waste audits shows an organics composition significantly different to the 2008 audit.
		49% of the total waste to landfill from kerbside and transfer stations	46% without a kerbside organics service 32% with a kerbside organics service	Based on the 2008 bin audit and applying the same composition to the transfer station waste stream[3]. The baseline and target can be revised if data from new waste audits shows an organics composition significantly different to the 2008 audit.
Minimise costs	A reduction in cost per tonne of waste	$255/Tonne		Based on total kerbside and transfer station waste, recycling and green waste streams and 2013/14 budget expenditure figures, being: • Kerbside waste: 2950 tonnes • Kerbside recycling: 1000 tonnes • Transfer station waste: 2802

[2] The 2008 data has been adjusted for a very high cardboard weight % which appears to be an anomaly.
[3] Applying the kerbside waste composition to the Transfer Station waste stream will not be accurate but is the only data currently available

Objective	Performance Indicator	Baseline value	Target Value	Key Assumptions
				tonnes • Transfer station recyclables: 712 tonnes • Transfer station garden waste: 626 tonnes
	A reduction in cost per rateable property	$202/rateable property		Based on 2013/14 budget expenditure and 10,212 rateable properties
	An increase in kerbside recycling rate	38%[4]	46% without a kerbside organics service 60% with a kerbside organics service	Based on the data provided for the Victorian Local Government Annual Survey 2010/11
	An increase in overall recycling rate (including transfer stations)	35%[5]	To be determined	Based on 2010-11 kerbside date and 2012/13 Transfer Station data
New Business opportunities	Number of new business opportunities established	nil		

In the development of this strategy a number of options were investigated and preliminary business cases developed for improvements to the current kerbside collection system, operation of the transfer station network, and utilisation of the green waste collected at the Transfer Stations as feedstock for a Waste to Energy project. A number of other actions have also been recommended for consideration that relate to compliance with legislation or improvements in service level. The links between the strategy objectives and the options are shown in Table 4. These options are discussed in more detail in subsequent sections of the document and the preliminary business cases are included in Appendix 2.

[4] Based on the likely data for 2013/14 of 2950 tonnes of kerbside waste and 1000 tonnes of kerbside recycling this will fall to 25%. Historically it appears the kerbside recycling figure has included recyclables recovered through the transfer station network.
[5] This will reduce to 29% if the 2013/14 kerbside figures are used

Table 4: Strategy Objectives and Options

Strategy Objective	Proposed Option
Reduce greenhouse gas emissions associated with Council's waste management activities	***Option 2: Increasing the size of the recycling bin from 240 litres to 360 litres*** ***Option 3: Encouraging the use of compost bins and worm farms for food and garden waste*** ***Option 6: Implementing a kerbside collection for household garden and food waste***
Minimise costs to Council and the community through reductions in waste to landfill and efficiencies in waste management practices	***Option 1: Reducing the bin size for residual waste from 120 litres to 80 litres*** ***Option 4: Getting recyclables into the recycling bin*** ***Option 5: Extending the kerbside collection system to more households*** ***Option 7: Improving the management of green waste*** ***Option 8: Improving transfer station efficiency*** ***Option 9: Implementing full cost recovery at transfer stations***
Create new business opportunities by converting waste to resources or energy	***Option 10: Utilising green waste for energy generation*** ***Option 11: Expanding the range of materials recovered at transfer stations***

2. PROPOSED STRATEGY ACTIONS

The proposed actions to be implemented under the strategy are listed in Table 5 along with an indication of the priority. A high, medium or low priority has been assigned to each strategy action based on the expected economic, environmental and social outcomes, the need to address compliance, or the sequential link between actions.

Table 5 Strategy Actions by Service Area

Proposed Strategy Action	Action Summary	Green House Gas Emissions	Payback Period	Cost	Business Case No (Option No)	Ranking
	Kerbside Collection Service					
1	*Determine community acceptance for extending the kerbside collection service to households in the small hamlets through the Shire and extend the service where there is community support*	*Overall a decrease in GHG emissions*	*5 years*	*Return of $78,000*	*5*	*High*
2	*Promote home composting and worm farming of food and garden waste for households that have a kerbside service through either a rebate or council bulk purchasing*	*Overall a small environmental benefit in GHG*	*4 years*	*$27,000*	*3*	*Medium*
3	*Implement an education program to get recyclables into the recycling bin (linked to Get it Right on Bin Night)*	*Clear reduction in GHG*	*1.6 years*	*$55,000*	*4*	*High*
4	*Undertake further research into the benefits of implementing a smaller effective volume for the residual waste bins through introduction of 80 litre bins or moving*	*Reduction in GHG*	*6.3 years*	*$154,000*	*1*	*Medium*

Proposed Strategy Action	Action Summary	Green House Gas Emissions	Payback Period	Cost	Business Case No (Option No)	Ranking
	the current 120 litre bin to fortnightly collection (especially in the colder months)					
5	*Undertake further quantification of the waste composition to define the potential benefits from a household organics collection service*	*Not determined*	*Not determined-*	*Not determined*	*Future development if required*	*Medium*
	Transfer Station Operations					
6	*Improving the management of greenwaste received at transfer stations through the investigation and implementation of actions for the receival, processing and reuse of greenwaste. The management of greenwaste will link to Action No 12 - Bio Energy feasibility study*	*Small reduction in GHG*	*1 Year*	*Return of $99,200*	*7*	*High*
7	*Restructure the contracts for the transfer stations so that there is a financial incentive to improve the transport efficiency for both residual waste and recyclables*	*Reduction of GHG through reduction in transport*	*More detailed assessment required*	*More detailed assessment required*	*8*	*High*
8	*Undertake capital upgrades at transfer stations to allow more efficient handling of recyclables*	*Neutral*	*More detailed assessment required*	*More detailed assessment required*	*Future development if required*	*Medium*
9	*Undertake a design and costing to integrate the Daylesford MRF with the Daylesford Transfer Station to eliminate double handling of materials*	*Neutral*	*More detailed assessment required*	*More detailed assessment required*	*Future development if required*	*Medium*
10	*Review the use and management of the current voucher system that is currently supplied to properties without a*	*Nil*	*More detailed assessment*	*More detailed assessment*	*9*	*High*

Proposed Strategy Action	Action Summary	Green House Gas Emissions	Payback Period	Cost	Business Case No (Option No)	Ranking
	kerbside service and include all residential properties in a review of the voucher system.		*required*	*required*		
11	*Investigate the potential for recovery of clean concrete and soil at each of the transfer stations*	*Neutral*	*More detailed assessment required*	*More detailed assessment required*	*Future development if required*	*Low*
	Waste to Energy					
12	*Support the bio-energy feasibility study to progress to the next stage of business case development*	*Reduction in GHG*	*10 years*	*$1,815,000*	*10*	*High*
	MRF Operations					
13	*Monitor the effectiveness of litter reduction and cleanup associated with operations of the of the Materials Recovery Facility:* • *work with Wheelie Waste to ensure historical litter from the MRF operation present on adjoining landholder properties is removed.* • *implement a periodic litter inspection at the MRF to ensure no new litter is being generated.* • *meet with the concerned residents on quarterly basis for 12 months to ensure the new operation of the MRF no longer deposits wind generated litter on their properties*	*Neutral*	*NA*	*NA*	*NA*	*High*

Proposed Strategy Action	Action Summary	Green House Gas Emissions	Payback Period	Cost	Business Case No (Option No)	Ranking
14	*Promote the availability of existing and new options for recycling of unwanted/used of products*	*More detailed assessment required*	*More detailed assessment required*	*More detailed assessment required*	*Future development if required*	*Low*
	Hard Waste Collection					
15	*Continue to monitor the response to the Clunes hard waste collection and undertake a review of hard waste collections in conjunction with Action No 10*	*Neutral*	*NA*	*Monitor*	*NA*	*Low*
	Public Place Bins and Events					
16	*Investigate changing the collection frequency for public place litter bins by further pairing with recycle bins*	*Neutral*	*NA*	*As per contracted rates*	*NA*	*Medium*
17	*Investigation of litter and public place bin recycling bin technology solutions to improve the efficiency of the service*	*Neutral*	*NA*	*Additional costs per bin collection*	-	*Medium*
18	*Install standard signage on all public place recycling and litter bins*	*Not determined*	*NA*	*minor*	-	*Medium*
19	*Undertake a follow up audit of public place bins in the warmer summer period*	*Not determined*	*NA*	*minor*	-	*Medium*
20	*Review the operation and performance of recycling bins at events*	*Not determined*	*NA*	*minor*	-	*Low*

Proposed Strategy Action	Action Summary	Green House Gas Emissions	Payback Period	Cost	Business Case No (Option No)	Ranking
	Littering and illegal Dumping					
21	*Develop a joint approach to enforcement with DEPI and other land managers including joint approaches to prosecution of those identified as being responsible for illegal dumping and promote these prosecution actions through local media to raise the community awareness about illegal dumping. As part of this action consideration could be given to waiving the gates fees for illegal dumping cleaned up by DEPI*	*Not Determined*	*NA*	*$3,000*	-	*High*
22	*Ensure rapid response and cleanup of illegally dumped waste to ensure a mindset of "its ok to dump here" (rubbish attracts rubbish) doesn't develop*	*Not Determined*	*NA*	*$20,000 per year*	-	*High*
23	*Ensure high level of cleanliness of waste management assets such as bins, collection vehicles and transfer stations to reinforce a sense of pride and value in waste management services*	*Not determined*	*NA*	*No additional cost*	-	*High*
	Waste Avoidance					
24	*Further investigate the possibility of implementing a food waste avoidance program*	*Not determined*	*More detailed assessment required*	*More detailed assessment required*	*Future development if required*	*Low*
25	*Continue to support the Garage Sale Trail*	*Not determined*	*NA*	*More detailed assessment required*	-	*Medium*

Proposed Strategy Action	Action Summary	Green House Gas Emissions	Payback Period	Cost	Business Case No (Option No)	Ranking
26	*Upgrade the resale shops at the transfer stations to provide further value adding and refurbishment opportunities possibly through engagement with an appropriate social enterprise*	*Not determined*	*NA*	*More detailed assessment required*	*Future development if required*	*Medium*
27	*Complete rehabilitation requirements for the Creswick landfill in accordance with EPA requirements*	*Not determined*	*Not determined*	*More detailed assessment required*	-	*High*
28	*Confirm with EPA that closure and rehabilitation of the Daylesford and Trentham landfills have been completed to a satisfactory standard*	*Not determined*	*Not determined*	*NA*	-	*Medium*
	Developing a Social Enterprise at the Transfer Stations					
29	*Investigate and support the development of a social enterprise at the Transfer Stations to enhance the recovery of unwanted items, timber and other materials with the initial focus towards the transfer stations receiving the largest volume.*	*Not determined*	*Not determined*	*More detailed assessment required*	*Future development if required*	*High*
	Improving Data Collection and Management					
30	*Regular auditing of kerbside bin composition to measure any changes in waste composition from strategy actions and provide a more comprehensive data set for decisions such as introduction of a collection service for household organics*	*Not determined*	*Not determined*	*To be determined*	-	*High*

Proposed Strategy Action	Action Summary	Green House Gas Emissions	Payback Period	Cost	Business Case No (Option No)	Ranking
31	*Regular auditing of Transfer Station waste composition and origin to build up a better understanding of the percentage of different materials (e.g. garden waste, timber, soil, concrete, etc) in the material stream*	*Not determined*	*Not determined*	*To be determined*	-	*High*

Total cost for these programs is estimated at $2,300,000 of which $1,815,000 is the capital cost of a "Green Waste to Energy Generating" plant which has net annual saving from operations estimated at $173,500. The overall annual savings from the options above is at $410,000 per annum which includes the savings from the green waste to energy generating plant. There are a number of recommendations for further investigations of the actions in the above table which will affect the above expenditure figures.

Implementation of the Strategy will be through the annual budget process which will allocate funding to strategy actions based on the priorities identified in Table 5. A proposed implementation schedule is included in Section 17.

3. REGIONAL OVERVIEW

Hepburn Shire is located in the Central Highlands region of Victoria, about 110 kilometres north-west of Melbourne. It is a predominately rural area, with many townships, villages and rural-residential areas. The shire encompasses a total area of about 1,470 square kilometres. The main townships are Daylesford, Hepburn Springs, Creswick, Clunes and Trentham and account for an estimated 55% of the Shire's population. Rural activities include agriculture (grazing and cropping) and forestry, with some viticulture. Tourism is an important industry, with the shire containing 80% of Australia's mineral spring reserves.

The Shire's population increased marginally during the 1990s, growing from 13,300 in 1991 to 13,800 by 2001. The population in 2011 had increased to 14,981 according to the 2011 Census and is predicted to increase to 17,520 by 2031. The number of households is also expected increase from 6,493 in 2011 to 8,020 by 2031.

4. CURRENT WASTE MANAGEMENT

The annual budget for management of the municipal solid waste by HSC is in the regional of $2.33 million per annum. This revenue for waste management services is derived from:

- a charge for the kerbside collection of household waste of $130 per household
- a charge for the kerbside collection of household recyclables of $54 per household
- charges for commercial garbage and recycling collection
- a general waste management charge of $120 per rateable property
- revenue from cash receipts at the Transfer Stations

The budget expenditure on waste management services in 2013/14 matches the revenue of $2.33 million. It is noted that this is dependent to some extent on the total tonnages of waste disposed, with budget expenditure shown in Table 6.

Table 6: 2013/14 Waste Management Expenditure

Waste Management Item	Budget Expenditure
Kerbside Waste Collection and Disposal	$630,000
Kerbside Recycling Collection and Sorting	$274,000
Public Litter and Recycling Bins	$242,000
Management of Transfer Stations (including waste disposal)	$876,000
Hard Waste Collection	$15,000
Landfill monitoring	$40,000
Street cleaning	$112,000
Bin replacement	$16,000
Operating and management costs	$124,000
Total	**$2,329,000**

The proposed financial performance indicators against which to measure progress are shown in Table 7.

Table 7: Financial performance indicators

Proposed Indicator	Benchmark	Basis for indicator
Cost per tonne – kerbside waste	$213/tonne	Derived from 2013/14 budget figures for 2950 tonnes
Cost per tonne – kerbside recyclables	$267/tonne	Derived from 2013/14 budget figures for 1000 tonnes
Cost per service – kerbside waste	$130/service	From the 2013/14 rates
Cost per service – kerbside recyclables	$54/service	From the 2013/14 rates
Litter & PPR – cost per tonne	$576/tonne	Derived from 2013/14 budget figures for 420 tonnes
Hard Waste Collection Service	$545/tonne	Derived from 2012 Hard waste collection costs and tonnes
Transfer Stations – cost per tonne	$210/tonne	Based on 2012/13 data for estimated tonnes and 2013/14 budget figures

All waste contracts have gone out to competitive tender over the last 12 months which has resulted in considerable savings in the public litter and kerbside recycling collection[6]. This has been reflected in a reduction in the recycling service charge and general waste management charge.

The contract for kerbside collection of waste and recyclables was let as a 5 year contract with a possible 2 year extension. The contract has the flexibility to allow for the extension of kerbside collection to small townships and hamlets throughout the shire at any time during the contract period. This contract was awarded to Wheelie Waste.

The contracts for management of the Transfer Stations (Zoobins), Hook lift Bin transport (Sita) and the Materials Recovery Facility (Wheelie Waste) were all let as single year contracts (expiring March 2014) with a possible 12 month extension.

5. CURRENT KERBSIDE COLLECTION SERVICE

Almost half the total waste (49%) managed by HSC is collected through the kerbside system[7]. This comprises:

- a weekly kerbside residual waste collection using a 120 litre bin for the townships of Creswick, Clunes, Daylesford, Hepburn Springs and Trentham provided to 4503 residential properties
- a fortnightly kerbside recycling collection using a 240 litre bin for the townships of Creswick, Clunes, Daylesford, Glenlyon, Hepburn Springs and Trentham provided to 4602 residential properties

[6] From the 13/14 Budget
[7] The remaining 51% is managed through the three Transfer Stations

- 130 commercial residual waste services using a 240 litre bin and 400 commercial services using the standard 120 litre bin[8]
- 561 commercial recycling services

A total of 2950 tonnes of residual waste and 1000 tonnes of recyclables are expected to be collected through the kerbside system in 2013/14. The residual waste is transported to the regional landfill at Smythesdale for disposal and the recyclables have historically been sent to the Daylesford Materials Recovery Facility (MRF). The MRF sorted the mixed recyclables out into the various commodities (e.g. paper, cardboard, steel cans) and sold them into the market. However in early 2013 this arrangement was changed due to the increasing and substantial stockpiles of unprocessed recyclables at the MRF. A new operator was contracted and the collected recyclables are now transported to one of the Visy MRFs in Melbourne which operators at much higher levels of throughput and efficiency resulting in greater recovery of the mixed recyclables and more stable and viable end markets.

There is limited data on the composition of the kerbside residual waste, however the waste composition based on a bin audit undertaken in 2008[9] is shown in Figure 1[10].

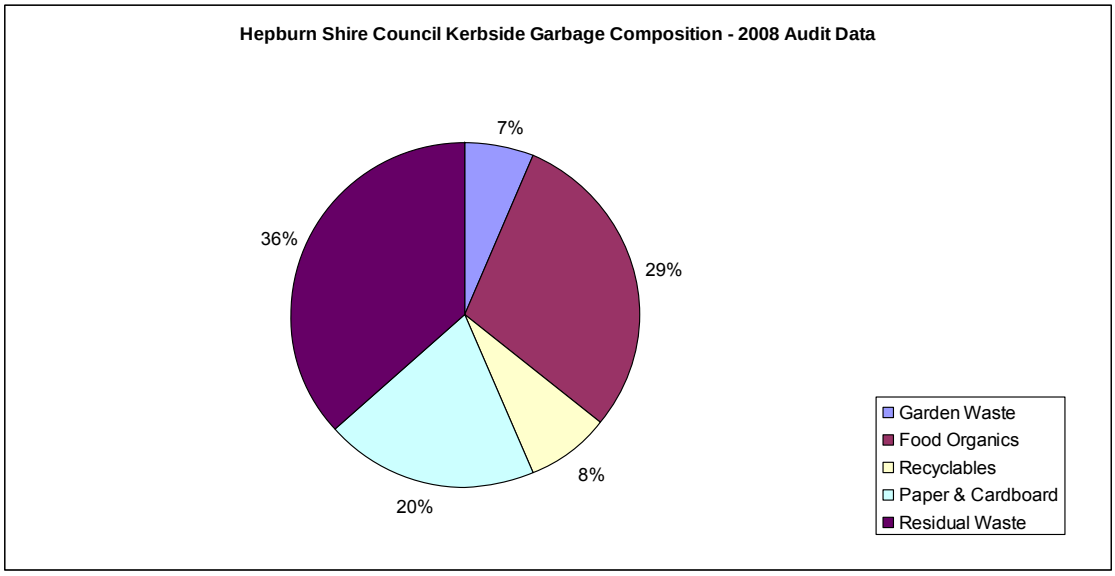

Figure 1: Kerbside Waste Composition (2008)

The 2008 audit also included the five other councils in the Highlands Regional Waste Management Group (RWMG). The bin composition for HSC is compared against the average for the Highlands RWMG member councils, the Goulburn Valley and North East RWMGs and a number of Melbourne Councils in Figure 2. This indicates that the amount of garden waste in the HSC kerbside residual waste stream is lower than most other results and the amount of paper & cardboard is considerably higher. The amount of food waste at 29% and recyclables at 8% are comparable with other councils.

[8] The charge for a 240 litre service is higher than for the standard 120 litre service
[9] Sample size = 100 bins, sample date 11/6/2008
[10] Highlands Regional Waste Management Group, 2008 Garbage Audits (September 2008, Wastemin)

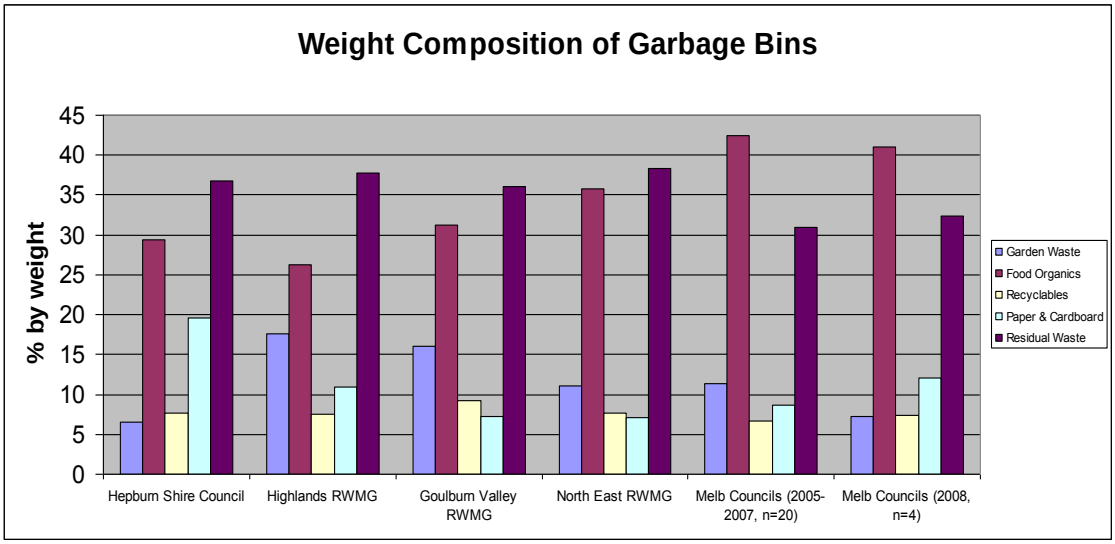

Figure 2: Hepburn Shire Council kerbside waste composition compared to other councils and Regional Waste Management Groups

The amount of kerbside residual waste and recyclables, expressed as kilograms per household per year (kg/hh/yr), have been trending upwards in HSC. The increase in recyclables is comparable with the state average for similar councils[11]. The increase in residual waste is counter the trend for similar councils. In part this may be explained by the general move to 120 litre bins over the period 2002/3-2010/11 (10 small provincial councils in 2002/3, 16 in 2010/11) as smaller bin size is correlated with lower garbage generation rates[12]. However the average yield for a 120 litre bin has also decreased from 503 kg/hh/yr in 2002/3 to 474 kg/hh/yr in 2010/11 and the data for HSC are counter to this trend. The kerbside residual waste and recyclables generation for HSC is compared to the average for similar councils in Figure 3.

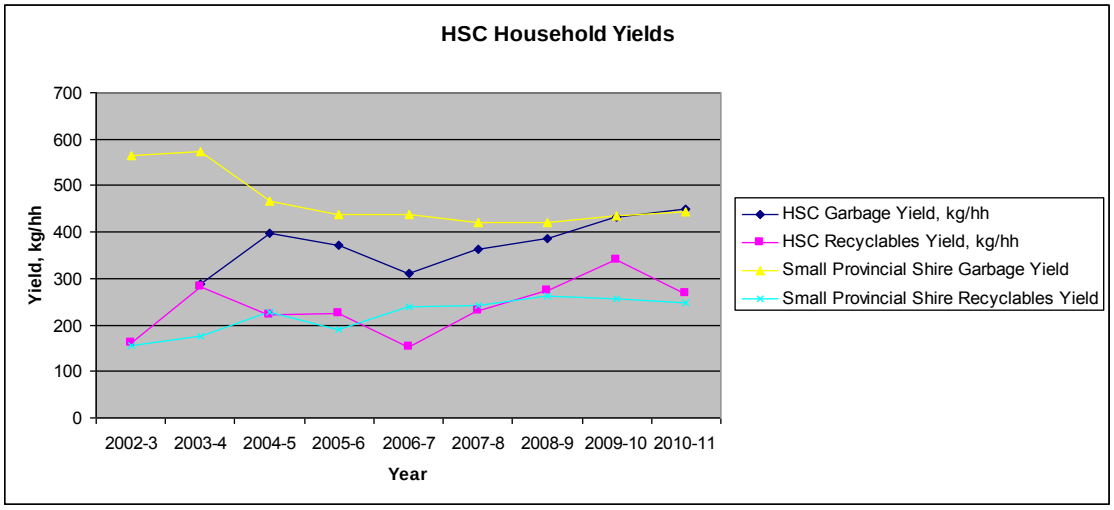

Figure 3: Hepburn Shire Council kerbside waste and recyclables generation

There are 2569 residential properties that are currently not provided with a kerbside residual waste collection service and these households are provided with 12 “free” vouchers to dispose of up to 6 cubic metres (m^3) of residual waste or green/garden waste at one of the three transfer stations managed by HSC. These vouchers are

[11] defined as small provincial, n = 25 or 32% of councils in the SV Annual Local Government Survey
[12] SV Local Government Annual Survey 2010-11

covered by the general rates charge paid by all households although households with access to a kerbside service, which is charged on a cost recovery basis, are not provided with vouchers and must pay to dispose of any residual waste or garden waste at any of the transfer stations.

A number of options for decreasing the amount of waste generation and/or increasing the amount of recycling through the kerbside system have been considered as part of this strategy. These have included:

- Reducing the bin size for residual waste from 120 litres to 80 litres
- Increasing the size of the recycling bin from 240 litres to 360 litres
- Encouraging the use of compost bins and worm farms for food and garden waste
- Getting recyclables into the recycling bin
- Extending the kerbside collection system to the more households
- Implementing a kerbside collection for household garden and food waste

The business case for each of these options is discussed further below.

Option 1: Reducing the bin size for residual waste from 120 litres to 80 litres

There is a clear correlation between bin size and the amount of waste a household generates with the least amount of household waste being associated with an 80 litre residual waste bin. The amount of waste then increases with an increase in bin size to 120 litres and 140 litres with the highest household waste generation being associated with a 240 litre residual waste bin[13]. The average household waste generation across the nine councils with an 80 litre service is 426 kg/hh/yr compared to 474 kg/hh/yr as the average across the 50 councils who use a 120 litre bin. This represents a reduction of 10% in waste disposal to landfill. Based on current household yield of 449 kg/hh/yr for HSC this would reduce waste to landfill by approximately 200 tonnes per annum (tpa). Based on current landfill costs and the anticipated outlay for new 80 litre bins, the simple payback on this option is around 6 years.

Other options to achieve the same desired result of reducing bin size include:

- Moving to a fortnightly collection for residual waste (effective bin volume of 60 litres). This option would have a saving of approximately $34 per household per year from reduced collection charges and reduced landfill disposal. However the fortnightly collection of residual waste that includes food and other putrescible wastes may be undesirable in the absence of a kerbside collection for food and garden waste.
- Moving to a fortnightly collection of residual waste during the colder winter months, when odour from the putrescible and organic components in the waste is likely to be significantly less, and reverting to a weekly collection during the warmer months.

The benefit of both of these options is that they do not involve a capital outlay on new bins and therefore would provide an immediate reduction in waste charges to households.

[13] SV Local Government Annual Survey 2010-11

Business Case Summary
The cost of new 80 litre bins to the current 4503 households with a kerbside collection service: $154,000
Reduction in waste to landfill: $24,300 per annum
Simple payback: 6.3 years
Resource Recovery Outcome: increase in resource recovery rate from 38% to 40%

Refer to Appendix 2.1 for the full business case.

Option 2: Increasing the size of the recycling bin from 240 litres to 360 litres
The rationale behind this option is that recyclables end up in the residual waste bin because the recycling bin is full. Providing a larger 360 litre bin would overcome this by providing more space for recyclables. A number of councils have introduced 360 litre bins or undertaken trials to collect data on the extent to which recycling is increased and waste to landfill decreased. The available data available indicates that 360 litre bins do result in an increase in recyclables, however this does not necessarily translate to a reduction in residual waste (possibly the extra space in the residual waste bin is then used for other waste materials). Clearly 360 litre bins are unlikely to increase household recycling rates where the recycling bin is not filled each fortnight. Based on an assumption that 50% of households would use a larger 360 litre bin and a 6% reduction in waste to landfill is achieved a small reduction of 62 tpa in waste to landfill would be achieved. Based on expected costs for the new bins and the saving from reduced waste to landfill a simple payback on this option was calculated to be in excess of 15 years.

An alterative to the provision of 360 litre bins is to provide a weekly collection for recyclables. This would increase the cost for each household by an estimated $40/yr, with an overall cost of around $180,000 per annum (pa) for a reduction in landfill costs of $7,500 pa. It is therefore not considered a financially viable option.

Households that generate a large volume of recyclables currently have the option of an additional recycling bin.

A larger 360 litre bin could be provided to commercial customers where the current 240 litre bin is limiting recycling.

Business Case Summary
Key assumption: 50% of existing households with kerbside recycling service use a 360 litre bin

Cost of new 360 litre recycling bins: $115,050
Reduction in waste to landfill: $7,400 pa
Simple payback: 15.6 years
Resource Recovery Outcome: increase in resource recovery rate from 38% to 40%

Refer to Appendix 2.2 for the full business case.

Option 3: Encouraging the use of compost bins and worm farms for food and garden waste
Reducing the amount of food waste sent to landfill has dual benefits in reducing costs (based on the current bin audit data food and garden waste make up 36% of household waste sent to landfill) and reducing greenhouse gas emissions associated

with the decomposition of this organic waste material in landfill[14]. Without a kerbside collection service for household food and garden waste one option is to encourage home composting and/or worm farming of these materials. Council can encourage this activity by providing rebates for compost bins and worm farms and exploring opportunities for bulk procurement.

Based on results in other councils that have implemented this type of program[15] a reduction of 25% in waste disposed to landfill can be achieved. Assuming an uptake by 500 households a reduction of approximately 50 tpa in organics waste to landfill could be achieved. Although the reduction in landfill is relatively modest the payback on a rebate in the order of $30-50 per bin is in the region of 2.5-4 years. In addition it has benefits around community engagement and reinforcing messages and actions to reduce household waste generation.

Training and education would be provided to participating households to maximise the likelihood of composting and worm farming being undertaking correctly and not becoming anaerobic.

Business Case Summary Key assumption: uptake by 500 households Cost to implement a rebate to 500 households: $27,000 Reduction in Waste to landfill: $6,700 pa Simple Payback: 4 years Resource Recovery Outcome: increase in resource recovery rate from 38% to 38.6% Refer to Appendix 2.3 for the full business case.

Option 4: Getting recyclables into the recycling bin
Based on data from the 2008 bin audit[16] there is approximately 20% by weight of recyclables in the residual waste bin. There are three main reasons why this might be occurring:

- The recycling bin is full so the extra recyclables are being put into the residual waste bin (see *360 litre recycling bin* option)
- There is uncertainty about what materials can be put into the recycling bin
- There is a lack of concern about the environmental benefits of recycling

There have been a number of life cycle studies undertaken which indicate conclusively that recycling has a considerable environmental benefit in addition to just reducing the amount of material that ends up in landfill. These benefits include the recovery of the embodied energy[17] in the material being recycled which means it requires less energy to recycle than it does to make it from virgin material. In most cases there is also a significant reduction in water. For example the 8.06 million tonnes of waste that was recovered and recycled in Victoria in 2010-11 is estimated to have:

- Saved more than 93 million Gigajoules of energy
- Avoided the emissions of almost 5 million tonnes of greenhouse gas emissions (equivalent to almost 819,000 cars)

[14] A footnote about the GHG intensity of methane
[15] E.g. Frankston City Council. Albury City
[16] Adjusted for 13% cardboard and paper by weight compared to the 20% indicated by the audit which is considered to be unrepresentatively high
[17] Provide definition for embodied energy

- Saved 61,000 megalitres of water[18]

The recent change in operation of the Daylesford MRF which now sees recyclables transported to Melbourne for sorting by Visy also means a wider range of recyclables are now recoverable. A community education program to increase awareness and knowledge about the materials that can be recycled from throughout the entire home could significantly increase the amount of recycling by the community. Based on the assumption that such a program would halve the amount of recyclables in the residual waste bin (i.e. a reduction from 20% to 10%) the benefit would be a reduction in waste to landfill of almost 300 tpa at a cost saving of around $35,000 pa from reduced waste disposal costs (equivalent to approximately $7 per household). The Victorian Government's Get it Right on Bin Night * program is currently being rolled out in regional Victoria and provides a range of resources to assist with increasing community awareness about the range of items that can be recycled. An additional benefit of this option is that it should also reduce the level of contamination of the recyclables, such as placing recyclables inside plastic bags or including nappies in the recycling. *(http://www.getitrightbinnight.vic.gov.au/about-get-it-right)

Business Case Summary Key assumption: the quantity of recyclables in the waste bin is halved Cost to implement an education program including pre and post bin audits: $55,000 Reduction in Waste to landfill: $35,000 pa Simple Payback: 1.6 years Resource Recovery Outcome: increase in resource recovery rate from 38% to 44% Refer to Appendix 2.4 for the full business case.

Option 5: Extending the kerbside collection system to more households
The current kerbside service is only provided to the main towns in the Shire and an estimated 35% of households in the smaller hamlets and rural parts of the Shire have to manage their own waste by carting waste to one of the three transfer stations operated by HSC. In lieu of a kerbside service these households are provided with 12 vouchers per year which allow disposal of up to 6 m^3 of waste at the transfer stations. Extending the kerbside waste and recycling service to more households would provide greater equity of service between residents and reduce the need to store waste and recyclables pending a trip to one of the transfer stations. In order to model this option it has been assumed that bulk of properties without a kerbside service manage organic waste on their property by either composting and/or worm farming and that on average a trip is taken to the transfer station once per month. This means that a kerbside residual waste service could be provided on a fortnightly basis using a 140 litre bin (equivalent to a 70 litre bin collected weekly – refer to option 1 regarding the benefit of reducing the bin size on waste generation).

Assuming an extension of service to 1500 households[19], this option would collect an additional 670 tpa of residual waste and 400 tpa of recyclables which would no longer need to be managed through the transfer station network. This would incur a once off cost of around $107,000 for new bins and $174,000 pa on collection and disposal costs. This would be offset by a reduction in operating costs of the transfer stations of $207,000 pa through reduced throughput and a commensurate reduction in operating hours.

[18] Sustainability Victoria, Victorian Recycling Industries Annual Survey 2010-11
[19] An extension to 1500 households was chosen on the basis that not all households may be accessible to a waste collection truck

The cost of this option to each new household would be in the region of $130 pa, however this could be offset by a potential reduction to the general waste management charge of around $20 to all rateable properties.

Previous modelling of the green house gas benefits of this option indicates a small reduction in transport emissions due to replacing a number of individual trips to the transfer stations with a collection vehicle.

Sensitivity analysis on this option suggests it would still provide a positive return if it was only extended to 500 households, however at 250 households the opportunity for a reduction in operating hours of the transfer station is minimal and the option does not appear to provide a positive return.

A detailed implementation plan for this option would determine precisely how many new households would be provided with a kerbside service and would asses the suitability of some of the smaller rural roads in the Shire for waste collection trucks.

Business Case Summary Key assumptions: kerbside services are provided to 1500 additional households with a fortnightly collection frequency for both residual waste and recyclables Cost to implement an extension to 1500 households: $1,020,000 over 5 years Reduction in Transfer Station operation costs: $1,097,000 over 5 years Operational Return: $78,000 over 5 years Resource Recovery Outcome: resource recovery rate remains at 38% Refer to Appendix 2.5 for the full business case.

Option 6: Implementing a kerbside collection for household garden and food waste

Organic waste in the form of food and garden waste form a significant component of the kerbside waste stream and can be turned into useful products such as compost or energy if they are collected separately. The option of introducing a third bin for household organic waste for the major towns that currently have a kerbside residual waste service has been considered. Each of these households would be provided with a new 240 litre bin which would be collected fortnightly for organic waste. A kitchen caddy with compostable bags would also be provided to each household to assist with managing food waste from the kitchen area. Based on the current data 36% of the kerbside waste stream is organics. Assuming that 75% of this is diverted to the new organics bin a reduction in waste to landfill of around 540 tpa could be expected. Other key assumptions in assessing this option are that the residual waste collection is moved from weekly to fortnightly and that the cost of processing the collected organics material is less that current landfill costs[20]. Preliminary cost modelling of this option indicates a separate organics collection service could be introduced for around an additional cost of $25-30 per household per year.

The low percentage of garden waste that appears to be in the kerbside waste stream means that it would not be effective to introduce a third bin for garden waste only.

[20] A figure of $90/tonne has been used for the preliminary modelling

A key constraint to the implementation of this option is that there is no current processor identified that could take the combined food and garden waste material and process it into a useful product. The cities of Ballarat and Bendigo are currently investigating the possibility of jointly tending for processing kerbside organics, with the tender likely to be released in the first half of 2014. Given the quantity of organic material from these cities is substantially greater than HSC it would seem prudent to wait and see if this tender identifies a feasible option for organics processing that HSC could subsequently join. This also provides time for further analysis of the organics composition in the kerbside residual waste to confirm the potential benefits of this option.

As an alternative the establishment of a dedicated facility by council was considered, however this appears to be more expensive with preliminary costing estimates indicating this would cost around an additional $45-50 per household per year. It has therefore not been considered any further.

Business Case Summary
Key assumptions: that the residual waste collection is moved from weekly to fortnightly on the introduction of a kerbside organics collection and the processing gate fee is lower than the current landfill gate fee.

Cost to implement a kerbside organics service to the existing 4503 households: $1,550,000 over 5 years
Reduction disposal and collection costs for residual waste: $980,000 over 5 years
Operational Cost: $570,000 over 5 years
Cost per household: $26-30 per year
Resource Recovery Outcome: increase in resource recovery rate from 38% to 54%

Refer to Appendix 2.6 for the full business case.

Proposed strategy actions
The proposed strategy actions to increase recycling and reduce waste to landfill from the kerbside system are:

1. *extend the kerbside collection service to households in the small hamlets through HSC (e.g. Dean, Newlyn, Blampied, Eganstown, Kingston, Campbelltown, Smeaton, Allendale, Broomfield, Yandoit, Franklinford, Coomoora, Glenlyon, Drummond, Musk, Bullarto, Lyonville, Newbury, Porcupine Ridge, Rocklyn and Mollongghip)*
2. *promote home composting and worm farming of food and garden waste for households that have a kerbside service through either a rebate or council bulk purchasing*
3. *implement an education program to get recyclables into the recycling bin (linked to Get it Right on Bin Night),*
4. *implement smaller effective volume for the residual waste bin through introduction of 80 litre bins or moving the current 120 litre bin to fortnightly collection (especially in the colder months),*
5. *undertake further quantification of the waste composition to define the potential benefits from a household organics collection service*

6. TRANSFER STATION OPERATIONS

There are currently three Transfer Stations in operation in HSC[21]. These are located at Creswick, Daylesford and Trentham. The Transfer Stations accept general waste for disposal, green waste for mulching and recyclables for recovery. A charge of $17 or 1 voucher per 0.5 m^3 is applied to general waste and green waste, while household recyclables are accepted free of charge. Small quantities of commercial waste and building waste up to about 2 m^3 are also accepted. However waste from large commercial collection vehicles is not accepted at the Transfer Stations.

In 2012/13, 2802 tonnes of residual waste, 712 tonnes recyclables and 626 tonnes of green waste were handled through the Transfer Stations. The recyclables are sent to the Daylesford MRF and combined with the kerbside recyclables for transport to Visy in Melbourne. General waste is transported to the Smythesdale landfill for disposal. Green waste is stockpiled and mulched annually, with mulch then being provided free of charge to residents. Excess mulch is currently stockpiled or used for landscaping at each of the Transfer Stations. Some of this mulch material is contaminated with high levels of plastics and other materials which limits its use considerably.

Scrap metal is accepted free of charge at each Transfer Station and collected by a scrap metal merchant when significant volumes have accrued. A range of other materials are also accepted including car batteries, mattresses, TVs and other related electronic waste, paint (Creswick & Daylesford), waste oil, and empty, triple rinsed chemical containers (Daylesford only).

Resale shops operate at Daylesford and Trentham. The resale shop at Creswick was closed in mid 2013 due to high levels of vandalism at the facility.

There is currently no reliable data on the composition of the waste received at the Transfer Stations.

The Daylesford Transfer Station is the busiest of the three facilities and handled an estimated 2509 tonnes of material (61% of the total) in 2012/13. The Creswick Transfer Station handled 997 tonnes of material and the Trentham Transfer Station 625 tonnes.

Patronage and material volumes handled through the transfer station network in 2012/13 are shown in Figure 4. The vehicle numbers shown in the figure relate only to general waste and green waste. Vehicles bringing in recyclables or scrap metal only are not recorded and hence actual patronage will be higher than shown in the figure. In 2012/13 green waste was received at the Transfer Stations free of charge for a six week period from the beginning of November until mid December. This resulted in a significant spike in the amount of vehicles and green waste as shown. The percentage of green waste received during the free period in Nov/Dec 2012 is estimated at 52% overall and 41%, 69% and 61% for Daylesford, Creswick and Trentham Transfer Stations respectively. In contrast the volumes of general waste and recyclables is much more constant with a slight increase over the Christmas/new year holiday period.

[21] Note that term Transfer Station and the term Resource Recovery Centre (RRC) are often used interchangeably

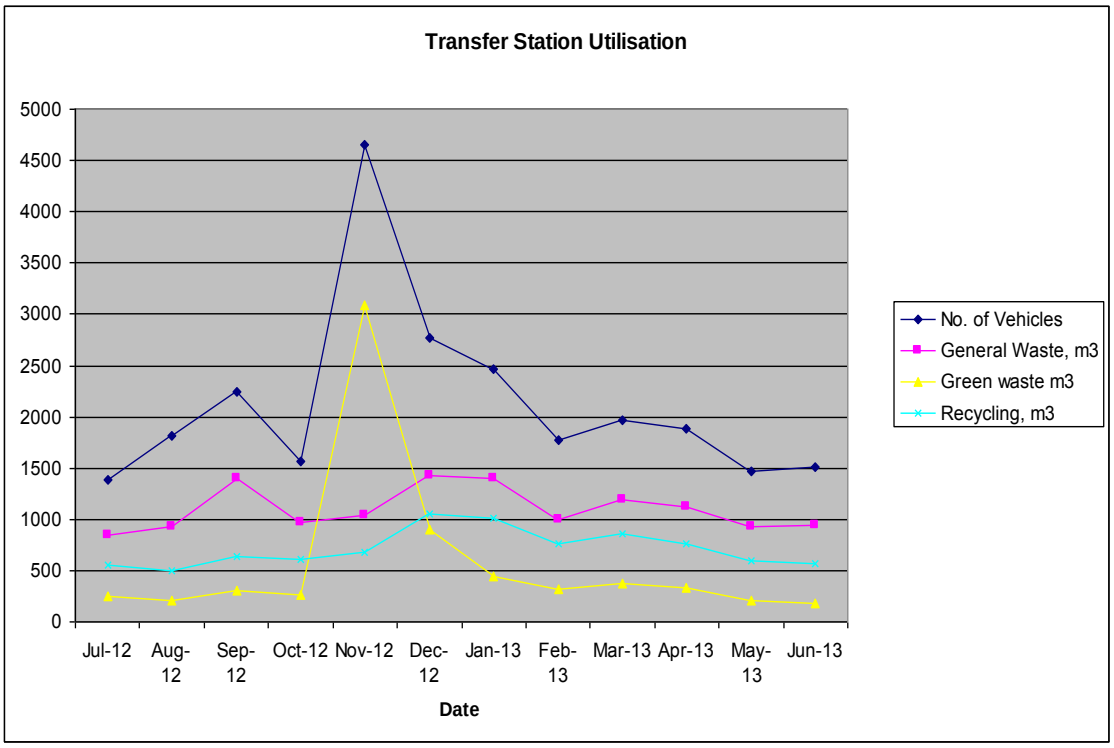

Figure 4: Transfer Station Patronage and volumes

The overall voucher redemption rate for 2012/13 is estimated at 69%. All three Transfer Stations reported incidences of forged and photocopied vouchers being redeemed. The voucher redemption rate being well under 100% suggests that the issue of fraudulent vouchers is probably not widespread.

Several options for improving the performance and efficiency of the transfer station network have been considered as part of this strategy. These include:

- improving the management of green waste
- improving transfer station efficiency
- implementing full cost recovery
- utilising green waste for energy generation

The business case for each of these options is discussed below.

Option 7: Improving the management of green waste

The current management approach to green waste at the Transfer Stations is to stockpile the material during the course of the year and then use a contractor to shred the material once each year. The shredded material is then left in piles which undergo some form of composting. This composting is uncontrolled and is not monitored to ensure that the resultant product complies with Australian Standard AS4454 *Composts, soil conditioners and mulches*. Without procedures to ensure compliance with this standard there is no quality control on the "compost" produced from the process and it is likely to still contain weed seeds and pathogens. The compost is available for use at no cost to residents however current supply is generally in excess of demand resulting in stockpiles at each of the transfer stations. Historically there has been limited control over contamination of the green waste resulting in significant contamination of some of the stockpiles which limits its value as a product.

Photograph 1: Mulched timber and green waste at the Trentham Transfer Station

Using a composting process such as the Groundswell City to Soil technology (a heaped and covered aerobic composting process using proprietary inoculants) is capable of producing a compost product that can be demonstrated to meet AS4454. This would involve undertaking composting at each of the three transfer stations, or transporting the green waste between transfer stations.

The key assumptions used in evaluating this option included a 50% conversion of green waste to finished compost, resulting in 313 tpa of compost, and selling of the finished compost at $40/tonne. Based on published establishment and operating costs for the Groundswell system and the assumed revenue, the composting of green waste would cost an additional $17,000 per annum or approximately $2 per rateable property. The option of using this technology to also compost food waste from a kerbside organics collection increases the expense considerably and appears to be more expensive than utilising a third party for organics processing (refer to option 6).

An alternative to composting by council is to investigate interest by third parties to manage the green waste (shred and cart) or purchase the mulched product. Preliminary investigation indicates there is an interest in the market for both these options. Very preliminary costings indicate this could be the cheapest option and provide a financial saving over the current management costs. This would need to be confirmed by using a quote or tender process to better define the costs and benefits.

Business Case Summary – preferred option of 3rd party processing
Preliminary Cost to implement: $21,000 per annum
Reduction in green waste processing costs and gate revenue from green waste: $120,200 per annum
Operational return: $99,200
Resource Recovery Outcome: no change

The preliminary costing used in this business case needs further validation prior to proceeding. Refer to Appendix 2.7 for the full business case.

Option 8: Improving transfer station efficiency

The current method of operating the transfer stations means that waste is placed in large 30 m^3 bins and recyclables are placed into 12 m^3 skips. The waste is transported to the Smythesdale landfill for disposal and the recyclables are transported to the Daylesford MRF for load consolidation prior to transport to Melbourne. The recyclables from the Daylesford Transfer Station are moved to the adjacent MRF in the 12m^3 skips while at Creswick and Trentham the recyclables are transferred into 30m^3 bins prior to transport. The cost associated with both waste and recyclables transport is significant and accounts for approximately 30% of the total operating costs of the transfer stations. A number of potential options exist for reducing transport costs, primarily through increasing the compaction of waste prior to transport, reducing or avoiding double handling of materials, providing larger bins at Creswick and Trentham for depositing recyclables and potentially integrating the Daylesford MRF and Transfer Station operations. The costs associated with undertaking these works need further development to confirm the business case for these options.

The current structuring of the contracts for the Transfer Stations whereby council holds separate contracts for the management of the Transfer Stations and for the transport of waste and recyclables provides no direct financial incentive for either party to reduce transport costs through improvements to waste handling.

Council intends to restructure the next tender for the Transfer Stations to provide a clear financial incentive to reduce transportation costs in conjunction with investigating some infrastructure and capital upgrades at the Transfer Stations and MRF.

Business Case Summary - further development of this option is needed to asses the cost and benefit implications.
There is potential to reduce costs and greenhouse gas emissions through improved efficiency at transfer station operations.
Simple payback: appears to offer reasonable cost savings but requires further development.
Resource Recovery Outcome: No change

Refer to Appendix 2.8 for the full business case.

Option 9: Implementing full cost recovery at transfer stations

The current method of financial management of the transfer stations involves setting a charge for the receival of residual waste, green waste and various other items such as paint and TV's. As none of the transfer stations have weighbridges the current

charging system is based on volume and is set at $17 per 0.5 m^3 for residual waste and green waste. Recyclables are accepted free of charge, although as noted under Option 8 a significant cost is incurred in transporting recyclables from the transfer stations to the Daylesford MRF.

A breakdown of the materials received at the Transfer Stations in 2012/13 indicates the following volumes were received:

- 13,170 m^3 of residual waste
- 6,876 m^3 of green waste
- 8,580 m^3 of recyclables

An estimated 51.5%, or 3,541m^3, of green waste is received during the six week "free" green waste period that ran from the beginning of November to mid December 2012. Revenue from cash receipts for disposal of residual waste and green waste was $135,000 (equivalent to 3,970m^3 of material). This remaining volume of 12,535 m^3 of residual waste and green waste were therefore disposed of using vouchers.

An estimated 2569 households are not provided with a kerbside waste collection service and are issued with 12 vouchers for use at the transfer station. The vouchers are essentially provided for free to these households and a general waste charge of $120 is levied on all rateable properties to raise the revenue to fund the transfer station operations as well as other waste management activities such as the public place litter and recycling bins and street sweeping. Households with a kerbside collection service pay for that service on a full cost recovery basis ($130 for a kerbside waste service, $54 for a kerbside recycling service) and also pay the $120 general waste charge but do not receive any "free" vouchers. As the face value of the free vouchers is $204[22], it is apparent that residents with a kerbside service are subsidising the disposal of waste at the transfer stations by residents without a kerbside service. This can be clearly seem by considering the 2569 households without a kerbside service paid a total of $308,280[23] to disposal of 12,535 m^3 of material that would have cost $426,190 based on the stated charge of $34/$m^3$. The 13,170 m^3 of green waste brought into the transfer stations during the free period represents $120,400 of forgone revenue.

The estimated cost of and revenue from managing the various material streams at the transfer stations are summarised in Table 8.

Table 8: Transfer Station Costs and Revenues

Material	Cost to Manage, pa[24]	Revenue, pa
Residual Waste	$577,000	$447,780[25]
Green waste	$106,000	$113,400[26]
Recyclables	$161,000	nil

[22] Calculated based on each voucher allowing disposal of 0.5m^3 of waste that would otherwise cost $17.00
[23] Based on the general waste charge of $120 per property
[24] The Cost to manage includes direct costs and a proportion of the overhead costs based on the % contribution of the stream to the total material volume handled by the Transfer Station network
[25] Based on 13,170m^3 at $34/$m^3$
[26] Based on the 48.5% of green waste not received during the "free" period

In summary the current financial management of the transfer stations:

- Has a gate fee that is too low for residual waste with the actual cost to manage being calculated at $44/m^3$
- A gate fee for green waste that is slightly high, with the actual cost to manage being $32/m^3$ based on 51.5% of the total green waste being accepted at no charge. The cost to manage green waste, based on total green waste received, is $15/m^3$, indicating that if the free green waste period was abolished then the gate fee could be reduced substantially (based on an assumption there would be no change in total amount of green waste received)
- The cost of managing recyclables is high, and in contrast to the kerbside recycling system, it does not operate on a cost recovery basis. However there is a significant public and environmental good that is present in council continuing to provide free drop off of recyclables at Transfer Stations.
- There is a cross subsidisation from residents provided with kerbside collection service to those without in the form of "free" vouchers with a face value significantly higher than the $120 general waste charge.

Options to achieve operation of the transfer station network that is closer to full cost recovery and is equitable to all residents include:

- Continue to issue free vouchers but reduce the amount of waste that can be deposited with each voucher from 0.5 m^3 to 0.25 m^3
- Introduce a differential general waste management charge with properties without a kerbside collection service being charged a higher charge than those with a kerbside collection service to reduce the level of cross subsidisation
- Review and adjust the gate fees for residual waste and green waste
- Cease issuing free vouchers and move to a pre-pay voucher system

The option of ceasing to issue free vouchers and moving to a pre pay voucher system with a minimum quantity of 0.25 m^3 of waste is the preferred option.

Business Case Summary - Implementation in conjunction with extension to the kerbside service. Moving to a more equitable system and user pays cost recovery system for waste management. Resource Recovery Outcome: No Change Refer to Appendix 2.9 for the full business case.

Option 10: Expanding the range of materials recovered at transfer stations

The transfer stations currently recover general recyclables, green waste and a range of smaller items. A wider range of materials could be recovered with the establishment of separate drop off areas. Advice from the transfer station operators suggests there would be benefit in establishing areas to allow for the recovery of clean soil and concrete. This option requires further investigation to determine the potential reduction in waste to landfill from recovering concrete and soil and to ensure there was adequate demand for the recovered materials.

Business Case Summary - Further investigation and development of this option is required to determine if benefits outweigh the costs and a market exists for recovered materials Resource Recovery Outcome: Potential reduction in material going to landfill A business case would be produced as part of further investigation and development of this option

Proposed strategy actions
The proposed strategy actions to increase the performance and efficiency of the transfer station operations are:

6. *prepare and release a tender for management of green waste at the three transfer stations to validate the preliminary interest showing third parties.*
7. *restructure the contracts for the transfer stations so that there is a financial incentive to improve the transport efficiency for both residual waste and recyclables.*
8. *undertake capital upgrades at transfer stations to allow more efficient handling of recyclables.*
9. *undertake a design and costing to integrate the Daylesford MRF with the Daylesford Transfer Station to eliminate double handling of materials.*
10. *change from issuing free vouchers and move to a pre-pay voucher system combined with an extension of the existing kerbside service to a greater number of households across HSC.*
11. *investigate the potential for recovery of clean concrete and soil at each of the transfer stations.*

7. WASTE TO ENERGY

The use of waste of various types to generate energy is not new, however there is increasing interest in the use of various waste streams to generate either heat or electricity or both (combined heat and power) using an increasing range of technologies. An additional benefit of a using such technology is that it can reduce the amount of waste that is sent to landfill and reduce the amount of greenhouse gas released from landfill. Some of these technologies are better suited to separated or homogeneous waste streams such as food waste or timber and others are better suited to mixed or heterogeneous waste streams such as mixed residual waste.

The main types of waste to energy technologies, general applicability and typical scale are discussed in Table 9.

Table 9: Waste to Energy Technologies and General Applicability

Waste to Energy Technology	Waste Material				Typical Scale and comments
	Food Waste	Garden waste	Timber	Residual Waste	
Anaerobic Digestion	✓			✓	Anaerobic digestion (AD) is commonly used in the treatment of sewage and agricultural wastes. It is increasingly being used for the treatment of food waste, particularly

Waste to Energy Technology	Waste Material				Typical Scale and comments
	Food Waste	Garden waste	Timber	Residual Waste	
					in the United Kingdom. Under the anaerobic conditions the organic waste material is converted to methane and a bio-sludge. The methane can then be combusted in an engine to generate electricity and heat. Typically AD plants used for treatment of food waste and related organics have a capacity of greater than 25,000 tpa. AD can also be used for the treatment of the organic fraction in a residual waste material as part of a mechanical biological treatment plant. AD technologies are not generally suited to the treatment of woody wastes such as garden waste. The bio-sludge may be suitable for incorporation with composts if it is clean and uncontaminated (e.g. from a separated food waste stream), however it may require further treatment if it is contaminated (e.g. from the organic fraction of a residual waste stream).
Pyrolysis		✓	✓		Pyrolysis is a thermal process that is undertaken in the absence of oxygen and breaks down the waste material to produce a synthesis gas (syngas) comprising carbon monoxide, hydrogen and methane and a range of tars and oils. The process can be undertaken over a range of temperatures from around 300^{o}C up to 850^{o}C. Lower temperatures favour the production of oils and tars while higher temperatures favour the production of syngas. The syngas can then be combusted in an engine to generate electricity and heat. Oils can be further refined to produce a range of products. Pyrolysis will also produce a charcoal product known as biochar which may have applications in carbon sequestration and soil amendments (particularly if combined with composts). Pretreatment of the waste is usually required to produce a fuel material

Waste to Energy Technology	Waste Material				Typical Scale and comments
	Food Waste	Garden waste	Timber	Residual Waste	
					that is consistent in size and shape. This technology is broadly applicable for treatment of timber and the woodier components of general garden waste. Pyrolysis plants typically operate in the range 30,000-60,000 tpa, however there are smaller plants in the earlier stages of commercialization in Australia.
Gasification		✓	✓		Gasification is a combustion process that is undertaken in the presence of reduced oxygen, thereby resulting in partial combustion of the material. The process typically operates at above 650^{o}C and produces syngas. This syngas can then be combusted in an engine to generate electricity and heat. Pretreatment of the waste is usually required to produce a fuel material that is consistent in size and shape. This technology is broadly applicable for treatment of timber and the woodier components of general garden waste. Gasification plants typically operate in the range 30,000-60,000 tpa.
Large Scale Incineration				✓	Incineration involves the direct combustion of waste in the presence of oxygen to produce energy. Combustion temperatures are usually in excess of 850^{o}C. These are typically very large scale facilities processing up to 600,000 tpa. The large capital cost for establishment typically dictates an investment in larger plants to achieved required economies of scale and return on investment. While a common technology in Europe and the UK there are no large scale incineration facilities in Australia.
Small Scale Incineration (e.g. industrial			✓		Source separated garden waste with high timber content and timber (e.g. construction and packaging timber) is a potential fuel for small

Waste to Energy Technology	Waste Material				Typical Scale and comments
	Food Waste	Garden waste	Timber	Residual Waste	
boilers)					scale industrial boilers for the generation of electricity and/or heat. Industrial boiler technology is a very mature technology and the key consideration is the requirements around fuel preparation (e.g. uniform size, moisture content) and the availability and cost of other conventional fuels (e.g. gas).
Landfill Gas Recovery				✓	The organic components of waste disposed to landfill breakdown to produce methane. In many landfills this methane, or landfill gas, is collected through a networks of pipes and used as a fuel for electricity generation. The efficiency of landfill gas collection systems varies from landfill to landfill and is dependent on a number of factors. No landfill gas collection system is 100% efficient meaning some of the methane will escape to the atmosphere. This means it is less efficient than other waste to energy technologies. However it is widely used technology and often has the lowest capital cost of any waste to energy technology.

The option of using the green waste received through the transfer stations has recently been explored through a bio-energy study commissioned by HSC. This study indicated that one of the most promising options is to utilise the green waste as a fuel for a boiler to generate heat for a district heating system. This system would see heat distributed to several of the higher energy users in Daylesford via a piping system. This option requires further investigation to confirm costings, fuel requirements and tonnages.

Business Case Summary
Capital cost of boiler and associated piping: $1,815,000
Annual operating costs; $55,000
Annual energy savings: $228,500
Simple payback: 10 years
Return of investment: 8%
Resource Recovery Outcome: no change

Refer to Appendix 2.10 for the full business case.

Proposed strategy actions

12. support the bio-energy feasibility study to progress to the next stage of business case development.

8. MRF OPERATION

The Materials Recovery Facility (MRF) is located adjacent to the Daylesford Transfer Station and was historically used for the sorting of recyclables collected from both the kerbside collections and through the transfer station network. The previous operator of the MRF was unable to sort the collected material to the standard required by the council and increasing stockpiles of unsorted material, along with wind blown litter, represented a significant liability. The contract to operate the facility was cancelled by HSC in May 2013 and a new contract awarded to Wheelie Waste. The facility has now been cleaned up with all material stockpiles being removed. The site no longer sorts the commingled recyclables but acts as a transfer point for the consolidation of recyclables and subsequent transport to one of the MRF's operated by Visy in Melbourne. Although this option requires the transport of the recyclables to Melbourne the greater sorting capacity and capability of the MRF in Melbourne has resulted in both a better environmental and financial outcome for HSC. Some further improvements will be made to the site by the current operator to reduce the possibility of litter generation from the stockpiling of relatively small quantities of recyclables prior to transport to Melbourne.

Based on current quantities of recyclables generated and handled it is anticipated there will be around 3-4 truck movements per month out of the MRF.

Photograph 2: Daylesford MRF in early 2013 showing stockpiles of unprocessed materials

Proposed strategy actions

13. Monitor the effectiveness of litter reduction and cleanup associated with operations of the of the Materials Recovery Facility:

- *work with Wheelie Waste to ensure historical litter from the MRF operation present on adjoining landholder properties is removed.*
- *implement a periodic litter inspection at the MRF to ensure no new litter is being generated.*
- *meet with the concerned residents on quarterly basis for 12 months to ensure the new operation of the MRF no longer deposits wind generated litter on their properties.*

8.1 INCREASING RECOVERY OF UNWANTED PRODUCTS

The network of three transfer stations allows for the collection of a range of unwanted products including:

- Used motor oils
- Unwanted paint (Daylesford)
- Televisions and related e-waste
- Clean triple rinsed agricultural chemical containers (Drum Muster) – Daylesford only
- Used tyres
- Car batteries
- White goods

In addition a number of other options are available either within the Shire or in neighbouring councils. These are summarised in Table 10.

Table 10: Locations for Disposal of Unwanted Products

Location	Product								
	Computers	TVs	Printer Cartridges	Mobile Phones	Household Batteries	Plastic Shopping Bags	Paint	CFLs	Other Fluorescent tubes
Officeworks, Ballarat	✓								
Harvey Norman, Ballarat		✓							
IGA, Daylesford								✓	
Davies & Rose, Creswick								✓	
Australia Post, Daylesford			✓	✓					
Australia Post, Hepburn Springs				✓					
Australia Post, Trentham				✓					
Daylesford Community Op Shop				✓					
Aldi Supermarkets (Ballarat, Alfredton & Sebastopol)					✓				
Coles Supermarket, Daylesford						✓			
Ballarat Transfer Station					✓		✓	✓	✓

Mobile phones can also be recycled via the Mobile Muster program by using a free recycling satchel available from Australia Post or by downloading a free reply paid label from Mobile Muster. A Drum Muster collection facility is also operated by the Smeaton CFA.

Further information on recycling a range of different products including locations can be found at the Recycling Near You website.

Proposed strategy actions

14. *Promote the availability of existing and new options for recycling of unwanted/used of products*

9.0 HARD WASTE COLLECTION

A hard waste collection service is provided once per year for the residents of Clunes. This service has been offered to the Clunes residents because there is no easily accessible Transfer Station that people can take hard rubbish to. The nearest Transfer Station is the Creswick Transfer Station at a distance of approximately 17 kilometres.

In 2012 the hard waste collection cost a total of $15,000 and collected 23 tonnes of waste and 92 mattresses. Under the contract the contractor providing the hard waste collection service has salvage rights for all scrap metal collected.

It is noted that the travel distance from Clunes to the Creswick Transfer Station is less than the travel distance from some other parts of the Shire to the nearest transfer station (e.g. the distance from Drummond to the Daylesford Transfer Station is approximately 24 km).

Proposed strategy actions

15. *Continue to monitor the quantities collected through the hard waste collection and review the level of service if quantities reduce significantly.*

10.0 PUBLIC PLACE BINS & EVENTS

There are 201 public place litter bins and 106 public place recycling bins in place across HSC. Fifty two of the litter bins are located in town precinct areas in Clunes, Creswick, Daylesford and Trentham and 39 of the recycling bins are located in town precinct areas in Creswick, Daylesford and Trentham. The remaining litter and recycling bins are located at sportsgrounds and reserves throughout the shire. The majority of litter and recycle bins in town precincts are 120 litre capacity bins while the majority of litter and recycle bins located at reserves are 240 litre capacity bins. An analysis of average bin weight per collection indicates that the public litter bins have, on average, a higher weight and density per lift than the kerbside bins. This suggests that the litter bins are not being over serviced. However as the majority of the bins are located in town precincts it may be possible to reduce the frequency of collection by further pairing the litter bins with recycle bins. This could reduce collection costs and allow expansion of public place recycling bins to other areas within the Shire.

An audit of public place bins was undertaken in June 2013, which involved a number of dual or paired litter and recycling bins. This audit indicated that 24% by weight of the material in the litter (or waste) bins was in fact recyclable and that only 46% (wt) of all recyclables was in the recycling bin, with the remainder being in the litter bin. The average yield per bin was relatively low which could reflect the time of year (winter) or a relatively short period of time since the bin was emptied.

In addition to collection from these public place bins Council also provides for waste collection and recycling services for the following events:

- Glenlyon Sports Day
- Chill Out
- Andersons Mill Food and Wine
- Swiss Italia Festa
- Forestry Festival
- Clunes, Daylesford and Kingston Agricultural Shows
- Daylesford Highland Gathering
- New Years Eve Gala
- Clunes Booktown Festival

Data on the number of recycling bins, yields and contamination levels from events is not available.

Proposed strategy actions
The proposed strategy actions to improve public place recycling are:

16. *Investigate changing the collection frequency for public place litter bins by further pairing with recycle bins.*
17. *Install public place recycling bins in Clunes*
18. *Install standard signage on all public place recycling and litter bins*
19. *Undertake a follow up audit of public place bins in the warmer summer period.*
20. *Review the operation and performance of recycling bins at events.*

11.0 LITTERING & ILLEGAL DUMPING

There are six gross pollutant traps installed in the Shire – three in Daylesford and three in Creswick. These are installed in the stormwater drainage system to catch litter prior to the stormwater discharging to the local creek system. These traps are cleaned out quarterly by a contractor and the contents disposed to landfill. An estimated 30 tonnes of litter is captured annually by these traps.

Street sweeping is also undertaken monthly in the main streets. This is done to remove litter, leaves and other items that might otherwise be flushed into the stormwater system during rainfall events. This is currently undertaken by a contract. There are nine cigarette butt bins installed in the Shire.

HSC has identified a number of litter and related issues including:
- Illegal dumping on road reserves with a reported incidence rate of around three per week
- Dog poo on walking tracks
- Public litter bins being used for the disposal of commercial and household waste
- Waste management and litter from events

There are a number of hot spots that have been identified including

- Ajax Rd, Daylesford in the vicinity of the Transfer Station
- Basin Rd (behind the football oval and reserve)
- Bald Hills Rd, Creswick

HSC incurs estimated costs of around $20,000 per year in the cleanup and management of illegally dumped waste. Other than this there is no firm or reliable data on the amount of waste that is illegally dumped in the Shire. Anecdotal information from a number of sources including waste contractors and the Department of Environment and Primary Industries (DEPI) indicates that the instances of illegal dumping is increasing. In addition to the costs to council, DEPI has advised that it incurs costs of $2,000-3,000 per annum associated with the cleanup of illegally dumped waste, including asbestos, in the Wombat State Forest and other crown land[27]. There is no data on the amount of waste illegally disposed on private land.

Proposed strategy actions

21. *Develop a joint approach to enforcement with DEPI and other land managers including joint approaches to prosecution of those identified as being responsible for illegal dumping and promote these prosecution actions through local media to raise the community awareness about illegal dumping. As part of this action consideration could be given to waiving the gates fees for illegal dumping cleaned up by DEPI.*
22. *Ensure rapid response and cleanup of illegally dumped waste to ensure a mindset of "its ok to dump here" (rubbish attracts rubbish) doesn't develop*
23. *Ensure high level of cleanliness of waste management assets such as bins, collection vehicles and transfer stations to reinforce a sense of pride and value in waste management services.*

12.0 WASTE AVOIDANCE

There are a number of options to avoid the generation of waste including reducing food waste and selling unwanted items through garage sales, donating to community opportunity and charity shops and recovering through the resale shops at the transfer stations.

Love Food Hate Waste is a UK based program aimed at reducing the generation of household food waste and is currently being implemented by the NSW EPA. A 2012 study by NSW EPA benchmarked community attitudes to find waste.[28] Analysis of outcomes does not appear available yet. Sustainability Victoria is currently developing a LFHW program for introduction in Victoria.

Unused food from the food services and retail sector can be recovered and donated to charitable organisations and a number of organisations provide this service throughout Victoria (e.g. Fare Share, Second Bite, Food Bank). Given the scale of the accommodation and hospitality sector in Hepburn Shire there may be an opportunity to support food recovery but more data is required.

Another opportunity for council to support waste avoidance by the community is through the recovery of unwanted but still usable goods. The options for recovery of

[27] Pers comms Nick Bower, DEPI Sebastopol

[28] NSW EPA, Food Waste Avoidance Benchmark Study, 2012 (http://www.lovefoodhatewaste.nsw.gov.au/)

goods include garage sales, donations to charity shops or through the resale shops at the transfer stations. HSC is promoting the Garage Sale Trail for 2013 (26th October) and is a partner for the program.

The recovery shops at the transfer stations provide another ideal opportunity to recover usable goods before they end up in landfill. While the goods recovered through these shops may only be a small percentage of the total waste sent to landfill they reinforce the importance of waste avoidance with the community. The operation of the shops could be enhanced by looking at new opportunities to recover additional materials and add value to them (e.g. structural timbers, firewood, and refurbishment of goods). The recovery of materials could be further enhanced by having a community art competition or artist in residence program.

Proposed strategy actions

24. Further investigate the possibility of implementing a food waste avoidance program
25. Continue to support the Garage Sale Trail
26. Upgrade the resale shops at the transfer stations to provide further value adding and refurbishment opportunities possibly through engagement with an appropriate social enterprise.

13.0 HISTORICAL LANDFILLS

While HSC has no currently operating landfills, there are three closed landfills within the Shire. These are located at the sites of the current transfer stations and land filling ceased at all of them around 2000. The landfills were all rehabilitated at the time of closure and replaced with the current Transfer Station infrastructure.

HSC has recently been issued with two draft Pollution Abatement Notices (PANs) by the EPA relating to the former Creswick landfill. These relate to:

- An assessment of the landfill cap construction to demonstrate that it complied with EPA requirements
- An assessment of whether the current landfill cap reduces infiltration of surface water into the old landfill to minimise risks to groundwater
- Development of an Aftercare Management Plan
- Undertaking a hydrogeological assessment of the former landfill, particularly relating to the current level and management of leachate in the former landfill

The cost of complying with the PANs is unknown at this stage, although a very preliminary estimate of $50,000-100,000 has been made. If any remediation work is required as a consequence of these assessments an additional financial liability is possible. No allowance has been made for this cost in the current budget.

It is not know whether similar issues exist with the Daylesford and Trentham landfills. Unlike the Creswick landfill, which was licensed by the EPA, the Daylesford and Trentham landfills were unlicensed as they serviced populations smaller than 5,000 people. The exact reasons for licensing of the Creswick landfill are unknown as it predates the formation of HSC.

Proposed strategy actions

27. Complete rehabilitation requirements for the Creswick landfill in accordance with EPA requirements

28. Confirm with EPA that closure and rehabilitation of the Daylesford and Trentham landfills have been completed to a satisfactory standard.

14.0 COMMERCIAL WASTE COLLECTION

The amount of commercial waste generated within Hepburn Shire has not been quantified as part of the development of this strategy. Some commercial waste is managed through the transfer station network, however larger commercial generators of waste are likely to use a commercial front lift service, typically using a 3 m^3 bin, provided by a number of commercial businesses. This waste is taken directly to landfill without any reference to Council. In a similar way these companies also provide a range of recycling options for larger volumes of commercial recyclables.

15.0 DEVELOPING A SOCIAL ENTERPRISE AT THE TRANSFER STATIONS

Resale shops operate in a limited capacity at the Daylesford and Trentham Transfer Stations. The opportunity exists to create or support the development of a social enterprise business to enhance the recovery of materials from the waste streams at the transfer stations. The Eaglehawk Recovery Centre in Bendigo and the Round Again Centre in Mildura are two successful operations on which such an operation could be modeled. Potential opportunities include:

- refurbishment of unwanted items
- recovery of timber including structural timbers and firewood
- resale of a greater range of materials
- providing an “at call” hard waste collection and recovery service

Proposed strategy actions

29. Investigate and support the development of a social enterprise at the Daylesford Transfer Station to enhance the recovery of unwanted items, timber and other materials.

16.0 IMPROVING DATA COLLECTION AND MANAGEMENT

There is currently a lack of data on which to assess the benefit of some potential strategy actions. There has only been one audit undertaken of the kerbside residual waste stream and the material composition at the transfer stations. Data from the transfer station network does not include vehicle numbers dropping off recyclables only or quantities of scrap metal recovered. Caution always needs to be applied when considering whether a limited data set is representative of the wider waste stream characteristics A key part of the strategy should therefore be to build a more accurate data set of waste stream characteristics which will allow better quantification of benefits and costs associated with implementing actions to improve resource recovery.

Proposed strategy actions

30. Regular auditing of kerbside bin composition to measure any changes in waste composition from strategy actions and provide a more comprehensive data set for decisions such as introduction of a collection service for household organics.

31. *Regular auditing of Transfer Station waste composition and origin to build up a better understanding of the percentage of different materials (e.g. garden waste, timber, soil, concrete, etc) in the material stream.*

17.0 STRATEGY IMPLEMENTATION

The implementation of the strategy is anticipated to take several years as some of the proposed actions will take time to plan and implement. All actions will also need to be incorporated into the annual budget planning process to ensure adequate financial and employee resources are allocated to the implementation. The proposed timetable for implementation of the strategy is outlined in Table 11.

Table 11: Strategy Implementation Timetable

Strategy Area	Strategy Action		Year			
	Number	Description	2013/14	2014/15	2016/17	2017/18
Improving Kerbside Performance	1	Determine community acceptance for extending the kerbside collection service to households in the small hamlets through the Shire and extend the service where there is community support	Plan (P)	Implement (I)		
	2	Promote home composting and worm farming of food and garden waste		P		
	3	Implement an education program to get recyclables into the recycling bin	P	I		
	4	Undertake further research into the benefits of implementing a smaller effective volume for the residual waste bins through introduction of 80 litre bins or moving the current 120 litre bin to fortnightly collection (especially in the colder months)		P	I	
	5	Undertake further quantification of the waste composition to define the potential benefits from a household organics collection service				
Improving Transfer Station Performance	6	Improving the management of green waste received at transfer stations through the investigation and implementation of actions for the receival, processing and reuse of green waste. The management of green waste will link to Action No 12 - Bio Energy feasibility study	I			
	7	Restructure the contracts for the transfer stations so that there is a financial incentive to improve the transport efficiency for both residual waste and recyclables	I			
	8	Undertake capital upgrades at transfer stations to allow more efficient handling of recyclables	P	I	I	
	9	Undertake a design and costing to integrate the Daylesford MRF with the Daylesford Transfer Station to eliminate double handling of materials	P			
	10	Review the use and management of the current voucher system that is currently supplied to properties without a kerbside service and include all residential properties in a review of the voucher system.		P	I	
	11	Investigate the potential for recovery of clean concrete and soil at each of the transfer stations			P	
Waste to Energy	12	Support the bio-energy feasibility study to progress to the next stage of business case development	I			
MRF Operation	13	Monitor the effectiveness of litter reduction and cleanup associated with operations of the of the Materials Recovery Facility	I			
Increasing	14	Promote the availability of existing and new options available for recycling	Ongoing			

Strategy Area	Strategy Action		Year			
	Number	Description	2013/14	2014/15	2016/17	2017/18
recovery of Unwanted Products		of unwanted/used of products				
Hard Waste Collection	15	Continue to monitor the response to the Clunes hard waste collection and undertake a review of hard waste collections in conjunction with Action No 10	Ongoing			
Public Place Bins & Events	16	Investigate changing the collection frequency for public place litter bins by further pairing with recycle bins		P		
	17	Investigation of litter and public place bin recycling bin technology solutions to improve the efficiency of the service			I	
	18	Install standard signage on all public place recycling and litter bins		I		
	19	Undertake a follow up audit of public place bins in the warmer summer period	I			
	20	Review the operation and performance of recycling bins at events		I		
Littering & Illegal Dumping	21	Develop a joint approach to enforcement with DEPI and other land managers	P			
	22	Ensure rapid response and cleanup of illegally dumped waste	Ongoing			
	23	Ensure high level of cleanliness of waste management assets such as bins, collection vehicles and transfer stations to reinforce a sense of pride and value in waste manage services	Ongoing			
Waste Avoidance	24	Further investigate the possibility of implementing a food waste avoidance program			I	
	25	Continue to support the Garage Sale Trail	Ongoing			
	26	Upgrade the resale shops at the transfer stations				
Historical Landfills	27	Complete rehabilitation requirements for the Creswick landfill in accordance with EPA requirements	I	I		
	28	Confirm with EPA that closure and rehabilitation of the Daylesford and Trentham landfills have been completed to a satisfactory standard		I	I	
Developing a Social Enterprise	29	Investigate and support the development of a social enterprise at the Transfer Stations to enhance the recovery of unwanted items, timber and other materials	P	I	I	
Improving	30	Regular auditing of kerbside bin composition to measure any changes in	Ongoing			

Strategy Area	Strategy Action		Year			
	Number	Description	2013/14	2014/15	2016/17	2017/18
Data Collection & Management		waste composition				
	31	Regular auditing of Transfer Station waste composition and origin		Ongoing		

P - Planning
I - Implementation

APPENDIX 1: GOVERNMENT WASTE POLICY

In addition to the broader context around other Council plans and strategies this Waste Management Strategy is also influenced by the legislative and policy environment within which HSC operates.

Legislation

National Legislation

Relevant national legislation includes the *Product Stewardship Act 2011* and the *Clean Energy Futures Act 2011*.

The *Product Stewardship Act 2011* provides a framework for national product stewardship schemes. The recently introduced 'National Television and Computer Recycling Scheme' requires importers of televisions and computers to provide the funding for a national scheme to collect and recycle televisions, computers, printers and related computer products.

The *Clean Energy Futures Act 2011* provides a framework for reducing carbon pollution in Australia. The Act includes a 'cap and trade' scheme which requires emitters of greenhouse gases to acquire a permit for every tonne of carbon dioxide equivalent (CO2-e) they emit over specified thresholds. The consequence of this Act for HSC is that landfills above a certain threshold value are required to purchase permits for the methane and other GHG emissions resulting from the anaerobic degradation of organics wastes such as food, garden waste, cardboard and paper. The Smythesdale landfill, which is the current destination for all HSC municipal waste, is above this threshold and charges a "carbon tax' as part of its gate fee for accepting waste. The current federal government is planning to repeal the *Clean Energy Futures Act 2011*.

State Legislation

The two most relevant pieces of State legislation for HSC are the *Local Government Act 1989* and the *Environment Protection Act 1970*.

The *Local Government Act 1989 a*ssigns responsibility for providing for the collection, transport and management of household or municipal waste. This is the key reason kerbside collection of waste and recyclables is managed by local government.

The *Environment Protection Act 1970 s*tipulates responsibilities in relation to waste disposal, including the management, operation and rehabilitation of landfills. The Environment Protection Act also underpins the collection and distribution of a landfill levy. A landfill levy is charged on each tonne of waste disposed in landfill in Victoria. The levy rate for waste disposed at Smythesdale landfill is currently $53.20 per tonne (applied to both municipal and industrial waste). The levy is scheduled to increase by 10% to $58.50 for the 2014/15 financial year. The levy currently represents 45% of the total gate fee per tonne for waste disposed at the Smythesdale landfill. Any increases in the levy beyond 2014/15 are unknown at this stage.

Policy

Commonwealth Policy

The *National Waste Policy: Less waste more resources* was agreed to by all Australian environment ministers in November 2009. The aims of the policy are to:

- Avoid the generation of waste, reduce the amount of waste (including hazardous waste) for disposal,
- Manage waste as a resource
- Ensure that waste treatment, disposal, recovery and re-use is undertaken in a safe, scientific and environmentally sound manner, and
- Contribute to the reduction in greenhouse gas emissions, energy conservation and production, water efficiency, and the productivity of the land.

The Federal policy has set six key areas and identifies 16 priority strategies that would benefit from a national or co-ordinated approach. Details of the key areas and priority strategies can be found at waste policy website (.click to find website or http://www.environment.gov.au/topics/environment-protection/national-waste-policy/about-policy)

The *Australian Packaging Covenant (APC)* is a voluntary initiative by government and industry to reduce the effects of packaging on the environment. Further details on the APC can be found here (click to find website or http://www.packagingcovenant.org.au/)

State Policy

The new *Victorian Waste and Resource Recovery Policy - Getting Full Value,* was released in April 2013 and replaced the *Towards Zero Waste* policy adopted in 2005. The 30 year vision for waste management in *Getting Full Value* is:
"Victoria has an integrated, state-wide waste management and resource recovery system that provides an essential community service by protecting the environment and public health, maximising the productive value of resources, and minimising long term costs to households, industry and government."

The state policy features six major goals:

1. Help Victorians reduce the waste they generate and save Victorians' money through efficient use of resources.
2. Facilitate strong markets for recovered resources.
3. Have a Victorian waste and resource recovery system that maximises the economic value of waste.
4. Reduce the environmental and public health risks of waste.
5. Reduce illegal dumping and littering.
6. Reform and strengthen the way institutions work and are governed to effectively implement waste policy.

Getting Full Value supports the development of an integrated system of waste infrastructure to cater for the range and variety of waste materials generated across the state, from both households and businesses. The system described in the policy involves waste facilities, such as large transfer stations, landfills and materials recovery facilities, acting as *hubs* connected by transport and collection routes (*spokes*).

To promote the development of a cost-effective network of waste and resource recovery infrastructure a state-wide infrastructure plan and corresponding metropolitan and regional waste and resource recovery plans will be developed. Sustainability Victoria (SV), the agency responsible for leading and coordinating the implementation of Victoria's waste policy, has already commenced the development of the state-wide waste and resource recovery infrastructure plan that will include:

- An assessment of existing infrastructure across the state, including current and future capacity, and current environmental performance.
- Analysis of current and projected waste volumes, mixes, and origin to destination flows, and identification of likely 'regional waste catchments' based on these projections.
- Assessment of the potential for, and opportunities from, co-locating new waste and resource recovery infrastructure with similar activities such as waste water treatment and other industrial precincts.
- Identification of residential and industrial growth land use areas.
- Transport considerations such as strategic freight corridors and logistics hubs.
- State-wide guidance on issues, risks and infrastructure gaps.

Regional waste and resource recovery plans will be developed for each RWMG detailing the infrastructure needs of each regional waste catchment including identifying initiatives for getting the most value from existing local government infrastructure and services, and new infrastructure needs and timing for its development. The level of detail contained within the infrastructure plan will give clear direction on where government funds will be directed to support development of the integrated waste and resource system.

The *Victorian Litter Strategy 2012-14 – Love your Victoria* outlines the approach of the Victorian government to:

- Tackle the issue of illegal dumping at charitable recyclers.
- Improve data collection and conduct research into illegal dumping behaviours.
- Increase public place recycling infrastructure in regional Victoria.
- Improve resources and develop a training program for local governments, regional waste management groups and land managers to deliver local litter prevention and enforcement programs.
- Expand community partnering projects and programs to share knowledge across regions and local government boundaries.
- Increase roadside litter prevention via grants to prevent commonly littered items such as cigarettes butts and beverage containers.

Regional Waste Management Planning

Hepburn Shire Council is a member of the Highlands Regional Waste Management Group (HRWMG). The Highlands Regional Waste Management Group's member councils are:

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

- Pyrenees

Regional Waste Management groups were established in Victoria under the *Environment Protection (Amendment) Act 1996*. The functions of the Regional Waste Management groups are listed under Section 50H of the Act. The HRWMG is responsible for planning the management of municipal solid waste for local governments within its waste management regions, coordinate activities of its members to support State policies, strategies and programs relating to waste and facilitate and foster best practices in waste management.

The current Regional Waste Management Plan was approved in 1999 and is currently out of date. It is not considered relevant to the development of HSC's waste strategy.

In August 2013 the Victorian government accepted the majority of recommendations made by the Ministerial Advisory Committee on Waste and Resource Recovery Governance Reform to provide for effective implementation of its new waste management policy*Getting Full Value*. The key changes are:

- the proposal to create expanded waste management groups including the formation of a new Grampians Central West Waste Group which will comprise the former Highlands, Grampians and Desert Fringe Regional Waste Management Groups
- providing a statutory role for the new group to plan for all waste streams, rather than just municipal solid waste, and to undertake regional waste planning aligned with statewide waste and resource recovery infrastructure plan
- to enable the waste groups to facilitate joint procurement by local governments

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APPENDIX 2: BUSINESS CASES

<table>
<tr><td colspan="3">Strategy Outcome: Optimising the Kerbside System</td></tr>
<tr><td colspan="3">Option 1: Reducing the bin size for residual waste from 120 litres to 80 litres</td></tr>
<tr><td>What will be the outcome from this project</td><td colspan="2">There will be a reduction in residual waste generation due to a smaller bin size. There is a clear correlation in data from the SV Local Government Annual Survey between bin size and household waste to landfill. The 2010-11 Survey reports average household waste generation for councils with an 80 L garbage bin is 426 kilograms per household per year (kg/hh/yr) compared to 474 kg/hh/yr for a 120 L bin. This represents a 10% reduction in waste generation. Nine councils utilised an 80L garbage bin in 2010-11 compared to 50 councils using a 120L bin. HSC generated 449 kg/hh/yr in the 2010-11 year.</td></tr>
<tr><td>What are the Key elements of this project</td><td colspan="2">• Replacement of 120L bins with 80L bins for residual waste collection across the entire kerbside collection system (4503 households)
• Excludes commercial waste services</td></tr>
<tr><td>What are the potential risks</td><td colspan="2">• A reduction in household waste generation of less than 10% is achieved
• Increased contamination of the recycling bin occurs because the 80L bin is full (Note: there is no correlation of recyclables contamination with bin size from the SV data)</td></tr>
<tr><td rowspan="2">Financial Assessment</td><td>Costs
• Cost of new 80L bins = $34.10[29]
• Changeover cost = 4503x$34.10=$153,552
• Assume collection costs remain the same for 80L compared to a 120L bin
• Assume no impact on cost of recyclables collection and sorting
• The cost for distribution of the bins to residents has not been determined</td><td>Savings
• Household waste yield is 449 kg/hh/yr and 4503 households with a kerbside waste collection
• Potential reduction in household waste yield is 45.5 kg/hh/yr
• The reduction in total kerbside waste generation is 205 tonnes per annum
• Cost of disposal at Smythesdale $119/tonne
• Annual saving = $24,300</td></tr>
<tr><td>Simple Payback</td><td colspan="2">Simple Payback = 6.3 years</td></tr>
<tr><td rowspan="2">GHG Reduction and other Environmental Impacts</td><td>Reductions
Based on an untested assumption that the composition of the waste doesn’t change a reduction of GHG emission associated with the degradation of</td><td>Increases
There will be an environmental cost from the replacement of 120L bins before end of life. This could be negated if an alternate use is found for the retired bins</td></tr>
</table>

[29] Based on recent HSC quote for 120L bins. 80L bins may be slightly cheaper than the price quoted for 120L bins

Strategy Outcome: Optimising the Kerbside System		
Option 1: Reducing the bin size for residual waste from 120 litres to 80 litres		
	organics in landfill will occur – nominally the same 10% reduction in total waste generation. There may also be a small reduction in transport GHG emissions due to the increase in efficiency of collection (10% more bins collected before the collection vehicle needs to transport the waste to Smythesdale).	
Summary	An overall reduction in landfill GHG emissions is expected even though there would be a small increase in GHG emissions associated with production and distribution of new bins. The GHG increase from new bins is a once off "cost" while the reduction in landfill GHG accrues each year that the 80L bins are in use.	
Social Outcomes		
	Positive Assuming savings are passed on to ratepayers and based on a 10% reduction, there would be a reduction in cost to each household receiving a kerbside service of $24,300/4503 = $5.40	Negative There would be a once off cost of approx $34.10 to each household receiving a new 80L bin if full cost transfer was applied. Large families may be disadvantaged compared to small families because they generate more waste and have a genuine need for a larger bin. Exemptions from an 80L bin could be considered for these situations.
Summary	Overall the project is considered to be relatively neutral in its social impact	
Overall Project Assessment	The overall cost saving from this option is considered moderate and there is a once off cost to households	
Potential for Funding Support	Unlikely	
Recommendation to Proceed to more detailed assessment	Based on the simple payback of between 6.3 years this option may warrant further consideration, especially as part of a package of other meansures.	

<table>
<tr><td colspan="3">Strategy Outcome: Optimising the Kerbside System</td></tr>
<tr><td colspan="3">Option 2: Increasing the size of the recycling bin from 240 litres to 360 litres</td></tr>
<tr><td>What will be the outcome from this project</td><td colspan="2">There will be an increase in the diversion rate through a greater transfer of recyclables from the residual waste bin to the recycling bin (based on the assumption that the 240L recycling bin is often full) and a commensurate reduction in waste to landfill leading to a reduction in waste disposal costs.</td></tr>
<tr><td>What are the Key elements of this project</td><td colspan="2">• Provision of 360 Litre recycling bins for large households in the Shire (nominally 4+ persons)
• Could be combined with a reduction in garbage bin size to 80L</td></tr>
<tr><td>What are the potential risks</td><td colspan="2">• There is no increase in recycling quantities
• There is no reduction in residual waste generation requiring disposal
Note: Actual data on the performance of 360L bin is hard to acquire. A trial conducted by two Victorian councils in early 2013 indicated that overall waste generation per household ranged from a decrease of 6% to an increase of 1.3% and overall recyclables generation increased by 3.1-12.3%.</td></tr>
<tr><td>Financial Assessment</td><td>Costs
• Cost of new 360L bins = $50[30]
• No. households with kerbside recycling service = 4602[31]
• Assume 50% of current households change to 360L = 4602*0.5*$50=$115,050
• Assume collection costs remain same for 360L bin compared to a 240L bin
• Assume no change to costs for processing recyclables (i.e. cost independent of volume)</td><td>Savings
• Based on the most positive outcome of a 6% reduction in waste in 50% of kerbside services, the potential cost saving is: $7,361
• The variability is +$7,361 to -$1,595</td></tr>
<tr><td>Simple Payback</td><td colspan="2">Simple Payback = 15.6 years</td></tr>
<tr><td>GHG Reduction and other Environmental Impacts</td><td>Reductions
There will be a benefit from the additional recovery of embodied energy in the extra recyclables collected.</td><td>Increases
There will be an environmental cost from the replacement of 240L bins before end of life. This could be negated if an alternate use is</td></tr>
</table>

[30] See City of Swan in WA Council Paper
[31] Commercial customers could also be provided with a 360L bin, but with an assumption they it would be on a full recovery basis they have not been included in the cost calculations

Strategy Outcome: Optimising the Kerbside System		
Option 2: Increasing the size of the recycling bin from 240 litres to 360 litres		
	Based on a mid range of 6% increase in recyclable yields of average composition this could be modelled. There will be a variation in the number of garbage and recycle bins that are picked up before the collection vehicle is full and either needs to travel to the Smythesdale landfill or the Daylesford MRF. This has not been modelled and has been assumed to be a negligible impact.	found for the retired 240L bins (i.e. kept in storage pending the future introduction of a 3rd bin service for household food and garden waste).
Summary	Although not modelled the change in travel emissions is expected to be close to neutral and the increase in embodied energy recovery would offset the emissions associated with the new bins	
Social Outcomes		
	Positive Reinforces an existing positive practice (kerbside recycling)	Negative There would be a once off cost of $50 to each household receiving a new 360L bin if full cost recovery was applied. This cost could be amortised over a number of years. Larger bins can be harder to manoeuvre and are not recommended for elderly residents or smaller households
Summary	Overall this option is probably socially neutral	
Overall Project Assessment	The overall benefit from this option is considered small	
Potential for Funding Support	Funding has been provided for 360L bins in the past (SV, Australian Packaging Group)	
Recommendation to Proceed to more detailed assessment	A trial might be required to validate the outcomes in HSC, however based on the potential costs and the simple payback of 15+ years it is not recommended.	

<table>
<tr><td colspan="3">Strategy Outcome: Reducing Organic Waste to Landfill</td></tr>
<tr><td colspan="3">Option 3: Encouraging the use of compost bins and worm farms for food and garden waste</td></tr>
<tr><td>What will be the outcome from this project</td><td colspan="2">A reduction in organics, particularly food waste, sent to landfill. Based on a household waste generation of 449 kg/hh/yr (2010-11 figures) and a 25% reduction in waste to landfill per participating household a reduction in waste to landfill of 112 kg/hh/yr could be achieved. An initial target of 500 households has been modelled.</td></tr>
<tr><td>What are the Key elements of this project</td><td colspan="2">• Provision of compost bin or worm farm to participating households – either outright or a rebate on purchase of approved models (or from approved retailers)
• Provision of kitchen tidy for food waste
• Provision of compostable kitchen tidy bags
• Provision of educational material
• Provision of training workshops
• Move to fortnightly residual waste collection for participating households (a form of recognition for participation)</td></tr>
<tr><td>What are the potential risks</td><td colspan="2">• Significantly lower participation than 500 households
• Low/no demand because of high existing prevalence of home composting/worm farming
• A reduction of significantly less than 112 kg/hh is achieved
• Composting/worm farming is not done properly
• There is large drop out rate of households who receive a rebate but then stop composting/wormfarming</td></tr>
<tr><td>Financial Assessment</td><td>Costs
• based on indicative cost of $150 for a compost bin, kitchen caddy and initial supply of bins: 500x$150 = $75,000
• based on a nominal $50 rebate = 500*50 = $25,000
• training – based on $10 per participant (ref: Albury Halve Waste project) = $5,000 (although this could be done on a cost recovery basis, i.e. participants make a financial contribution)
• a reduction in waste charge for participants based on fortnightly collection = $14,600 (this is a cost because it is assumed the current contract is based on number of bins regardless of presentation rate). This equates to $30/yr per</td><td>Savings
• based on data from City of Frankston a 25% reduction in landfill was achieved
• based on 500 households and 449 kg/hh/yr this equates to an annual reduction of 56 tonnes
• reduction in costs of landfill disposal: 56*$119 = $6,665 pa</td></tr>
</table>

Strategy Outcome: Reducing Organic Waste to Landfill		
Option 3: Encouraging the use of compost bins and worm farms for food and garden waste		
	participant • development of education materials: allow $2,000 Three options modelled: • Option 1: council covers full cost of bins, caddy and liners plus education materials. Cost = $77,000 • Option 2: council provides a once off rebate of $50 per household plus education. Cost = $27,000 • Option 3: Council provides a once off rebate of $30, a reduction in waste charges of $30 and education. Cost = $32,000	
Simple Payback	Option 1 = 11.6 years Option 2 = 4.1 years Option 3 = 4.8 years	
GHG Reduction and other Environmental Impacts		
	Reductions Based on the 500 participating households and assumed diversion rates the overall reduction in waste to landfill would be 56 tonnes per annum (or 2% of the total kerbside waste stream). There would be a decrease in GHG emissions associated with the reduced organic material being sent to landfill.	Increases A small increase in resource usage and GHG emissions associated with purchase of compost bins and worm farms.
Summary	The project has a small environmental benefit	
Social Outcomes		
	Positive An increase resident's knowledge of opportunities to reduce organics waste to landfill and a related increase in pursuits associated with use of end	Negative None identified

Strategy Outcome: Reducing Organic Waste to Landfill		
Option 3: Encouraging the use of compost bins and worm farms for food and garden waste		
	products from composting/worm farming (e.g. gardening).	
Summary	Project likely to have a small positive social outcome	
Overall Project Assessment	A partial rebate on compost bins/worm farms has the better financial outcome. At 500 participating households the impact on overall waste generation is minor. The cost per tonne of waste diverted is high.	
Potential for Funding Support	Other councils have received funding support for this type of project	
Recommendation to Proceed to more detailed assessment	Recommended in conjunction with other options to improve the kerbside efficiency (kerbside extension, smaller bins and education to get the recyclables into the recycling bin).	

<table>
<tr><td colspan="3">Strategy Outcome: Optimising the Kerbside System</td></tr>
<tr><td colspan="3">Option 4: Getting recyclables into the recycling bin</td></tr>
<tr><td>What will be the outcome from this project</td><td colspan="2">An increase in recycling of municipal waste through transfer of recyclables from the residual waste bin to the recycling bin for the kerbside system. Based on the 2008 bin audit data 28% of the residual waste was recyclables. However the quantity of cardboard in the waste reported by this audit (20% wt) seems high and a figure of 13% wt is in line with other audit results. A figure of 20% for recyclables in the waste is therefore assumed. Diverting 50% of this recyclable material to the recycling bin is considered feasible.</td></tr>
<tr><td>What are the Key elements of this project</td><td colspan="2">• Program design
• Pre audits of recyclables content of the kerbside residual waste bin to determine baseline and confirm potential savings
• Development of education materials
• Implementation
• Post audits to measure outcomes</td></tr>
<tr><td>What are the potential risks</td><td colspan="2">• That the 2008 audit was not representative and the quantity of recyclables in the residual waste bin is considerably less than 28% by weight. The % recyclables in the waste stream has been adjusted to 20% to reflect a probable over estimate of cardboard in the 2008 audit.
• That the community education program doesn’t delivery a 50% diversion of those recyclables into the correct bin</td></tr>
<tr><td>Financial Assessment</td><td>Costs (preliminary estimates)
• Pre audit = $10,000
• Development of education materials = $10,000
• Implementation (e.g. print media, etc) = $20,000
• Post audits = $15,000 (assumed that more post auditing conducted than pre audits)

Total = $55,000

Assumed there are no changes to collection frequencies</td><td>Savings
• Reduction in waste to landfill based on 2950 tpa (2013-14 budget figure) = 295 tonnes
• At $119/t landfill cost = $35,000 pa</td></tr>
<tr><td>Simple Payback</td><td colspan="2">The simple payback on this option is 1.6 years</td></tr>
<tr><td colspan="3">GHG Reduction and other Environmental Impacts</td></tr>
<tr><td></td><td>Reductions
There is a reduction in GHG emissions associated</td><td>Increases
Unlikely to be any increase. There may be a small change in the</td></tr>
</table>

Strategy Outcome: Optimising the Kerbside System		
Option 4: Getting recyclables into the recycling bin		
	with • the recovery of cardboard which would generate methane in landfill and • the recovery of embodied energy value in all addition materials recovered These have not been modelled	number of residual and recycling bin lifts before each collection vehicle is full and needs to travel to landfill of the Daylesford MRF. In the absence of modelling this is assumed to be neutral. Any small change in transport emissions would be more than offset by the reductions achieved.
Summary	There is a clear GHG reduction from this option which can be modelled if required	
Social Outcomes		
	Positive This option optimises the existing kerbside system that residents are already very familiar with.	Negative None identified
Summary	A positive social outcome through reinforcing positive behaviours already undertaken by the majority of households	
Overall Project Assessment	The project appears to have positive financial, environmental and social outcomes	
Potential for Funding Support	May be able to receive support through the current Get it Right on Bin Night and Kerbside Pride programs	
Recommendation to Proceed to more detailed assessment	Recommended	

<table>
<tr><td colspan="3">Strategy Outcome: Optimising the Kerbside System</td></tr>
<tr><td colspan="3">Option 5: Extending the kerbside collection system to more households</td></tr>
<tr><td>What will be the outcome from this project</td><td colspan="2">A standard kerbside service will be provided to more households in the Shire negating the need for self haul of waste and recyclables to one of the three Transfer Stations</td></tr>
<tr><td>What are the Key elements of this project</td><td colspan="2">• Provision of a kerbside service to an additional 1500 homes
• 240L recycle bin picked up fortnightly
• 80L bin picked up weekly (if combined with Option 1) otherwise 120L picked up weekly, or
• 140L bin (or 240L bin) picked up fortnightly</td></tr>
<tr><td>What are the potential risks</td><td colspan="2">• The increase in rates (kerbside charges) to households that currently have no service might be met with some opposition
• That increased truck movements on some minor roads (especially unpaved roads) may cause increased road degradation and hence increased road maintenance costs. A total of 1500 new services has been modelled rather than the full 2569 estimated properties without a kerbside service to reflect that road access limitations may restrict the service in some areas.</td></tr>
<tr><td>Financial Assessment</td><td>Costs
• Cost of new 120L bins = $34.10
• Cost of new 240L bin = $37.20[32]
• For 1500 new services total cost of 2 bins/hh = $107,000
• Cost of disposal for 606 tonnes additional waste = $72,000 pa
• Cost of weekly waste and fortnightly recyclables collection = $146,000
• Cost of alternate option (Option 5A) of fortnightly waste and recyclables collection = $102,400

The total cost over 5 years is $1.20 million ($979,000 for option 5A)</td><td>Savings
• Average garbage yield for HSC 2010-11 was 449 kg/hh/yr
• Average recyclables yield for HSC 2010-11 was 267 kg/hh/yr[33]
• Based on 1500 households
o reduction in waste at Transfer Stations = 606 tonnes
o reduction in recycling at Transfer Stations = 1500*0.267 = 400.5 tonnes
• Reduction in waste disposal & cartage costs = $106,000
• Reduction in recycling transport charges = $60,400
• Reduction of 25% in Transfer Station Operating hours = $41,500

Total revenue and saving over 5 years $1.04 million</td></tr>
<tr><td>Simple Payback</td><td colspan="2">Over 5 years this option incurs a cost over 5 years of $160,000 (or a return of $59,000 for Option 5A).</td></tr>
</table>

[32] Based on recent HSC quotation
[33] SV Victorian Local Government Annual Survey 2010-11

<table>
<tr><td colspan="3">Strategy Outcome: Optimising the Kerbside System</td></tr>
<tr><td colspan="3">Option 5: Extending the kerbside collection system to more households</td></tr>
<tr><td colspan="3">GHG Reduction and other Environmental Impacts</td></tr>
<tr><td></td><td>Reductions
The work undertaken by Hyder assumed that an extension of the kerbside service would yield a higher tonnage of recyclables than achieved from drop off at the Transfer Stations – presumably due to the convenience of the kerbside system leading to better segregation. Hyder estimated an increase of 245 tonnes per annum (based on an extension to all households).
The Hyder work also indicated a reduction in GHG emissions from this option due to the reduction in trips to the Transfer station by Householders to drop off waste and recyclables. This modelling assumed specific and separate trips were made for this purpose – this may not be a valid assumption as a percentage of trips may be made in conjunction with trips for other purposes such as shopping.</td><td>Increases
There will be an increase in GHG emissions from the increase in collection vehicle travel distance associated with extension of the kerbside service. Hyder modelling indicated that this increase was completely offset by the reduction in GHG emissions from reduced self haul trips.

There would also be a small increase in GHG emissions and resource consumption associated with the purchase and distribution of the new bins. This is likely to be minor.</td></tr>
<tr><td>Summary</td><td colspan="2">Overall there should be a positive environmental outcome from this option due to an increase in recyclables yield and a decrease in overall GHG emissions</td></tr>
<tr><td>Social Outcomes</td><td></td><td></td></tr>
<tr><td></td><td>Positive
The service will be more equitable between existing townships and rural areas. The kerbside system is undoubtedly more convenient than transporting waste to a transfer station and the regular collection means smaller volumes of waste need to be stored by the householder. There may be other social benefits from reduced dumping or burning of waste (not quantified).

A reduction Transfer Station costs of $208,000 pa</td><td>Negative
Households receiving a new kerbside service would be charged an estimated $158 (based on fortnightly waste collection) above what they are charged now and would no longer receive free vouchers.

The fact that a commercial business operates a kerbside waste pickup at charge higher than the council charges indicates that there is a demand and willingness to pay by some residents for the convenience of a kerbside pickup ($14 per pickup).</td></tr>
</table>

Strategy Outcome: Optimising the Kerbside System		
Option 5: Extending the kerbside collection system to more households		
	equates to a $20 reduction in the general waste management charge (Based on 10,208 rateable properties)	
Summary	Overall the issues of greater equity and convenience from the extension of kerbside services probably balances the increase in direct costs to householders via council rates	
Overall Project Assessment	The project appears to have a positive outcome for a relatively small increase in overall cost	
Potential for Funding Support	Unlikely to be eligible for any funding support	
Recommendation to Proceed to more detailed assessment	Recommended with Option 5A preferred over Option 5.	

<table>
<tr><td colspan="3">Strategy Outcome: Reducing Organic Waste to Landfill</td></tr>
<tr><td colspan="3">Option 6: Implementing a kerbside collection for household garden and food waste</td></tr>
<tr><td>What will be the outcome from this project</td><td colspan="2">Greater diversion of organic material from landfill. Based on the 2008 bin audit food waste and garden waste made up 29% and 7% by weight respectively of the kerbside waste stream. Based on a diversion of 75% of the organics waste and a household waste yield of 449 kg/hh/yr (2010/11 data) the expected diversion would be between 544 tonnes per annum.</td></tr>
<tr><td>What are the Key elements of this project</td><td colspan="2">• Introduction of a fortnightly food and garden waste collection for township areas only (i.e. those that have currently have a kerbside collection) using a 240 L MGB (# households = 4503)
• Concurrent education program
• Move residual waste collection from a weekly service to a fortnightly service post introduction of the organics bin</td></tr>
<tr><td>What are the potential risks</td><td colspan="2">• That diversion of organics to the third bin is less than 75% and significant quantities or organics remain in the waste to landfill
• That no processor for combined garden and food waste exists in reasonable proximity to HSC and at a reasonable gate price
• That the current proposed joint tender between Ballarat and Bendigo for organic waste processing doesn't identify a tenderer that can or will process HSC organic waste. An option of processing the material using the Hot Rot technology has been included to provide indicative costs in the event that this risk is realised.</td></tr>
<tr><td>Financial Assessment</td><td>Costs
• New 240L bins for green waste: 4503*$37.20 = $167,500
• Kitchen Caddy = 4503*$3.00[34] = $13,500
• Kitchen caddy compostable bags = 4503*$10[35] = $45,000 pa
• Based on the current recycling service costs the annual collection cost will be: $175,600 pa
• Based on a gate fee of $90/tonne for an organics processing option, the cost for processing cost will 544 tonnes per annum will be $49,000 pa
• Cost of the education program: allow $5,000 per annum</td><td>Savings
• Savings accrue from a reduction in waste to landfill
• Based on current gate fees at Smythesdale of $119/tonne, annual savings are in the range $64,650
• Savings from moving residual waste to a fortnightly collection based on a current cost for waste collection = $131,800
• Total 5 yr savings: $980,000

Savings for alternative Hot Rot option, based on 544 tpa of kerbside food waste and 456 tpa of Transfer Station Green waste and based on conversion of 1000 tpa feed to 500 tpa of compost product with a market value of $40/tonne, the additional savings and revenue are:</td></tr>
</table>

[34] Source: Groundswell project report
[35] Ibid

<table>
<tr><td colspan="3">Strategy Outcome: Reducing Organic Waste to Landfill</td></tr>
<tr><td colspan="3">Option 6: Implementing a kerbside collection for household garden and food waste</td></tr>
<tr><td></td><td>• Total 5 yr cost = $1.55 million
• There will also be once off costs associated with managing a tender process for collection and processing

As an alternative the option of processing at the Daylesford Transfer Station using the Hot Rot Technology (Model 1811 – capacity up to 900 tpa) is costed:
• Capital cost: $500,000
• Annual energy cost $3,500 (figures based on site visit by Barwon RWMG, October 2012)
• Assume same collection costs (new bins and lift costs)
• Shredding is still required for transfer station green waste
• 1 FTE is required to operate the system
• Total 5 yr cost = $2.36 million</td><td>• Green waste gate fees = $50,300 pa (assumes 41% of green waste at Daylesford is during the free period)
• Compost sales: $20,000 pa

Total 5 yr saving = $1.33 million</td></tr>
<tr><td>Simple Payback</td><td colspan="2">Simple payback is not applicable. There is an ongoing annual cost associated with this option which is due to the significant cost of introducing a new service. Based on a 75% diversion of organics to the new bin the cost over 5 years is $571,500 and the annual cost to residents (based on 4503 households that currently have a kerbside waste service) is $25.40 p.a. The option is not highly sensitive to a higher gate fee for organics processing.

The alternative option of processing combined food and green waste using a technology similar to Hot Rot is calculated to be more expensive with a cost over 5 years of $1.02 million or an annual cost of $45.40 per household (based on 4503 households).</td></tr>
<tr><td colspan="3">GHG Reduction and other Environmental Impacts</td></tr>
<tr><td></td><td>Reductions
There are clear benefits from the avoided landfill methane generation. The actual amount of GHG avoidance is dependent on the efficiency of the landfill gas capture system at the Smythesdale</td><td>Increases
There is no significant increase in GHG emissions. The change to fortnightly residual waste collection offsets the emissions from introducing a new service.</td></tr>
</table>

Strategy Outcome: Reducing Organic Waste to Landfill		
Option 6: Implementing a kerbside collection for household garden and food waste		
	landfill. Based on an assumed gas capture efficiency of 50% and a further 10% oxidation of methane in the landfill environment prior to emission it is assumed that 40% of the generated methane escapes to the atmosphere The modelling work undertaken by Hyder (Scenario Analysis Report) indicated a similar option would achieve a 10% reduction (200 tpa) in GHG emissions over the existing kerbside system by 2022. There will also be unspecified benefits from the application of compost to land (assuming a composting option) although this may accrue outside HSC boundaries.	There is a once off impact from the manufacture of the new bins.
Summary	There is a clear positive outcome from this option	
Social Outcomes		
	Positive Allows households to participate actively in reducing GHG emissions through source separation of organics wastes – a practice they are used to through participating in kerbside recycling.	Negative Would only be available to households in township areas that currently receive a kerbside service (note: even if kerbside services are extended, the introduction of 3rd bin should be limited to townships as it is assumed than areas currently without a kerbside service find alternative means of managing food and garden organics rather than hauling to the transfer station – this is an untested assumption).
Summary	This is considered to be relatively neutral in its social outcome	
Overall Project Assessment	The overall assessment of this option is highly dependent on some of the assumptions (e.g. processing gate fee, amount of organics diverted from the residual waste bin to the new organics bin) as well as the availability of a viable processing option for both food and garden waste. Based on the currently available data indicating a low % of garden waste in the residual waste this option is not considered viable on garden waste only.	

Strategy Outcome: Reducing Organic Waste to Landfill	
Option 6: Implementing a kerbside collection for household garden and food waste	
	Discussions with the City of Ballarat indicate that the proposed joint Ballarat/Bendigo tender will be framed to allow a regional solution for other councils. The possible timing of this is tender release in early 2014 with service commencement from 2015/16 financial year. The option of council operated processing using Hot Rot is less financially viable than using a 3rd party processor.
Potential for Funding Support	There is potential for funding support for a project of this type (e.g. SV, waste management group)
Recommendation to Proceed to more detailed assessment	Recommended for further consideration, pending the outcome of Ballarat/Bendigo tender process.

<table>
<tr><td colspan="3">Strategy Outcome: Improving Transfer Station Performance</td></tr>
<tr><td colspan="3">Option 7: Improving the management of green waste</td></tr>
<tr><td>What will be the outcome from this project</td><td colspan="2">Improved management of green waste at the transfer station network leading to better quality product meeting Australian Standards which is then suitable for sale and a reduction in contamination leading to limited/no stockpiles of contaminated/unwanted mulched material at the transfer stations.</td></tr>
<tr><td>What are the Key elements of this project</td><td colspan="2">• Improved inspection procedures for green waste
• Improvements to transfer stations to facilitate better management (e.g. drainage, internal access roads, hardstand)
• Separation of fine and coarse green waste
• Regular mulching of coarse green waste (e.g. monthly-quarterly rather than annually)
• Use of Groundswell City to Soil technology (heaped and covered aerobic composting) – batch size approx 10 t (option to include food waste with garden waste)
• Development and implementation of monitoring protocols
• Screening of composted material
• Sales of compost and mulch products</td></tr>
<tr><td>What are the potential risks</td><td colspan="2">• Odours from composting
• Contamination detracts from quality
• No or limited markets for finished product
• Competition from existing garden supply businesses
• Unfair competitive advantage over existing garden supply businesses selling compost as the rate payer is effectively subsidising the production of the compost product</td></tr>
<tr><td>Financial Assessment</td><td>Costs
Option 1: Processing Transfer Station Green waste only – estimated total tonnes = 626 tonnes
Establishment costs[36]:
• Tarps: $37.5/tonne
• Inoculants $25/t
• Testing $5/t
• Total cost = $67.5*626 = $42,255
Ongoing annual costs:</td><td>Savings
Option 1: Processing Transfer Station Green waste only – estimated total tonnes = 626 tonnes
• Assume 50% of received green waste no longer needs chipping/shredding; saving = $31,750
• Assume sales of compost at $40/t and 50% conversion by weight from feedstock to finished compost = 626*0.5*$40 = $12,500
• Gate fee revenue for receipt of green waste (48.5% is paid</td></tr>
</table>

[36] Based on per household costs presented in the Groundswell report and converted to a per tonne cost assuming an 80 kg/hh diversion to the 3rd bin

Strategy Outcome: Improving Transfer Station Performance		
Option 7: Improving the management of green waste		
	• Tarps: $5/t • Inoculants: $25/t • Testing: $12.5/t • Screening: $7.5/t • Plant & equipment: $27.5/t • Salaries: $103.75/t • Total operating cost: $181.25*626 = $113,400 Total 5 yr cost = $42,255 + (5*$107,202) = $609,200	for using vouchers or cash) = 6876m3*0.485*$17/m3 = $56,690 • Total annual savings: $101,000 Total 5 yr savings = $504,800
	Option 2: Processing Transfer Station Green waste plus introduction of a kerbside organics service – estimated total tonnes = 626 tonnes green waste + 544 tpa kerbside organics Establishment costs: • Bins: $167,500 • Caddies: $13,500 • Groundswell costs: $67.5*1170t = $79,000 • Total = $260,000 Operating costs, per annum • Bin collection $175,600 • Caddy compostable bags: $45,000 • Education: $5,000 • Groundswell costs: $181.25*1170t = $212,100 • Total = $437,700 Total 5 yr cost: = $2.45 million	Option 2: Processing Transfer Station Green waste plus introduction of a kerbside organics service – estimated total tonnes = 626 tonnes green waste + 600 tpa kerbside organics Annual savings • Reduced shredding: $31,750 • Compost sales: 1170t*0.5*$40 = $23,400 • Green waste gate fee revenue (as above) = $56,690 • Avoided landfill: 544t*$119 = $64,700 • Residual waste to fortnightly collection = $131,800 • Total savings: $308,300 Total 5 yr saving: $1.54 million
	Option 3: Contract out management of green waste	Option 3: Contract out management of green waste

<table>
<tr><td colspan="3">Strategy Outcome: Improving Transfer Station Performance</td></tr>
<tr><td colspan="3">Option 7: Improving the management of green waste</td></tr>
<tr><td></td><td>Costs: $10/m3 based on 2086 m3 of output (mulched material) and cartage for offsite composting/processing[37] = $20,900 p.a.</td><td>Savings & Revenue:
• Avoided council costs for mulching: $63,500
• Revenue from green waste: $56,690

Total Saving & Revenue: $120,200 p.a.</td></tr>
<tr><td>Simple Payback</td><td colspan="2">Option 1 has an annual cost over 5 years of $20,900 and based on 10,208 rateable properties equates to a $2 pa increase in the general waste management charge

Option 2 has an annual cost over 5 years of $183,300 and based on 4503 properties with a kerbside service equates to the introduction of a kerbside waste service for an additional $40 per property. This is a higher cost option than using a 3rd party processor.

Option 3: would appear to provide an immediate saving to HSC.</td></tr>
<tr><td>GHG Reduction and other Environmental Impacts</td><td colspan="2"></td></tr>
<tr><td></td><td>Reductions
Option 1 will probably have a small reduction in GHG emissions associated with better management of the composting process for Transfer Station green waste (not quantified) and a reduction in emissions associated with shredding the green waste (not quantified)

Option 2: in addition to option 1 will have the additional benefit of avoided methane generation in landfill.

Option 3: is considered to be similar to Option 1.</td><td>Increases
There will be an increase in water usage associated with the composting process at the approximate rate of 20 litres per tonne of feedstock.

For option 1 this equates to 12,250 litres. For option 2 this equates to 24,540 litres. This is considered to be minor,

There will also be minor emissions associated with use of a front end loader to turn the compost piles and for screening of the final product prior to sale.</td></tr>
</table>

[37] Based on verbal and preliminary discussion with one potential contractor

Strategy Outcome: Improving Transfer Station Performance		
Option 7: Improving the management of green waste		
Summary	There is a minor environmental benefit from options 1 and 3, and a more significant benefit from option 2 due to the avoided methane emissions.	
Social Outcomes		
	Positive As this option relates to internal operations at the current transfer stations it is not considered to have any positive or negative social outcomes	Negative
Summary	Not applicable	
Overall Project Assessment	Overall Option 1 would provide for improved management of the green waste received at the Transfer Stations at a reasonable small increase in the general waste management charge levied on all properties ($120 p.a. to $122 p.a. or 1.7%). Option 2 is less financially attractive than the option of a kerbside service with processing by a 3rd party (based on the assumptions used) and should only be considered in the absence of any viable option coming from the Ballarat/Bendigo organics tender process. Option 3 comes out as the best option based on preliminary costings.	
Potential for Funding Support	Yes, organics diversion is a priority for SV	
Recommendation to Proceed to more detailed assessment	Proceed with Option 3 by going to market with a 5 year (3+2) contract.	

Strategy Outcome: Improving Transfer Station Performance		
Option 8: Improving Transfer Station Efficiency		
What will be the outcome from this project	To improve the efficiency of Transfer Station operations and reduce transportation costs associated with waste and recyclable movements from the Transfer Station	
What are the Key elements of this project	• Provide larger bins for recycling at Trentham & Creswick (provide additional bay(s) at each TS to allow 30m^3 bins to be used for recyclables to reduce trips to Daylesford MRF and reduce on site litter generation) • Compact waste and recycling into bins prior to transport offsite to reduce transport costs • Rationalise Transfer station operational hours (to be done in conjunction with extension of kerbside collection service) • Integrate recyclables drop off at Daylesford TS with MRF operation to eliminate double handling • Bulk haul of residual waste from Daylesford	
What are the potential risks	• Capital improvement costs higher than estimated • Compaction of waste less than expected • Community opposition to any reduction in Transfer Station opening hours	
Financial Assessment	Costs	Savings
Option 1: Provide larger recycle bins at Creswick, Trentham and Daylesford	• Construction cost for new bays (2 at Trentham, 1 at Creswick) = *to be determined* • Assume no new bay is required at Daylesford and bay previously allocated for metals is used for recyclables	• Based on assumed 30 %reduction in transport trips (based on fact that at two Transfer Stations recyclables from 1-2 12m^3 skips are tipped into an empty 30m^3 bin for transport to Daylesford MRF) = $108,000*0.3 = $32,400 pa • Note: total number of recycle bin movements reduced from 715 to 500
Option 2: Compact waste and recycling in 30 m^3 bins using a backhoe	• 1 x backhoe for compaction at each transfer station (note backhoe already present at Daylesford) – assume $50,000 for reasonable 2nd hand models = $100,000 • Cheaper backhoes may be available Simple payback = $100,000/$67,400 = 1.5 years (note this ignores any operational and maintenance costs for the backhoes)	• Based on an increase in average waste bin weight from 5.66 tonnes to 8.0 tonnes the reduction in transport costs = $45,530 • Based on the same % reduction for recycling the potential saving = $21,900[38] • Total saving: $67,400 p.a.
Option 3: Rationalise Transfer Station Hours	• Negligible	• Based on 25% reduction in hours if kerbside collection is extended, saving = $41,500

[38] This saving assumes Option 1 has already been implemented

Strategy Outcome: Improving Transfer Station Performance		
Option 8: Improving Transfer Station Efficiency		
		• This saving has been included in the business case for Extending the Kerbside Service
Option 4: Integrate recyclables drop off at Daylesford TS with MRF to avoid double handling	• Scope of works to enable public to safely drop off recyclables at the MRF would need to be developed	• This would totally eliminate recyclables transport cost for Daylesford • Saving = $40,000 p.a.
Option 5: Bulk haul of residual waste from Daylesford	• This would require infrastructure to enable transfer of waste to 75m^3 containers for B-Double transport to landfill (as per recyclables from MRF) and could be applied to kerbside waste and Daylesford TS waste. This would need further investigation before a preliminary cost could be determined.	• Based on an increase in tonnage per load from 5.66 t to 40 t this would have a saving of $73,500 p.a.
Simple Payback		
GHG Reduction and other Environmental Impacts		
	Reductions The majority of these options result in a reduction of transport related GHG emissions	Increases None identified
Summary	Reductions in GHG transport emissions	
Social Outcomes		
	Positive Not applicable	Negative Not applicable
Summary	As these options mostly related to transport and internal operations at the Transfer Stations they do not appear to have any identifiable social impacts	
Overall Project Assessment	The range of options to optimise transfer station operations appear to offer reasonable cost savings, however the costs to implement a number of options are unknown at this stage.	
Potential for Funding Support	Based on advice from the Highlands RWMG, SV is developing a funding assistance program for transfer station upgrades for possible release in 2014. This may relate to increases in resource recovery rather than improvements in transport efficiencies.	
Recommendation to Proceed to more detailed assessment	Recommended for further development.	

<table>
<tr><td colspan="3">Strategy Outcome: Improving Transfer Station Performance</td></tr>
<tr><td colspan="3">Option 9: Implementing full cost recovery at transfer stations</td></tr>
<tr><td>What will be the outcome from this project</td><td colspan="2">Reduced cost to council and residents through the implementation of a user pays cost recovery system for operation of the transfer stations</td></tr>
<tr><td>What are the Key elements of this project</td><td colspan="2">• Replace the free voucher system currently in place for residents that don’t receive a kerbside service with a pre-pay voucher system
• Alternatively replace the voucher with a cash payment at the Transfer Stations</td></tr>
<tr><td>What are the potential risks</td><td colspan="2">• There will be an increase in illegal dumping of waste (to reduce this risk this option should be implemented in conjunction with the extension of the kerbside service)
• Risk associated with increased cash takings at the Transfer Stations if the pre-purchase system is not implemented
• Increased level of fraudulent vouchers used (can be overcome by implementing increased security on the prepaid voucher)</td></tr>
<tr><td>Financial Assessment</td><td>Costs
• Cost of implementing a prepay system, including arranging outlets and potentially increased security have not been costed</td><td>Savings and Revenue
Currently the 3 transfer stations cost in the order of $871,250 per year to operate (includes contract management fees, waste disposal and cartage, recyclables cartage, green waste shredding, and management of special wastes). These costs are generally covered by the $120 waste management charge levied per rateable property.

In addition the households that don’t have access to the kerbside service are issued with 12 vouchers per year (equivalent to 6 m^3 of waste). These vouchers are essentially issued free of charge although they have a face value of $204 (based on $17/$m^3$ gate fee). Although there is an inconvenience factor involved in having to transport waste to a transfer station the 4503 households with a kerbside service are effectively subsidising the 2569 properties that don’t.

The current revenue (non voucher transactions) at Transfer Stations = $135,000 pa

Assuming the tonnages remain the same, revenue would be earned</td></tr>
</table>

<table>
<tr><td colspan="3">Strategy Outcome: Improving Transfer Station Performance</td></tr>
<tr><td colspan="3">Option 9: Implementing full cost recovery at transfer stations</td></tr>
<tr><td></td><td></td><td>on all waste received and 48.5% for all green waste. At current volumes of waste received this would equate to:
• Waste: 13,170 m3 @$34/m3 = $447,780 pa
• Green waste: 6876 m3@48.5%@$34/m3 = $113,400 pa
• total revenue = $561,180 pa</td></tr>
<tr><td>Simple Payback</td><td colspan="2">The additional revenue from this option is $426,180
The implementation of a full cost recovery model offers scope to reduce the gate fee for green waste (especially in conjunction with Project 7 – contract management of green waste), e.g., a reduction to $10/m^3.

It is noted that the revenue from general waste = $447,780 but the current costs for waste cartage and disposal = $495,350, which indicates the gate fee of $17/m3 is too low for general waste (it should also make a significant contribution to the annual management costs of the Transfer Stations)</td></tr>
<tr><td colspan="3">GHG Reduction and other Environmental Impacts</td></tr>
<tr><td></td><td>Reductions
None identified</td><td>Increases
None identified</td></tr>
<tr><td>Summary</td><td colspan="2">Not applicable</td></tr>
<tr><td colspan="3">Social Outcomes</td></tr>
<tr><td></td><td>Positive
Combined with an extension to the kerbside service this option would provide a much more equitable outcome for all rate payers across the shire. Moving the transfer stations to a user pays full cost recovery model would mean the general waste charge in the rates would only need to cover the hard waste collection, public place bin collection, transport of recyclables and disposal and mulching of green waste received during the free green waste period (currently around 51.5%).

There are anecdotal stories of the vouchers being used as an alternative to currency, which if</td><td>Negative
With an extension of the kerbside service to an assumed additional 1500 properties only about 1000 properties would need to pay for waste disposal at the transfer stations.</td></tr>
</table>

Strategy Outcome: Improving Transfer Station Performance		
Option 9: Implementing full cost recovery at transfer stations		
	substantial, would amount to ratepayers essentially supporting an unintended black market. The elimination of this market would be another positive social outcome.	
Summary	Overall this appears to be a more equitable system and moves all rate payers to a user pays cost recovery system for waste management. Under the current system the residents without a kerbside system enjoy a significant subsidy from those with a kerbside system (which is essentially a full cost recovery model) and enjoy significantly greater value than what is paid in the general waste charge.	
Overall Project Assessment	The project has some potential negative aspects but is considered important to address some significant cross subsidy issues	
Potential for Funding Support	none	
Recommendation to Proceed to more detailed assessment	Recommended in conjunction with an extension to the kerbside service. Alternative options are: • Stick with the current system but increase the general rate charge for non kerbside properties to reflect the true value of the vouchers (this would also allow a reduction in general waste charge for properties they have a kerbside service) • Provide vouchers to all residents. However this would result in a loss of revenue of $135,000 (assume that there would be a drastic reduction in gate takings) and based on an assumption of a 25% increase in green waste (additional $16,000 pa for mulching) and a 10% increase in waste to landfill (additional $50,000 for transport and disposal) the overall additional cost of this option would be $201,000 (or an increase in general rates charge by $20 property per year)	

<table>
<tr><td colspan="3">Strategy Outcome: Exploring Waste to Energy Opportunities</td></tr>
<tr><td colspan="3">Option 10: Utilising the Green Waste at Transfer Stations for Energy Generation</td></tr>
<tr><td>What will be the outcome from this project</td><td colspan="2">Utilisation of the woody components of green waste received at Transfer Stations for energy generation using thermal technologies (pyrolysis or combustion)</td></tr>
<tr><td>What are the Key elements of this project</td><td colspan="2">• Consultants Pitt & Sherry have evaluated options for processing of biomass from with the HSC region, including material received at the Transfer Station network (including historical stockpiles).
• The preferred option is a central boiler with heat distribution to end users through a piping system</td></tr>
<tr><td>What are the potential risks</td><td colspan="2">• That available biomass from the Transfer Stations has been over estimated – the preferred option identified by Pitt & Sherry has a feed input of 1573 tpa. This appears to be considerably higher than the annual green waste feedstock available from the transfer stations (626 tpa estimated, however this is highly dependent on the density of the incoming green waste and the estimated range is 626-1375 tonnes)
• That all green waste received at Transfer Stations is suitable for use as a feedstock (in reality much of the finer material may not be suitable due to high moisture content/low energy value) – a moisture content of 50% has been assumed in the P&S report
• For pyrolysis, that a ready market exists for biochar that is willing to pay $100/tonne (pyrolysis is not Pitt & Sherry’s preferred technology for this application)
• That feedstock preparation and handling costs are higher than have been assumed</td></tr>
<tr><td>Financial Assessment</td><td>Costs
The Pitt & Sherry report contains a cost benefit analysis for three different options, with the most favourable being a centralised district heating model.
• Capital cost for boiler and associated piping = $1,815,000
• Annual operating costs include
o Labour $20,000 pa
o Electricity consumption: $20,000 pa
o Feed preparation: $15,000 pa</td><td>Savings
Annual heat savings: $228,500</td></tr>
<tr><td>Simple Payback</td><td colspan="2">Pitt & Sherry calculate the simple payback at around 10 years,
The preliminary cash flow analysis indicates an Internal rate of Return of 8% and a positive cash flow result by Year 11, but this is based on a feedstock of 1573 tpa (cf. Estimated annual tonnage at TS is 626 tonnes). It is not clear if these have been standardised to the desired moisture content.</td></tr>
<tr><td colspan="3">GHG Reduction and other Environmental Impacts</td></tr>
</table>

Strategy Outcome: Exploring Waste to Energy Opportunities		
Option 10: Utilising the Green Waste at Transfer Stations for Energy Generation		
	Reductions There would be reductions in GHG emissions from offsetting the emissions associated with the current heating of end users.	Increases Resource use and emissions associated with construction and installation of the system (assumed to be completely offset by the emissions reduction).
Summary	A reduction in GHG would be achieved	
Social Outcomes		
	Positive *To be determined*	Negative *To be determined*
Summary	*To be determined*	
Overall Project Assessment	Overall the project is probably at the outer limit of financial viability without a grant to assist with capital cost	
Potential for Funding Support	Possible	
Recommendation to Proceed to more detailed assessment	Parameters such as clarification of feedstock availability, moisture content and feedstock preparation requirements need further investigation to ascertain impact on cost and viability	

11.3. DAYLESFORD AND MACEDON RANGES REGIONAL TOURISM BOARD AND HEPBURN SHIRE COUNCIL MEMORANDUM OF UNDERSTANDING

GENERAL MANAGER COMMUNITY SERVICES

In providing this advice to Council as the General Manager Community Services, I Kathleen Brannigan have no interests to disclose in this report.

PURPOSE

The purpose of this report is to recommend that Council enters into an interim Memorandum of Understanding (MOU) with the Daylesford and Macedon Ranges Regional Tourism Board (DMRRTB) for 2013-14.

BACKGROUND

Established in July 2010, the DMRRTB is responsible for tourism development and advocacy for the region and its functions include:

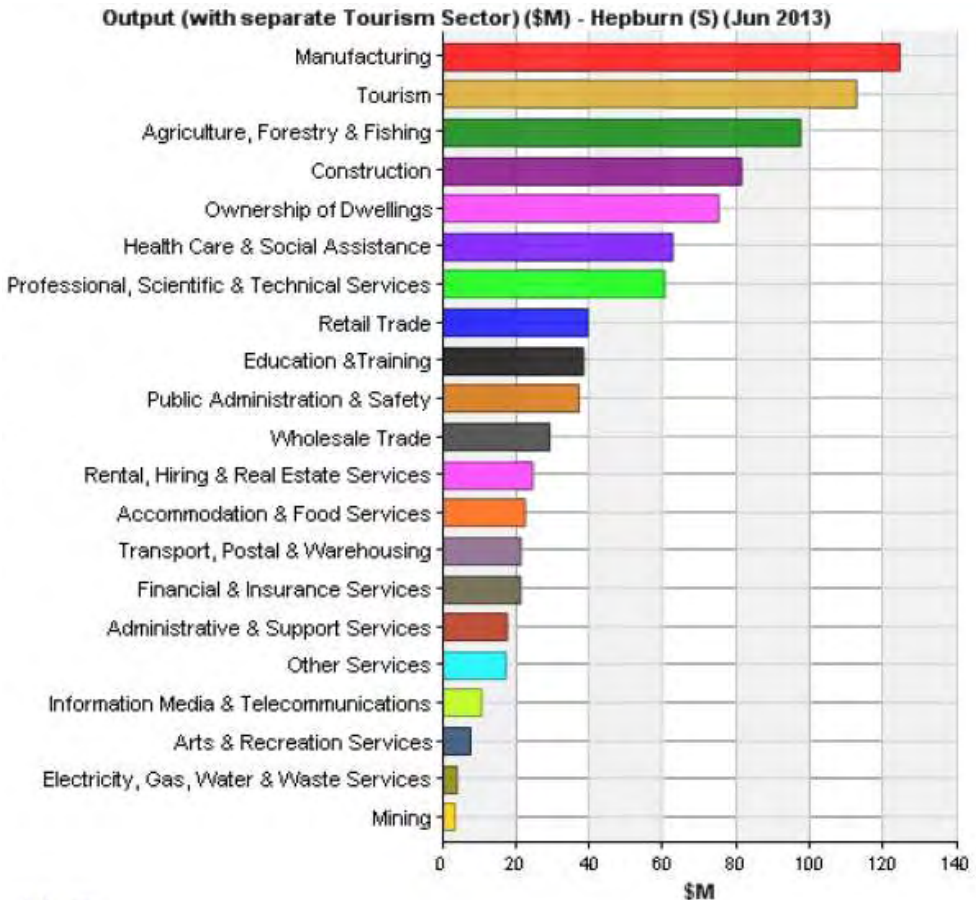
- Industry development
- Product development
- Regional marketing
- Advocacy.

At its ordinary meeting on Tuesday 16 March 2010, Council authorised the signing of a three year MOU with Tourism Victoria commencing July 2010 to fund DMRRTB. The MOU bound Tourism Victoria and the partnering Councils - Hepburn, Hume, Macedon Ranges and Moorabool to fund DMRRTB. Tourism Victoria's contribution was set at a minimum of $150,000. Hepburn and Macedon Ranges annual contribution was $75,000 each while. Hume and Moorabool each contributed $17,000 per annum.

ISSUE / DISCUSSION

Tourism is a significant industry for regional Victoria. It generated $10.9 billion to the economy and employed over 109,000 people in 2011-12 (including both direct and indirect impacts). Regional Victoria is more reliant on tourism than Melbourne, contributing 13.9 per cent of total Gross Regional Product (GRP) and 12.8 per cent of employment, compared to 3.2 per cent and 4.5 per cent respectively for Melbourne. (Source: Victoria's Regional Tourism Strategy 2013-2016, December 2013).

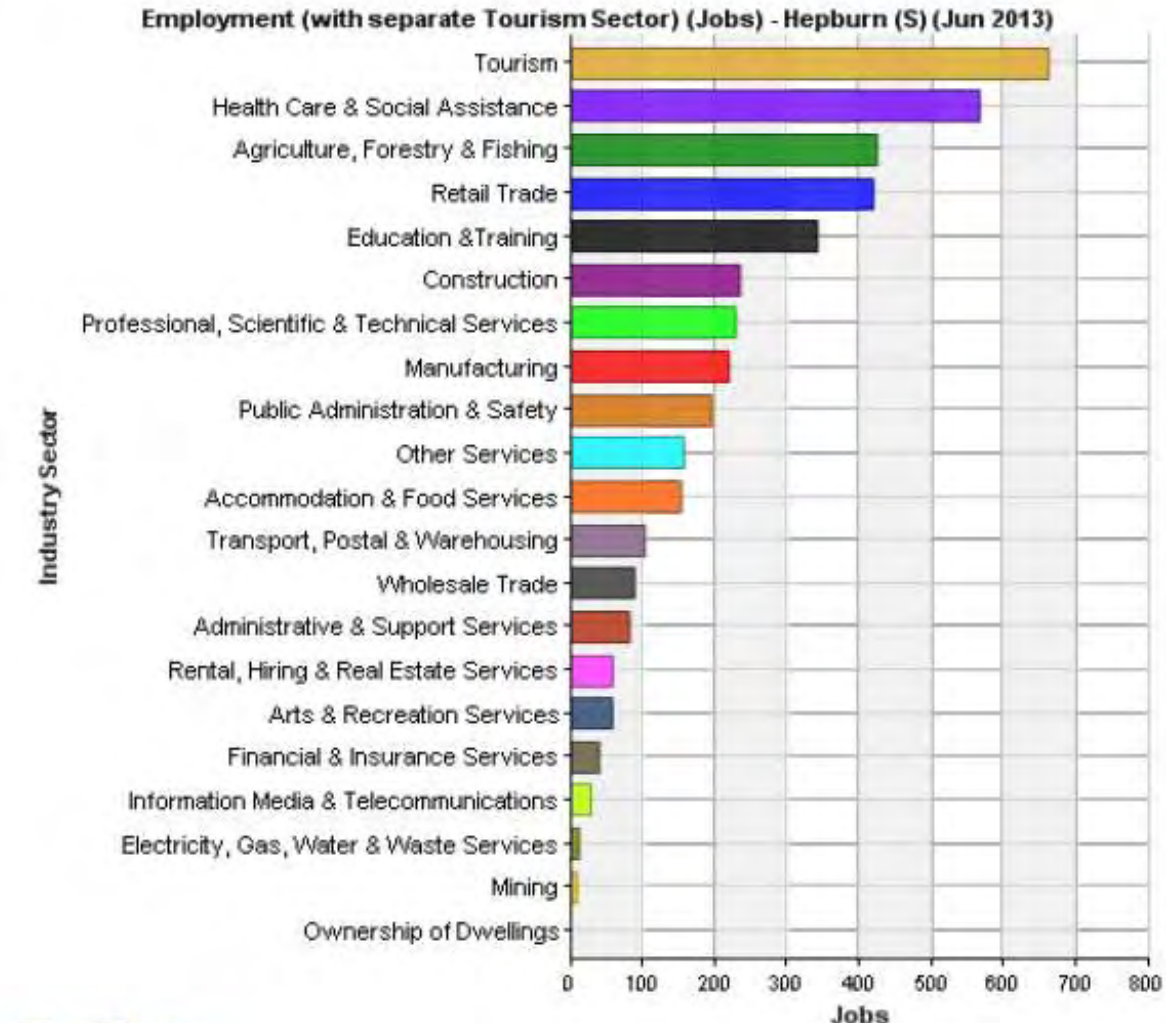
In Hepburn Shire, the gross revenue generated by business and organisations for the financial year ending June 2013 was $905.233 million, manufacturing contributed $124.321 million (13.7%) and tourism $112.564 million (12.4%). The graph below shows contribution by industry sector:



(Source: REMPLAN 2013)

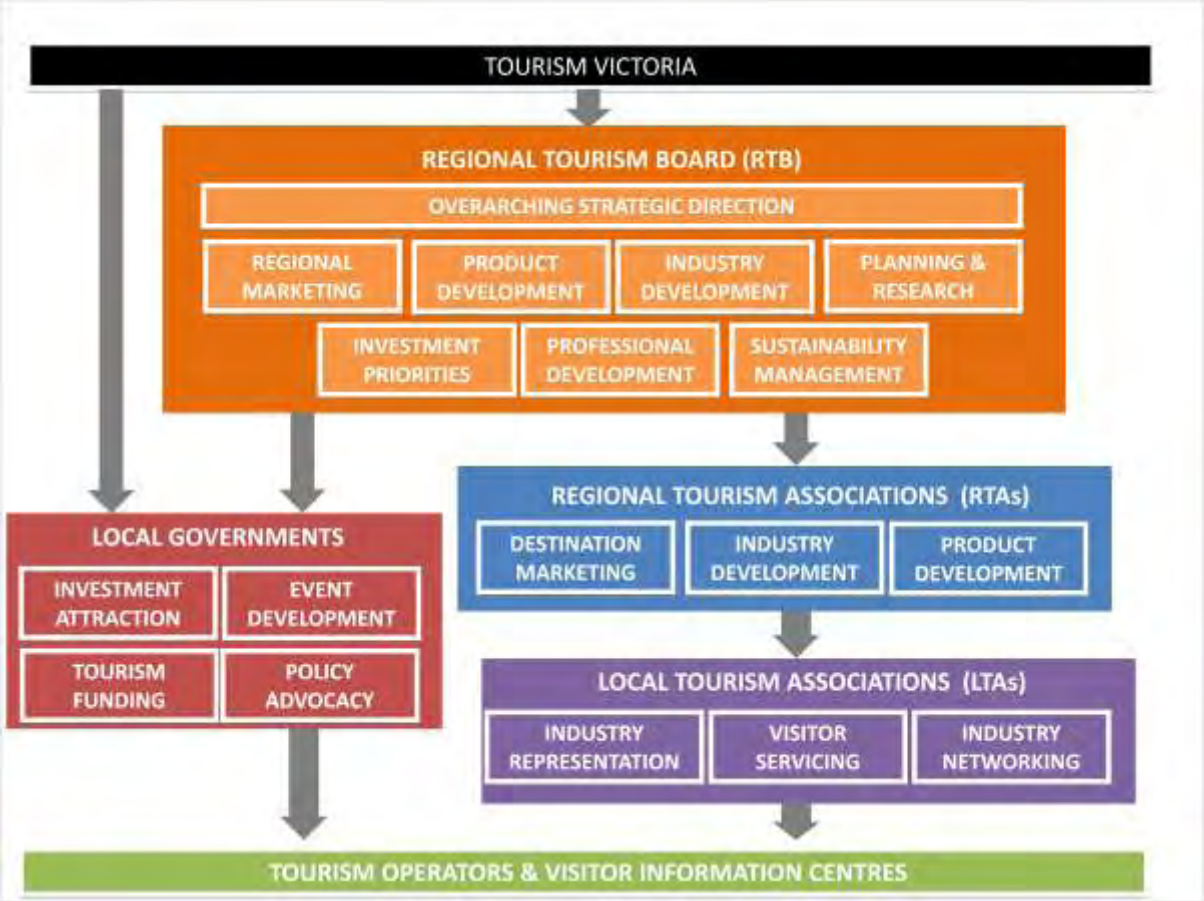
The tourism sector is the largest employment generator in Hepburn Shire accounting for 16.2% of the overall estimated 4,071 jobs in Hepburn as shown in the following graph.

The total employment estimate for Hepburn (S) is 4,071 jobs



The Victorian Government recognises Regional Tourism Boards as the peak tourism organisation for the region. The role and direction of the Regional Tourism Boards is to consider the holistic development of tourism within regions, including:

- To set the strategic direction for the region;
- Ensure that the agreed strategic direction is communicated to all stakeholders; and
- Act as the conduit between industry in the region and Tourism Victoria, local and state government.



Tourism Victoria has committed to provide, at a minimum, $200,000 to DMRRTB in 2013-14 as well as revenue from visitvictoria.com listings for the region. Other Council members of DMRRTB are Macedon Ranges Shire Council which contributes $75,000 and Hume City Council which contributes $35,000.

During 2013 an independent review of DMRRTB was conducted which identified the need for it to improve its performance and to develop the diversity and accessibility of the region to meet current and future demand. Amongst the review's recommendations is for DMRRTB to develop a three year Strategic Business Plan supported by annual business and operating plans. It is also proposed that member Councils enter into three year performance measured agreements, to be reviewed annually. Councillors will have the opportunity to have input into the development of the new agreement (MOU). Whilst the Strategic Business Plan and new agreement are developed and negotiated, it is proposed that Hepburn Shire Council agree to enter into a one year interim MOU effective from 1 July 2013 and based on the terms and conditions of the previous MOU. A copy of the interim MOU is attached (refer Attachment 2).

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Council Plan 2013-2017:

Strategic Objective – Sustainable Environment and a Vibrant Economy

Key Strategic Activities:

12. Support and develop existing business within Hepburn Shire and continue to explore opportunities to diversify Hepburn Shire's economic base.

FINANCIAL IMPLICATIONS

An allocation of $75,000 has been included in Council's 2013-14 recurrent budget for the full financial year contribution to the operations of DMRRTB.

Council also provides office space to DMRRTB as an in-kind contribution.

RISK IMPLICATIONS

Not applicable

ENVIRONMENTAL / SOCIAL / ECONOMIC IMPLICATIONS

Tourism makes a significant contribution to the economy of Hepburn Shire and is the largest employer. Through its marketing and strategic support, including publication of the Official Visitors Guide DMRRTB, plays an important role in promoting the region.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

The independent review of DMRRTB contains a range of recommendations including development of new agreements with local government members. Councillors will have opportunities to engage with DMRRTB in developing the new agreements to replace the previous MOU.

CONCLUSION

To allow for the negotiation of a new performance agreement with DMRRTB, it is proposed that Council agrees to enter into a one year interim MOU, based on the terms and conditions of the previous MOU.

OFFICER'S RECOMMENDATION

11.3.1 That Council authorises the Chief Executive Officer to sign the interim (1 July 2013 - 30 June 2014) Memorandum of Understanding between Hepburn Shire Council and the Daylesford and Macedon Ranges Regional Tourism Board Inc.

MOTION

11.3.1. That Council authorises the Chief Executive Officer to sign the interim (1 July 2013 - 30 June 2014) Memorandum of Understanding between Hepburn Shire Council and the Daylesford and Macedon Ranges Regional Tourism Board Inc.

Moved: Councillor Pierre Niclas
Seconded: Councillor Neil Newitt
Carried.

ATTACHMENT 2 - INTERIM (1 JULY 2013 – 30 JUNE 2014) MEMORANDUM OF UNDERSTANDING BETWEEN HEPBURN SHIRE COUNCIL AND THE DAYLESFORD AND MACEDON RANGES REGIONAL TOURISM BOARD INC

INTERIM MEMORANDUM OF UNDERSTANDING

December 2013

PARTIES TO THE AGREEMENT

The Parties to this Memorandum of Understanding (MOU) are:

Daylesford & Macedon Ranges Regional Tourism Board Inc. ("DMRRTB) (ABN 63 924 206 247, Reg No A0054865P), of 98 Vincent Street, Daylesford, an independent not-for-profit incorporated association established under the Incorporated Associations Act 1981 and Hepburn Shire Council (ABN 76 845 763 535) of 76 Vincent Street, Daylesford

PREAMBLE

1. The Board will play an important role in consolidating the strategic direction of the tourism industry for the entire region and communicating with key partners such as Local Government, Tourism Victoria and the industry.

2. The Board will focus on strategic tourism development and advocacy for the region. The Board's functions will include:-
   - Industry Development
   - Product Development
   - Regional Marketing
   - Strong Advocacy and United Voice for the Region
   - Effective Coordination and Communication
   - Skills Training
   - Leadership and Mentoring
   - Networking
   - Identifying Investment/Infrastructure Opportunities

3. The Board will work with Tourism Hepburn, Tourism Macedon Ranges and all appointed Working Groups of the Board to ensure a consistent approach and application to tourism development and marketing across the Daylesford and Macedon Ranges Region.

4. The Partner Councils recognise the independent role, structure and mission of the Board and understand the function also includes being an independent voice and advocate for the regional tourism industry in local, state, national and international media.

5. The Board will be responsible for ensuring regular and formal communication with its key stakeholders including Partner Councils, Tourism Victoria, Regional Tourism Associations, Product Groups and the wider industry.

AGREEMENT

The Parities to this MOU have recorded their understandings and obligations and as signatories to the document agree to the following:

Association Membership

1. DMRRTB is an incorporated Association known as Daylesford and Macedon Ranges Regional Tourism Board Inc. The Association operates under a Rules and Purposes of Association, July 2010 ("Rules") which details its Membership structure.

2. By entering this MOU, Hepburn Shire Council will become a member of the incorporated Association and as will nominate a representative to DMRRTB's Board of Directors ("Board").

3. All Board representatives have full voting rights.

Board Membership

4. Hepburn Shire Council agrees that once appointed to the Board, their representative:
   (a) Will be bound by DMRRTB's Board Charter and Rules and that the Rules are bound by the Incorporated Associations Act 1981 and other Victorian and National legislation.
   (b) Will be required to attend regular Board meetings, the frequency to be at the discretion of the Board of Directors.
   (c) May be appointed to sub-committees and required to attend planning sessions that result in additional meetings and responsibilities over and above their usual Board responsibilities.
   (d) Will be bound by confidentiality.
   (e) Will not be paid any fees for attendance at Board meetings, including any out-of-pocket expenses associated with attending to Board matters.

Funding

5. Hepburn Shire Council agrees to:
   (a) Provide one year's funding support to DMRRTB, commencing on 1 July 2013 and concluding on 30 June 2014.
   (b) The funding schedule outlined in Schedule A to this MOU.

6. Hepburn Shire Council agrees that the financial commitment will be paid within 30 days of receipt of an invoice from DMRRTB.

7. Hepburn Shire Council agrees that all financial commitments will be administered by DMRRTB.

8. Hepburn Shire Council acknowledges that DMRRTB will enter into a separate MOU with Tourism Victoria to provide funding throughout the term of this MOU. For the benefit of this MOU, Tourism Victoria:

(a) Has committed to provide a minimum $200,000 in funding to DMRRTB over the period 1 July 2013-30 June 2014. Tourism Victoria has announced that further in funds will be allocated to Regional Tourism Boards, including DMRRRTB, during the same period.

(b) Has renewed its commitment to allocate all revenue generated from visitvictoria.com/dmr to DMRRTB, an income stream that averages around $30,000 annually.

(c) Afforded assurances to DMRRTB that it will continue to provide:

- Access to cooperative programs.
- A licence to use Tourism Victoria marketing IP and assets.
- Access to Tourism Victoria research databases.
- Access to State Government media and other specialist agencies, which includes free media planning and Government media buying rates.
- Access to Tourism Victoria staff expertise across all disciplines, including investment, digital, product development and marketing.

9. Hepburn Shire Council understands that if, at any stage, Tourism Victoria withdraws its financial support to DMRRTB, Hepburn Shire Council will also have the right to withdraw their funding support and terminate this MOU.

10. DMRRTB agrees to boost its financial contributions with the application of grants and additional revenue raising activities aimed at industry and/or consumer participation.

Activity Delivery

11. DMRRTB is responsible for the delivery of its Plans and meeting key performance targets.

12. Hepburn Shire Council agrees to support, where relevant, the involvement of their Tourism and Economic Development personnel in appropriate DMRRTB activities. Hepburn Shire Council will determine the relevance of DMRRTB activities in consultation with DMRRTB personnel.

13. DMRRTB agrees to ensure regular and formal communication of its Plan development and delivery with its key stakeholders including Hepburn Shire Council, Tourism Victoria, Tourism Associations, Product and Working Groups and the wider industry.

14. Hepburn Shire Council acknowledges that DMRRTB, either independently or in collaboration with Tourism Victoria, has responsibility for marketing of the Daylesford and the Macedon Ranges region as a core tourism destination.

15. DMRRTB agrees that it will work with Hepburn Shire Council, Tourism Associations and industry groups to develop and deliver activities designed to raise awareness of specific tourism-related experiences associated with one or more municipalities.

16. Hepburn Shire Council agrees to collaborate with DMRRTB on the delivery of regional collateral.

17. DMRRTB agrees to work with Hepburn Shire Council to establish an annual training and development program that is open to industry participation.

18. DMRRTB agrees to coordinate a quarterly meeting involving Hepburn Shire Council.

Reporting

19. The Board will provide a detailed quarterly report on activities and key issues to Tourism Victoria, Partner Councils and key stakeholders. This report will focus on the broader Daylesford and Macedon Ranges Region as well as analysis for each sub destination within the region.

20. The Board will make a detailed presentation to the Partner Councils annually and will include the following:-
> Visitation – visitor nights, length of stay, trends, comparison with other regions, purpose of visit etc.
> Financial Report
> Revenue generated from tourism
> Employment
> Infrastructure Development – tourism building approvals
> Media exposure achieved
> Results from web-based activity
> Special activities undertaken

Dispute Resolution

21. Any disputes arising from this MOU will be first referred to a joint meeting of the Chairperson of the Board, two Hepburn Shire Council representatives, who are not represented on the Board, and a representative from Tourism Victoria. Tourism Victoria will convene and manage this process.

22. Final dispute resolution, if required, will be referred to a Committee consisting of: a representative from the DMRRTB Board, a representative from the original resolution meeting group, a Hepburn Shire Council representative, Tourism Victoria representative, and independent industry representative. The industry representative will be appointed by a group consisting of a representative from Hepburn Shire Council, the Board and Tourism Victoria.

Indemnity

23. Hepburn Shire Council will release and indemnify DMRRTB, its servants and agents from and against all actions, proceedings, claims and demands which may be brought by any person in respect of the performance of this MOU by Parties other than Hepburn Shire Council. This includes any negligence or wrongful act by employees or agents or parties other than Hepburn Shire Council and any breach of this MOU on the part of DMRRTB staff, servants and agents except to the extent that the negligence or breach is caused by, or contributed to, by the officers, employees of agents of Hepburn Shire Council.

24. DMRRTB will release and indemnify Hepburn Shire Council, their servants and agents from and against all actions, proceedings, claims and demands which may be brought by any person in respect of the performance of this MOU by Parties other than DMRRTB. This includes any negligence or wrongful act by employees or agents or parties other than Hepburn Shire council and any breach of this MOU on the part of Hepburn Shire Council staff, servants and agents except to the extent that the negligence or breach is caused by, or contributed to, by the officers, employees of agents of DMRRTB.

25. DMRRTB agrees to maintain with a reputable insurer, appropriate insurance including:

(a) Worker's compensation insurance for an amount required by Victorian Law.
(b) Pubic liability insurance for $10,000,000 or more per claim.
(c) Professional indemnity insurance for $1,000,000 or more per claim.

26. The Laws of the State of Victoria shall govern this MOU and DMRRTB and Hepburn Shire Council warrant that in its dealings it will comply with the relevant legal principles of Victorian and Commonwealth legislation.

Term of MOU

27. This MOU lapses on 30 June 2014 and may be renewed or negotiated by further agreement between the Parties.

28. Negotiations to renew the MOU must commence no later than May 2014. If Hepburn Shire Council does not intend to enter into negotiations it must inform DMRRTB no later than May 2014.

Parties Agree to be Bound

29. It is the intention that this MOU be binding on the parties without the right of withdrawal from the arrangement except where there is a fundamental breach of any term of condition of this MOU.

SCHEDULE A

Stakeholder Funding

1. It is agreed that the following funding commitments will apply:

	2013-2014
Hepburn Shire Council	$75,000

Office provision

2. In addition to the above funding commitment, Hepburn Shire Council agrees to provide a fully-functioning office located at 98 Vincent Street, Daylesford to DMRRTB throughout the duration of this MOU.

3. Hepburn Shire Council agrees that if during the duration of this MOU, it requires DMRRTB to vacate this office; it will provide a minimum six months' written notice to DMRRTB.

4. DMRRTB agrees that if during the duration of this MOU, it requires to vacate this office; it will provide a minimum six months' written notice to Hepburn Shire Council.

5. DMRRTB agrees to be self-sufficient in terms of administration support, provision of office supplies and furniture, IT and mobile telecommunications services throughout the duration of this MOU.

SIGNATORY PAGE

Hepburn Shire Council agrees to be a signatory to the Daylesford and Macedon Ranges Regional Tourism Board Inc. Memorandum of Understanding.

Signed on behalf **Hepburn Shire Council**

Name:

Title:

Date:

Signature

In the presence of:

Name:

Title:

Date:

Signature

Hepburn Shire Council
76 Vincent Street
Daylesford Vic 3460

Daylesford & Macedon Ranges Regional Tourism Board Inc.
98 Vincent Street
Daylesford Vic 3460

11.4. HEPBURN FOOTBALL NETBALL CLUB COUNTRY FOOTBALL NETBALL PROGRAM APPLICATION

GENERAL MANAGER COMMUNITY SERVICES

In providing this advice to Council as the Recreation Coordinator, I Laura Campbell have no interests to disclose in this report.

PURPOSE

The purpose of this report is to seek Council support for the Country Football Netball Program funding application for a new netball court at Hepburn Football Netball Club.

BACKGROUND

The next round of the Country Football Netball Program is closing on 31 January 2014 for allocation in the 2014-15 financial year. This round of funding will result in grants awarded for the 2014-2015 financial year. There are no other projects that are sufficiently developed or eligible for this funding program, so Council is eligible to apply for up to $100,000.

ISSUE / DISCUSSION

The Hepburn Football Netball Club is experiencing increased participation in netball. It has doubled its membership in less than 10 years and caters for boys who wish to play netball. A long term vision for the precinct has been developed with an aim to continue to grow participation in all sports played at the Laurie Sullivan Recreation Reserve. The Hepburn Football Netball Club has identified the need for a second netball court as its highest priority. This will allow all players to practice as well as provide warm-up and tournament space. The total cost of the new court is $99,868. As part of this application, Hepburn Football Netball Club will contribute $24,967 and are requesting $5,000 from Council and $69,901 from the State Government.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Council Plan 2013-2017:

Strategic Objective – Active and Engaged Communities

Key Strategic Activity*:*

4. Implement a proactive and planned approach to the maintenance, renewal and upgrade of recreation assets.

Action: Support sport and recreation groups to plan for the future

FINANCIAL IMPLICATIONS

On the advice of Sport and Recreation Victoria, the Hepburn Football Netball Club is seeking a financial contribution from Council of $5,000 to demonstrate Council's support of the application.

RISK IMPLICATIONS

None identified

ENVIRONMENTAL / SOCIAL / ECONOMIC IMPLICATIONS

The additional netball court will promote increased participation in netball and continued growth of Hepburn Football Netball Club.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

The Hepburn Football Netball Club has worked together with the Hepburn Recreation Reserve Committee of Management to develop a long term vision for the reserve and has determined that this is the highest priority, due to the continued growth of the club.

CONCLUSION

The Hepburn Football Netball Club is experiencing significant growth and leading the way in netball by including boys. In supporting the Hepburn Football Netball Club in their Country Football Netball Program application, Council meets its commitment to support recreation groups plan for the future.

OFFICER'S RECOMMENDATION

That Council:

11.4.1 Supports the Hepburn Football Netball Club application for a new netball court through the Country Football Netball Program.

11.4.2 Commits $5,000 from its 2014-2015 budget towards the project.

MOTION

That Council:

11.4.1. Supports the Hepburn Football Netball Club application for a new netball court through the Country Football Netball Program.

11.4.2. Commits $5,000 from its 2014-2015 budget towards the project.

Moved: Councillor Kate Redwood
Seconded: Councillor Sebastian Klein
Carried.

11.5. RECORD OF ASSEMBLIES OF COUNCILLORS – 21 NOVEMBER & DECEMBER 2013

GENERAL MANAGER CORPORATE SERVICES

In providing this advice to Council as the General Manager Corporate Services, I Evan King have no interests to disclose in this report.

PURPOSE

The purpose of this report is for Council to receive and note Assemblies of Councillors.

BACKGROUND

The Local Government Act 1989 defines Assembly of Councillors as

…a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be -

(a) the subject of a decision of the Council; or

(b) subject to the exercise of a function, duty of power of the Council that has been delegated to a person or committee –

but does not include a meeting of the Council, a special committee of the Council, as audit committee established under Section 139, a club, association, peak body, political party of other organisation;

Assemblies of Councillors		
Date	**Location**	**Committee Name**
21 November 2013	Creswick RSL	Municipal Emergency Management Planning
3 December 2013	Council Chamber, Daylesford	Councillor Briefing
10 December 2013	Council Chamber, Daylesford	Councillor Briefing
17 December 2013	Clunes Town Hall	Councillor Briefing Workshop – Part 2 – Review of Local Law No 1
17 December 2013	Clunes Town Hall	Councillor/CEO Meeting
17 December 2013	Clunes Town Hall	Pre Council Meeting Briefing

ISSUE / DISCUSSION

1. The *Local Government Act 1989* (as amended) requires the record of an Assembly of Councillors to be reported at an Ordinary meeting of the Council.
2. The *Local Government Act 1989* (as amended) requires the record of an Assembly of Councillors to be incorporated in the minutes of that Council Meeting.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Local Government Act 1989, Section 80A

FINANCIAL IMPLICATIONS

Nil

RISK IMPLICATIONS

There are implications with regards to Council's compliance with the *Local Government Act 1989* (as amended) if written records of Councillor Assemblies are not reported to Council.

ENVIRONMENTAL / SOCIAL / ECONOMIC IMPLICATIONS

The inclusion of the attached record of Councillor Assemblies in the Council Agenda and their availability to the public will increase awareness of the activities of Council and could increase community involvement in decision making at Council level.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Using Council's adopted Community Engagement Framework, International Public Participation Consultation, this report presents information via the Council Agenda.

CONCLUSION

Information provided for noting.

OFFICER'S RECOMMENDATION

11.5.1 That Council receives and notes the Records of Assemblies of Councillors for 21 November 2013 and December 2013.

MOTION

11.5.1. That Council receives and notes the Records of Assemblies of Councillors for 21 November 2013 and December 2013.

Moved: Councillor Kate Redwood
Seconded: Councillor Bill McClenaghan
Carried.

ATTACHMENT 3 - RECORDS OF ASSEMBLIES OF COUNCILLORS – 21 NOVEMBER 2013 & DECEMBER 2013

RECORD OF ASSEMBLY OF COUNCILLORS
This record is required under Section 80A of the *Local Government Act 1989*

Title of Meeting: Municipal Emergency Management Planning Meeting
Date: Thursday 21 November 2013
Time: 9.30am – 11.30am

Venue: ☐ Council Chamber Daylesford
☐ Senior Citizens Centre Daylesford
☒ Other (specify) – Creswick RSL – Albert Street Creswick

Councillors present:

☐ Cr Pierre Niclas
☐ Cr Kate Redwood
☐ Cr Neil Newitt
☐ Cr Sebastian Klein
☐ Cr Don Henderson
☐ Cr Greg May
☒ Cr Bill McClenaghan

Members of Council Staff present:

☐ CEO Aaron van Egmond (15 mins for presentation)
☐ GM Corporate Services Evan King
☒ GM Community Services Kathleen Brannigan
☐ GM Infrastructure Bruce Lucas
☒ Other, please specify: Kevin Clohesy, Richard Russell, Terry Crisp

Conflict of Interest Disclosures:

Councillor Name	Time Left and Returned

Matters Considered:

Agenda Attached ☒

Name and title of Officer responsible for this written record:

☐ CEO Aaron van Egmond
☐ GM Corporate Services Evan King
☐ GM Community Services Kathleen Brannigan
☒ GM Infrastructure Bruce Lucas
☐ Other, please specify:

Signature: _____

Note: This form MUST be completed by the attending Council Officer and returned immediately to Executive Services for filing.

MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE 2013
AGENDA

Thursday 21 November 2013
9.30am to 11.30am - Creswick RSL

Invitees:

J Walsh	Red Cross	Terry Crisp	HSC
Sgt Andrew Guiney	Daylesford Police	Kevin Clohesy	HSC
Sgt Dean Towk	Creswick Police	Richard Russell	HSC
Matthew Beel	Trentham Police	Cr Bill McClenaghan	HSC
Stephen Latter	Hepburn Health	Adam McSwain	HSC
Deb Shaddock	Red Cross	Melissa Phillips	HSC
Barry Nicholls	Ambulance Victoria	Bruce Lucas	HSC
Julian Cofield	Ambulance Victoria	Kathleen Brannigan	HSC
Carl Oliver	Coliban Water	Tony Grimme	SES
Neville Pearce	Coliban Water	Kevin Henderson	Goulburn Murray Water
John Searby	DSE	Gordon Cornell	WICEN
Geoffrey Gray	CFA	Karen Doyle	Parks Victoria
Dean Jones	CFA	Jeni Taylor	Integrated Fire Management Planning
Alan Hives	CFA Local (Creswick)	Brian Hamer	DHS Grampians
Alfred Mason	CFA	Crystal Clark	DEPI
Geoffrey Gray	CFA		

Apologies:

Margaret Holt	Central Highlands Water	Evan King	HSC
Cameron Butcher	Central Highlands Water	Eric Wright	HSC
Malcolm Bruce	CFA	Merydth Whitehead	DEPI
Graham McGrath	Ambulance Victoria	Sally McCarron	DHS
Leanne Curran	Daylesford Police		

Item No.	Time	Agenda Item	Presenter
1	9.30am	**Welcome & Apologies**	Cr Bill McClenaghan
2	9.35am	• **Adoption of Minutes of Meeting – 17 April 2013** • **Business Arising from Minutes**	Cr Bill McClenaghan
3	9.45am	**Incoming Correspondence** • **CFA District 15 Operations Management Report November 2013** • **CFA presentation – Season Outlook for 2013/2014 – October 2013** • **Minutes REMPC – Stawell 29 October** • **Red Cross Emergency Services Report**	Cr Bill McClenaghan
4	10.05am	**Update CERA Risk Profile Review by MEMPC**	Richard Russell / Tony Grimme
5	10.20am	**Flood Plan Update & Update on Creswick Flood Mitigation Works**	Richard Russell
6	10.35am	**Mt Franklin Fire Lookout Tower Visibility Tower Works**	Crystal Clark - DEPI
7	11.00am	**MEMP Audit Early 2014**	Bruce Lucas/Richard Russell
8	11.15am	**General Business**	
		Close	

RECORD OF ASSEMBLY OF COUNCILLORS

This record is required under Section 80A of the *Local Government Act 1989*

Title of Meeting: Briefing Meeting
Date: 3/12/13
Time: 11-30

Venue:
- [x] Council Chamber Daylesford
- [ ] Senior Citizens Centre Daylesford
- [ ] Other (specify)

Councillors present:
- [x] Cr Pierre Niclas
- [x] Cr Kate Redwood
- [x] Cr Neil Newitt
- [x] Cr Sebastian Klein (1-00pm)
- [x] Cr Don Henderson
- [x] Cr Greg May
- [x] Cr Bill McClenaghan

Members of Council Staff present:
- [x] CEO Aaron van Egmond
- [x] GM Corporate Services Evan King
- [ ] GM Community Services Kathleen Brannigan
- [x] GM Infrastructure Bruce Lucas
- [x] Other, please specify: Paul Bremby, Mary Danczuk, Kate Gerrit, Scott Kerr, Justin Fiddes

Conflict of Interest Disclosures:

Councillor Name	Time Left and Returned
Cr McClenaghan - Item 9	left 4-50 - meeting closed

Matters Considered:

Agenda Attached [x]

Name and title of Officer responsible for this written record:
- [ ] CEO Aaron van Egmond
- [x] GM Corporate Services Evan King
- [ ] GM Community Services Kathleen Brannigan
- [ ] GM Infrastructure Bruce Lucas
- [ ] Other, please specify:

Signature: Evan K

Note: This form MUST be completed by the attending Council Officer and returned immediately to Executive Services for filing.

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Councillor Briefing Agenda

Tuesday 3 December 2013

Tuesday 3 December 2013 11:30 am		Council Chamber Daylesford Town Hall
Chair	Mayor	Cr Don Henderson
Attendees	Councillors	Cr Pierre Niclas, Cr Kate Redwood AM, Cr Neil Newitt, Cr Sebastian Klein, Cr Greg May, Cr Bill McClenaghan
	Officers	Chief Executive Officer, General Manager Corporate Services, General Manager Community Services, General Manager Infrastructure, and other officers as required
Apologies		

	Time		Title	Action Officer	
1.	11:30 am	Verbal Presentation	**2013-14 Mid-Year Budget Review**	General Manager Corporate Services & Manager Finance	**Page 3**
	12:00 pm		**Lunch Break** **Lunch will be provided**		
2.	12:30 pm	Verbal Presentation	**Draft Community Planning Policy and Strategy** **Attachment 1**	General Manager Community Services & Manager Community Development	**Page 4** **Page 5**
3.	1:00 pm	Report	**Draft Public Art Policy** **Attachment 2**	General Manager Community Services & Manager Community Development	**Page 13** **Page 17**
4.	1:30 pm	Verbal Presentation	**Changes to Home and Community Care Services**	General Manager Community Services & Manager Aged and Disability Services	**Page 27**

Confidential
Councillor Briefing Agenda
Tuesday 3 December 2013

	Time		Title	Action Officer	
5.	2:00 pm	Report	**Empty Spaces Project – Proposed Clunes Library Temporary Licence** **Attachment 3**	General Manager Community Services & Manager Community Development	**Page 28** **Page 31**
6.	2:30 pm	Verbal Presentation	**Streetscape Planning and Design – Hepburn, Glenlyon, Trentham, Creswick and Clunes - Project Update**	General Manager Community Services & Manager Community Development	**Page 43**
7.	3:00 pm	Verbal Presentation	**Heavy Vehicle National Law**	General Manager Infrastructure	**Page 44**
8.	3:30 pm	Informal Discussion	**Clunes Community and Interpretive Centre - Naming**	General Manager Community Services	**Page 45**
9.	4:00 pm	Informal Discussion	**Delegated Planning Committee Applications**	Chief Executive Officer & Manager Planning	**Page 46**
10.	4:45 pm		**CLOSE OF MEETING**		**Page 48**

DISCLOSURE OF CONFLICT OF INTEREST

I, Councillor BILL McCLENAGHAN hereby disclose a conflict of interest in the following matter DELEGATED PLANNING COMMITTEE PLANNING APPLICATION - 211 WHEELERS HILL RD MUSK

This matter is being considered at a meeting of

- ☐ Council Meeting
- ☑ Councillor Briefing
- ☐ Special Committee .....
- ☐ Audit and Risk Advisory Committee .....
- ☐ Assembly of Councillors .....

on TUE 03 DEC 2013.

The class of the interest is (tick appropriate box)

- a direct interest ☐

  OR

- an indirect interest ☑ (see below)

  Please select from the following types of indirect interest:

  - Indirect interest - close association (section 78) ☐
  - Indirect financial interest (section 78A) ☐
  - Indirect interest – conflicting duty (section 78B) ☑
  - Indirect interest – applicable gift(s) (section 78C) ☐
  - Indirect interest – party to matter (civil proceedings) (section 78D) ☐
  - Indirect interest – impact on residential amenity (section 78E) ☐

NB All references to sections are references to sections in the *Local Government Act 1989*.

The nature of the interest is as follows:

I AM A DIRECTOR OF THE CENTRAL HIGHLANDS TOURIST RAILWAY WHICH OBJECTED TO THE GRANTING OF THIS PLANNING PERMIT AND WHICH HAS AN ONGOING INTEREST IN CONDITIONS APPLIED.

Print Name: BILL McCLENAGHAN

Signed: .....

Date: 03 DEC 2013

RECORD OF ASSEMBLY OF COUNCILLORS

This record is required under Section 80A of the *Local Government Act 1989*

Title of Meeting: **Councillor Briefing**
Date: **Tuesday 10 December 2013**
Time: **11:00 am**

Venue: ☒ Council Chamber Daylesford
☐ Senior Citizens Centre Daylesford
☐ Other (specify)

Councillors present:

☒Cr Pierre Niclas
☒Cr Kate Redwood
☒Cr Neil Newitt
☒Cr Sebastian Klein
☒Cr Don Henderson
☒Cr Greg May
☒Cr Bill McClenaghan

Members of Council Staff present:

☒CEO Aaron van Egmond
☒GM Corporate Services Evan King
☒GM Community Services Kathleen Brannigan
☒GM Infrastructure Bruce Lucas
☒Other, please specify:
LAURA CAMPBELL
RICHARD ROSSELL
JOSEPH FLOYES

Conflict of Interest Disclosures:

Councillor Name	Time Left and Returned
Cr May item 6	Left 2-49 Returned 2-56
Cr McClenaghan item 7	Left 2-57 Returned 3-41

Matters Considered:

Agenda Attached ☒

Name and title of Officer responsible for this written record:

☐CEO Aaron van Egmond
☒GM Corporate Services Evan King
☐GM Community Services Kathleen Brannigan
☐GM Infrastructure Bruce Lucas
☐Other, please specify:

Signature: _____

Note: This form MUST be completed by the attending Council Officer and returned immediately to Executive Services for filing.

Confidential

Councillor Briefing Agenda

Tuesday 10 December 2013

Tuesday 10 December 2013 11:00 am		Council Chamber Daylesford Town Hall
Chair	Mayor	Cr Don Henderson
Attendees	Councillors	Cr Pierre Niclas, Cr Kate Redwood AM, Cr Neil Newitt, Cr Sebastian Klein, Cr Greg May, Cr Bill McClenaghan
	Officers	Chief Executive Officer, General Manager Corporate Services, General Manager Community Services, General Manager Infrastructure, and other officers as required
Apologies		

	Time		Title	Action Officer	
1.	11.00 am	Workshop	**Review of Local Law No 1 – Meeting Procedures and Common Seal**	General Manager Corporate Services & Governance Officer	**Page 3**
	12:00 pm		**Lunch Break** **Lunch will be provided**		
2.	12:30 pm	External Presentation	**Mt Prospect Tennis Association – 2014 Inter Regional Country Tennis Championships**	General Manager Community Services & Recreation Officer Mt Prospect Tennis Association: Mr David Hay & Mr Adam Sewell	**Page 4**
3.	1:00 pm	External Presentation	**Clunes Community Centre Study**	General Manager Community Services & Recreation Officer SGL Consulting: Ms Mandy Nolton	**Page 5**
4.	1:30 pm	External Presentation	**Hepburn Football Netball Club – Proposed Country Football Netball Grant Submission**	General Manager Community Services & Recreation Officer Hepburn Football Netball Club	**Page 6**

Confidential

Councillor Briefing Agenda

Tuesday 10 December 2013

Time			Title	Action Officer	
5.	2:00 pm	Verbal Presentation	**Daylesford Streetscape Revitalisation Strategy – Update**	General Manager Infrastructure	**Page 7**
6.	2:30 pm	Verbal Presentation	**Four Seasons Grant Funding Recommendations**	General Manager Community Services & Events Co-ordinator	**Page 8**
7.	3:00 pm	Verbal Presentation	**Waste Management and Resource Recovery Strategy**	General Manager Infrastructure & Manager Assets & Engineering Services	**Page 9**
8.	3:30 pm	Report	**Swiss Mountain Hotel – Partial Road Closure** **Attachment 1**	General Manager Infrastructure & Manager Assets & Engineering Services	**Page 10** **Page 11**
9.	3:45 pm	Verbal Presentation	**Municipal Early Years Plan**	General Manager Community Services & Early Years Plan Working Group	**Page 13**
10.	4:30 pm		**CLOSE OF MEETING**		**Page 14**

	5:00 pm		**DELEGATED PLANNING COMMITTEE**	

DISCLOSURE OF CONFLICT OF INTEREST

I, Councillor BILL McCLENAGHAN. hereby disclose a conflict of interest in the following matter ITEM 7 IN COUNCILLOR BRIEFING AGENDA — WASTE MANAGEMENT AND RESOURCE RECOVERY STRATEGY.

This matter is being considered at a meeting of

- ☐ Council Meeting
- ☑ Councillor Briefing
- ☐ Special Committee .....
- ☐ Audit and Risk Advisory Committee .....
- ☐ Assembly of Councillors .....

on TUE 10 DEC 13

The class of the interest is (tick appropriate box)

- a direct interest ☑

  OR

- an indirect interest ☐ (see below)

  Please select from the following types of indirect interest:

  - Indirect interest - close association (section 78) ☐
  - Indirect financial interest (section 78A) ☐
  - Indirect interest – conflicting duty (section 78B) ☐
  - Indirect interest – applicable gift(s) (section 78C) ☐
  - Indirect interest – party to matter (civil proceedings) (section 78D) ☐
  - Indirect interest – impact on residential amenity (section 78E) ☐

NB All references to sections are references to sections in the *Local Government Act 1989*.

The nature of the interest is as follows:

AS A LOCAL GARBO - I OPERATE A WASTE MANAGEMENT BUSINESS THAT WOULD BE AFFECTED BY DECISIONS & DELIBERATIONS OF COUNCIL ON WASTE MANAGEMENT MATTERS.

Print Name: BILL McCLENAGHAN

Signed: .....

Date: 10 Dec 13

DISCLOSURE OF CONFLICT OF INTEREST

I, Councillor Greg May. hereby disclose a conflict of interest in the following matter Four Seasons Grant Funding Recommendations

This matter is being considered at a meeting of

- ☐ Council Meeting
- ☑ Councillor Briefing
- ☐ Special Committee .....
- ☐ Audit and Risk Advisory Committee .....
- ☐ Assembly of Councillors .....

on .....

The class of the interest is (tick appropriate box)

- a direct interest ☑

  OR

- an indirect interest ☐ (see below)

  Please select from the following types of indirect interest:

  - Indirect interest - close association (section 78) ☐
  - Indirect financial interest (section 78A) ☐
  - Indirect interest – conflicting duty (section 78B) ☐
  - Indirect interest – applicable gift(s) (section 78C) ☐
  - Indirect interest – party to matter (civil proceedings) (section 78D) ☐
  - Indirect interest – impact on residential amenity (section 78E) ☐

NB All references to sections are references to sections in the *Local Government Act 1989*.

The nature of the interest is as follows:

Close involvement with organisation seeking funding through the Four Seasons Grants: (Anderson's Mill Festival organising committee)

Print Name: Greg May

Signed: Greg May

Date: 10/12/2013.

RECORD OF ASSEMBLY OF COUNCILLORS

This record is required under Section 80A of the *Local Government Act 1989*

Title of Meeting: COUNCILLOR BRIEFING WORKSHOP - PART 2 - REVIEW OF LOCAL LAW N° 1
Date: 17/12/13
Time: 11-30AM

Venue:
- ☐ Council Chamber Daylesford
- ☐ Senior Citizens Centre Daylesford
- ☑ Other (specify) CLUNES TOWN HALL

Councillors present:

- ☑ Cr Pierre Niclas
- ☑ Cr Kate Redwood
- ☑ Cr Neil Newitt
- ☑ Cr Sebastian Klein
- ☑ Cr Don Henderson
- ☑ Cr Greg May
- ☑ Cr Bill McClenaghan

Members of Council Staff present:

- ☑ CEO Aaron van Egmond
- ☑ GM Corporate Services Evan King
- ☐ GM Community Services Kathleen Brannigan
- ☐ GM Infrastructure Bruce Lucas
- ☐ Other, please specify:

Conflict of Interest Disclosures:

Councillor Name	Time Left and Returned

Matters Considered:

Agenda Attached ☐

Name and title of Officer responsible for this written record:

- ☐ CEO Aaron van Egmond
- ☒ GM Corporate Services Evan King
- ☐ GM Community Services Kathleen Brannigan
- ☐ GM Infrastructure Bruce Lucas
- ☐ Other, please specify:

Signature: Evan K

Note: This form MUST be completed by the attending Council Officer and returned immediately to Executive Services for filing.

RECORD OF ASSEMBLY OF COUNCILLORS

This record is required under Section 80A of the *Local Government Act 1989*

Title of Meeting: **Councillor/CEO Meeting**
Date: **Tuesday 17 December 2013**
Time: **2:00 pm**

Venue: ☐ Council Chamber Daylesford
☐ Senior Citizens Centre Daylesford
☒ Other (specify) – Clunes Town Hall

Councillors present:

☒Cr Pierre Niclas
☒Cr Kate Redwood
☒Cr Neil Newitt
☒Cr Sebastian Klein
☒Cr Don Henderson
☒Cr Greg May
☒Cr Bill McClenaghan

Members of Council Staff present:

☒CEO Aaron van Egmond
☐GM Corporate Services Evan King
☐GM Community Services Kathleen Brannigan
☐GM Infrastructure Bruce Lucas
☐Other, please specify:

Conflict of Interest Disclosures:

Councillor Name	Time Left and Returned

Matters Considered:

Agenda Attached ☒

Name and title of Officer responsible for this written record:

☒CEO Aaron van Egmond
☐GM Corporate Services Evan King
☐GM Community Services Kathleen Brannigan
☐GM Infrastructure Bruce Lucas
☐Other, please specify:

Signature: _____

Note: This form MUST be completed by the attending Council Officer and returned immediately to Executive Services for filing.

AGENDA
COUNCILLOR / CEO MEETING

Tuesday 17 December 2013 Commencing 12:30 pm	**Clunes Town Hall**	
Chair:	Mayor	Councillor Don Henderson
Attendees:	Councillors	Kate Redwood, Neil Newitt, Sebastian Klein, Pierre Niclas, Greg May, Bill McClenaghan
	Officers	CEO, Aaron van Egmond
Apologies:	Councillors	
	Officers	

COUNCILLOR ONLY TIME		
12:30 pm		**Councillors Only**
AGENDA – COUNCILLOR / CEO MEETING		
2:00 pm		**CEO & Councillors**
1.	**DMRT Memorandum of Understanding**	**Cr Newitt**
2.	**Creswick ELT offsite meeting**	**Aaron van Egmond**
3.	**Australia Day - Welcome to Country**	**Cr Henderson**
4.	**Coffee Machine**	**Cr Newitt**
5.	**Council Marquee's**	**Cr May**
6.	**Ward Advisory Meetings**	**Aaron van Egmond**
7.	**School Student Citizenship Awards**	**Aaron van Egmond**
8.	**Creswick Bowling Club**	**Aaron van Egmond**
9.	**Hospital Street, Daylesford**	**Cr Niclas**
10.	**Contact List**	**Aaron van Egmond**
11.	**Staff member passing away**	**Aaron van Egmond**
3:30pm	**Pre-Council Meeting Briefing 17 December 2013**	**Councillors and Officers**
5:00 pm	**Meal Break**	
6:00 pm	**Council Meeting – Clunes**	

RECORD OF ASSEMBLY OF COUNCILLORS

This record is required under Section 80A of the *Local Government Act 1989*

Title of Meeting: **Pre Council Meeting**
Date: **Tuesday 17 December 2013**
Time: **3:30 pm**

Venue: ☐ Council Chamber Daylesford
☐ Senior Citizens Centre Daylesford
☒ Other (specify) – Clunes Town Hall

Councillors present:

☒Cr Pierre Niclas
☒Cr Kate Redwood
☒Cr Neil Newitt
☒Cr Sebastian Klein
☒Cr Don Henderson
☒Cr Greg May
☒Cr Bill McClenaghan

Members of Council Staff present:

☒CEO Aaron van Egmond
☒GM Corporate Services Evan King
☒GM Community Services Kathleen Brannigan
☒GM Infrastructure Bruce Lucas
☒Other, please specify:
Adam McSwain

Conflict of Interest Disclosures:

Councillor Name	Time Left and Returned
Cr May item 10.5	Left 4-05 Returned 4-07
Cr May item 10.7	Left 4-10 Returned 4-18

Matters Considered: Council Meeting Agenda – 17 December 2013

Agenda Attached ☐

Name and title of Officer responsible for this written record:

☐CEO Aaron van Egmond
☒GM Corporate Services Evan King
☐GM Community Services Kathleen Brannigan
☐GM Infrastructure Bruce Lucas
☐Other, please specify:

Signature: Evan K.

Note: This form MUST be completed by the attending Council Officer and returned immediately to Executive Services for filing.

DISCLOSURE OF CONFLICT OF INTEREST

I, Councillor GREG MAY. hereby disclose a conflict of interest in the following matter FOUR SEASONS EVENT FUNDING

This matter is being considered at a meeting of

- ☐ Council Meeting
- ☑ Councillor Briefing
- ☐ Special Committee .....
- ☐ Audit and Risk Advisory Committee .....
- ☐ Assembly of Councillors .....

on 17 · 12 · 2013

The class of the interest is (tick appropriate box)

- a direct interest ☑

  OR

- an indirect interest ☐ (see below)

  Please select from the following types of indirect interest:

  - Indirect interest - close association (section 78) ☐
  - Indirect financial interest (section 78A) ☐
  - Indirect interest – conflicting duty (section 78B) ☐
  - Indirect interest – applicable gift(s) (section 78C) ☐
  - Indirect interest – party to matter (civil proceedings) (section 78D) ☐
  - Indirect interest – impact on residential amenity (section 78E) ☐

NB All references to sections are references to sections in the *Local Government Act 1989*.

The nature of the interest is as follows:

COMMITTEE MEMBER OF ANDERSON'S MILL FESTIVAL ORGANISING COMMITTEE

Print Name: GREG MAY

Signed: Greg May

Date: 17 · 12 · 2013

DISCLOSURE OF CONFLICT OF INTEREST

I, Councillor GREG MAY hereby disclose a conflict of interest in the following matter PUBLIC FACILITY FEE WAIVER POLICY.

This matter is being considered at a meeting of

- ☐ Council Meeting
- ☑ Councillor Briefing
- ☐ Special Committee .....
- ☐ Audit and Risk Advisory Committee .....
- ☐ Assembly of Councillors .....

on 17 · 12 · 2013

The class of the interest is (tick appropriate box)

- a direct interest ☑

  OR

- an indirect interest ☐ (see below)

  Please select from the following types of indirect interest:

  - Indirect interest - close association (section 78) ☐
  - Indirect financial interest (section 78A) ☐
  - Indirect interest – conflicting duty (section 78B) ☐
  - Indirect interest – applicable gift(s) (section 78C) ☐
  - Indirect interest – party to matter (civil proceedings) (section 78D) ☐
  - Indirect interest – impact on residential amenity (section 78E) ☐

NB All references to sections are references to sections in the *Local Government Act 1989*.

The nature of the interest is as follows:

SECRETARY - NEWLYN COMMUNITY & SPORTING COMPLEX INC.

Print Name: GREG MAY.

Signed: Greg May.

Date: 17 · 12 · 2013

DISCLOSURE OF CONFLICT OF INTEREST

I, Councillor Bill McClenaghan hereby disclose a conflict of interest in the following matter: tabling of petition re support of Lyonville to Ballarto Rail Trail.

This matter is being considered at a meeting of

- [x] Council Meeting
- [ ] Councillor Briefing
- [ ] Special Committee .....
- [ ] Audit and Risk Advisory Committee .....
- [ ] Assembly of Councillors .....

on Tuesday 17 Nov 13

The class of the interest is (tick appropriate box)

- a direct interest [x]

  OR

- an indirect interest [ ] (see below)

  Please select from the following types of indirect interest:

  - Indirect interest - close association (section 78) [x]
  - Indirect financial interest (section 78A) [x]
  - Indirect interest – conflicting duty (section 78B) [x]
  - Indirect interest – applicable gift(s) (section 78C) [x]
  - Indirect interest – party to matter (civil proceedings) (section 78D) [x]
  - Indirect interest – impact on residential amenity (section 78E) [x]

NB All references to sections are references to sections in the *Local Government Act 1989*.

The nature of the interest is as follows:

I'm a Director of The Central Highlands Tourist Railway, which leases part of the railway reserve from VicTrack that may conflict with a rail trail.

Print Name: BILL McCLENAGHAN

Signed: [signature]

Date: 15 Dec 13

DISCLOSURE OF CONFLICT OF INTEREST

I, Councillor GREG MAY hereby disclose a conflict of interest in the following matter FOUR SEASONS GRANTS FUNDING

This matter is being considered at a meeting of

- ☑ Council Meeting
- ☐ Councillor Briefing
- ☐ Special Committee .....
- ☐ Audit and Risk Advisory Committee .....
- ☐ Assembly of Councillors .....

on 17.12.2013

The class of the interest is (tick appropriate box)

- a direct interest ☑

  OR

- an indirect interest ☐ (see below)

  Please select from the following types of indirect interest:

  - Indirect interest - close association (section 78) ☐
  - Indirect financial interest (section 78A) ☐
  - Indirect interest – conflicting duty (section 78B) ☐
  - Indirect interest – applicable gift(s) (section 78C) ☐
  - Indirect interest – party to matter (civil proceedings) (section 78D) ☐
  - Indirect interest – impact on residential amenity (section 78E) ☐

NB All references to sections are references to sections in the *Local Government Act 1989*.

The nature of the interest is as follows:
COMMITTEE MEMBER – ANDERSON'S MILL FESTIVAL ORGANISING COMMITTEE.

Print Name: GREG MAY.
Signed: Greg May
Date: 17.12.2013

DISCLOSURE OF CONFLICT OF INTEREST

I, Councillor GREG MAY. hereby disclose a conflict of interest in the following matter PUBLIC FACILITY FEE WAIVER POLICY

This matter is being considered at a meeting of

- ☑ Council Meeting
- ☐ Councillor Briefing
- ☐ Special Committee .....
- ☐ Audit and Risk Advisory Committee .....
- ☐ Assembly of Councillors .....

on 17.12.2013

The class of the interest is (tick appropriate box)

- a direct interest ☑

  OR

- an indirect interest ☐ (see below)

  Please select from the following types of indirect interest:

  - Indirect interest - close association (section 78) ☐
  - Indirect financial interest (section 78A) ☐
  - Indirect interest – conflicting duty (section 78B) ☐
  - Indirect interest – applicable gift(s) (section 78C) ☐
  - Indirect interest – party to matter (civil proceedings) (section 78D) ☐
  - Indirect interest – impact on residential amenity (section 78E) ☐

NB All references to sections are references to sections in the *Local Government Act 1989*.

The nature of the interest is as follows:

SECRETARY - NEWLYN COMMUNITY AND SPORTING COMPLEX INC.

Print Name: GREG MAY

Signed: Greg May

Date: 17.12.2013

12. COUNCIL SPECIAL COMMITTEES (SECTION 86)

12.1. MINUTES OF SPECIAL COMMITTEES (SECTION 86)

GENERAL MANAGER CORPORATE SERVICES

In providing this advice to Council as the General Manager Corporate Services, I Evan King, have no interests to disclose in this report.

PURPOSE

The purpose of this report is for Council to note the minutes and recommendations from Council's Special (Section 86) Committees.

BACKGROUND

Special committees are established by Council and their function and responsibilities outlined in an Instrument of Delegation. Under the Instrument of Delegation, special committees are required to maintain minutes of meetings held and provide a copy of the minutes to Council for review.

ISSUE/DISCUSSION

Please see listed below the minutes and other reports of Special Committees, as provided by the Committees over the past month, for your information:

- Minutes from Lyonville Hall Special Committee – 19/11/2013.
- Minutes from Creswick Museum Special Committee – 2/12/2013.
- Minutes from Lee Medlyn Home of Bottles Special Committee – 4/12/2013.
- Minutes from Glenlyon Recreation Reserve Special Committee – 5/12/2013.
- Minutes from Clunes Community and Interpretive (CCIC) Special Committee – 19/12/2013.

These minutes have been provided to Councillors under a separate cover.

The following recommendations have been received by Council and are presented for Council to consider adopting:

- Nil

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Nil

FINANCIAL IMPLICATIONS

Nil

RISK IMPLICATIONS

Nil

ENVIRONMENTAL / SOCIAL / ECONOMIC IMPLICATIONS

Nil

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Members of the community are represented on these committees.

CONCLUSION

Minutes and reports have been provided for noting.

OFFICER'S RECOMMENDATION

12.1.1 That Council receives and notes the minutes of the Special Committees (Section 86) listed above which have been distributed under separate cover.

MOTION

That Council:

12.1.1. Receives and notes the minutes of the Special Committees (Section 86) listed above which have been distributed under separate cover.

12.1.2. Accepts the resignation of Mr Richard Hutton from the Creswick Museum Special Committee effective immediately and writes to Mr Hutton thanking him for his contribution to the Creswick Museum Special Committee.

12.1.3. Writes to the Creswick Museum Special Committee notifying them of Mr Richard Hutton's resignation.

12.1.4. Fills the vacant position on the Creswick Museum Special Committee as part of the recruitment for members whose term expires on 4 August 2014.

Moved: Councillor Greg May
Seconded: Councillor Pierre Niclas
Carried.

13. COUNCIL ADVISORY COMMITTEES

13.1. MINUTES OF ADVISORY COMMITTEES

GENERAL MANAGER CORPORATE SERVICES

In providing this advice to Council as the General Manager Corporate Services, I Evan King, have no interests to disclose in this report.

PURPOSE

The purpose of this report is for Council to note the minutes received from Council's Advisory Committees.

BACKGROUND

Advisory committees are established by Council and their responsibilities outlined in Terms of Reference. Advisory Committees are required to maintain minutes of meetings held and provide a copy of the minutes to Council for review.

ISSUE/DISCUSSION

Please see listed below the minutes and other reports from Advisory Committees, as provided by the Committees over the several months, for your information:

- Wombat Hill Botanic Gardens Advisory Committee – 17/10/2013.
- Wombat Hill Botanic Gardens Annual Stakeholder Meeting – 17/10/2013.
- Hepburn Mineral Springs Reserve Advisory Committee – 28/11/2013.

These minutes have been provided to Councillors under separate cover.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Nil

FINANCIAL IMPLICATIONS

Nil

RISK IMPLICATIONS

Nil

ENVIRONMENTAL / SOCIAL / ECONOMIC IMPLICATIONS

Nil

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Members of the community are represented on these committees.

CONCLUSION

Minutes have been provided for noting.

OFFICER'S RECOMMENDATION

13.1.1 That Council receives and notes the minutes from Advisory Committees listed above which have been distributed under separate cover.

MOTION

13.1.1. That Council receives and notes the minutes from Advisory Committees listed above which have been distributed under separate cover.

Moved: Councillor Neil Newitt
Seconded: Councillor Kate Redwood
Carried.

14. CONFIDENTIAL ITEMS

14.1. CLOSURE OF MEETING TO MEMBERS OF THE PUBLIC

That pursuant to the provisions of Section 89(2) of the Local Government Act 1989, the meeting be closed to the public in order to consider:

- (d) Contractual matters; and
- (h) Any other matter which the Council or special committee considers would prejudice the Council or any person.

RECOMMENDATION

14.1.1 That the meeting be closed to members of the public under Section 89(2) of the Local Government Act 1989, specifically the following sub-sections:

- 89(2)(d) Contractual matters; and

14.1.2 89(2)(h) Any other matter which the Council or Special Committee considers would prejudice the Council or any person.

Australia Day Awards 2014.

MOTION

14.1.1. That the meeting be closed to members of the public under Section 89(2) of the Local Government Act 1989, specifically the following sub-sections:

- *89(2)(d) Contractual matters; and*

14.1.2. 89(2)(h) Any other matter which the Council or Special Committee considers would prejudice the Council or any person.

Confidential Item of Urgent Business – International Women's Day Advisory Committee Recommendation.

14.1.3. Australia Day Awards 2014.

Moved: Councillor Bill McClenaghan
Seconded: Councillor Kate Redwood
Carried.

The Meeting Closed to Members of the Public at 7:11 pm.

15. RE-OPENING OF MEETING TO PUBLIC

RECOMMENDATION

15.1 That Council, having considered the confidential items, re-opens the Meeting to members of the public.

MOTION

15.1. That Council, having considered the confidential items, re-opens the Meeting to members of the public.

Moved: Councillor Kate Redwood
Seconded: Councillor Greg May
Carried.

The Meeting re-opened to the Public at 7:19 pm.

16. CLOSE OF MEETING

The Meeting closed at 7:19 pm.