
Minutes of an ordinary meeting of the Central Coast Council held in the Council Chamber at the Administration Centre, 19 King Edward Street, Ulverstone on Monday, 21 August 2017 commencing at 6.00pm.

Councillors attendance

Cr Jan Bonde (Mayor)
Cr John Bloomfield
Cr Amanda Diprose
Cr Rowen Tongs
Cr Philip Viney

Cr Kathleen Downie (Deputy Mayor)
Cr Garry Carpenter
Cr Gerry Howard
Cr Tony van Rooyen

Employees attendance

General Manager (Ms Sandra Ayton)
Director Organisational Services (Mr Bill Hutcheson)
Executive Services Officer (Mrs Lou Brooke)

Employees apologies

Director Community Services (Mr Cor Vander Vlist)
Director Infrastructure Services (Mr John Kersnovski)

Media attendance

The Advocate newspaper.

Public attendance

No members of the public attended during the course of the meeting.

Prayer

The meeting opened in prayer.

CONFIRMATION OF MINUTES OF THE COUNCIL

227/2017 Confirmation of minutes

The Executive Services Officer reported as follows:

“The minutes of the previous ordinary meeting of the Council held on 17 July 2017 have already been circulated. The minutes are required to be confirmed for their accuracy.

The *Local Government (Meeting Procedures) Regulations 2015* provide that in confirming the minutes of a meeting, debate is allowed only in respect of the accuracy of the minutes.”

■ Cr Viney moved and Cr Tongs seconded, “That the minutes of the previous ordinary meeting of the Council held on 17 July 2017 be confirmed.”

Carried unanimously

COUNCIL WORKSHOPS

228/2017 Council workshops

The Executive Services Officer reported as follows:

“The following council workshops have been held since the last ordinary meeting of the Council.

- . 31.07.2017 – Financial reporting to Council meetings; Review of Code of Conduct provisions and processes
- . 07.08.2017 – Reibey Street/Queen’s Gardens intersection and Ulverstone History Museum redevelopment.

This information is provided for the purpose of record only.”

■ Cr Tongs moved and Cr Diprose seconded, “That the Officer’s report be received.”

Carried unanimously

MAYOR'S COMMUNICATIONS

229/2017 Mayor's communications

The Mayor reported as follows:

"A Certificate of Appointment for the position of Deputy Municipal Emergency Management Coordinator has been received. An invitation was extended to Mr Paul Breaden – Engineering Group Leader, Central Coast Council, to receive the Certificate in relation to this appointment however, he has advised he is unable to attend. I will present Paul with his Certificate of Appointment at the earliest opportunity."

230/2017 Mayor's diary

The Mayor reported as follows:

"I have attended the following events and functions on behalf of the Council:

- . Leonie Hiscutt MLC – morning tea for businesses re address by Premier on TasWater takeover
- . Mersey–Leven Emergency Management Committee – Risk Assessment review
- . Ulverstone History Museum/Liz Baade & Janine Naden – performed book launch for 'Down Memory Lane – The History of Fulton Street, Ulverstone'
- . Penguin community – information sessions on proposed minor changes to pedestrian crossing and centre median works in Main Road
- . Rotary Club of Ulverstone/Roger Jaensch MP – media event re new Rotary storage facility at Ulverstone Showground
- . Australian Red Cross, Ulverstone Branch – Christmas in Winter luncheon
- . Ulverstone Show Society – community consultation re future of Ulverstone Show
- . Local Government Association of Tasmania – Annual General Meeting (Hobart)
- . Local Government Association of Tasmania – General Management Committee meeting (Hobart)
- . Local Government Association of Tasmania – Co-creating Smart Communities Workshop
- . Local Government Association of Tasmania – Annual Conference (Hobart) – along with Crs Downie, Bloomfield and Tongs.

On annual leave from 28 July to 20 August."

The Acting Mayor reported as follows:

“I have attended the following events and functions on behalf of the Council:

- . Central Coast Chamber of Commerce and Industry – TastroFest 2017 launch/cocktail party
- . Ulverstone Angling Club – annual dinner
- . Ulverstone Municipal Band – annual dinner
- . Ulverstone RSL Sub-branch/Ulverstone High School – Vietnam Veterans Day Service, with a formal wreathlaying.”

Cr Howard reported as follows:

“I have attended the following events and functions on behalf of the Council:

- . Penguin Surf Life Saving Club – performed official opening of new children’s playground
- . Penguin Lions Club – Change over dinner.”

Cr van Rooyen reported as follows:

“I have attended the following events and functions on behalf of the Council:

- . TasWater – Owners Representatives Quarterly Briefing, North West (Devonport).”

■ Cr Viney moved and Cr Carpenter seconded, “That the Mayor’s, Acting Mayor’s, Cr Howard’s and Cr van Rooyen’s reports be received.”

Carried unanimously

231/2017 Declarations of interest

The Mayor reported as follows:

“Councillors are requested to indicate whether they have, or are likely to have, a pecuniary (or conflict of) interest in any item on the agenda.”

The Executive Services Officer reported as follows:

“The *Local Government Act 1993* provides that a councillor must not participate at any meeting of a council in any discussion, nor vote on any matter, in respect of which the councillor has an interest or is aware or ought to be aware that a close associate has an interest.

Councillors are invited at this time to declare any interest they have on matters to be discussed at this meeting. If a declaration is impractical at this time, it is to be noted that a councillor must declare any interest in a matter before any discussion on that matter commences.

All interests declared will be recorded in the minutes at the commencement of the matter to which they relate.”

No interests were declared at this time.

232/2017 Public question time

The Mayor reported as follows:

“At 6.40pm or as soon as practicable thereafter, a period of not more than 30 minutes is to be set aside for public question time during which any member of the public may ask questions relating to the activities of the Council.

Public question time will be conducted as provided by the *Local Government (Meeting Procedures) Regulations 2015* and the supporting procedures adopted by the Council on 20 June 2005 (Minute No. 166/2005).”

COUNCILLOR REPORTS

233/2017 Councillor reports

The Executive Services Officer reported as follows:

“Councillors who have been appointed by the Council to community and other organisations are invited at this time to report on actions or provide information arising out of meetings of those organisations.

Any matters for decision by the Council which might arise out of these reports should be placed on a subsequent agenda and made the subject of a considered resolution.”

Cr Viney reported on a recent meeting of the Ulverstone Surf Club. The Council also acknowledged the passing of Harold “Binni” Wilson BEM, who dedicated many years of service to the Surf Life Saving Australia, Tasmania and the Ulverstone SLSC, along with the Central Coast community.

Cr Carpenter reported on the recent AGM of the Caves to Canyon Tourism Association.

APPLICATIONS FOR LEAVE OF ABSENCE

234/2017 Leave of absence

The Executive Services Officer reported as follows:

“The *Local Government Act 1993* provides that the office of a councillor becomes vacant if the councillor is absent without leave from three consecutive ordinary meetings of the council.

The Act also provides that applications by councillors for leave of absence may be discussed in a meeting or part of a meeting that is closed to the public.

There are no applications for consideration at this meeting.”

DEPUTATIONS

235/2017 Deputations

The Executive Services Officer reported as follows:

“No requests for deputations to address the meeting or to make statements or deliver reports have been made.”

PETITIONS

236/2017 Petitions

The Executive Services Officer reported as follows:

“No petitions under the provisions of the *Local Government Act 1993* have been presented.”

COUNCILLORS' QUESTIONS

237/2017 Councillors' questions without notice

The Executive Services Officer reported as follows:

“The *Local Government (Meeting Procedures) Regulations 2015* provide as follows:

- ’29 (1) A councillor at a meeting may ask a question without notice –
- (a) of the chairperson; or
 - (b) through the chairperson, of –
 - (i) another councillor; or
 - (ii) the general manager.
- (2) In putting a question without notice at a meeting, a councillor must not –
- (a) offer an argument or opinion; or
 - (b) draw any inferences or make any imputations –
- except so far as may be necessary to explain the question.
- (3) The chairperson of a meeting must not permit any debate of a question without notice or its answer.
- (4) The chairperson, councillor or general manager who is asked a question without notice at a meeting may decline to answer the question.
- (5) The chairperson of a meeting may refuse to accept a question without notice if it does not relate to the activities of the council.
- (6) Questions without notice, and any answers to those questions, are not required to be recorded in the minutes of the meeting.
- (7) The chairperson may require a councillor to put a question without notice in writing.’

If a question gives rise to a proposed matter for discussion and that matter is not listed on the agenda, Councillors are reminded of the following requirements of the Regulations:

- ’8 (5) Subject to subregulation (6), a matter may only be discussed at a meeting if it is specifically listed on the agenda of that meeting.

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- (6) A council by absolute majority at an ordinary council meeting, ..., may decide to deal with a matter that is not on the agenda if –
- (a) the general manager has reported the reason it was not possible to include the matter on the agenda; and
 - (b) the general manager has reported that the matter is urgent; and
 - (c) in a case where the matter requires the advice of a qualified person, the general manager has certified under section 65 of the Act that the advice has been obtained and taken into account in providing general advice to the council.’

Councillors who have questions without notice are requested at this time to give an indication of what their questions are about so that the questions can be allocated to their appropriate Departmental Business section of the agenda.”

The allocation of topics ensued.

238/2017 Councillors’ questions on notice

The Executive Services Officer reported as follows:

“The *Local Government (Meeting Procedures) Regulations 2015* provide as follows:

‘30 (1) A councillor, at least 7 days before an ordinary council meeting or a council committee meeting, may give written notice to the general manager of a question in respect of which the councillor seeks an answer at that meeting.

(2) An answer to a question on notice must be in writing.’

It is to be noted that any question on notice and the written answer to the question will be recorded in the minutes of the meeting as provided by the Regulations.

Any questions on notice are to be allocated to their appropriate Departmental Business section of the agenda.

No questions on notice have been received.”

DEPARTMENTAL BUSINESS

GENERAL MANAGEMENT

239/2017 Train Tourism – Devonport to Wynyard

■ Cr Howard (having given notice) moved and Cr van Rooyen seconded, “That the Cradle Coast Authority be asked to investigate the feasibility and practicability of the reintroduction of Train Tourism extending from Devonport to Wynyard.

Cr Howard, in support of his motion, submitted as follows:

“Whilst acknowledging the prevailing economic times it is considered the appropriate opportunity is upon us whereby our Regions prosperity will be positively complimented by the introduction of innovative exciting tourist promotions. Blessed with absolute stunning ocean, rural and Hinterland views of which we have become accustomed to our environmental wonderland is considered underutilised.

Situated in a strategically advantageous location the vast area fully exposed worldwide to those fascinated with short train journeys would result in substantial economic benefit.

In this regard reintroduction of Train Tourism extending from Devonport to Wynyard is strongly recommended.

In 2001 the venture was trialled with a service bi-weekly operating from Burnie to Ulverstone on Sunday. During this time weddings took place on the train and general support was firm. Due to administrative cost concerns the venture was discontinued.

From discussions with those formerly and currently involved extreme optimism for an extended service has been forthcoming.

A suggestion made was that such a service could operate (subject to approval) on a Sunday including Wednesday afternoon. Support from Service Clubs, Elderly and School Groups for mid-week use would be of great social benefit.

Should the Motion receive a favourable response it would be imperative that quick action be taken. Although not confirmed it has been muted that Tas-rail Line Burnie to Wynyard may be utilised for Coastal Pathway use.

It is requested that Cradle Coast Authority be consulted in undertaking a thorough investigation into the feasibility and practicability of implementing such a venture.

Attachments in support of the motion are attached.”

The General Manager reported as follows:

“PURPOSE

The purpose of this report is to consider a motion on notice from Cr Howard.

BACKGROUND

Cr Howard’s supporting documentation provides this information.

DISCUSSION

Around 2003, the Cradle Coast Authority had discussions on the tourism utilisation of the existing railway line between Devonport and Wynyard and that it would be discussed further as part of the Cradle Coast Destination Management Plan that was being developed at the time.

The current Cradle Coast Destination Management Plan: Towards 2020, sets a course to rejuvenate the region’s visitor economy and be in a strong position to contribute to and benefit from the joint government and industry target of an annual visitor expenditure growth for the State of 2.8% through to 2021.

It is noted that train tourism is not singled out in the report as a priority.

It is also noted that the State Government has committed funding to one of the regions priority regional projects (North West Coastal Pathway Plan) with a 13-kilometre section linking Wynyard and Cooe. The Regional Shared Pathway Plan has economic, social, and health and wellbeing benefits, as well as being a major attractor, not only to people in Tasmania, but to national and international visitors. The project provides for the use of the old railway corridor between Wynyard and Cooe.

CONSULTATION

Consultation is not required for this motion.

RESOURCE, FINANCIAL AND RISK IMPACTS

This report has no impact on Council resources.

CORPORATE COMPLIANCE

The Central Coast Strategic Plan 2014–2024 includes the following strategies and key actions:

The Environment and Sustainable Infrastructure

- Invest in and leverage opportunities from our natural environment

Council Sustainability and Governance

- Strengthen local-regional connections

CONCLUSION

The motion on notice from Cr Howard is submitted for consideration.”

Voting for the motion

(6)

Cr Bloomfield

Cr Diprose

Cr Downie

Cr Howard

Cr van Rooyen

Cr Viney

Voting against the motion

(3)

Cr Bonde

Cr Carpenter

Cr Tongs

Motion

Carried

240/2017 Minutes and notes of committees of the Council and other organisations

The General Manager reported as follows:

“The following (non-confidential) minutes and notes of committees of the Council and other organisations on which the Council has representation have been received:

- Ulverstone Wharf Precinct Advisory Committee – meeting held on 7 June 2017
- Central Coast Youth Engaged Steering Committee – meeting held on 27 July 2017
- Forth Community Representative Committee – meeting held on 3 August 2017
- Central Coast Community Shed Management Committee – meeting held on 7 August 2017.

Copies of the minutes and notes have been circulated to all Councillors.”

■ Cr Downie moved and Cr Tongs seconded, “That the (non-confidential) minutes and notes of committees of the Council be received.”

Carried unanimously

241/2017 Central Coast Local Food Security Strategy Implementation (168/2016 – 20.06.2016)

The General Manager reported as follows:

“The Strategy & Policy Officer has prepared the following report:

‘PURPOSE

The purpose of this report is to discuss the Central Coast Local Food Security Strategy – June 2016 (the Strategy) and identify achievements and obstacles to implementation.

BACKGROUND

The Strategy is the first local food security strategy for local government in Tasmania. Food security is the ability to have regular and reliable access to healthy food, sufficient for a healthy and active life. The Strategy seeks to address the increasing rate of chronic disease that can largely be prevented by healthy eating and active living.

The target group of the Strategy is the broad Central Coast community but particularly those who, for whatever reason, have difficulty accessing affordable food. It is noted that both older people and those of lower socio-economic status experience greater lifestyle related, chronic disease and it is further noted that the low socio-economic status area of West Ulverstone is an identified food desert. However, healthy eating and an active lifestyle are important for all populations groups for health and well-being outcomes.

The Strategy’s objectives were informed by the Heart Foundation’s research relating to what makes a difference for a community’s food security:

- 1 Increased knowledge and skills in growing, preparing, purchasing and cooking healthy food;
- 2 Healthy eating is part of every aspect of community life; and
- 3 Accessible, affordable, healthy food.

The Strategy is multi-dimensional and over the long-term can create many benefits for the community. Economic benefits include: lowering the burden on health services, improving labour participation and improving cash receipts of local farmers and businesses. Social benefits include: improved health and well-being, improved community participation, enhanced social

connectedness, inclusion and improved community capacity and spirit. Environmental benefits include: reduced landfill through composting and reduced greenhouse emissions as the population use more active modes of transport, such as walking to work.

DISCUSSION

The community priority for the Strategy is the high incidence of preventable illness within Central Coast. Within the Central Coast municipal area, 22.2% of the population is obese, 21.6% report their health as “poor or fair” and when compared to the rest of the State, there is a higher proportion of the population with heart disease and cancers.

The Strategy seeks to respond to issues with the Central Coast health profile. A poor diet leads to poor health: being obese, having heart disease, diabetes and cancers. Only 46.3% of adults in the Central Coast eat the recommended two serves of fruit, with 10.8% eating the recommended five serves of vegetables per day. Potentially, this means that almost 90% of the adult population has a less than ideal nutritional diet. A poor diet affects the ability to learn and an individual’s confidence to fully participate in community life.

The Council took a results based accountability (RBA) approach to measuring performance. This approach starts with the end “result” desired for the community or population group and then identifies the indicators to measure (quantify) the achievement of desired results. RBA involves measuring how much you have done and the following are measures and achievements:

- . A Project Team of around 45 members has been established connecting people to share ideas and skills;
- . “Healthy Eating” brochures have been distributed to over 22 venues, including doctor’s surgeries and chemists;
- . 25 healthy food recipes courtesy of Central Coast cafes and restaurants are posted on the Council’s Facebook page and website;
- . The Council contributed funding to the publication of a Guide to Nutritious Food Plants of Tasmania;
- . The Council is working with the Ulverstone Neighbourhood House to establish a Community Garden in West Ulverstone;

- . In partnership with the Council, the Neighbourhood House will facilitate delivery of the Australian Red Cross's FoodREDi food education program;
- . Farmers' markets have been supported and promoted; and
- . Promoting nature's grade produce has been explored.

CONSULTATION

The Mayor hosted and participated in a Planning Workshop for the Strategy in May 2016 attended by over 30 stakeholders and members of the community. Those engaged included: representatives from the Council; education and learning institutions from newborn/early childhood through to young adults; service providers; growers and producers; sport and recreation clubs; food outlets including restaurants, cafes and school canteens; government agencies; neighbouring councils and regional authorities; Neighbourhood Houses; non-government organisations and local community groups and service clubs.

RESOURCE, FINANCIAL AND RISK IMPACTS

Implementation of the Strategy has required leveraging of funding and resources. For example, partnerships have assisted the Council to achieve outcomes. Partnerships include the local Neighbourhood House, Community House (Men's Shed), the Heart Foundation, Eat Well Tasmania, the local Breastfeeding Association, local cafes and restaurants and the Australian Red Cross (ARC). Two significant initiatives are being planned and/or realised through the Council's partnership with the local Neighbourhood House are the West Ulverstone Community Garden and the ARC's Food REDi food education program. Both initiatives would be delivered to low socio-economic status households in West Ulverstone.

The Strategy is not just for the Council to deliver on. The Strategy is collective; harnessing the energy and resources of cooperative community efforts to improve food security in the Central Coast municipal area. This approach aims to build the Council's relationships, make productive use of our networks and work collaboratively to tackle shared issues.

A limitation of the Strategy has been the community's willingness to be involved with the Strategy's implementation. While there has been involvement from the community, there is scope for participation to be increased; the Council is undertaking the majority of actions. Several

strategies were implemented to improve the willingness of the community to act.

Strategies included:

- . The Planning Workshop process helped ensure the community were aligned, shared common values and a common purpose;
- . The approach was co-design (identifying needs/assets and proposing solutions) and co-delivery (working in partnership, piloting new approaches and delivering services);
- . There was strategic level planning; and
- . Made Open was used as a digital platform for communication.

CORPORATE COMPLIANCE

The Central Coast community vision outlined in the Central Coast Strategic Plan 2014–2024 is “living our potential”. Issues with the Central Coast profile, such as the rate of preventable, chronic health condition that the Strategy seeks to address is impacting on our ability to reach our preferred future of “living our potential”.

The Strategic Plan 2014–2024 includes the following strategies and key actions:

A Connected Central Coast

- . Improve community well-being

Community Capacity and Creativity

- . Community capacity-building

Council Sustainability and Governance

- . Effective communication and engagement.

CONCLUSION

It is recommended that the report be received.’

The Strategy & Policy Officer’s report is supported.”

- Cr Howard moved and Cr Diprose seconded, “That the report be received.”

Carried unanimously

242/2017 Cradle Coast Waste Management Strategy 2017–2022

The General Manager reported as follows:

PURPOSE

The purpose of this report is for the Council to consider adoption of the Cradle Coast Waste Management Strategy 2017–2022 (a copy is appended to this report).

BACKGROUND

This Cradle Coast Waste Management Strategy (the Strategy) builds on the successful implementation of the actions outlined in the 2012–2017 Regional Waste Management Strategy, with a number of initiatives having been developed and implemented throughout the region.

Most notably, these have included:

- . the introduction of green waste mulching, regional recycling and regional cardboard recycling contracts;
- . services for the collection of household hazardous waste including paint (2013–2015), fluorescent tubes (2013–2015) and batteries (2015–2017);
- . annual (from 2014) recycling bin assessments to determine bin contamination and to provide residents with individualised education depending on the contents of their bin;
- . investigations into construction and demolition waste processing;
- . development of resource recovery centre/transfer station best practice guidelines;
- . communications activities;
- . the generation of tender documents for food and garden organics collection service.

DISCUSSION

The Cradle Coast Waste Management Group (CCWMG) region includes the nine councils of Latrobe, Devonport City, Kentish, Central Coast, Burnie City, Waratah–Wynyard, West Coast, Circular Head and King Island. There are five landfills and 10 transfer stations in the region that dispose of approximately 91,000 tonnes of waste per year.

A number of challenges exist regarding waste management in the CCWMG region, including:

- . stakeholder concerns over levels of illegal dumping;
- . limited options for cost effective and suitable hazardous waste management;
- . governance arrangements and resourcing of the Group;
- . the attitude of community to waste issues and lack of ownership by waste generators;
- . the lack of a definitive position on waste issues at the State Government level and little coordination between State, Regional and Local Government waste strategies;
- . the lack of consistent pricing and data reporting between member councils;
- . the lack of local and viable end markets for recovered materials; and
- . communications between industry, local government and the regional Group.

The aim of this strategic plan is to address the challenges noted above in order to meet the region's vision for waste management.

The strategic focus is therefore on four key areas:

1. WASTE DIVERSION - diversion of materials from landfill to increase resource recovery, extend the life of existing landfills and reduce greenhouse gas emissions from waste.
2. REGIONAL PLANNING & EFFICIENCIES - provide regional planning and coordination of waste infrastructure and services to provide improved resource recovery, delivering efficiencies and reducing costs of services / waste infrastructure.
3. PARTNERSHIPS - maintain partnerships with government, planning authorities and the three waste management regions to shape waste management policies and regulation to influence future regulatory requirements and to identify programs and infrastructure best delivered with a state-side approach.
4. COMMUNITY ENGAGEMENT - work with the community and industry, through education and feedback, to take ownership of waste avoidance and reuse to improve the use of existing and future services.

The Strategic Plan has been developed to provide strategic direction to the delivery of programs in the focus areas outlined above over the next five years.'

CONSULTATION

Members of the CCWMG have been involved in the Waste Management Strategy attending two workshops facilitated by Blue Environment to develop the new Strategic Plan.

The CCWMG is responsible for the Strategy implementation with the Cradle Coast Authority providing governance responsibility and Dulverton Waste Management providing resources to undertake Strategy actions.

RESOURCE, FINANCIAL AND RISK IMPACTS

The activities of the CCWMG are funded by a \$5/tonne voluntary levy on waste disposed to landfill.

CORPORATE COMPLIANCE

The Central Coast Strategic Plan 2014–2024 includes the following strategies and key actions:

The Environment and Sustainable Infrastructure

- Develop and manage sustainable built infrastructure

Council Sustainability and Governance

- Improve corporate governance
- Improve service provision
- Improve the Council's financial capacity to sustainably meet community expectations
- Effective communication and engagement
- Strengthen local–regional connections.

CONCLUSION

It is recommended that the Cradle Coast Waste Management Strategy 2017–2022 be received and that the Council:

- 1 adopt the Strategy recommendations; and
- 2 authorise the Cradle Coast Waste Management Group, a committee of the Cradle Coast Authority, to implement the Strategy recommendations."

The Executive Services Officer reported as follows:

“A copy of the Cradle Coast Waste Management Strategy 2017–2022 has been circulated to all Councillors.”

■ Cr Downie moved and Cr Tongs seconded, “That the Cradle Coast Waste Management Strategy 2017–2022 (a copy being appended to and forming part of the minutes) be received and that the Council:

- 1 adopt the Strategy recommendations; and
- 2 authorise the Cradle Coast Waste Management Group, a committee of the Cradle Coast Authority, to implement the Strategy recommendations.”

Carried unanimously

243/2017 Cradle Coast Waste Management Group – Annual Plan and Budget 2017–2018

The General Manager reported as follows:

“PURPOSE

The purpose of this report is to advise the Council of the proposed activities of the Cradle Coast Waste Management Group (CCWMG) and seek endorsement of the 2017–2018 Annual Plan and Budget (a copy is appended to this report).

BACKGROUND

The CCWMG strategic focus and key actions are discussed in the Strategic Plan report earlier in the agenda.

The key objectives are as follows:

- . Divert 50% of all municipal solid waste from council landfills (Port Latta, Central Coast and Dulverton).
- . Increase the proportion of recycling bins receiving a pass mark (less than 5% contamination) to 90% across the region (up from 59% in 2013–2014 to 81% in 2016–2017).
- . Reduce illegal dumping by 25% across the region (after establishing baseline data).
- . Collection and reporting of standardised waste data.

The CCWMG is responsible for the implementation of the Strategy including the development and implementation of this Annual Plan.

DISCUSSION

The CCWMG Annual Plan and Budget outlines the proposed activities that will be undertaken in the 2017–2018 financial year to achieve the goals of the Cradle Coast Regional Waste Management Strategy 2017–2022. The Annual Plan and Budget is funded by the voluntary levy of \$5.00 per tonne of waste delivered to landfills in the North West region.

The CCWMG developed the Annual Plan and Budget to fulfil the goals and strategies identified in the Cradle Coast Regional Waste Management Strategy. For each activity/project the CCWMG requires (where appropriate) a detailed 'Scope of Works' to be provided which is reviewed prior to issuing approval to ensure project outcomes will be delivered to the Group's quality and cost expectations.

In many projects, the CCWMG work in collaboration with the Northern Tasmanian Waste Management Group (NTWMG) to increase economies of scale and to share resources.

There are 20 actions proposed for 2017–2018 with the most significant actions listed below:

- 1 Addressing illegal dumping – manage an application process for councils to apply for funding to target illegal dumping;
- 2 Recycling and waste bin assessments – undertake kerbside recycling bin assessments and contamination education;
- 3 Household battery recycling – fund a free household battery recycling program to be managed by councils;
- 4 Education, promotion, Rethink Waste and schools program;
- 5 Food Organics and Garden Organics – continue to support councils in determining whether to implement a food organics and garden organics collection;
- 6 Waste Governance Framework – develop and document a governance framework for the CCWMG.

The Group comprises an elected member, general manager and technical staff from councils in the Cradle Coast region. The Council is represented on the Group by the General Manager.

RESOURCE, FINANCIAL AND RISK IMPACTS

Implementation of the Annual Plan and Budget 2017–2018 will have no impacts on Council resources as the actions are funded through waste levy revenue.

The Annual Plan and Budget is funded by the voluntary levy of \$5.00 per tonne of waste delivered to landfills in the North West region. Under this scenario an estimated \$350,000 would be available to the CCWMG in 2017–2018 to implement the initiatives from Year 1 of the five year Strategy.

CORPORATE COMPLIANCE

The Central Coast Strategic Plan 2014–2024 includes the following strategies and key actions:

Council Sustainability and Governance

- . Improve corporate governance
- . Improve service provision
- . Strengthen local–regional connections.

The Plan also aligns with the Cradle Coast Regional Waste Management Strategy 2017–2022.

CONCLUSION

It is recommended that the Council endorse the Cradle Coast Waste Management Group Annual Plan and Budget 2017–2018.”

The Executive Services Officer reported as follows:

“A copy of the Cradle Coast Waste Management Group Annual Plan and Budget 2017–2018 has been provided to all Councillors.”

■ Cr Downie moved and Cr Tongs seconded, “That the Council endorse the Cradle Coast Waste Management Group Annual Plan and Budget 2017–2018 (a copy being appended to and forming part of the minutes).”

Carried unanimously

COMMUNITY SERVICES

244/2017 Statutory determinations

The Director Community Services reported as follows:

“A Schedule of Statutory Determinations made during the month of July 2017 is submitted to the Council for information. The information is reported in accordance with approved delegations and responsibilities.”

The Executive Services Officer reported as follows:

“A copy of the Schedule has been circulated to all Councillors.”

■ Cr Viney moved and Cr Downie seconded, “That the Schedule of Statutory Determinations (a copy being appended to and forming part of the minutes) be received.”

Carried unanimously

INFRASTRUCTURE SERVICES

245/2017 Infrastructure Services determinations

The Director Infrastructure Services reported as follows:

“There are no matters from the Infrastructure Services Department for decision at this meeting.”

ORGANISATIONAL SERVICES

246/2017 Contracts and agreements

The Director Organisational Services reported as follows:

“A Schedule of Contracts and Agreements (other than those approved under the common seal) entered into during the month of July 2017 has been submitted by the General Manager to the Council for information. The information is reported in accordance with approved delegations and responsibilities.”

The Executive Services Officer reported as follows:

“A copy of the Schedule has been circulated to all Councillors.”

■ Cr Downie moved and Cr Diprose seconded, “That the Schedule of Contracts and Agreements (a copy being appended to and forming part of the minutes) be received.”

Carried unanimously

247/2017 Common seal

The Director Organisational Services reported as follows:

“A Schedule of Documents for Affixing of the Common Seal for the period 18 July 2017 to 21 August 2017 is submitted for the authority of the Council to be given. Use of the common seal must first be authorised by a resolution of the Council.

The Schedule also includes for information advice of final plans of subdivision sealed in accordance with approved delegation and responsibilities.”

The Executive Services Officer reported as follows:

“A copy of the Schedule has been circulated to all Councillors.”

■ Cr Viney moved and Cr Tongs seconded, “That the common seal (a copy of the Schedule of Documents for Affixing of the Common Seal being appended to and forming part of the minutes) be affixed subject to compliance with all conditions of approval in respect of each document, and that the advice of final plans of subdivision sealed in accordance with approved delegation and responsibilities be received.”

Carried unanimously

248/2017 Financial statements

The Director Organisational Services reported as follows:

“The following principal financial statements of the Council for the period ended 31 July 2017 are submitted for consideration:

- Summary of Rates and Fire Service Levies
- Capital Works Resource Schedule.”

The Executive Services Officer reported as follows:

“Copies of the financial statements have been circulated to all Councillors.”

■ Cr Howard moved and Cr Diprose seconded, “That the financial statements (copies being appended to and forming part of the minutes) be received.”

Carried unanimously

249/2017 Public question time

The time being 6.44pm, the Mayor introduced public question time.

There were no questions from the public.

CLOSURE OF MEETING TO THE PUBLIC

250/2017 Meeting closed to the public

The Executive Services Officer reported as follows:

“The *Local Government (Meeting Procedures) Regulations 2015* provide that a meeting of a council is to be open to the public unless the council, by absolute majority, decides to close part of the meeting because one or more of the following matters are being, or are to be, discussed at the meeting.

Moving into a closed meeting is to be by procedural motion. Once a meeting is closed, meeting procedures are not relaxed unless the council so decides.

It is considered desirable that the following matters be discussed in a closed meeting:

- . Confirmation of Closed session minutes;
- . Minutes and notes of other organisations and committees of the Council; and
- . TasWater Quarterly Report to the Owners’ Representatives.

These are matters relating to:

- . information of a personal and confidential nature or information provided to the council on the condition it is kept confidential.”

■ Cr Downie moved and Cr Diprose seconded, “That the Council close the meeting to the public to consider the following matters, they being matters relating to:

- . information of a personal and confidential nature or information provided to the council on the condition it is kept confidential;

and the Council being of the opinion that it is lawful and proper to close the meeting to the public:

- . Confirmation of Closed session minutes;
- . Minutes and notes of other organisations and committees of the Council; and
- . TasWater Quarterly Report to the Owners’ Representatives.”

Carried unanimously and by absolute majority

The Executive Services Officer further reported as follows:

-
- “1 The *Local Government (Meeting Procedures) Regulations 2015* provide in respect of any matter discussed at a closed meeting that the general manager is to record in the minutes of the open meeting, in a manner that protects confidentiality, the fact that the matter was discussed and a brief description of the matter so discussed, and is not to record in the minutes of the open meeting the details of the outcome unless the council determines otherwise.
- 2 While in a closed meeting, the council is to consider whether any discussions, decisions, reports or documents relating to that closed meeting are to be kept confidential or released to the public, taking into account privacy and confidentiality issues.
- 3 The *Local Government Act 1993* provides that a councillor must not disclose information seen or heard at a meeting or part of a meeting that is closed to the public that is not authorised by the council to be disclosed.
- Similarly, an employee of a council must not disclose information acquired as such an employee on the condition that it be kept confidential.
- 4 In the event that additional business is required to be conducted by a council after the matter(s) for which the meeting has been closed to the public have been conducted, the Regulations provide that a council may, by simple majority, re-open a closed meeting to the public.”

The meeting moved into Closed session at 6.45pm.

251/2017 Confirmation of Closed session minutes

The Executive Services Officer reported (reproduced in part) as follows:

“The Closed session minutes of the previous ordinary meeting of the Council held on 17 July 2017 have already been circulated. The minutes are required to be confirmed for their accuracy.

...

The *Local Government (Meeting Procedures) Regulations 2015* provide in respect of a matter discussed at a closed meeting –

‘34(1)(b) in relation to a matter discussed at the closed meeting –

(i) the fact that the matter was discussed at the closed meeting; and

(ii) a brief description of the matter so discussed –

are to be recorded in the minutes of that part of the meeting that is open to the public, but are to be recorded in a manner that does not disclose any confidential information and protects confidentiality; and

(c) in relation to a matter discussed at the closed meeting, the details of the discussion of the matter, and the outcome of the discussion, are not to be recorded in the minutes of that part of the meeting that is open to the public unless the council, or council committee, determines otherwise.’

The details of this matter are accordingly to be recorded in the minutes of the closed part of the meeting.”

GENERAL MANAGEMENT

252/2017 Minutes and notes of other organisations and committees of the Council

The General Manager reported as follows:

“The following minutes and notes of committees of the Council and other organisations on which the Council has representation have been received:

...

The *Local Government (Meeting Procedures) Regulations 2015* provide in respect of a matter discussed at a closed meeting –

‘34(1)(b) in relation to a matter discussed at the closed meeting –

(i) the fact that the matter was discussed at the closed meeting; and

(ii) a brief description of the matter so discussed –

are to be recorded in the minutes of that part of the meeting that is open to the public, but are to be recorded in a manner that does not disclose any confidential information and protects confidentiality; and

(c) in relation to a matter discussed at the closed meeting, the details of the discussion of the matter, and the outcome of the discussion, are not to be recorded in the minutes of that part of the meeting that is open to the public unless the council, or council committee, determines otherwise.’

The details of this matter are accordingly to be recorded in the minutes of the closed part of the meeting.”

253/2017 TasWater Quarterly Report to the Owners’ Representatives

The General Manager reported as follows:

“PURPOSE

This report is to present the TasWater Quarterly Report to Owners’ Representatives for the period ended 30 June 2017. The report is provided to all owner councils on an ‘In Confidence’ basis.

...

The *Local Government (Meeting Procedures) Regulations 2015* provide in respect of a matter discussed at a closed meeting –

‘34(1)(b) in relation to a matter discussed at the closed meeting –

(i) the fact that the matter was discussed at the closed meeting; and

(ii) a brief description of the matter so discussed –

are to be recorded in the minutes of that part of the meeting that is open to the public, but are to be recorded in a manner that does not disclose any confidential information and protects confidentiality; and

(c) in relation to a matter discussed at the closed meeting, the details of the discussion of the matter, and the outcome of the discussion, are not to be recorded in the minutes of that part of the meeting that is open to the public unless the council, or council committee, determines otherwise.’

The details of this matter are accordingly to be recorded in the minutes of the closed part of the meeting.”

Closure

There being no further business, the Mayor declared the meeting closed at 6.57pm.

CONFIRMED THIS 18TH DAY OF SEPTEMBER, 2017.

Chairperson

(lb:Imm)

Appendices

- Minute No. 242/2017 – Cradle Coast Waste Management Strategy 2017–2022
- Minute No. 243/2017 – Cradle Coast Waste Management Group – Annual Plan and Budget 2017–2018
- Minute No. 244/2017 – Schedule of Statutory Determinations
- Minute No. 246/2017 – Schedule of Contracts and Agreements
- Minute No. 247/2017 – Schedule of Documents for Affixing of the Common Seal
- Minute No. 248/2017 – Financial statements

QUALIFIED PERSON'S ADVICE

The *Local Government Act 1993* provides (in part) as follows:

. A general manager must ensure that any advice, information or recommendation given to the council is given by a person who has the qualifications or experience necessary to give such advice, information or recommendation.

. A council is not to decide on any matter which requires the advice of a qualified person without considering such advice unless the general manager certifies in writing that such advice was obtained and taken into account in providing general advice to the council.

I therefore certify that with respect to all advice, information or recommendation provided to the Council within these minutes:

(i) the advice, information or recommendation was given by a person who has the qualifications or experience necessary to give such advice, information or recommendation; and

(ii) where any advice was directly given by a person who did not have the required qualifications or experience that person has obtained and taken into account in that person's general advice the advice from an appropriately qualified or experienced person.



Sandra Ayton
GENERAL MANAGER

Associated Reports And Documents

Final – V2

Cradle Coast WMG Strategic Plan 2017-2022

7 JUNE 2017

PREPARED FOR

Cradle Coast Waste Management Group



Report title	Cradle Coast WMG Strategic Plan 2017-2022
Client	Cradle Coast Waste Management Group
Draft or final?	Final – V2
Author(s)	C Wardle, L Richmond
Reviewer(s)	C Wardle
Project number	P776
Report date	7 June 2017
Contract date	15 November 2016
Information current to	7 June 2017
Copyright	2017

Disclaimer

This report has been prepared for Cradle Coast Waste Management Group in accordance with the terms and conditions of appointment dated 15 November 2016, and is based on the assumptions and exclusions set out in our scope of work. Information in this document is current as of 7 June 2017. While all professional care has been undertaken in preparing this report, Blue Environment Pty Ltd cannot accept any responsibility for any use of or reliance on the contents of this report by any third party.

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Abbreviations & glossary

CCWMG	Cradle Coast Waste Management Group
C&D	Construction and demolition
C&I	Commercial and industrial
DTF	Department of Treasury and Finance
EPA	Environment Protection Authority
FOGO	Food organics and garden organics
hh	household
KPIs	Key performance indicators
LGAT	Local Government Association of Tasmania
MSW	Municipal solid waste
NEPM	National Environment Protection Measure
NTWMG	Northern Tasmanian Waste Management Group
STCA	Southern Tasmanian Councils Authority

Summary

Introduction

The Cradle Coast Waste Management Group (CCWMG) represents seven local government authorities in north west Tasmania participating in a voluntary waste levy arrangement. The participating councils are: Burnie City, Central Coast, Circular Head, Devonport City, Kentish, Latrobe and Waratah-Wynyard. The WMG is comprised of a representative from each council and includes practitioners skilled in engineering, environmental health, waste management, corporate governance and general management

The vision of the CCWMG is to deliver a sustainable community in the Cradle Coast region of Tasmania by implementing strategies which minimise waste through increases in waste diversion and recovery. In line with the region's strategic focus areas, the 2022 goal is to increase waste diversion from landfill, provide regional planning and coordination of waste infrastructure and services, maintain and develop partnerships between local councils, regional groups and the Tasmanian Government and to engage with the community to ensure sustainable waste management becomes a normal, embedded behaviour.

Where are we now

The CCWMG is at the end of its 2012-2017 5-year waste management strategy during which time a number of programs and initiatives have been developed and implemented throughout the region. Most notably, these have included:

- the introduction of green waste mulching, regional recycling and regional cardboard recycling contracts
- services for the collection of household hazardous waste including paint (2013-15), fluorescent tubes (2013-15) and batteries (2015-17)
- annual (from 2014) recycling bin assessments to determine bin contamination and to provide residents with individualised education depending on the contents of their bin
- investigations into construction & demolition waste processing
- development of resource recovery centre/transfer station best practice guidelines
- communications activities
- the generation of tender documents for food and garden organics collection services.

Additional actions were carried out by the group and a number of these are ongoing. The 2012-2017 strategy established one measurable target: by 2017, to divert 50% of all municipal solid waste (MSW) from all local government landfills across the Cradle Coast region. Data for 2016-17 is not yet available while performance to 2015-16 shows a diversion rate of around 25% for MSW. Past trends indicate the target is unlikely to be reached in 2016-17, however in the event that a food and garden organic kerbside collection service be introduced, additional diversion is likely to be achieved.

In 2015-16 the total amount of waste and recycling material generated in the Cradle Coast region was approximately 107,600 tonnes. This includes 51,200 tonnes of MSW to landfill, 20,700 tonnes of industrial waste to landfill, 26,200 tonnes of recovered organic waste and 9,500 tonnes of other recycled material. The overall recovery rate for the region was estimated to be 33% in 2015-16; this has increased steadily from 24% in 2012-13.

The challenges ahead

The development of the 2017-2022 5-year strategic plan began in late 2016. As part of its development, representatives from member councils attended workshops in order to establish common issues encountered based on council feedback from residents, local industries and councillor priorities. This feedback has been used throughout the development of this strategy.

A number of challenges exist regarding waste management in the CCWMG region, including:

- stakeholder concerns over levels of illegal dumping
- limited options for cost effective and suitable hazardous waste management
- governance arrangements and resourcing of the group
- the attitude of community to waste issues and lack of ownership by waste generators
- the lack of a definitive position on waste issues at the state government level and little coordination between state, regional and local government waste strategies
- the lack of consistent pricing and data reporting between member councils
- the lack of local and viable end markets for recovered materials
- communications between industry, local government and the regional group.

It is the aim of this strategic plan to address the challenges noted above in order to meet the region's vision for waste management.

Objectives for the future

The CCWMG has set measurable and achievable objectives in the form of key performance indicators which will allow the group and member councils to track their progress over the 5-year plan. Four key performance indicators have been developed:

1. by 2022, divert 50% of all MSW from local government landfill facilities across the region
2. by 2022, increase the proportion of recycling bins receiving a pass mark as part of recycling bin assessments to 90% across the region (based on the 2015-16 assessment pass rate of 81%)
3. by 2022, reduce incidents of illegal dumping at hotspot sites by 25% across the region (upon first establishing baseline data from council reports)
4. by 2022, all member councils to be collecting and reporting a standardised set (for material types, units, etc.) of data in relation to waste and resource recovery activities.

Progress against key performance indicators will be measured using data provided by member councils, or collected during specific project work, and reported to the group on a regular basis.

How do we achieve this

To achieve these objectives, 52 actions have been developed in a range of sectors covering the region's four key strategic focus areas (see Summary Table 1).

Summary Table 1: key strategic focus areas and action sectors

Strategic focus area	Sector
Waste diversions	Food and garden organics Illegal dumping and litter Infrastructure Services Hazardous waste Tyres Construction & demolition and Commercial & Industrial recovery
Regional planning and efficiencies	Regional governance arrangements Collaborative arrangements between councils Building regional consistency
Partnerships	Working with the Tasmanian Government Working with Industry Collaborating with other regions
Community engagement	Community education Raising awareness Public events

Actions have been developed, assessed and prioritised on the basis of their potential net community benefit (according to environmental, social and economic outcomes) on a positive, neutral or negative scale. Those with higher overall net community benefit are prioritised over those with lower overall net community benefit.

Actions to be implemented over the five years of the plan range from one-off investigations to monthly or annual tasks which require the input of member councils and coordination by the CCWMG.

The next steps

Through the provision of the voluntary waste levy, the CCWMG will continue to work with member councils to develop and implement actions outlined in the 2017-2022 strategic plan.

1. Introduction

The Cradle Coast Waste Management Group (CCWMG) represents seven local government authorities in north west Tasmania participating in a voluntary waste levy arrangement. The participating councils are: Burnie City, Central Coast, Circular Head, Devonport City, Kentish, Latrobe and Waratah-Wynyard.

The WMG is comprised of a representative from each council and includes practitioners skilled in engineering, environmental health, waste management, corporate governance and general management. The CCWMG currently receives project management expertise from Dulverton Waste Management and is hosted by the Cradle Coast Authority, who also provides this regional opportunity with administration, financial and communications support.

The CCWMG has a strategic focus on four key areas:

- **Waste diversion:** Diversion of materials from landfill to increase resource recovery, extend the life of existing landfills and reduce greenhouse gas emissions from waste.
- **Regional planning and efficiencies:** Provide regional planning and coordination of waste infrastructure and services to provide improved resource recovery, delivering efficiencies and reducing costs of services/waste infrastructure.
- **Partnerships:** Maintain partnerships with government, planning authorities and the three waste regions to shape waste management policies and regulation to influence future regulatory requirements and to identify programs and infrastructure best delivered with a state-wide approach.
- **Community engagement:** Work with the community and industry, through education and feedback, to take ownership of waste avoidance and reuse to improve the use of existing and future services.

This *Cradle Coast WMG Strategic Plan 2017-2022* has been developed to provide strategic direction to the WMG in delivery of programs in these focus areas over the next five years.

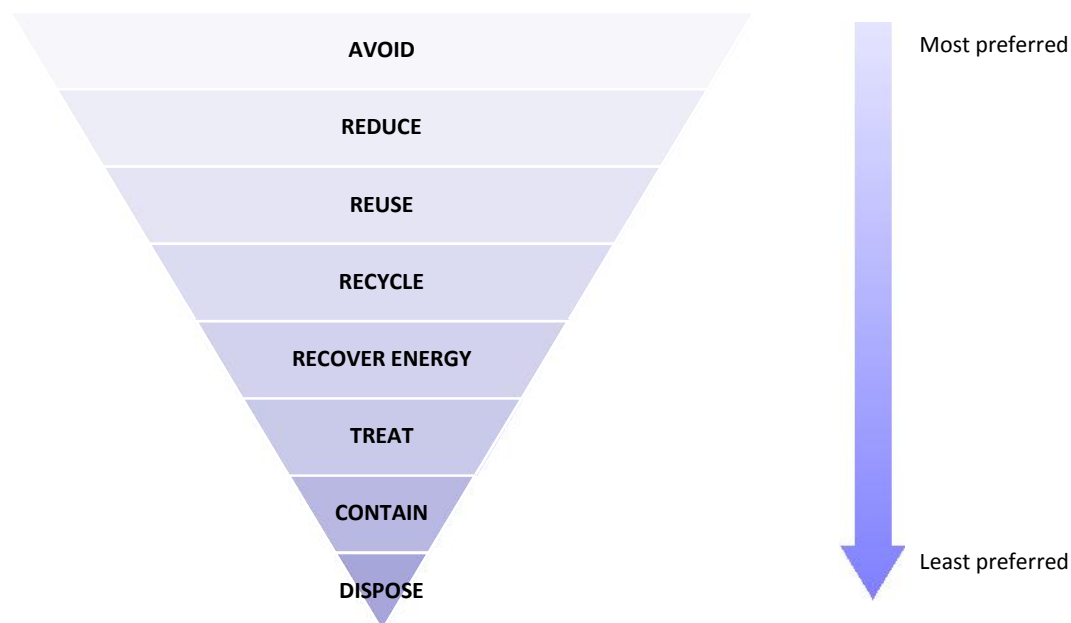
2. Context

The CCWMG operates within the context of national and state-based waste policies and regulations, as well as the needs and priorities of its member councils.

2.1 Waste policy framework

The waste management hierarchy (refer Figure 1) is the key principle of Australian waste policy and legislation. The hierarchy sets out the way in which waste should be managed, placing avoidance as the most preferred option and disposal to landfill as the least preferred.

Figure 1: Waste management hierarchy



Commonwealth Government

The *National Waste Policy: Less Waste More Resources* was developed by the Commonwealth Government in 2009. This national policy sets directions, strategic actions and outcomes in six key areas of waste management and resource recovery in Australia until 2020:

- shared responsibility for reducing the environmental, health and safety footprint of products and materials across the manufacture-supply-consumption chain and at end-of-life
- efficient and effective Australian markets operate for waste and recovered resources, with local technology and innovation being sought after internationally
- less waste and improved use of waste to achieve broader environmental, social and economic benefits
- reduction of potentially hazardous content of wastes with consistent, safe and accountable waste recovery, handling and disposal
- increased capacity in regional, remote and indigenous communities to manage waste and recover and re-use resources

- access by decision-makers to meaningful, accurate and current national waste and resource recovery data and information to measure progress and educate and inform the behaviour and the choices of the community.

One outcome of the *National Waste Policy* is an increased focus on collation and publication of data on waste generation and resource recovery across state and territory jurisdictions. A flow-on effect is an impetus for continual improvement of data recording at waste facilities across the Cradle Coast region.

The Commonwealth Government also developed the *National Environment Protection Measures* (NEPMs). These set the basis for agreed national objectives for protecting or managing aspects of the environment, and are enforced through state legislation. Waste-related NEPMs currently in place address used packaging materials and the movement of hazardous waste between states/territories.

National product stewardship schemes between government and industry are in place for televisions and computers, end-of-life tyres, waste oil, mobile phones and other products. Future arrangements are likely to be established to cover additional waste materials.

Tasmanian Government

The Environment Protection Authority (EPA) is responsible for managing waste in Tasmania through three key regulatory mechanisms (the *Environmental Management and Pollution Control Act 1994*, *Environmental Management and Pollution Control (Waste Management) Regulations 2010* and *Environmental Management and Pollution Control (Controlled Waste Tracking) Regulations 2010*). These set out the framework for regulating waste and recycling facilities, tracking of controlled waste and other waste-related regulatory requirements.

The *Tasmanian Waste and Resource Management Strategy 2009* established a range of strategic actions to improve waste minimisation and management across the state, however the strategy has reached its end-of-life and a new action plan is under development by the EPA. The EPA's *2016-2019 Strategic Plan* also identified as key priorities the development of a management strategy for waste tyres, and engagement with local government regarding waste management and incident response for Level 1 and 2 activities.

While the Tasmanian Government has yet to reach an official position, there is little support for the introduction of the previously-proposed state-wide waste levy or an on-going role for the Waste Advisory Committee. There is some interest in the introduction of a container deposit system, possibly mirroring proposed NSW arrangements, although this is still under investigation by the EPA.

Other

There are two other waste regions in the state: the Northern Tasmanian Waste Management Group (NTWMG) and the former Southern Waste Strategy Authority, now managed by the Southern Tasmanian Councils Authority (STCA). The CCWMG works closely with the neighbouring NTWMG, while there has been some hiatus in activities in southern Tasmania due to the change in entities.

The NTWMG has also developed a five-year strategy. As in the past, it is likely CCWMG and NTWMG will continue to work closely together where there is commonality of strategic opportunities. Those opportunities identified in the *NTWMG Five year strategy 2017-2022* (NTWMG 2017) include:

- undertaking a regional landfill and transfer station compositional audit in 2017/18 and 2021/22
- cross-regional communications and education

- co-hosting a biennial local government waste forum in 2018/19 and 2020/21.

The Local Government Association of Tasmania (LGAT) has also recently developed the *LGAT Waste and Resource Management Strategy* (MRA 2017). The strategy was developed to inform state-wide initiatives established through the proposed new strategic action plan being prepared by the EPA.

2.2 Stakeholder consultation

A workshop was held with member council representatives in Burnie on 2 December 2016 in order to discuss and identify existing and future challenges and opportunities for the CCWMG. Key themes discussed at the workshop have been detailed in Appendix A and are summarised in Table 1. These themes were used to inform development of the strategic plan.

Table 1: Stakeholder consultation – challenges and opportunities

Challenges	Opportunities
<ul style="list-style-type: none"> • Lack of impetus and consistency for waste programs at state and local government levels • Reactive, not proactive, state government response • Lack of council resources (both financial and human resources) • Lack of community attention and importance given to waste issues • Lack of ownership/responsibility by waste generators • High incidence of illegal dumping and littering • Limited options for hazardous waste management • Data problems contribute to lack of understanding of waste issues • Establishing reduction and recycling programs in business/industry sector • Pricing inconsistencies and lack of financial incentives to recycle • Local, viable markets for recovered materials 	<ul style="list-style-type: none"> • Improved governance arrangements • Better model for funding of programs, including increased resourcing • Increased engagement and cooperation by state government • Coordinated regional and statewide strategies • Closer working relationships between councils (including sharing of resources and information) • Increased value from community resources • Enhanced education programs for better informed community • Establish market partnerships to increase recycling • Innovation; willingness to trial and implement different approaches • Proceed with diversion of food and garden organics • Improve measurement/reporting on key performance indicators

Following development of a draft plan, an additional workshop was held on 12 May 2017 for stakeholders to discuss the contents and provide feedback prior to finalisation of the strategic plan.

3. Performance to date

3.1 2012-2017 strategy

The strategic direction of the CCWMG over the past five years was established in the *Cradle Coast Waste Management Strategy 2012-2017* (CCWMG 2012). The 2012-2017 strategy benchmarked past performance and incorporated a detailed action plan to guide activities and opportunities undertaken by the WMG. Programs and actions included in the 2012-2017 strategy addressed the following priorities:

- reducing greenhouse gas emissions
- reducing organics at waste facilities
- recovery of construction and demolition materials
- regional pricing policy
- increasing waste facility resource recovery
- rationalising waste infrastructure and services
- improving data capture
- reporting
- partnerships, policies and planning
- extended producer responsibility
- community education and engagement
- household kerbside recycling
- social opportunities.

The 2012-2017 strategy established only one measurable target:

- by 2017, to divert 50% of all municipal solid waste (MSW) from all local government landfills across the Cradle Coast region.

While data for 2016-17 is not yet available, performance to 2015-16 as shown in the CCWMG's *Annual Report 2015-16* (CCWMG 2016) shows a diversion rate of around 25% for MSW. Past trends indicate the target is unlikely to be reached in 2016-17¹, although additional diversion is likely to be achieved if the proposed organic kerbside collection service is introduced (member councils are currently assessing tender documents).

3.2 Material generation and recovery

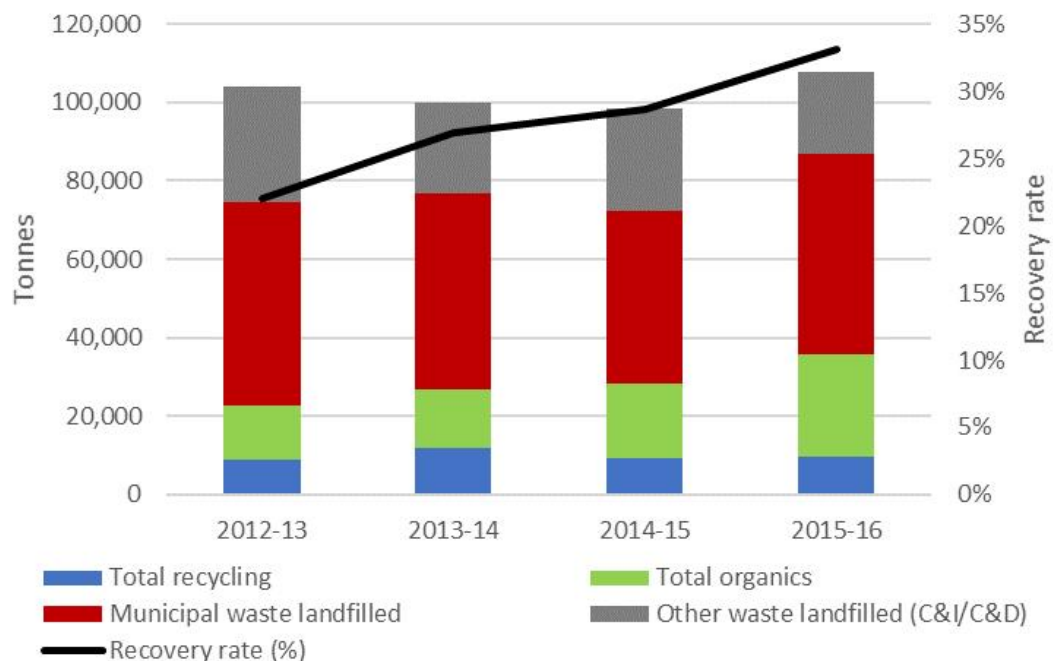
CCWMG member councils provide a diverse range of services to manage and dispose of waste and recovered materials generated by their communities. The regional infrastructure network includes three landfills (at Dulverton, Port Latta and Ulverstone), eleven resource recovery centres/transfer stations (at Burnie, Castra, Port Sorell, Preston, Sheffield, South Riana, Spreyton, Ulverstone, White Hills, Wilmot and Wynyard) and a composting facility (at Dulverton).

There are also various private waste and recycling companies which service the region; the largest of these (Veolia) operates a comingled materials recovery facility at Spreyton.

¹ The *Annual Report 2015-16* notes that the diversion rate is conservative due to the difficulty in obtaining waste data from member councils; consequently the actual diversion rate may be higher.

In 2015-16 the total amount of waste and recycling material generated in the Cradle Coast region was approximately 107,600 tonnes. This includes 51,200 tonnes of MSW to landfill, 20,700 tonnes of commercial and industrial (C&I) and construction and demolition (C&D) waste to landfill, 26,200 tonnes of recovered organic waste and 9,500 tonnes of other recycled material. The overall recovery rate for the region was estimated to be 33% in 2015-16; this has increased steadily from 24% in 2012-13. Figure 2 shows waste generation and the estimated recovery rate for the region since development of the 2012-2017 strategy.

Figure 2: Waste generation in Cradle Coast region 2013-2016



Kerbside recyclables comprised 71% of the total tonnes of material recycled in the region, cardboard 4% and other materials diverted at waste drop-off facilities (viz. e-waste, oil, non-ferrous metals, timber, concrete, steel and tyres, comprising 25%). Note the quantity of other materials recovered in the region is likely to be underestimated, as data is only available from facilities in Burnie City and Devonport City.

More information on current and future waste generation data is provided in Appendix B.

4. Opportunities and priorities

Opportunities for further development of programs and actions in the 2017-2022 strategic plan have been explored in this section in line with the four areas of strategic focus of the CCWMG. The potential opportunities are based on on-going activities identified in the 2012-2017 strategy, input from stakeholder consultation and industry trends in the waste and recycling sector.

4.1 Waste diversion

Food and garden organics

The diversion of food organics and garden organics (FOGO) offers significant opportunity to reduce waste to landfill, in turn reducing the greenhouse gas emissions associated with the decomposition of putrescible waste in landfill. Kerbside waste bin audits conducted in the CCWMG region in 2010 estimated that 42% of the waste stream was organic waste (a figure which is close to the national average calculated from a range of jurisdictional waste audit data). This represents a significant proportion of waste which could be diverted from landfill through the introduction of a kerbside collection service. FOGO was recognised as a key issue among CCWMG member councils especially with regards to:

- communicating to the community the quantity of FOGO present in waste bins (including the potential environmental benefits to diversion)
- the overdue release of service tender documents and decisions around service implementation.

Actions from the 2012-2017 strategic plan related to the management of FOGO that have been implemented by the CCWMG include:

- a review of the organics collection service trial conducted in Meander Valley, West Tamar and Latrobe
- a study into the most sustainable method of organics collection and processing for the region
- an investigation into the feasibility and then implementation of a mobile mulching operation for all council waste facilities, including the use of output materials in council operations.

Two actions remain partly outstanding, including community consultation on the outcomes of the organics processing report findings and the tendering for an organics collection service across the region. During the 2015-16 financial year, all councils (except for Circular Head Council) agreed to develop tender documents for a kerbside FOGO collection and a FOGO committee was formed to manage the tender process. These tender documents were released in early 2016-17; the responses (and the financial impacts on each council) are in the process of being assessed by participating councils to determine whether each will introduce a garden organics kerbside collection service.

The following opportunities relate to the management of FOGO:

No.	Actions
1.	Establish which member councils intend to participate in FOGO tender and appoint contractor where applicable.
2.	Where applicable, work in partnership with successful FOGO tenderer and member councils to implement communications materials, bin rollout and collection services to best practice standards for recovered organics.
3.	Develop and secure markets for reprocessed organics products in the agricultural or land rehabilitation sectors. Facilitate trials where necessary and utilise results in market development activities.
4.	Support the development of a Tasmanian organics strategy.

Illegal dumping and litter

Illegal dumping and littering is the deliberate or unauthorised disposal of waste on land that is not licenced or fit to accept waste. It poses a threat to wildlife and can lead to the long-term contamination of land, waterways and groundwater. Additionally, it can reduce the amenity value of community, environmental and tourism sites which has the potential to impact on Tasmania's image of a clean and green tourist destination. It also represents a missed opportunity for the reuse or recycling of waste materials.

Actions from the previous five-year strategy completed by the CCWMG include implementing actions outlined in the Cradle Coast Illegal Dumping Strategy (released in 2011), working with the EPA to develop a mechanism for trained staff to issue on-the-spot fines to illegal dumpers and the development of a communications strategy which, among other issues, included illegal dumping. In addition to these actions, the Illegal Dumping Web Database was established in North West Tasmania at the start of 2014-15 for use by land owners and council staff in order to track incidents of illegal dumping. It received 39 submissions in 2015-16 (up from 23 received in 2014-15), 77% of which were made by two land owners in Burnie City and Latrobe.

Illegal dumping and littering was identified by member council representatives as a key issue in the Cradle Coast region because of:

- a lack of collaboration between member councils, the regional group and state government on statewide issues of concern
- a lack of understanding and/or empathy in the community about the potential impacts of illegal dumping and littering
- difficulties associated with the state government taking ownership of illegal dumping on state owned land (for example Tasmania Parks and Wildlife land)
- a lack of a simple reporting framework and useful data output which prevents reporting to the community and state government on the frequency of illegal dumping
- a lack of consistent and enforceable action or penalty for illegal dumpers and litterers
- potential negative impacts on tourism which have flow on affects to tourism-related employment and income.

Plastic marine pollution has also been identified as an issue and presents a significant risk to marine ecosystems. Plastic marine pollution arises when plastic (flexible or rigid) that is disposed of as litter, or where consumer products contain plastics, are washed into waterways. Once in waterways the plastics break down into smaller pieces or, as is often the case for flexible plastics, are consumed

whole by marine organisms. The scale of the issue is difficult to quantify. Clean Up Australia (2009) estimates that 1.3 million tonnes of plastics are consumed in Australia each year however the proportion that ends up in marine environments is not known. The potential introduction of container deposit legislation (CDL) might reduce rigid plastic (i.e. drink bottles) litter and therefore some marine pollution. In the past, the Tasmanian Government has conducted studies into the feasibility of introducing a scheme. The study found that the introduction of CDL would reduce litter but the net cost to the state would be approximately \$4 million per year (ABC 2014). The Tasmanian Government has not reached a definitive position regarding the introduction of CDL in Tasmania and the EPA is following interstate moves. Additional public place recycling sites may also help to reduce litter and additional funding for these may be secured through government grants or private organisations (e.g. local businesses).

The following opportunities relate to the management of illegal dumping and littering:

No.	Actions
5.	Facilitate liaison between member councils, the regional group and relevant Tasmanian Government departments responsible for managing illegal dumping incidents by establishing an illegal dumping working group.
6.	Using data obtained from the Illegal Dumping Web Database, produce an annual report to be disseminated amongst member councils in order to provide a measurable evidence base to group members.
7.	Call for annual applications from member councils for funding of projects to address illegal dumping (e.g. clean-up of hotspots, installation of signage, CCTV). Establish process for determination of successful applications, distribution of funding, reporting requirements and measurement of outcomes.
8.	Use the Keep Australia Beautiful (2016) Litter Toolkit to build a litter reduction campaign to be rolled out across the region. Incorporate the litter reduction campaign in the regional communications and education plan.
9.	Provide evidence-based input to any further discussions regarding the introduction of container deposit legislation in Tasmania.

Infrastructure

Local waste and resource recovery infrastructure plays an important role in providing the community with options for difficult to dispose of materials as well as disposal points for local government waste and recycling collections. Infrastructure managed within the CCWMG member councils includes three landfills, 11 resource recovery centres/transfer stations, one materials recovery facility (MRF), one organics reprocessing facility and a number of 'tip shops' (second-hand shops operating at landfills and transfer stations). In order to promote landfill diversion and resource recovery, a number of materials are accepted at resource recovery centres/transfer stations throughout the region free of charge. On top of the standard recyclables (paper/cardboard, plastics, glass and metals), clothing, car batteries, gas cylinders, waste oil and domestic electronic wastes are also accepted at these facilities. Other waste materials such as general household waste, tyres, mattresses, soil, concrete, bricks, timber and garden waste are accepted at council facilities but are charged a fee for disposal. Asbestos is also accepted at some facilities and is charged a fee for disposal while other hazardous wastes are not accepted.

Key issues raised by CCWMG member councils in relation to waste and resource recovery infrastructure included:

- a lack of community understanding associated with the cost increases for waste going to landfill

- inconsistent data collection between member councils for waste entering and materials exiting waste transfer stations, making measurement of progress difficult
- the need to offer collection points for difficult to manage materials (such as expanded polystyrene, or EPS) and the possibility of providing onsite initial processing of materials (e.g. through compaction and/or heat treatment systems).

A number of recommendations have been actioned since the previous CCWMG strategy in relation to the region's infrastructure, most notably:

- A resource recovery centre/transfer station best practice guideline was developed by Blue Environment (2014) and includes requirements for councils to operate resource recovery centres/transfer stations to a level that ensure environmental protection and reduces the risks to human health. Following development of the guideline a review of all resource recovery centres/transfer stations in the region was conducted and noted where a number of upgrades were required at facilities in order to improve their operating standards to align with best practice. Progress against these actions is not known.
- A review of data collection procedures and reporting from landfills and transfer stations (conducted in 2015-16) leading to the development of a centralised data collection portal for member councils to record waste data in a regionally consistent manner.
- Considerations given to installing transportable weighbridges at all council resource recovery centres/transfer stations. Following review this was deemed to be unnecessary as all waste leaving these facilities is weighed when it arrives at the appropriate disposal/processing facility.

In addition to the above, temporary collection points for difficult to dispose of materials were established at landfills and resource recovery centres/transfer stations, including:

- The free collection of paint and mercury containing lamps. Through the trial conducted in 2013-14 and 2014-15, about 13,900 kg of paint and 1,300 kg of fluorescent tubes were collected however the collection of these materials proved to be costly.
- The free collection of household batteries (currently underway) accompanied by a media campaign to notify residents.
- Funding for infrastructure for the reprocessing of mattresses.

Investigations into the installation of landfill gas capture infrastructure at the region's landfills was not conducted as it was determined that this responsibility lies with each landfill owner. Similarly, consideration has not been given to implementing landfill bans on particular waste streams based on the fact that a number of opportunities implemented by CCWMG are aimed at diverting waste from landfill.

The following opportunities relate to the management of infrastructure in the region:

No.	Actions
10.	Continue work to establish a standardised set of data collection parameters and ensure all councils are reporting data to the waste data collection portal according to the standard (including material categories, units and frequency of reporting). Monitor and audit data inputs into the centralised waste data collection portal.
11.	<p>Conduct a recycling activity survey in order to:</p> <ul style="list-style-type: none"> • establish the extent of the recycling and reprocessor network • measure the quantity of materials managed throughout the network • establish the flow of materials between member councils and other regions • identify opportunities for network expansion or rationalisation. <p>This could be conducted in conjunction with other regional groups in order to build a picture of the resource recovery network in Tasmania.</p>
12.	Conduct an assessment of the region's tip-shop network. Develop standardised guidelines for tip-shops which define material diversion, stock and inventory control, material storage requirements, etc.
13.	Internally review progress of actions recommended by the <i>Cradle Coast Transfer Station Audits</i> report completed for CCWMG (Blue Environment 2014) in order to bring facilities up to best practice standards. Call for applications from member councils for funding for facility upgrades, establish process for determination of successful applications, distribution of funding and reporting requirements.
14.	Investigate options for accepting additional materials at council resource recovery centres/transfer stations, including requirements for collection infrastructure , potential on-site reprocessing opportunities and material markets.
15.	Explore community-based recycling initiatives with local community groups in order to identify feasible materials for collection and diversion. Where feasible, consider funding assistance to community groups to implement services (e.g. transport vehicles, temporary storage facilities, compactors, communications).

Services

Kerbside waste and recycling collections provide the centrepiece for member council services to residents. Auditing and assessing these services allows councils to monitor the use of the system, to provide targeted communications materials to residents and to monitor the impact of various waste management programs and education campaigns.

The CCWMG has conducted annual kerbside recycling bin assessments since 2013-14 which has allowed the group to target communications based on the results obtained. The assessment has shown that it is often a small proportion of repeat offenders who continue to place contamination in their recycling bins even after targeted communications. Overall though, the results from the assessment have shown an increase in the proportion of residential recycling bins receiving a pass mark (where there is less than 5% contamination in the bin) from 59% to 81% of those assessed.

In conjunction with NTWMG, CCWMG conducted a residential kerbside waste composition audit in 2014. This partnership is set to continue with audits planned for 2017-18 and 2020-21.

The following opportunities relate to waste management services in the region:

No.	Actions
16.	Continue to undertake annual residential recycling bin assessments and contamination education across the region.
17.	In conjunction with NTWMG, continue to conduct landfill and kerbside waste composition audits.

Hazardous waste

Hazardous waste (or 'controlled waste') includes waste that exhibits toxicity, chemical or biological reactivity, environmental persistence, or the ability to bio-accumulate or enter the food chain. Due to the potential risks to the environment and human health there is a need to control and regulate the management, disposal and handling of hazardous waste.

Issues raised by the CCWMG member councils in relation to hazardous waste suggest that the lack of disposal points results in waste being deposited in general waste bins. Member councils also note they have received complaints from the community about the lack of suitable disposal options for particular hazardous wastes. As previously noted, from 2013-15 CCWMG funded free collection points for paint and fluorescent tubes at resource recovery centres/transfer stations and landfills. More recently the group has provided free drop-off points at resource recovery centres/transfer stations and member council offices throughout the region for the collection of household batteries. The decision to provide collection of household batteries was informed by findings from the kerbside waste audit carried out in 2014 which highlighted dry cell batteries as the most common household item disposed of in kerbside collection. Preliminary assessment of the cost of battery collections suggests that it does not provide a cost-effective service to the community, however due to the hazardous nature of batteries there remains commitment to continue the service.

Additional issues raised from within the group include:

- **Asbestos:** Management of asbestos waste from collection, transport and disposal is an issue that traverses all levels of government in all jurisdictions. Little is known about the movement of asbestos in the region as waste tracking is not in operation.
- **Waste tracking:** Tasmania currently has an operating system in place to track the movement of hazardous waste from the point of arising to disposal/recycling however its management is not funded by the Tasmanian Government.
- **Stockpile management:** Given there is a general lack of disposal options currently available to hazardous waste generators, it is believed by EPA that some degree of stockpiling occurs for different wastes. Stockpiles of waste pose a significant environmental and human health threat if incorrectly managed or disposed of (for example, illegally dumped or disposed of in council landfill cells which are not designed to accept hazardous waste). EPA expects that when construction of the Copping Landfill Category C cell is complete, all hazardous waste currently stockpiled would be deposited there and there would be no reason for future stockpiling to occur.
- **E-waste:** Previous tender submissions for e-waste collection services found that the cost of providing an e-waste recycling service to the region was significant, with the minimum cost per tonne to recycle e-waste being approximately four times the cost per tonne to landfill. Following this it was determined that each member council was to review their applicable costs and determine whether to implement a collection.

The following opportunities relate to the management of hazardous waste in the region:

No.	Actions
18.	Provide for collection and management of household batteries across the region (including advertising, bins, collection services, transport and disposal). Measure and evaluate the collection's performance.
19.	Hold a household hazardous waste collection event. Event actions will include advertising, establishing a waste management contractor (via tender process), determining program and location(s), measurement and reporting framework.
20.	Continue to monitor member council e-waste schemes and opportunities to provide an economical service in the region.
21.	Work with EPA Tasmania as required to implement the hazardous waste tracking system.
22.	Liaise with EPA/other regions on investigations into hazardous waste stockpiling and disposal in the CCWMG region.

Tyres

End-of-life tyres present a major environmental and health hazard risk when stockpiled in large numbers due to the increased risk of major fires and the harmful pollutants released when burnt. Recycling processing technologies for end-of-life tyres usually involve shredding tyres and further processing of the shredded material into a powder for use in road-base or other commercially viable products.

The *Regional Strategies for Sustainable Management of Recyclables* report included tyres (as well as gas cylinders and cooking oil) as a main material of concern (MRA Consulting Group 2014). The report provided four recommendations including: adopting a regional strategy for tyres (including a consistent pricing schedule), providing consistent signage for on-site education and information, an education campaign informing residents of preferred disposal options and working with EPA Tasmania and industry to draft tyre recycling guidelines. Progress on these recommendations is ongoing.

In 2017, a commercial operator was granted approval by Northern Midlands Council and EPA to establish an on-site tyre shredding facility at Longford. The site has a stockpile that is estimated to contain over 1 million tyres and while it is outside of the CCWMG region, it most likely contains tyres disposed of or collected from the region's member councils. This site could provide CCWMG member councils with a viable solution for recycling end of life tyres.

The following opportunities relate to the management of end-of-life tyres in the region:

No.	Actions
23.	Support the development of a tyre recycling site at Longford.
24.	Work with EPA and other regional groups to investigate end users for end-of-life tyres.
25.	Disseminate and support the statewide waste tyre recycling guidelines/management strategy when released by EPA.

C&D and C&I recovery

The C&D and C&I waste streams present an opportunity for increased waste diversion from landfill as services provided by local councils currently focus on the recovery of materials from the MSW stream. Private C&D waste collection operators may provide services which do not promote the separation of materials (collections via mixed skip bins) and while resource recovery centres/transfer stations provide areas for separated material drop-offs, this separation is dependent upon those depositing the waste. The potential for additional diversion from this sector is high especially as recycled C&D materials have a number of potential end-markets. Private C&I waste collection operators providing services to businesses tend to focus on collections of mixed or separated (paper/cardboard, glass) recycling and waste. The potential for additional diversion from this sector is also high with opportunities likely to be greatest for organic waste or synergies with MSW kerbside collections.

The previous regional strategy recommended that CCWMG investigate the feasibility of processing C&D waste at each waste facility using mobile crushing equipment or a fixed site with C&D disposal facilities. The outcome of the investigations deemed these options to be too expensive to implement and a tender process was not undertaken. Instead it was recommended that member councils continue to process materials under their current business as usual management processes.

Anecdotally, C&D and C&I recycling has been identified by EPA as a sector of interest in developing strategic actions for the state. This presents an opportunity for CCWMG to align their goals with the EPA as well as the potential to secure funding to improve waste diversion from these sectors.

The following opportunities relate to the management of C&D and C&I waste in the region:

No.	Actions
26.	Work with the EPA to develop and align strategies to divert C&D and C&I materials from landfill. Investigate funding opportunities as they arise.
27.	Conduct a review of C&I waste in the region to build on previous reviews conducted for C&D waste. Include consultation with key industries and identification of synergies with C&D waste processing and disposal.
28.	In conjunction with member councils, investigate the options for expanding residential recycling collections to cover C&I customers.

4.2 Regional planning and efficiencies

Regional governance arrangements

Regional governance arrangements play a key role in the successful implementation of actions recommended as part of this strategic plan as well as other outcomes from investigations and proposed service implementations throughout the region. Providing strong and clear governance arrangements has the potential to contribute to the overall success of the CCWMG and the delivery of the region's four key strategic areas.

During the workshop conducted with CCWMG and member councils, key issues were identified in relation to the current regional governance arrangements and concluded that:

- they are inefficient and ineffective
- they do not add value to current strategies

- there were delays in receiving responses from member councils, responses were not received at all or were inadequate for the purpose – this resulted in CCWMG processes being delayed
- some councils do not have adequate resources to contribute to the group in a meaningful way (e.g. most do not have a designated “waste officer” role or the role is stretched between multiple roles).

In 2013-14 the CCWMG commissioned a report to investigate waste governance options for the regional group and to propose a model for regional governance and management for waste services in the region. The outcomes of this report recommended that the CCWMG move towards being established as a Joint Authority. The decision to install such arrangements is at the discretion of member councils and a number have been provided with project outcome briefings following the release of the report in order to inform decision-making. This decision-making process is currently on-going.

Regardless of the outcome of this process, stakeholders have identified the need in the interim for the group to establish a clear and concise governance framework which identifies the roles, responsibilities and expectations of the group and member councils. The governance framework would include:

- the specified roles of the group and member councils
- the responsibilities of each party in relation to:
 - reporting requirements of group activities
 - reporting requirements to their respective councillors
 - meeting attendance
 - response requirements to whole of region communications (for example “responses must be received by x days following email receipt”)
 - response requirements in relation to data reporting
 - reporting of progress against key performance indicators (KPIs)
 - reporting of project updates and learnings
 - human and financial resourcing arrangements
 - resolution requirements where participant expectations are not met.
- decision making requirements of the group
- meeting protocols
- arrangements for resource-sharing between councils
- procedures for nomination of the chair and other executive and non-executive officers
- performance guidelines for member participation, including processes to be followed in the event of non-performance.

Stakeholders also identified the need for a dedicated senior resource to work with member councils’ general managers and senior staff to build consensus and engagement with CCWMG. This would be subject to agreement to proceed towards a Joint Authority.

The following opportunities relate to regional governance arrangements:

No.	Actions
29.	Develop and document a governance framework which stipulates the roles, responsibilities and expectations of CCWMG member councils.
30.	Create a role within CCWMG to manage stakeholder group member engagement. The role should be part-time for a minimum of one year and be at an experienced/senior level.

Collaborative arrangements between councils

Collaboration between councils has the potential to provide cost and time savings in a number of areas, including:

- waste and resource recovery facilities (landfills, transfer stations, waste vehicle depots, etc.), services and contracts (kerbside collections, street sweeping, facility management, etc.)
- staffing levels (in-house waste and recycling teams, contractors, etc.)
- community engagement and education programs
- procurement services (such as for bins, signage, etc.)
- re-processed material supply
- project management
- sharing of project experiences.

The CCWMG has facilitated a number of joint projects across the region however during the workshop held with member council staff, it was noted that this could be further targeted to some key areas. As previously identified, most member councils do not have dedicated waste officers or have waste officers whose role is shared with other local government roles. This presents an opportunity for collaboration between councils to either delegate project management responsibilities to one council where multiple councils are involved or to share the expense of a full-time resource and receive the benefits of a waste officer whose role is solely dedicated to waste management. Also noted was the need to improve sharing of experiences obtained during trials and project work. Sharing of such experiences allows for councils to learn from successes and failures when implementing their own projects.

The following opportunities relate to the collaborative arrangements between councils in the region:

No.	Actions
31.	Continue to identify opportunities for collaborative resourcing by investigating current contractual arrangements in each council.
32.	Investigate and facilitate human resource sharing between member councils.
33.	Establish a platform for councils to share information with regards to their current projects and outcomes of previous projects (e.g. as an agenda item at CCWMG meetings).

Building regional consistency

Consistency amongst member councils in a regional setting helps to provide a unified message to the community with regards to waste and recycling services and management. Regionally consistent communications campaigns and pricing of services has the potential to increase resource recovery and ensure that waste is sent to the most appropriate location. Levels of illegal dumping and littering may also be positively impacted where consistent pricing is applied which reflect the cost of managing materials. Actions implemented from the previous regional strategy have aimed to build regional consistency into:

- organics collection service tender documents
- data collection systems
- waste facility staff training
- communications/education planning
- household hazardous waste collections.

Key differences between councils exist on a range of issues, a number of which were identified by CCWMG member council staff, including service levels offered to residents, pricing for kerbside collections and waste disposal at landfills and resource recovery centres/transfer stations and management of waste and recycling materials

The following opportunity relates to regional consistency between councils in the region:

No.	Actions
34.	Review member council landfill and resource recovery centre/transfer station charges and services offered and investigate barriers to implementing total cost recovery pricing.

4.3 Partnerships

Working with the Tasmanian Government

The Tasmanian Government plays a key role in setting the agenda and priorities for waste management throughout the state. In recent years, the state government appears to have shifted focus on fulfilling this role, limiting the resources made available. Instead management of priority actions and funding of waste and resource recovery programs has been left to the regional groups and local councils. Consultation with member councils from the CCWMG highlighted a number of key issues in relation to government positions on waste management, including:

- policies being reactive rather than proactive
- a lack of assistance, incentive, guidance or funding provided to improve services
- a lack of strategic focus
- a lack of ownership or management of illegal dumping on state owned land
- state-wide waste issues receiving little or no policy or strategy development.

As informed by consultation for this strategy, the EPA intends to develop a strategic action plan. The Local Government Association of Tasmania (LGAT) has developed a waste strategic action plan with the intent of informing development of the EPA's strategic action plan. However there are a number of waste management issues of interest to CCWMG (outlined in this report) which have not been included in the LGAT document. There is potential for CCWMG to maintain dialogue with EPA to ensure any future state-wide strategy considers all issues relevant to CCWMG.

The following opportunities relate to working collaboratively with the Tasmanian Government:

No.	Actions
35.	Establish a framework for cooperation and collaboration between state government, waste management groups and local councils to: <ul style="list-style-type: none"> • influence policy and strategy documents • highlight current issues impacting on waste management in the region • contribute to and support government policy on emerging waste issues.
36.	Maintain key dialogue and build contacts with state government agencies. Encourage EPA to attend CCWMG meetings.
37.	Highlight current waste management issues to state government on an as needed basis as raised by member councils.
38.	Provide assistance and advice to state government on emerging waste issues.

No.	Actions
39.	Identify funding options from various Tasmanian Government departments, not just those responsible for waste or environment issues.

Working with industry

Industry plays a central role in providing services, facilities, end markets and opportunities for innovation in waste and resource recovery. Although there is a lack of data from industry, historically, the C&D and C&I sectors contribute about 57% to overall waste generation in Tasmania (in 2010-11) (DoEE 2013). It is likely that this proportion has remained relatively stable. This represents over half of the materials generated within the region for which an opportunity exists to increase resource recovery and diversion. Partnering with industry has the potential to impact on a number of issues in waste and resource recovery management, including:

- Increasing waste diversion from landfill, through investment and innovations in materials processing.
- Dealing with problem wastes, such as tyres, paint and oil. For example, as previously stated, a commercial operator has been granted approval by local government and EPA to establish a tyre shredding facility at the Longford tyre stockpile site.
- Increasing recycled product use. End markets for recycled products provide an incentive for reprocessors to invest in equipment which processes recycled materials to a high quality standard.
- The potential for co-location of waste producing industries with industries that could use that waste as a resource. Co-location of industries requires detailed collaboration and planning from participants and local councils and is best suited to new developments.
- Establishing producer responsibility schemes. Of particular note is the introduction of CDL however other materials may be subject to such schemes either at the State or Commonwealth Government level which will require significant input from industry.

The key to unlocking the potential in the above items is communication and collaboration. The *Tasmanian Waste Review* (Blue Environment 2014) recommended that the CCWMG establish a framework for cooperation and collaboration between state government, waste management groups and industry to facilitate improvements to C&D and C&I waste management and resource recovery. This recommendation has not yet been actioned. Industry may also have additional access to external funding opportunities through industry organisations or corporate sponsorship.

The following opportunities relate to working with industry in the region:

No.	Actions
40.	Establish a framework for cooperation and collaboration between state government, waste management groups and industry to facilitate improvements to C&I and C&D waste management and resource recovery.
41.	Facilitate a regional industry workshop/forum to encourage innovation and sharing of waste and resource management practices. Where feasible, consider using local service groups to extend CCWMG reach into local businesses.
42.	Maintain key dialogue and build contacts with industry sectors.
43.	Support the development of a Tasmanian recycling market development strategy.

Collaborating with other regions

As for collaboration between member councils, collaboration between regional groups has the potential to provide cost and time savings and significant project learnings in a number of areas. The CCWMG has a history of collaboration with other waste management groups within Tasmania. This has included collaborations on:

- waste levy increases in conjunction with NTWMG
- the Rethink Waste website which is a state-wide brand and website which acts as a central portal for sharing waste and recycling information in conjunction with NTWMG and Southern Waste Strategy Authority (prior to its change in management arrangements)
- communications and education activities with NTWMG and Southern Waste Strategy Authority including (where appropriate) media releases, TV, radio and newspaper ads, promotional materials, fact sheets and social media
- investigations into data collection systems for waste transfer stations in conjunction with NTWMG.

As well as those collaborations listed above, CCWMG and other regional groups have previously shared results of project work (such as waste bin audits) which further enhances shared learnings and knowledge between regional groups and member councils.

Due to the reluctance of the Tasmanian Government to commit to the introduction of a state based waste levy, the NTWMG has proposed to introduce two waste levy increases over the period of their 2017-22 strategy (NTWMG 2017). The current levy imposed in the region matches that of the CCWMG at \$5/tonne. The proposed increases in NTWMG are set to occur in two stages to \$7.50/tonne on 1 July 2017 and to \$10/tonne on 1 July 2019 (dependent on a mid-term strategy review considering whether sufficient progress and expenditure against the strategy has been made to justify an increase in the levy). If approved, this will create a landfill disposal cost difference between the regions which may be exploited by some local governments or private operators, diverting additional waste to the CCWMG region's landfills.

The following opportunities relate to collaborating with other regions:

No.	Actions
44.	Pending state government regional group coordination, establish a direct link between other regional groups (which may involve quarterly/six monthly meetings, etc.) to continue collaboration.
45.	Conduct a mid-term strategy review to consider linkages between regional strategies and funding requirements.

4.4 Community engagement

Community education

Community education is an important strategy in reducing waste generation, maximising diversion of recyclables and minimising contamination of segregated materials. Education programs to community and industry should raise awareness of the role residents and businesses can play. They should provide information around preferred behaviours, with key messages around consumption behaviours, opportunities for reducing waste at home, ensuring residents have a sound knowledge of all of the types of materials that can and cannot be recycled through council collections, addressing the manner in which recyclable materials are presented (reducing contamination), providing local businesses with links to relevant information sources, providing feedback to the

community on the end-products and markets of materials recovered and the environmental impacts and consequences to residents (fines) associated with illegal dumping and littering.

The CCWMG coordinates community education for the region (often in conjunction with other regional groups). In the past, this has included:

- the 'Good SORT' campaign delivered in collaboration with NTWMG and Southern Waste Strategy Authority, providing a consistent waste and resource recovery education message that was targeted towards:
 - common kerbside recycling bin contaminants
 - items that residents may not know are recyclable
 - illegal dumping.
- the Rethink Waste Schools Program, delivered in collaboration with NTWMG, to provide schools with the framework and guidance to assist with conducting waste audits and resources aimed at changing attitudes and behaviours in regards to sustainable waste management
- an overhaul of the Rethink Waste website improving the navigation and access to fact sheets and other resources
- campaigns associated with household hazardous waste collections including for paint, fluorescent tubes and batteries
- TV and radio advertisements and social media campaigns aimed at reducing contamination in kerbside recycling
- inclusion of the 'All you need to know about kerbside recycling' brochure with the CCWMG member councils' rates notices.

Initial consultation with member councils showed differing perceptions with regard to community education within the region, with some stakeholders believing:

- residents do not have a good understanding or appreciation of the need for waste charges that appear on their council notices (an attitude exists of "I pay for it, I can do what I want with it" - a lack of consequences or enforcement reinforces this attitude)
- the Rethink Waste website needs to be easier to navigate, updated more frequently and have better linkages
- residents do not understand why they should take responsibility for waste generation
- a minority of residents do not understand the impacts of littering or illegal dumping, especially in relation to Tasmania's environmental image and potential impacts to the state's tourism industry and regional economies
- current efforts were not delivering a message that has an impact on residents.

The previous Communications Plan had a timeframe of 2012 to 2014 and following this a new plan has not been commissioned. Consultations with member council staff as part of this strategic plan provided a number of recommendations which a new communications and education plan could investigate, including:

- more of a focus on waste reduction
- continued focus on the 'Rethink waste' campaign to encourage reuse and recycling
- leading by example by communicating local council successes to the community
- targeting school children and the next generation to educate their older family members
- using community champions to engage other members of the community to take ownership of waste and recycling

- developing resources and training so a consistent message is delivered throughout the region.

The following opportunities relate to community education within the region:

No.	Actions
46.	<p>Develop a regional or cross regional communications and education plan with input from member councils, including for:</p> <ul style="list-style-type: none"> • FOGO service • other kerbside services • illegal dumping • e-waste recycling • other waste initiatives as appropriate.
47.	<p>Develop communication materials that promote CCWMG, the Rethink Waste website and brand and correct waste and recycling practices using:</p> <ul style="list-style-type: none"> • media releases • TV, radio and newspaper advertising • promotional materials (e.g. bags, pens, caps) • fact sheets • social media (e.g. YouTube, Facebook, Twitter) <p>Where possible, activities to be jointly undertaken with the NTWMG.</p>
48.	<p>Continue to support the Rethink Waste Schools Program. Establish a program for visits to schools in the region to conduct waste education programs.</p>
49.	<p>Coordinate with member councils and other regions to provide consistent updates to the Rethinkwaste.com.au website.</p>

Raising awareness

Awareness of waste and recycling issues amongst the community is one of the major goals of community education campaigns. Also important is the awareness amongst councils, other regional groups and state government around the activities (completed, ongoing and future) conducted by the CCWMG.

The previous strategic plan outlined an action to facilitate an annual award acknowledging resource recovery achievements by individuals or organisations in the region. This was implemented in 2013-14 but was not awarded in proceeding years. Removing this program has potentially had a negative impact on the CCWMG's awareness amongst the community. During consultation with member councils it was noted that the 2017 Waste NoT awards (advertised via the Rethink Waste website and funded by NTWMG) received only one entry, when in the previous year six awards were presented (Rethink Waste 2016). This suggests a lack of awareness amongst the community in relation to the regional groups and the Rethink Waste website. Another comment suggested that the website needs to be more inviting and updated more frequently with better linkages to important materials.

Awareness of the CCWMG and its roles and responsibilities could be improved amongst member councils (and non-member councils who are part of the Cradle Coast Authority) and the broader community. This could include awareness of: the region's budget provisions and how it may assist member councils to implement improvements to waste and recycling services; previous projects completed by the group, and how these have benefited member councils.

The following opportunity relates to raising awareness within the region:

No.	Actions
50.	Provide regular briefings to Cradle Coast Authority member councils (to be disseminated throughout each), in order to build group awareness. This could be done through scheduled group meetings and dissemination of CCWMG minutes of meetings.

Public events

Public events help to educate and increase community involvement in waste and resource recovery activities and are a key action used as part of the implementation of a communications and education plan. Events can take place as part of council-resident meetings, in conjunction with wider community events or as community consultation programs when introducing a new program or service. Attendance and cross promotion with event organisers also has the potential to reduce waste and improve resource recovery at 'eco-friendly' events.

The following opportunities relate to public events within the region:

No.	Actions
51.	Research and maintain a calendar of public events (such as local shows, market days, etc.) which would be appropriate to host an education session/stall/booth. Attend two public events per year.
52.	Conduct community consultation forums when introducing new programs or services (as appropriate).

5. Sustainability assessment

This section summarises all the potential opportunities identified in Section 4 and assesses their environment, social and economic sustainability.

The net community benefit, based on positive (✓), negative (✗) or neutral (=) impacts on environmental (Env), social (Soc) and economic (Eco) factors, is provided for each opportunity. The outcome of the net community benefit assessment will determine priorities for the five year strategic plan. All actions have been classified according to high, medium or low priority.

No.	Actions	Environmental	Social	Economic	Priority
Food and garden organics					
1.	Establish which member councils intend to participate in FOGO tender and appoint contractor where applicable.	✓	=	✗	H
2.	Where applicable, work in partnership with successful FOGO tenderer and member councils to implement communications materials, bin rollout and collection services to best practice standards for recovered organics.	✓	=	✗	H
3.	Develop and secure markets for reprocessed organics products in the agricultural or land rehabilitation sectors. Facilitate trials where necessary and utilise results in market development activities.	✓	=	✗	M
4.	Support the development of a Tasmanian organics strategy.	✓	=	=	H
Illegal dumping and litter					
5.	Facilitate liaison between member councils, the regional group and relevant Tasmanian Government departments responsible for managing illegal dumping incidents by establishing an illegal dumping working group.	✓	=	✓	H
6.	Using data obtained from the Illegal Dumping Web Database, produce an annual report to be disseminated amongst member councils in order to provide a measurable evidence base to group members.	✓	=	=	H
7.	Call for annual applications from member councils for funding of projects to address illegal dumping (e.g. clean-up of hotspots, installation of signage/CCTV). Establish process for determination of successful applications, distribution of funding, reporting requirements and measurement of outcomes	✓	✓	✗	M
8.	Use the Keep Australia Beautiful (2016) Litter Toolkit to build a litter reduction campaign to be rolled out across the region. Incorporate the litter reduction campaign in the regional communications and education plan.	✓	✓	=	M
9.	Provide evidence-based input to any further discussions regarding the introduction of container deposit legislation in Tasmania.	✓	=	=	M
Infrastructure					
10.	Continue work to establish a standardised set of data collection parameters and ensure all councils are reporting data to the waste data collection portal	✓	=	=	H

No.	Actions	Environmental	Social	Economic	Priority
	according to the standard (including material categories, units and frequency of reporting). Monitor and audit data inputs into the centralised waste data collection portal.				
11.	Conduct a recycling activity survey in order to: <ul style="list-style-type: none"> establish the size of the recycling and reprocessor network measure the quantity of materials managed throughout the network establish the flow of materials between member councils and other regions identify opportunities for network expansion or rationalisation. This could be conducted in conjunction with other regional groups in order to build a picture of the resource recovery network in Tasmania.	✓	=	×	H
12.	Conduct an assessment of the region's tip-shop network. Develop standardised guidelines for tip-shops which define material diversion, stock and inventory control, material storage requirements, etc.	✓	✓	×	M
13.	Internally review progress of actions recommended by the <i>Cradle Coast Transfer Station Audits</i> report completed for CCWMG (Blue Environment 2014) in order to bring facilities up to best practice standards. Call for applications from member councils for funding for facility upgrades, establish process for determination of successful applications, distribution of funding and reporting requirements.	✓	✓	×	H
14.	Investigate options for accepting additional materials at council resource recovery centres/transfer stations, including requirements for collection infrastructure, potential on-site reprocessing opportunities and material markets.	✓	✓	=	M
15.	Explore community-based recycling initiatives with local community groups in order to identify feasible materials for collection and diversion. Where feasible, consider funding assistance to community groups to implement services (e.g. transport vehicles, temporary storage facilities, compactors, communications).	✓	✓	×	M
Services					
16.	Continue to undertake annual residential recycling bin assessments and contamination education across the region.	✓	✓	×	H
17.	In conjunction with NTWMG, continue to conduct landfill and kerbside waste composition audits.	✓	=	×	M
Hazardous waste					
18.	Provide for collection and management of household batteries across the region (including advertising, bins, collection services, transport and disposal). Measure and evaluate the collection's performance.	✓	=	×	M
19.	Hold a household hazardous waste collection event. Event actions will include advertising, establishing a waste management contractor (via tender process), determining program and location(s), measurement and reporting framework.	✓	=	×	M

No.	Actions	Environmental	Social	Economic	Priority
20.	Continue to monitor member council e-waste schemes and opportunities to provide an economical service in the region.	✓	=	=	L
21.	Work with EPA Tasmania as required to implement the hazardous waste tracking system.	✓	=	=	M
22.	Liaise with EPA/other regions on investigations into hazardous waste stockpiles and disposal points in the CCWMG region.	✓	=	×	M
Tyres					
23.	Support the development of a tyre recycling site at Longford.	✓	✓	=	M
24.	Work with EPA and other regional groups to investigate end users for end-of-life tyres.	✓	✓	=	M
25.	Disseminate and support the statewide waste tyre recycling guidelines/management strategy when released by EPA.	✓	=	=	M
C&D and C&I recovery					
26.	Work with the EPA to develop and align strategies to divert C&D and C&I materials from landfill. Investigate funding opportunities as they arise.	✓	=	=	H
27.	Conduct a review of C&I waste in the region to build on previous reviews conducted for C&D waste. Include consultation with key industries and identification of synergies with C&D waste processing and disposal.	✓	✓	×	M
28.	In conjunction with member councils, investigate the options for expanding residential recycling collections to cover C&I customers.	✓	=	=	M
Regional governance arrangements					
29.	Develop and document a governance framework which stipulates the roles, responsibilities and expectations of CCWMG member councils.	✓	=	=	H
30.	Create a role within CCWMG to manage stakeholder group member engagement. The role should be part-time for a minimum of one year and be at an experienced/senior level.	=	✓	×	M
Collaborative arrangements between councils					
31.	Continue to identify opportunities for collaborative resourcing by investigating current contractual arrangements in each council.	=	✓	=	H
32.	Investigate and facilitate human resource sharing between member councils.	=	✓	=	M
33.	Establish a platform for councils to share information with regards to their current projects and outcomes of previous projects (e.g. as an agenda item at CCWMG meetings).	✓	✓	=	H
Building regional consistency					
34.	Review member council landfill and resource recovery centre/transfer station charges and services offered and investigate barriers to implementing total cost recovery pricing.	✓	✓	×	M

No.	Actions	Environmental	Social	Economic	Priority
Working with the Tasmanian Government					
35.	Establish a framework for cooperation and collaboration between state government, waste management groups and local councils to: <ul style="list-style-type: none"> influence policy and strategy documents highlight current issues impacting on waste management in the region contribute to and support government policy on emerging waste issues. 	✓	=	×	H
36.	Maintain key dialogue and build contacts with state government agencies. Encourage EPA to attend CCWMG meetings.	✓	=	=	M
37.	Highlight current waste management issues to state government on an as needed basis as raised by member councils.	✓	=	=	M
38.	Provide assistance and advice to state government on emerging waste issues.	✓	=	=	H
39.	Identify funding options from various Tasmanian Government departments, not just those responsible for waste or environment issues.	✓	=	=	H
Working with industry					
40.	Establish a framework for cooperation and collaboration between state government, waste management groups and industry to facilitate improvements to C&I and C&D waste management and resource recovery.	✓	=	=	M
41.	Facilitate a regional industry workshop/forum to encourage innovation and sharing of waste and resource management practices. Where feasible, consider using local service groups to extend CCWMG reach into local businesses.	✓	✓	×	M
42.	Maintain key dialogue and build contacts with industry sectors.	✓	✓	=	M
43.	Support the development of a Tasmanian recycling market development strategy.	✓	=	=	H
Collaborating with other regions					
44.	Pending state government regional group coordination, establish a direct link between other regional groups (which may involve quarterly/six monthly meetings, etc.) to continue collaboration.	✓	=	=	M
45.	Conduct a mid-term strategy review to consider linkages between regional strategies and funding requirements.	✓	=	×	H
Community education					
46.	Develop a regional or cross regional communications and education plan with input from member councils, including for: <ul style="list-style-type: none"> FOGO service other kerbside services illegal dumping e-waste recycling other waste initiatives as appropriate. 	✓	✓	×	H

No.	Actions	Environmental	Social	Economic	Priority
47.	Develop communication materials that promote CCWMG, the Rethink Waste website and brand and correct waste and recycling practices using: <ul style="list-style-type: none"> media releases TV, radio and newspaper advertising promotional materials (e.g. bags, pens, caps) fact sheets social media (e.g. YouTube, Facebook, Twitter) Where possible, activities to be jointly undertaken with the NTWMG.	✓	✓	✗	H
48.	Continue to support the Rethink Waste Schools Program. Establish a program for visits to schools in the region to conduct waste education programs.	✓	✓	✗	H
49.	Coordinate with member councils and other regions to provide consistent updates to the Rethinkwaste.com.au website.	✓	✓	✗	M
Raising awareness					
50.	Provide regular briefings to Cradle Coast Authority member councils (to be disseminated throughout each), in order to build group awareness. This could be done through scheduled group meetings and dissemination of CCWMG minutes of meetings.	✓	✓	=	H
Public events					
51.	Research and maintain a calendar of public events (such as local shows, market days, etc.) which would be appropriate to host an education session/stall/booth. Attend two public events per year.	✓	✓	✗	H
52.	Conduct community consultation forums when introducing new programs or services (as appropriate).	✓	✓	✗	M

6. 2017-2022 strategy

The vision of the CCWMG is to deliver a sustainable community in the Cradle Coast region of Tasmania by implementing strategies which minimise waste through increases in waste diversion and recovery. The 2022 goal for the region is to increase waste diversion, provide regional planning and coordination of waste infrastructure and services, maintain and develop partnerships between local councils, regional groups and the Tasmanian Government and to engage with the community to ensure sustainable waste management becomes a normal, embedded behaviour.

This vision is developed with reference to the four key strategic focus areas of the group. To achieve the vision, this 5-year strategic plan aims to set measurable and achievable key performance indicators for waste management throughout the region. The key performance indicators that will determine the success of this strategic plan are:

1. by 2022, divert 50% of all MSW from local government landfill facilities across the region
2. by 2022, increase the proportion of recycling bins receiving a pass mark as part of recycling bin assessments to 90% across the region (based on the 2015-16 assessment pass rate of 81%)
3. by 2022, reduce incidents of illegal dumping at hotspot sites by 25% across the region (after first establishing baseline data from council reports)
4. by 2022, all member councils to be collecting and reporting a standardised set (for material types, units, etc.) of data in relation to waste and resource recovery activities.

In order to achieve these key performance indicators a list of opportunities has been developed and assessed according to their potential to provide net community benefit to the CCWMG region (based on environmental, social and economic factors). Those assessed to achieve a net benefit are advanced to actions. Actions are presented in Appendix C along with budget provisions for each action over the life of this 5-year strategy.

Note that the budget provisions in Appendix C are predicated on 'business as usual' waste to landfill. If MSW to landfill diversion increases in line with the projected performance indicators (refer KPI 1 above), the available levy funds will progressively decrease and some actions may need to be curtailed to maintain a financially positive net position. Alternatively, the levy may need to be increased to undertake all of the proposed actions.

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Appendix A: Workshop notes

The following input on challenges/problems and opportunities/solutions for waste management in the Cradle Coast region was provided by attendees at a workshop for member councils held in Burnie on 2 December 2016.

CHALLENGES & PROBLEMS	
1	<ul style="list-style-type: none"> • Illegal dumping/littering • Changes to EPA regulations <ul style="list-style-type: none"> – Costs – Increasing education – Understanding issues • Community do not understand why costs increase re waste going to landfill • Not finding viable markets for recycling • Not having an overall state strategy for dealing with waste • Many issues are statewide issues, not necessarily regional • Very little incentive from government, more reactive than proactive • No person within the region to manage waste on a regional level, usually tacked on to position • Inconsistency with pricing and management of waste within the region
2	<ul style="list-style-type: none"> • Recycling <ul style="list-style-type: none"> – Community understanding of what can be done – Embedding into community actions (e.g. FOGO would not be needed if composted) • Illegal dumping <ul style="list-style-type: none"> – Reporting/dobbing in – Effect on environment not understood or cared about – Car body dumping on state land and lack of action by state due to funding • Recycling <ul style="list-style-type: none"> – Looking at recycling oils, fats into biodiesel for industry use • Innovative waste collection <ul style="list-style-type: none"> – Is there another way for collecting waste e.g. “community power” • Littering along roads • Community intent – acceptance of the need to manage waste
3	<ul style="list-style-type: none"> • Regional governance managing the CCWMG objectives • Delivering good value, cost benefit analysis for the community • Progressing waste diversion from landfill @ 35% for Burnie, cost sustainable for community • Actioning FOGO, communicating the benefit to community • Data management <ul style="list-style-type: none"> – Understanding what we have – What is important – How we can use it for on-ground outcomes • Illegal dumping <ul style="list-style-type: none"> – Small % of waste stream – Value is in using the issue to improve how people think about waste management

CHALLENGES & PROBLEMS	
4	<ul style="list-style-type: none"> • Moving ideas and projects forward (all council support) – delays, no designated waste officer for some councils • Data collection of what comes and goes from WTS <ul style="list-style-type: none"> – makes it difficult to put measures on opportunity progress – different councils collect different info • Cost to LF is often far cheaper than to recycling. i.e. e-waste 3x • Ideas i.e. illegal dumping a state issue, mostly on private land • Waste not awards, only 1 entry – need to make waste more interesting • Residents – perhaps a lack of understanding of the waste charges on their rates “I pay for it, I can do what I want with it” – no consequences for these attitudes
5	<ul style="list-style-type: none"> • Public complaints about no outlet for some items. e.g. fluoro tubes • Illegal dumping – lack of action, no penalty • Reporting of illegal dumping – should be simple and data useful and readily available • Community education – more focus on reduce • Public complaints about waste related fees. Lack of understanding of the cost to manage waste • Websites need to be more inviting and current (Rethink Waste) with better linkages • Burnie has cruise ships visiting – visitors are exposed to illegal dumping/litter, not a good look! (tourists in general)
6	<ul style="list-style-type: none"> • Waste governance arrangements • Consistent enforcement by EPA • E-waste program – regional areas • Expanding residential programs to commercial • FOGO • Taswater infrastructure impacts on operations
7	<ul style="list-style-type: none"> • State government not looking after their land (e.g. crown land services, parks and wildlife services). People dump rubbish on their land, the rubbish stays there and councils get blamed for not removing the rubbish. • Lack of market opportunities to recycle waste (e.g. electronics, glass, plastics) where it becomes uneconomic for the market to recycle waste within Tasmania/Australia.
8	<ul style="list-style-type: none"> • Lack of hazardous waste management disposal options in the market (e.g. people dumping hazardous waste in their bins) • Not enough focus on “demand management”
9	<ul style="list-style-type: none"> • Statewide response (and budget) for state waste issues • Stretched council waste resources • Positive: lots of passionate waste staff • Waste levy – voluntary and different in each region
10	<ul style="list-style-type: none"> • Different standards/services across the region • Inefficient and ineffective regional waste governance • Different service levels between councils

CHALLENGES & PROBLEMS	
11	<ul style="list-style-type: none"> • Cost/economies of scale of recycling and other waste minimisation actions • Funding operational activity – rates/levy/fees • Regional consistency – lack of!! • Education/public awareness – message not getting through • Future plan/strategy? • Funding new programs (that should be done/that are not already, more money required) • Time poor – many other things to do (personal frustration)

OPPORTUNITIES & SOLUTIONS	
1	<ul style="list-style-type: none"> • Recycling: <ul style="list-style-type: none"> – Demonstration projects – Embedding “cradle to grave” by education, coercion, state policies and strategies • Waste management, community education: <ul style="list-style-type: none"> – Lead by example by “nose”. e.g. “carrots” offered – School → aged/senior citizens education and involvement – By regulation. e.g. Singapore, Switzerland, Scandinavian countries – Use champions
2	<ul style="list-style-type: none"> • Government/council actions • Well informed regional strategic plan with strict governance arrangements • Innovative council staff with freedom to trial and implement solutions • Create need for innovation. e.g. drought, less suitable packaging
3	<ul style="list-style-type: none"> • Community engaged and take ownership of issues • Consistency re costs etc. within the region • State to take ownership of illegal dumping on their land • Regional governance process which delivers efficiencies and/or value adds to current strategies • More focus on KPIs i.e. diversion from landfill, community ownership as well, projects to deliver • Regional strategies to link in with statewide strategies?
4	<ul style="list-style-type: none"> • Assistance/cooperation from state • More of a focus on CBD’s “visual” changes – waste/recycling bin in town, need to communicate outcomes • Greater community understanding on why they should take responsibility – what is in it for them? Reduced fees • Events: have a uniform procedure or process for improving recycling and awareness at community events. • More funding for waste in councils, would this come from levy? A regional waste officer
5	<ul style="list-style-type: none"> • Waste governance – dedicated resource to manage the process and stakeholders • Consistency – goal: each council has common approach to charging for waste

OPPORTUNITIES & SOLUTIONS	
	<ul style="list-style-type: none"> Statewide approach – goal: state accepts responsibility and funds a number of state projects Illegal dumping: councils fully using database FOGO: project implemented or cancelled
6	<ul style="list-style-type: none"> More time to look at strategic outcomes rather than operational/day to day <ul style="list-style-type: none"> Regional authority? Council appreciation of <u>more resources</u> required (staff/\$\$) State strategy → regional strategy → local strategy (needs consistency!) Deliver local programs/drive change <ul style="list-style-type: none"> Dedicated personnel (regional/local) Data – better data leads to better decisions
7	<ul style="list-style-type: none"> Develop resources and training for delivery of a consistent message Start with the next generation and get them to educate older family members. Tip tours blow kids' minds! Send out the message 'strongly' that littering/dumping have on our image as a state which ultimately affects tourism-related jobs and income Work more cohesively with other councils. Share successes and failures. Share resources. e.g. buy signage/bins collectively to reduce cost
8	<ul style="list-style-type: none"> State waste strategy – government funding/resources to support councils Regionalisation of waste management – progress with councils Public pressure on the state/politicians for improved management Data capture – share systems for data capture with other councils FOGO – publicise in community the % of FOGO in waste bin and the benefit to environment of composting Illegal dumping – resource collation of all actions/data to build a case with the community for action by state
9	<ul style="list-style-type: none"> Consistent approach/collective position to be adapted by councils on a regional basis to push the state government to look after rubbish on their land (including dumped stockpiles) Continued focus on “think waste” campaign to encourage reuse and recycling Market partnerships to encourage reuse and recycling (e.g. identify win-win opportunities)
10	<ul style="list-style-type: none"> Regional governance model <ul style="list-style-type: none"> Consistent service level Consistent pricing Adequate resourcing Consistent data collection Increased state involvement in waste Better informed community on waste matters

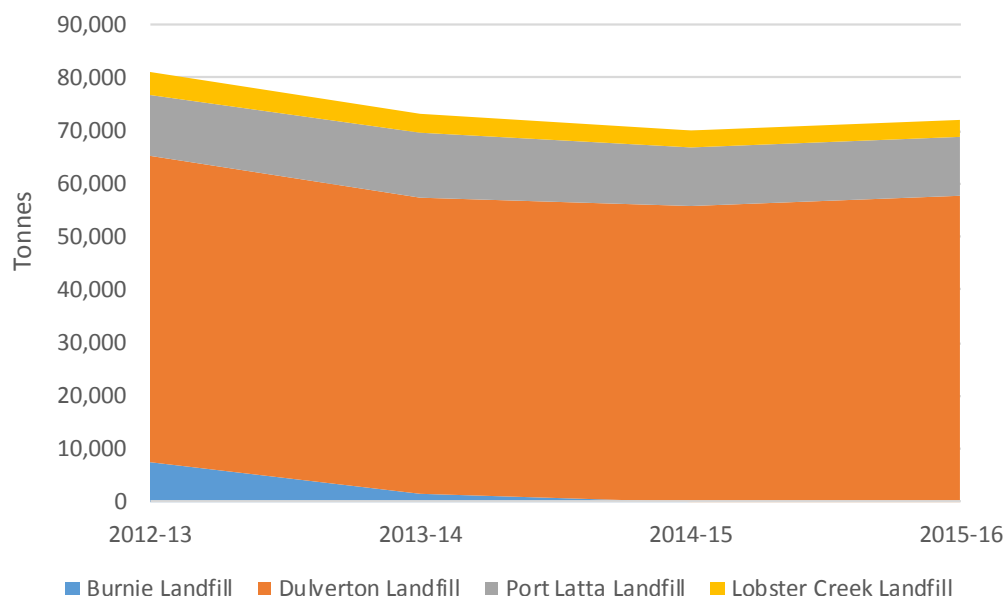
Appendix B: Waste and recycling data

Waste generation

The majority of landfilled waste generated in the region in 2015-16 was sent to Dulverton landfill (81%), followed by Port Latta (15%) and Lobster Creek (4%) landfills. Figure B1 shows the total quantities of waste sent to the region's landfills since 2012-13. Total waste to landfill has decreased from over 81,000 tonnes in 2012-13 to just over 71,900 tonnes in 2015-16.

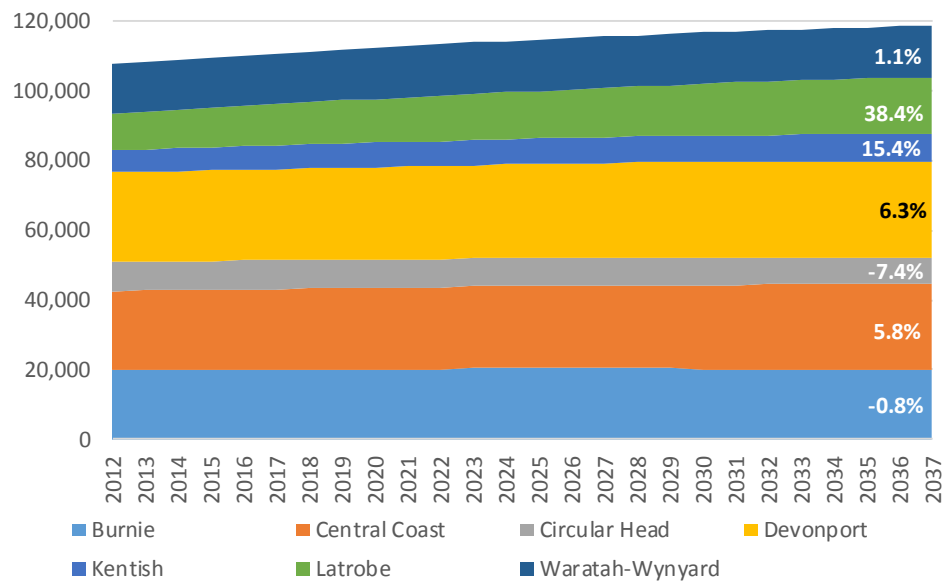
Apparent in Figure B1 is the closure of Burnie landfill, with this waste now being sent to Dulverton landfill. The *Burnie Waste Management Strategy 2013-2017* (Burnie City Council 2013) notes that council ceased landfilling at the site in November 2012, however it appears that a small quantity of waste was landfilled in the 2013-14 financial year.

Figure B1 Total waste to landfills in Cradle Coast 2013-2016



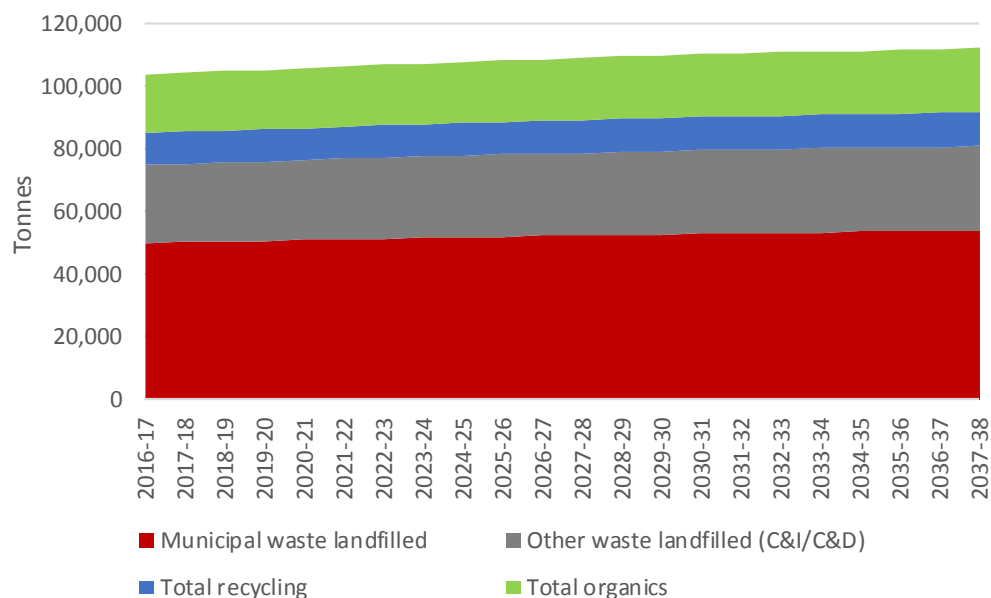
The amount of material generated in future is likely to be related to population changes. The projected population growth in the Cradle Coast region is estimated to be 7.2% from 2017 to 2037 (DTF 2013). Figure B2 presents the estimated population growth for individual councils over the same 20 year period. The largest population growth is expected to be in Latrobe (38.4%) and Kentish (15.4%). DTF predicts that Circular Head (-7.4%) and Burnie City (-0.8%) councils will experience a contraction in their populations over the next 20 years.

Figure B2 Population projections for Cradle Coast councils 2012-2037



Waste generation over the medium to long term is therefore projected to continue on an upward trend. Total waste generation is projected to reach 109,700 tonnes in 2037-38. Figure B3 presents total waste generation projections under a business-as-usual scenario. These projections are based on the population projections provided in Figure B2 and do not take into account any strategic actions which may affect the amount of waste generated or diverted from landfill.

Figure B3 Waste generation projection in Cradle Coast region 2016-2037



Recycling

The shared regional kerbside recycling collection system has been in place in Cradle Coast councils since 2012-13. During this time, a steady quantity (totalling 6,700 tonnes in 2015-16) of recyclable materials has been collected from approximately 41,537 households across the region (CCWMG 2016). Figure B4 presents the tonnes collected from councils between 2012-13 and 2015-16. Devonport City and Central Coast councils have contributed up to 50% by weight of the materials collected through this service.

Figure B4 Kerbside recyclable material collected by council area 2013-2016

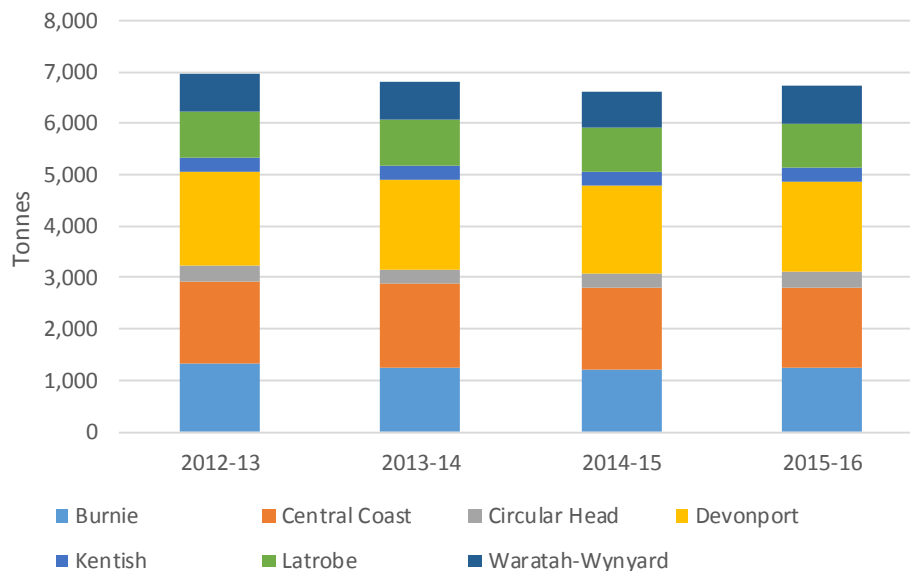
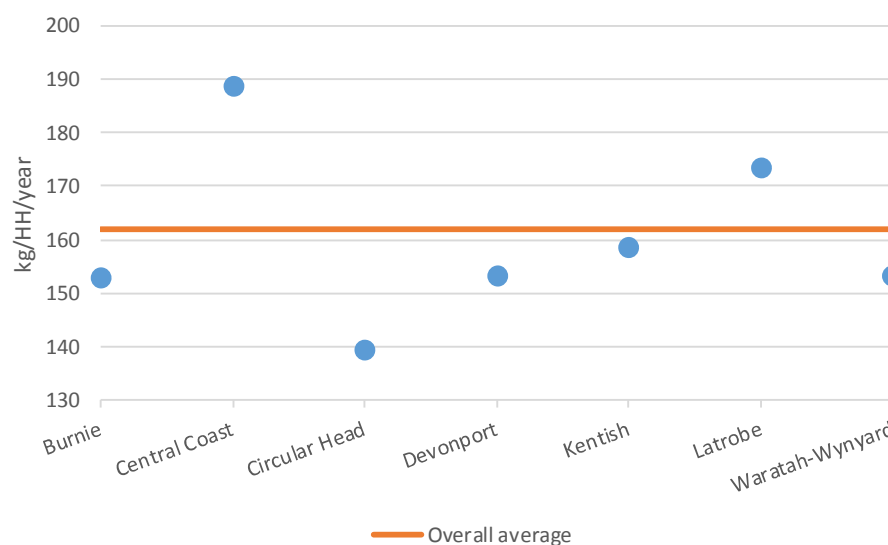


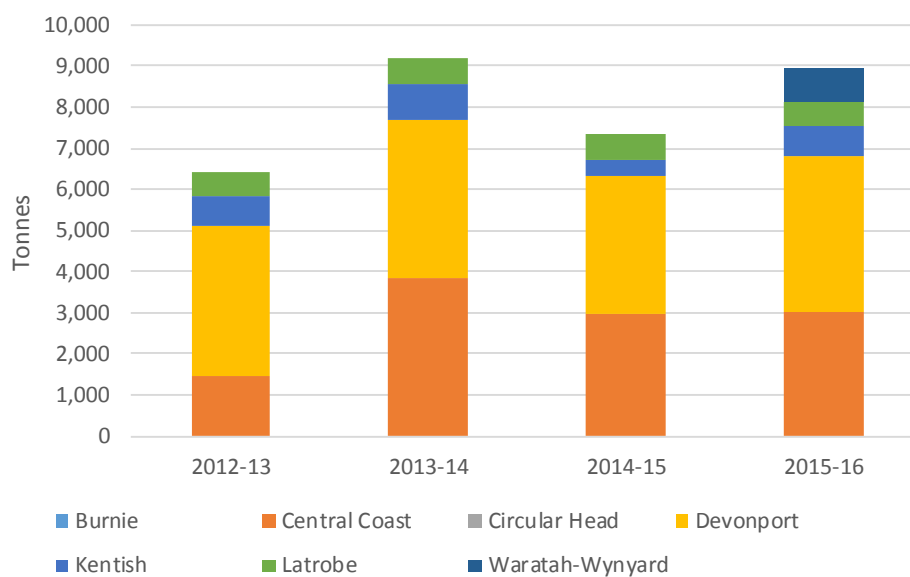
Figure B5 shows the estimated recycling performance of each council in the region. In 2015-16 the best performing council in the region was Central Coast (188 kg/hh/year), followed by Latrobe (172 kg/hh/year). All other councils' performance was below the regional average of 162 kg/hh/year, with Circular Head Council the lowest at 139 kg/hh/year.

Figure B5 Kerbside recycling performance of Cradle Coast councils 2015-16



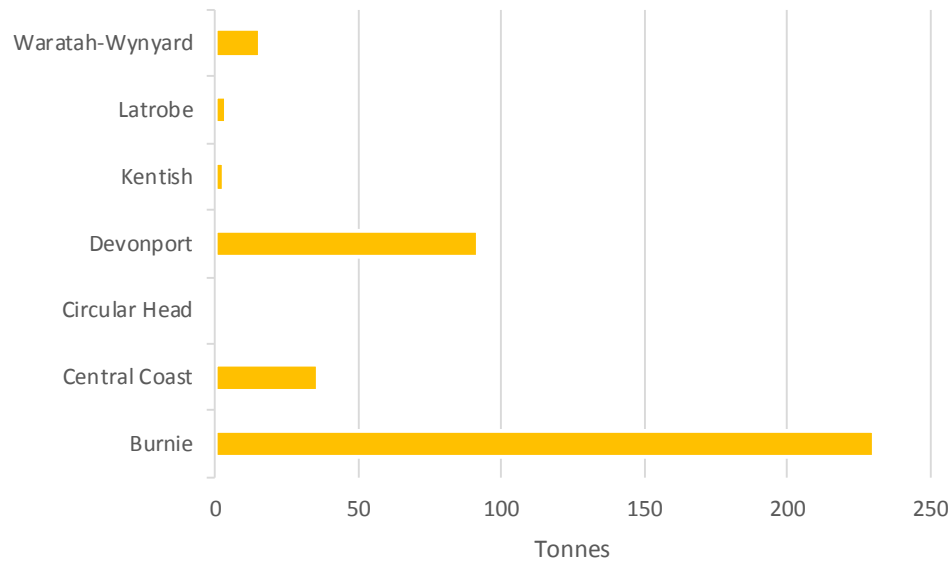
The contract for shared regional mulching of garden waste has been in place since 2009 (CCWMG 2016) however data on the quantity mulched is only available from 2012-13 onwards. 9,000 tonnes was collected from CCWMG councils in 2015-16. A new contract was implemented between Central Coast, Circular Head, Devonport City, Latrobe, Kentish and Waratah-Wynyard councils in 2015. Figure B6 presents the tonnes collected from councils between 2011-12 and 2015-16. In all years, Devonport City and Central Coast councils have contributed a minimum of 76% by weight to the materials collected through this service. This proportion has decreased in recent years due to other councils making greater use of the service (for example, Waratah-Wynyard commenced use of the service in 2015-16). Circular Head Council are yet to use the service and Burnie City Council are not included in this contract (CCWMG 2016).

Figure B6 *Garden waste mulched under regional contract 2013-2016*



The contract for shared regional cardboard recycling has been in place in the region since 2015 (CCWMG 2016). The total quantity of waste collected from this service in 2015-16 was 380 tonnes. A council-by-council breakdown is presented in Figure B7 (overleaf). Burnie City Council contributed 60% by weight to the total material collection in this service while Circular Head, Kentish and Latrobe councils contributed 1% or less.

Figure B7 Cardboard recycled under regional contract 2015-16



Appendix C: Action plan

Budget estimates

The voluntary levy applied by the CCWMG is expected to remain at the current level of \$5/tonne for the foreseeable future. This rate has been applied to current and projected waste deposited to landfill (refer Figure B3 in Appendix B) in Table C1 to estimate the likely future budget of the WMG through the life of the 2017-2022 strategic plan.

Table C1: Estimated waste levy 2017-2022

Year	Landfilled waste (tonnes)	Levy amount (\$/year)
2017-18	75,400	\$ 376,800
2018-19	75,700	\$ 378,600
2019-20	76,100	\$ 380,500
2020-21	76,500	\$ 382,300
2021-22	76,800	\$ 384,000

Note: All figures rounded to the nearest hundred

In addition to the estimated annual amount incoming from the waste levy, CCWMG will have a forecast surplus of \$257,142 at the end of 2016-17 financial year. This balance will be carried forward into the available funds for the 2017-18 financial year and beyond.

Based on the estimated available funding and the priorities identified in this report, an action plan for each year of the 2017-2022 strategic plan is provided in the following table (including an estimated budget for each action).

Linkages to key performance indicators are indicated where applicable.

Actions assessed as having 'Nil' cost are expected to be covered by the funding provisions provided to Dulverton Waste Management. Actions assessed as having an out of pocket expense incorporate cost estimates based on previous program funding and the expected requirements for each action.

Note the forecast financial positions in the table are predicated on 'business as usual' waste to landfill, with the relevant levy funds available. If MSW to landfill diversion increases in line with the projected performance indicators, the available levy funds will progressively decrease over time and some actions may need to be curtailed to maintain a financially positive net position. Alternatively, the levy may need to be increased to undertake all of the proposed actions.

Table C2: Action plan 2017-2022

#	Action	KPI	2017-18	2018-19	2019-20	2020-21	2021-22	Total
Food and garden organics								
1.	Establish which member councils intend to participate in FOGO tender and appoint contractor where applicable.	1	Nil					-
2.	Where applicable, work in partnership with successful FOGO tenderer and member councils to implement communications materials, bin rollout and collection services to best practice standards for recovered organics.	1	Nil					-
3.	Develop and secure markets for reprocessed organics products in the agricultural or land rehabilitation sectors. Facilitate trials where necessary and utilise results in market development activities.	1		\$ 15,000				\$ 15,000
4.	Support the development of a Tasmanian organics strategy.	1	Nil					-
Illegal dumping and litter								
5.	Facilitate liaison between member councils, the regional group and relevant Tasmanian Government departments responsible for managing illegal dumping incidents by establishing an illegal dumping working group.	3	Nil					-
6.	Using data obtained from the Illegal Dumping Web Database, produce an annual report to be disseminated amongst member councils in order to provide a measurable evidence base to group members.	3	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 15,000
7.	Call for annual applications from member councils for funding of projects to address illegal dumping (e.g. clean-up of hotspots, installation of signage/CCTV). Establish process for determination of successful applications, distribution of funding, reporting requirements and measurement of outcomes.	3	\$95,000	\$90,000	\$85,000	\$75,000	\$75,000	\$420,000
8.	Use the Keep Australia Beautiful (2016) Litter Toolkit to build a litter reduction campaign to be rolled out across the region. Incorporate the litter reduction campaign in the regional communications and education plan.	3	Nil					-
9.	Provide evidence-based input to any further discussions regarding the introduction of container deposit legislation in Tasmania.	3	Nil					-

#	Action	KPI	2017-18	2018-19	2019-20	2020-21	2021-22	Total
Infrastructure								
10.	Continue work to establish a standardised set of data collection parameters and ensure all councils are reporting data to the waste data collection portal according to the standard (including material categories, units and frequency of reporting). Monitor and audit data inputs into the centralised waste data collection portal.	4	Nil					-
11.	Conduct a recycling activity survey in order to establish the size of the recycling and reprocessor network, measure the quantity of materials managed throughout the network, establish the flow of materials between member councils and other regions and identify opportunities for network expansion or rationalisation. This could be conducted in conjunction with other regional groups in order to build a picture of the resource recovery network in Tasmania.	1,4	\$ 30,000					\$ 30,000
12.	Conduct an assessment of the region's tip-shop network. Develop standardised guidelines for tip-shops which define material diversion, stock and inventory control, material storage requirements, etc.	1			\$ 35,000			\$ 35,000
13.	Internally review progress of actions recommended by the <i>Cradle Coast Transfer Station Audits</i> report completed for CCWMG (Blue Environment 2014) in order to bring facilities up to best practice standards. Call for applications from member councils for funding for facility upgrades, establish process for determination of successful applications, distribution of funding and reporting requirements.	1	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
14.	Investigate options for accepting additional materials at council resource recovery centres/transfer stations, including requirements for collection infrastructure , potential on-site reprocessing opportunities and material markets.	1	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 15,000
15.	Explore community-based recycling initiatives with local community groups in order to identify feasible materials for collection and diversion. Where feasible, consider funding assistance to community groups to implement services (e.g. transport vehicles, temporary storage facilities, compactors, communications).	1		\$ 5,000			\$ 5,000	\$ 10,000
Services								
16.	Continue to undertake annual residential recycling bin assessments and contamination education across the region.	2	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 300,000

#	Action	KPI	2017-18	2018-19	2019-20	2020-21	2021-22	Total
17.	In conjunction with NTWMG, continue to conduct landfill and kerbside waste composition audits.	2	\$ 60,000			\$ 60,000		\$ 120,000
Hazardous waste								
18.	Provide for collection and management of household batteries across the region (including advertising, bins, collection services, transport and disposal). Measure and evaluate the collection’s performance.	1	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000
19.	Hold a household hazardous waste collection event. Event actions will include advertising, establishing a waste management contractor (via tender process), determining program and location(s), measurement and reporting framework.	1,3		\$ 80,000				\$ 80,000
20.	Continue to monitor member council e-waste schemes and opportunities to provide an economical service in the region.	1	Nil					-
21.	Work with EPA Tasmania as required to implement the hazardous waste tracking system.	-	Nil					-
22.	Liaise with EPA/other regions on investigations into hazardous waste stockpiles and disposal points in the CCWMG region.	3	Nil					
Tyres								
23.	Support the development of a tyre recycling site at Longford.	1,3	Nil					-
24.	Work with EPA and other regional groups to investigate end users for end-of-life tyres.	1,3	Nil					-
25.	Disseminate and support the statewide tyre management strategy when released by EPA.	1,3	Nil					-
C&D and C&I recovery								
26.	Work with the EPA to develop and align strategies to divert C&D and C&I materials from landfill. Investigate funding opportunities as they arise.	1	Nil					-
27.	Conduct a review of C&I waste in the region to build on previous reviews conducted for C&D waste. Include consultation with key industries and identification of synergies with C&D waste processing and disposal.	1			\$ 20,000			\$ 20,000

#	Action	KPI	2017-18	2018-19	2019-20	2020-21	2021-22	Total
28.	In conjunction with member councils, investigate the options for expanding residential recycling collections to cover C&I customers.	1	Nil					-
Regional governance arrangements								
29.	Develop and document a governance framework which stipulates the roles, responsibilities and expectations of CCWMG member councils.	-	Nil					-
30.	Create a role within CCWMG to manage stakeholder group member engagement. The role should be part-time for a minimum of one year and be at an experienced/senior level.	-	\$ 30,000	\$ 30,000				\$ 60,000
Collaborative arrangements between councils								
31.	Continue to identify opportunities for collaborative resourcing by investigating current contractual arrangements in each council.	-	Nil					-
32.	Investigate and facilitate human resource sharing between member councils.	-	Nil					-
33.	Establish a platform for councils to share information with regards to their current projects and outcomes of previous projects (e.g. as an agenda item at CCWMG meetings).	-	Nil					-
Building regional consistency								
34.	Review member council landfill and resource recovery centre/transfer station charges and services offered and investigate barriers to implementing total cost recovery pricing.	-					\$ 20,000	\$ 20,000
Working with the Tasmanian Government								
35.	Establish a framework for cooperation and collaboration between state government, waste management groups and local councils to influence policy and strategy documents, highlight current issues impacting on waste management in the region and contribute to and support government policy on emerging waste issues.	-	Nil					-
36.	Maintain key dialogue and build contacts with state government agencies. Encourage EPA to attend CCWMG meetings.	-	Nil					-

#	Action	KPI	2017-18	2018-19	2019-20	2020-21	2021-22	Total
37.	Highlight current waste management issues to state government on an as needed basis as raised by member councils.	-	Nil					-
38.	Provide assistance and advice to state government on emerging waste issues.	-	Nil					-
39.	Identify funding options from various Tasmanian Government departments, not just those responsible for waste or environment issues.	-	Nil					-
Working with industry								
40.	Establish a framework for cooperation and collaboration between state government, waste management groups and industry to facilitate improvements to C&I and C&D waste management and resource recovery.	-	Nil					-
41.	Facilitate a regional industry workshop/forum to encourage innovation and sharing of waste and resource management practices. Where feasible, consider using local service groups to extend CCWMG reach into local businesses.	-	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
42.	Maintain key dialogue and build contacts with industry sectors.	-	Nil					-
43.	Support the development of a Tasmanian recycling market development strategy.	1	Nil					-
Collaborating with other regions								
44.	Pending state government regional group coordination, establish a direct link between other regional groups (which may involve quarterly/six monthly meetings, etc.) to continue collaboration.	-	Nil					-
45.	Conduct a mid-term strategy review to consider linkages between regional strategies and funding requirements.	-			\$10,000			\$ 10,000
Community education								
46.	Develop a regional or cross regional communications and education plan with input from member councils, including for FOGO service, other kerbside services, illegal dumping, e-waste recycling and other waste initiatives as appropriate.	1,2,3	\$ 10,000					\$ 10,000
47.	Develop communication materials that promote CCWMG, the Rethink Waste website and brand and correct waste and recycling practices using media releases, TV, radio and newspaper advertising, promotional materials (e.g. bags, pens,	1,2,3	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000

#	Action	KPI	2017-18	2018-19	2019-20	2020-21	2021-22	Total
	caps), fact sheets and social media (e.g. YouTube, Facebook, Twitter). Where possible, activities to be jointly undertaken with the NTWMG.							
48.	Continue to support the Rethink Waste Schools Program. Establish a program for visits to schools in the region to conduct waste education programs.	1,2,3	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
49.	Coordinate with member councils and other regions to provide consistent updates to the Rethinkwaste.com.au website.	1,2,3	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 7,500
Raising awareness								
50.	Provide regular briefings to Cradle Coast Authority member councils (to be disseminated throughout each), in order to build group awareness. This could be done through scheduled group meetings and dissemination of CCWMG minutes of meetings.	-	Nil					-
Public events								
51.	Research and maintain a calendar of public events (such as local shows, market days, etc.) which would be appropriate to host an education session/stall/booth. Attend two public events per year.	1,2,3	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000
52.	Conduct community consultation forums when introducing new programs or services (as appropriate).	1,2,3	To be determined pending program or service.					-
Total								
Estimated cost of actions			-\$ 387,500	-\$ 382,500	-\$ 312,500	-\$ 297,500	-\$262,500	-\$ 1,642,500
Estimated income from waste levy			+\$ 376,800	+\$ 378,600	+\$ 380,500	+\$ 382,300	+\$ 384,000	+\$ 1,902,200
Project management costs (DWM)			-\$ 91,500	-\$ 91,500	-\$ 91,500	-\$ 91,500	-\$ 91,500	-\$ 457,500
Admin and financial assistance (CCA) – projected 2.5% annual increase			-\$ 6,150	-\$ 6,304	-\$ 6,461	-\$ 6,623	-\$ 6,788	-\$ 32,326
Forecasted roll-over (remaining funds from previous year)			+\$ 257,142	+\$ 148,792	+\$ 47,088	+\$ 17,127	+\$ 3,804	-
Net position			+\$ 148,792	+\$ 47,088	+\$ 17,127	+\$ 3,804	+\$ 27,016	



CRADLE COAST
AUTHORITY

Annual Plan & Budget

Cradle Coast Waste Management Group

2017/18

DOCUMENT RECORD

Revision	Issued To	Issued Date	Reviewed	Approved
1	CCWMG – meeting for review	19/06/2017	MP	CCWMG
2	CCWMG Councils – for information	23/06/2017		CCWMG

EXECUTIVE SUMMARY

The Cradle Coast Waste Management Group (CCWMG) Strategic Plan 2017-2022 was ratified in June 2017 by the North West Councils participating in the voluntary waste levy. This Strategy is an update of the 2012-2017 Strategy, incorporating four Key Performance Indicators (KPIs) and actions aimed at meeting these performance objectives.

This Annual Plan and Budget is funded by the voluntary levy of \$5.00 per tonne of waste delivered to the council owned landfills in North West Tasmania. Under this scenario an estimated \$350,000 (plus carry over funds from 2016/17) would be available to the CCWMG in 2017/18 to implement the initiatives from year 1 of the 5 year Strategy, these are detailed in Table 1.

Where appropriate the CCWMG will receive a detailed "Scope of Works" outlining the proposed works to be undertaken for an activity/project, to review prior to issuing approval. This is to ensure that project outcomes will be delivered to the group's quality and cost expectations.

In many projects the CCWMG works in collaboration with the Northern Tasmania Waste Management Group (NTWMG) to increase economies of scale and to share resources.

Table 1: 2017/18 Actions

Ref #	Project Name	Action Summary	Strategic Plan Ref #	Budget (ex GST)
2.1	Illegal Dumping Database	Manage and report on the established illegal dumping database.	6	3,000
2.2	Illegal Dumping Funding	Manage an application process for Council's to apply for funding to target illegal dumping.	7	95,000
2.3	Recycling Activity Survey	Conduct a recycling activity survey to build a picture of the resource recovery network in Tasmania.	11	30,000
2.4	Best Practice Improvements	Assist Councils in improving transfer stations in line with the Best Practice Guidelines.	13	20,000
2.5	Additional Material Acceptance	Investigate options for accepting additional materials at Council resource recovery centres/WTS.	14	10,000
2.6	Recycling Bin Assessments	Undertake kerbside recycling bin assessments and contamination education.	16	60,000
2.7	Landfill Waste Audit	Conduct a landfill waste composition audit.	17	60,000
2.8	Household Battery Recycling	Fund a free household battery recycling program to be managed by councils.	18	20,000
2.9	Stakeholder Manager	Fund a role within the CCWMG to manage stakeholder group member engagement.	30	30,000
2.10	Governance Framework	Develop and document a governance framework for the CCWMG.	29	Nil
2.11	Industry Workshop	Facilitate an industry workshop/forum to facilitate sharing of waste management and resource recovery ideas.	41	10,000
2.12	Communications Plan	Develop a 5 year Communications Plan for waste education.	46	10,000
2.13	Education & Promotion	Implementation of year 1 of the Communications Plan to promote correct waste and recycling practices.	47	40,000

2.14	Schools Program	Establish a program to visit schools to provide waste education.	48	10,000
2.15	Rethink Waste Website	Management and improvements to the Rethink Waste Website.	49	1,500
2.16	Public Events	Host an education stall at 2 public events.	51	5,000
2.17	FOGO Collection	Continue to support Councils in determining whether to implement a food organics and garden organics collection.	1	23,000 (provisional)
2.18	FOGO Communication Campaign	Extensive large scale communications campaign to provide residents information about the FOGO collection.	1	100,000 (provisional)
2.19	Soft Plastic Recycling	Investigate options to assist Councils in setting up a soft plastic recycling drop off point for residents.	14	15,000
2.20	Project Management	Dulverton Waste Management (DWM) waste expertise & project delivery.	N/A	91,500
2.21	Cradle Coast Authority (CCA)	Administration & financial assistance.	N/A	6,150
				\$640,150

The CCWMG is responsible for the implementation of the Strategy including the development and implementation of this Annual Plan.

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1 INTRODUCTION

1.1 Cradle Coast Region

The Cradle Coast Authority (CCA), Cradle Coast Waste Management Strategy 2017 – 2022 was ratified in June 2017 by the Cradle Coast Council's participating in the voluntary waste levy. Participating Council's include: Burnie City (BCC), Central Coast (CCC), Circular Head (CHC), Devonport City (DCC), Kentish (KC), Latrobe (LC) and Waratah-Wynyard (WWC). A skills based working group makes up the CCWMG which is responsible for the implementation of the Strategy, including the development of this Annual Plan and Budget. The CCWMG representatives include:

- Sandra Ayton (Chair), General Manager Representative from the CCC.
- Bilal Akhtar, Engineering & Project Representative from the CHC and WWC.
- Brett Smith, CEO from the CCA.
- Don Thwaites, Observer on behalf of the CCA Representatives Group.
- Jan Febey, Corporate Manager Representative from the LC.
- Matthew Atkins, Management Representative from the DCC.
- Rowan Sharman, Engineering Representative from the BCC.

The CCWMG's strategic vision is to:

'Deliver a sustainable community in the Cradle Coast region of Tasmania by implementing strategies which minimise waste through increases in waste diversion and recovery.'

The Strategy also details four key focus areas of the CCWMG:

1. **Waste diversion:** Diversion of materials from landfill to increase resource recovery, extend the life of existing landfills and reduce greenhouse gas emissions from waste.
2. **Regional planning & efficiencies:** Provide regional planning and coordination of waste infrastructure and services to provide improved resource recovery, delivering efficiencies and reducing costs of services/ waste infrastructure.
3. **Partnerships:** Maintain partnerships with government, planning authorities and the 3 waste regions to shape waste management policies and regulation to influence future regulatory requirements and to identify programs and infrastructure best delivered with a state-wide approach.
4. **Community engagement:** Work with the community and industry, through education and feedback, to encourage waste avoidance and reuse to improve the use of existing and future services.

The CCWMG have also set measurable and achievable objectives in the Strategy which will allow the CCWMG and member councils to track their progress over the 5-year plan. The objectives take the form of Key Performance Indicators (KPIs), which include:

1. By 2022, divert 50% of all MSW from local government landfill facilities across the region.
2. By 2022, increase the proportion of recycling bin receiving a pass mark as part of the recycling bin assessments to 90% across the region (based on the 2015-16 assessment pass rate of 81%).
3. By 2022, reduce incidents of illegal dumping at hotspot sites by 25% across the region (upon first establishing baseline data from council reports).
4. By 2022, member councils to be collection and reporting a standardised set (for material types, units, etc.) of data in relation to waste and resource recovery activities.

This Annual Plan and Budget details actions that incorporate the key focus areas and will assist the CCWMG in meeting the KPIs.

2 PROGRAMS FOR 2017/2018

2.1 Illegal Dumping Database (SP Ref/6)

Manage and report on the established illegal dumping database.

In June 2014 an illegal dumping database was developed on www.rethinkwaste.com.au to provide a centralised location for reporting of illegal dumping incidents by land owners and managers in the North West of Tasmania.

DWM will continue to manage the database which includes:

- Following up land owners and managers with reminders on the importance of reporting illegal dumping incidents;
- Assisting users with access difficulties;
- Training new users on how to access and use the database;
- Updating user profiles as required; and
- Report on the data captured annually at the 30th of June.

2.2 Illegal Dumping Funding (SP Ref/7)

Conduct an application process for Council's to apply for funding to target illegal dumping.

Illegal dumping and littering has been highlighted as a focus area in the Strategic Plan, with funding available for Council projects (hotspot clean-up, signage and CCTV installation) to assist Councils with addressing the issue.

A funding application process is to be developed including:

- Process for determining successful applications;
- Process for determining the distribution of funds;
- Council reporting requirements; and
- Measurement of outcomes.

The CCWMG will continue to work with relevant Tasmanian Government departments, to support the development of a state wide approach to illegal dumping.

2.3 Recycling Activity Survey (SP Ref/11)

Conduct a recycling activity survey to build a picture of the resource recovery network in Tasmania.

Conduct a recycling activity survey in order to establish the size of the recycling and reprocessor network, measure the quantity of materials managed throughout the network, establish the flow of materials between member councils and other regions and identify opportunities for network expansion or rationalisation.

This could be conducted in conjunction with other regional groups in order to build a picture of the resource recovery network in Tasmania.

2.4 Best Practice Improvements (SP Ref/13)

Assist Councils in improving transfer stations in line with the Best Practice Guidelines.

The Transfer Station Best Practice Guidelines were developed in 2014 to offer member councils guidance on the preferred standards of planning, developing and operating a transfer station in Tasmania. Soon after an independent audit was carried out at each transfer station against the guidelines, with findings and recommendations detailed in the Cradle Coast Transfer Station Audit Report.

Funding is available to assist councils in bringing their facilities up to best practice standards in accordance with the recommendations in the Audit Report. A funding application process is to be developed, including:

- Process for determining successful applications; and
- Process for determining the distribution of funds.

2.5 Additional Material Acceptance (SP Ref/14)

Investigate options for accepting additional materials at Council resource recovery centres/WTS.

Investigate options for accepting additional materials at Council resource recovery centres/transfer stations, including requirements for collection infrastructure, potential on-site reprocessing opportunities and material markets.

Following the investigation, a summary report will be provided to the CCWVG for Council consideration and action (where applicable).

2.6 Recycling Bin Assessments (SP Ref/16)

Undertake residential recycling bin assessments and contamination education across the region.

In 2016/17 a sample of recycling bins from each council area were assessed to capture data on residential recycling habits and bin contamination. Using the findings from the assessment, a targeted education campaign is to be conducted focusing on the commonly occurring bin contaminants. The goal of the broad scale education is to assist in educating the community on correct recycling habits.

Another round of kerbside recycling bin assessments is to be carried out, using existing areas that were identified as requiring improvement and selecting new unassessed areas if possible.

The aims of the assessments include:

- Identifying and quantify, in terms of volume, the types of recyclables and contaminants appearing in the kerbside recycling collection.
- Providing personalised one-on-one education to residents on their recycling habits through written advice provided by the assessors and an information brochure placed in letterboxes.

Upon completion of these assessments a final report will be generated detailing the following:

- Results of the assessment;
- Comparison with previously assessed areas;
- The effects the media campaign may have had on bin contamination; and
- Recommendations for a targeted behaviour change media campaign in 2018/19.

\$10,000 has been allocated for management and implementation of a communications campaign which will assist in promoting and providing education to the community about this project. The campaign will include a mix of advertising mediums including online, radio and press. Should a clear contamination issue present itself, specific high impact marketing may also be considered. Other zero cost initiatives will be undertaken through methods such as Mayors Message, website updates, media releases and social media.

2.7 Landfill Waste Composition Audit (SP Ref/17)

Conduct a landfill waste composition audit.

In 2011 the CCWMG and NTWMG conducted a visual landfill audit to determine the composition of waste to landfill and opportunities for waste diversion. The findings are detailed in *Northern Tasmania Landfill Audit Report RN 11-02*.

To understand how the composition of landfilled waste has changed since 2011, another landfill audit is to be conducted (if possible in collaboration with the NTWMG). The key deliverables include:

- Auditing the Dulverton, Port Latta and Ulverstone Landfills;
- Where possible, identifying the source of the waste materials entering each site;
- Identify waste streams which may be easily diverted from landfill; and
- Develop a comprehensive report on findings, including recommended actions.

The findings of this audit will provide the CCWMG with valuable information for future education campaigns and resource recovery initiatives. Additionally the findings provide a benchmark for measurement of the success of the new Strategy.

2.8 Household Battery Recycling (SP Ref/18)

Continue to fund a free household battery recycling program to be managed by councils.

Household batteries were found to be the most commonly disposed of household item in the 2014/15 kerbside waste audits. Both single use and rechargeable household batteries contain toxic metals including cadmium, mercury and lead which can be damaging to both human health and the environment.

Consequently the CCWMG are funding a free household battery recycling service which provides residents with the opportunity to divert their used batteries away from landfill, reducing the risk of the toxic metals entering the environment.

\$5,000 has been allocated for the management and implementation of a communications campaign which will assist in raising awareness of this free service. The campaign will include a mix of advertising mediums including radio and online advertising. Other zero cost initiatives will be undertaken to assist Councils in promoting this project through methods such as the Mayors Message, website updates and media releases.

2.9 CCWMG Stakeholder Manager (SP Ref/30)

Fund a role within the CCWMG to manage stakeholder group member engagement.

In 2013/14 the CCWMG commissioned a report to investigate waste governance options and to propose a model for regional governance and management of waste services. The outcomes of this report recommended that the CCWMG move towards being established as a Joint Authority (refer to *Coordinated Gov & Mgt of Waste Infrastructure & Services Part 1, 2 & 3: RN 14-11 and RN 14-12*).

In August 2015 the CCWMG resolved to support moving towards a Joint Authority, providing two options to progress the move to Council General Managers for consideration. Stakeholders have identified the need for a dedicated resource to work with member councils, General Managers and Councillors to assist with reaching a decision and progressing the move to a Joint Authority.

2.10 Governance Framework (SP Ref/29)

Develop and document a governance framework for the CCWMG

Clear and concise governance framework is to be documented which identifies the roles, responsibilities and expectations of the CCWMG and member councils. The governance framework is to include:

- The specified roles of the group and member councils.
- The responsibilities of each party in relation to:
 - Reporting requirements of group activities.
 - Reporting requirements to their respective council and Councillors.
 - Meeting attendance.
 - Response requirements to whole of region communications.
 - Response requirements in relation to data reporting.
 - Reporting of progress against key performance indicators (KPIs).
 - Reporting of project updates and learnings.
 - Human and financial resourcing arrangements.
 - Resolution requirements where participant expectations are not met.
- Decision making requirements of the group.
- Meeting protocols.
- Arrangement for resource sharing between councils.
- Procedures for nomination of the chair and other executive and non-executive officers.
- Performance guidelines for member participation, including processes to be followed in the event of non-performance.

2.11 Industry Workshop (SP Ref/41)

Facilitate an industry workshop/forum to facilitate sharing of waste management and resource recovery ideas.

Facilitate an industry workshop/forum to encourage innovation and sharing of waste and resource management practices. Where feasible, consider using local service groups to extend CCWMG reach into local business.

2.12 Communications Plan (SP Ref/46)

Develop a 5 year Communications Plan for waste education.

In June 2017 the CCWMG and NTWMG commenced a Request for Quote (RFQ) process for the development of a cross regional communications and education plan.

The successful applicant will be required to develop a plan for approval by the CCWMG and NTWMG, which includes:

- A detailed strategic approach to conducting effective community communication and education each financial year from 2017-18 to 2021-22.
- Identification of actions, key messages and initiatives and their target audiences – including an estimated budget for each item.
- A focus on waste reduction and resource recovery.
- A continuation of the Rethinkwaste and Good SORT branding/campaigns.
- Ideas for communicating positive waste initiatives to the community in an engaging manner, concentrating on member Council successes in waste diversion initially.
- Ideas for targeting school children and the next generation to educate their older family members.
- Finding and using community champions (people/businesses/community groups going above and beyond standard waste practices) to engage and inspire other members of the community to take ownership of waste and recycling.
- Resource development and training consideration, so that a consistent message is delivered throughout the region.
- Determining and incorporating key waste issues and services, with input from the CCWMG and NTWMG.
- Ability to be modified to allow for changes in the dynamic waste industry.

2.13 Education & Promotion (SP Ref/47)

Implementation of year 1 of the Communications Plan to promote correct waste and recycling practices.

In addition to the development of a 5 Year Communications Plan (Project 2.12), the RFQ also requested submissions for communication expertise and project management/coordination of initiatives for the CCWMG and NTWMG.

The successful applicant will be required to work with the CCWMG and NTWMG to ensure that the actions detailed in year 1 of the Communication Plan are successfully achieved.

2.14 Schools Program (SP Ref/48)

Establish a program to visit schools to provide waste education

Develop a 5 year program to visit schools in the region to conduct waste education and awareness. The program is to consider the appropriate age of students to target, a means for selecting schools to allocate

resources to and the waste topic to be covered. In accordance with the program, conduct year 1 of school visits.

The CCWMG will continue to support and promote the Rethink Waste Schools Program.

2.15 Rethink Waste Website (SP Ref/49)

Management and improvements to the Rethink Waste Website

Coordinate with member councils and other regions to provide consistent updates and improvements to the Rethinkwaste.com.au website.

This may include:

- An annual update of information on Council pages;
- Addition/updating of photos and images being displayed;
- Improvements to access of information and usability; and
- Annual hosting and photo library fee.

2.16 Public Events (SP Ref/51)

Host an education stall at 2 public events

Research and maintain a calendar of public events which would be appropriate to host and education session/stall/booth. Identify 2 events for attendance and develop collateral (banners, brochures, signs etc) to utilise at these events.

2.17 FOGO Collection

Continue to support Councils in determining whether to implement a food organics and garden organics collection.

In 2016/17 the CCWMG tendered for the following services:

- FOGO Design, Construct & Commissioning (DC&C) of composting infrastructure; and
- FOGO Collection Service.

Following a comprehensive tender assessment, Councils were provided with pricing information to assist in determining the impact on their individual Council. Should Councils agree to proceed with a FOGO collection, an agreement between DWM and Councils (pricing, contamination etc.) is to be drafted.

2.18 FOGO Communication Campaign

Extensive large scale communications campaign to provide residents information about the FOGO collection.

To assist Councils in communicating a consistent message to the community regarding the proposed FOGO collection, the CCWMG have allocated \$20,000 to fund the development of marketing collateral and templates.

Should an agreement be reached to proceed with a FOGO collection, a large scale communications campaign is to be conducted. This campaign will be funded by the successful tenderer for the FOGO Collection Service, at a total cost of \$80,000.

The campaign will be targeted at the following:

- Community awareness of the upcoming collection;
- Community consultation and education; and
- Bin contamination awareness (pre and post collection commencement).

The following advertising mediums and initiatives are to be considered in the campaign:

- TV, newspaper, radio and Facebook advertising;
- Media release and consultation;
- Poster, flyer, banner and factsheet development;
- Information mail out to residents;
- Website updates; and
- Resident frequently asked questions (FAQ) information sheets.

2.19 Soft Plastic Recycling

Investigate options to assist Councils in setting up a soft plastic recycling drop off point for residents.

Soft plastic is a problem waste item, with landfill currently the only disposal option available to residents. It also appears as the most commonly occurring contaminant in the kerbside recycling bins, supported by 4 years of kerbside assessment data collected by the CCWMG.

The CCWMG will investigate options to provide residents with a soft plastic recycling collection. This will involve assisting Council with setting up a collection station and providing instructions for transporting the soft plastic to a recycling facility (for example Red Cycle in Victoria).

Funding is available to supply Councils with collection containers and to assist with the cost of freight of soft plastic to the recycling facility. A media campaign will also be funded by the CCWMG, to advise residents that this service is available.

2.20 Project Management of the CCWMG Annual Plan and Budget projects

Dulverton Waste Management (DMW) waste expertise and project delivery

DMW provides waste expertise and project delivery services to the CCWMG. They are largely responsible for the delivery of the initiatives detailed in this Annual Plan and Budget.

For a management fee, DWM provides the following services:

- Waste expertise and project delivery services to the CCWMG;
- Administer the regional kerbside recyclable collection contract;
- Project management of the CCWMG Annual Plan and Budget;
- Foster networks and support other regional waste groups, industry and government contacts in the waste field;
- Preparation of the CCWMG Annual Plan and Budget;
- Preparation of the CCWMG Annual Report; and
- Prepare regional responses to Industry, State and Federal matters.

2.21 Cradle Coast Authority

Administration and financial assistance.

Cradle Coast Authority provides administration assistance and finance support to the CCWMG.

3 FINANCIAL

The forecast 30/06/2016 closing balance of the Cradle Coast Authority managed Regional Waste Management Levy account is outlined in the following table:

Table 2: Forecast 2016/17 Closing Balance

Forecast 2016/17 Closing Balance Regional Waste Management Levy	
CCWMG Waste Levy Account balance as at 31/05/2017 <i>(Includes actual levy income collected to 31 May 2017 and other income received)</i>	421,242
Additional forecast expenditure from 01/06/2017 to 30/06/2017	(115,795)
Additional forecast waste levy income from 01/06/2017 to 30/06/2017	28,000
Forecast closing CCWMG Waste Levy Account balance at 30/06/2017	\$333,447

The 2017/18 Annual Plan and budget is based on the voluntary levy of \$5.00 per tonne. Under this scenario an estimated \$350,000 would be available to the CCWMG in 2017/18 to implement the initiatives from the 5 year strategy.

Table 3: Forecast 2017/18 Expenditure Summary

Forecast 2017/18 Expenditure Summary Regional Waste Management Levy	
Forecast closing CCWMG Waste Levy Account balance 30/06/2017	333,447
Forecast 2017/18 levy funds received	350,000
Forecast Interest Income	4,000
FOGO Contractor Media Campaign Contribution (refer to project 2.18)	80,000
Total Fund	\$767,447
2017/18 Projects/ Activities	\$640,150
Total Expenditure	\$640,150
Forecast closing CCWMG Waste Management Levy Account balance 30/06/2018	\$127,297

4 REPORTS/RESOURCES

Below is a reference list of past reports and resources that may assist the CCWMG in implementing future projects:

Table 4: Reports & Resources

Report No	Report/Resource Name	Author	Date
RN 17-03	Cradle Coast WMG Strategic Plan 2017-2022	Blue Environment	7/06/2017
RN 17-02	CCWMG WTS Audit: Results Report	MRA Consulting	1/05/2017
RN 17-01	LGAT Waste & Resource Management Strategy	MRA Consulting	10/03/2017
RN 16-07	Recycling Bin Assessments	DWM	16/08/2016
RN 16-06	Illegal Dumping End of Year Report	DWM	4/07/2016
RN 16-05	CCWMG Annual Plan & Budget 2016/17	DWM	8/07/2016
RN 16-04	CCWMG Annual Report for 2015/16	DWM	2/11/2016
RN 16-03	E-Waste Tender – Initial Assessment	DWM	29/04/2016
RN 16-02	WTS Data Collection	DWM	20/04/2016
RN 16-01	Gas Cylinder Decommissioning Investigation	MRA Consulting	23/02/2016
RN 15-09	CCWMG Annual Plan & Budget 2015/16	DWM	5/06/2015
RN 15-08	CCWMG Annual Report for 2014/15	DWM	16/11/2015
RN 15-07	Illegal Dumping End of Year Report	DWM	2/07/2015
RN 15-06	CCWMG 2014/15 Recycling Assessments Report	DWM	31/08/2015
RN 15-05	Tasmanian Waste Levy Benefit Study	MRA Consulting	21/01/2015
RN 15-04	C&D Investigation Report	DWM	4/05/2015
RN 15-03	Mattress Recycling Options Report	DWM	27/04/2015
RN 15-02	Household Hazardous Waste Report – Project Completion	DWM	6/02/2015
RN 15-01	Illegal Dumping Interim Report	DWM	19/01/2015
RN 14-17	CCWMG Annual Plan & Budget 2014/15	DWM	2/06/2014
RN 14-16	CCWMG Annual Report for 2013/14	DWM	13/10/2014
RN 14-15	Tasmanian Waste Review	Blue Environment	1/03/2014
RN 14-14	CCWMG Residential Kerbside Bin Audit	EC Sustainable	7/11/2014
RN 14-13	Household Hazardous Waste Report - Project Update	DWM	23/09/2014

RN 14-12	Coordinated Gov & Mgt of Waste Infrastructure & Services (Part 2 & 3 Report)	MRA Consulting	24/10/2014
RN 14-11	Coordinated Gov & Mgt of Waste Infrastructure & Services (Part 1)	MRA Consulting	24/10/2014
RN 14-10	CCWMG 2013/14 Recycling Bin Assessment Report	DWM	1/09/2014
RN 14-09	Cradle Coast Transfer Station Audit Report	Blue Environment	1/09/2014
RN 14-08	Feasibility Study - C&D Waste Processing in the N & NW of Tasmania	Hyder Consulting	11/06/2014
RN 14-07	FOGO household collection report for CCWMG to consider & issue to member Councils	CCWMG	13/02/2014
RN 14-06	C&D Waste Management in the North & North West of Tasmania	Hyder Consulting	5/06/2014
RN 14-05	Waste Transfer Station Best Practice Guidelines	Blue Environment	30/01/2014
RN 14-04	Data Collection Procedures & Systems for Waste Transfer Stations (WTS)	Blue Environment	30/01/2014
RN 14-03	Pricing Model Tool	Blue Environment	17/02/2014
RN 14-02	Regional Strategies for Sustainable Management of Recyclables	MRA Consulting	17/02/2014
RN 14-01	Best Practice Guide for Sustainable Procurement in Councils	DWM	21/02/2014
RN 13-07	CCWMG Annual Plan & Budget 2013/14	DWM	26/07/2013
RN 13-06	Kerbside Organics Collection Trial - Final Study Survey Summary	DWM	4/07/2013
RN 13-05	Food & Garden Organics (FOGO) Household Options Assessment	MRA Consulting	9/07/2013
RN 13-04	An Assessment of the Potential Financial Impacts of a CDS on LG in Tas	Local Government Association of Tasmania (LGAT)	1/12/2013
RN 13-03	Signed MOU - Joint Communications Activities	CCWMG, NTWMG & SWSA	23/04/2013
RN 13-02	Employment Opportunities Through Reuse & Recycling Activities	MRA Consulting	11/01/2013
RN 13-01	Illegal Dumping Report	DWM	1/11/2013
RN 12-07	CCWMG Annual Plan & Budget 2012/13	DWM	25/06/2012
RN 12-06	Waste Minimisation & Reuse Study for CCWMG	APC Environmental Management	1/08/2012
RN 12-05	Communications Plan 2012-2014	Cradle Coast Authority	1/06/2012
RN 12-04	Cradle Coast Waste Management Group (CCWMG) 5 Year Strategic Plan 2012-2017	APC Environmental Management	1/06/2012

RN 12-03	Biomass Audit – Cradle Coast Region	DWM	1/06/2012
RN 12-02	Commercial Recycling Collections Report	DWM	21/06/2012
RN 12-01	Recycling Risk – Cradle Coast Region Report	MRA Consulting	8/08/2012
RN 11-06	CCWMG Annual Plan & Budget 2011/12	DWM	7/07/2011
RN 11-05	Silage Wrap Report	Veolia Environmental Services	1/10/2011
RN 11-04	Kerbside Organics Collection Service Pilot Trial Bus Case	Hyder Consulting	19/01/2011
RN 11-03	Introduction of Kerbside Organics Collection Service Bus Case	Hyder Consulting	19/01/2011
RN 11-02	Northern Tasmania Landfill Audit Report	APC Environmental Management	1/10/2011
RN 11-01	CCA Illegal Dumping Strategy	Landscape & Social Research Pty Ltd	1/11/2011
RN 10-04	Nthn Kerbside General Waste Audit Report	DWM	1/02/2010
RN 10-03	NW Kerbside General Waste Audit Report	DWM	1/02/2010
RN 10-02	Kerbside Recycling Contamination in Australia	MRA Consulting	25/05/2010
RN 10-01	Landfill Levy – Options & Strategy	MRA Consulting	1/09/2010
RN 09-02	CCWMG Annual Plan & Budget 2009/10	DWM	23/07/2009
RN 09-01	Feasibility Study of a Container Deposit System for Tasmania	Hyder Consulting	28/05/2009
RN 08-01	Plastic Shopping Bags	Justin Jones	1/01/2008
RN 07-01	Independent Assessment of Public Place Recycling	Hyder Consulting	25/07/2007
RN 04-01	Regional Waste Management Audit	GHD	1/06/2004

Central Coast Council

List of Development Applications Determined

Period From: 01-Jul-2017 To 31-Jul-2017

Application Number	Property Address	Development Application Type	Description of Proposed Use	Application Date	Decision Date	Day Determined
DA214188-1	Overall Street Sulphur Creek 7316	Discretionary Development Application	Residential (dwelling)	04-Aug-2016	27-Jul-2017	8
DA216215	12 Alice Street West Ulverstone 7315	Discretionary Development Application	Subdivison - Two lots (one internal allotment) and demolition of outbuilding (shed)	16-May-2017	27-Jul-2017	12
DA216187	149 West Pine Road West Pine 7316	Discretionary Development Application	Subdivision (dwelling excision and consolidation of titles)	24-May-2017	12-Jul-2017	38
DA216228	28 Grove Street Ulverstone 7315	Discretionary Development Application	Residential (dwelling extension and outbuilding - shed)	24-May-2017	20-Jul-2017	54
DA216234	526 Bass Highway Heybridge 7316	Discretionary Development Application	Residential (outbuilding - garage)	25-May-2017	26-Jul-2017	34
DA216244	10 Patrick Street Ulverstone 7315	Discretionary Development Application	Change of Use - Community meeting and entertainment & General retail and hire	02-Jun-2017	06-Jul-2017	31
DA216229	Stubbs Road Forth 7310	Discretionary Development Application	Residential (non-required dwelling) and outbuilding (shed)	06-Jun-2017	21-Jul-2017	41
DA216241	17 Henslowes Road Ulverstone 7315	Discretionary Development Application	Residential (multiple dwellings x two)	07-Jun-2017	21-Jul-2017	35
DA216245	13 Walker Street Ulverstone 7315	Discretionary Development Application	Residential (multiple dwellings x 2)	07-Jun-2017	12-Jul-2017	33
DA216250	64 Queen Street West Ulverstone 7315	Discretionary Development Application	Residential (outbuilding - carport)	14-Jun-2017	27-Jul-2017	17
DA216246	71 Montgomery Road Penguin 7316	Permitted Development Application	Subdivision (1 Lot and balance) with associated realignment of boundaries and accesses by application of a boundary adjustment, adhesion order and the creation of rights-of-way.	19-Jun-2017	04-Jul-2017	11

Application Number	Property Address	Development Application Type	Description of Proposed Use	Application Date	Decision Date	Day Determined
DA216210	23 Spencer Place Ulverstone 7315	Discretionary Development Application	Residential (outbuilding - shed)	19-Jun-2017	17-Jul-2017	14
DA216230	385 South Road West Ulverstone 7315	Permitted Development Application	Resource development - dwelling addition, farm shed and shed extension	19-Jun-2017	06-Jul-2017	14
DA216251	415 Loyetea Road Loyetea 7316	Discretionary Development Application	Utilities (telecommunications tower with ancillary shed and equipment)	19-Jun-2017	17-Jul-2017	14
DA216030	2a Westshore Road Ulverstone 7315	Permitted Development Application	Visitor Accommodation - Change of Use	20-Jun-2017	05-Jul-2017	13
DA216236	94 Preston Road Gawler 7315	Discretionary Development Application	Visitor Accommodation (farm stay) and outbuilding (garage, shed and storeroom)	22-Jun-2017	21-Jul-2017	27
DA216260	6 Preston Road Gawler 7315	Permitted Development Application	Subdivision (boundary adjustment)	04-Jul-2017	27-Jul-2017	17
DA216233	26 Southern Cross Drive Ulverstone 7315	Discretionary Development Application	Residential (outbuilding - garage)	05-Jul-2017	27-Jul-2017	18
DA216156-1	1 Tamworth Street Sulphur Creek 7316	Discretionary Development Application	Residential (dwelling and outbuilding - shed)	21-Jul-2017	26-Jul-2017	0
DA217019	Westella Drive Ulverstone 7315		Resource processing - Toilet	26-Jul-2017	28-Jul-2017	2

**SCHEDULE OF STATUTORY DETERMINATIONS
MADE UNDER DELEGATION**

Period: 1 July 2017 to 31 July 2017

Building Permits – 9

• New dwellings	2	\$823,500
• Outbuildings	2	\$45,800
• Additions/Alterations	1	\$35,000
• Other	3	\$945,300
• Units	1	\$924,000

Demolition Permit 1 \$7,007

Permit of Substantial Compliance – Building – 0

Notifiable Work – Building – 9

• New dwellings	3	\$852,883
• Outbuildings	2	\$49,639
• Additions/Alterations	3	\$29,500
• Other	1	\$10,000

Building Low Risk Work – 2

Plumbing Permits – 4

Certificate of Likely Compliance – Plumbing – 12

Notifiable Work – Plumbing – 0

Plumbing Low Risk Work – 0

Food Business registrations (renewals) – 10

Food Business registrations – 10

Temporary Food Business registrations – 0

Temporary 12 month Statewide Food Business Registrations – 4

Public Health Risk Activity Premises Registration – 0

Public Health Risk Activity Operator Licences – 0

Temporary Place of Assembly licences – 0



Cor Vander Vlist
DIRECTOR COMMUNITY SERVICES

SCHEDULE OF CONTRACTS AND AGREEMENTS

(Other than those approved under the Common Seal)

Period: 1 to 31 July 2017

Contracts

- . Nil

Agreements

- . Lease Agreement
109 Reibey Street, Ulverstone
North West Woodcraft Guild
- . Licence for use of Premises
Forth Primary School (Forth Outside School Hours Care)
- . Licence for use of Premises
East Ulverstone Primary School (Ulverstone Child Care Outside School Hours
and Vacation Care)
- . Lease agreement
St Giles Society Ltd
46 Main Road, Penguin
- . Service rental agreement – hygiene services
Various locations
Rentokil Initial
- . Tenancy Agreement
Unit 3 Cooina, 35–37 Main Street, Ulverstone
- . Deed of Variation
Wong Lane bus stops
Amended date of completion to 14 July 2017 and Instalment 2 payment to
10 August 2017

Memorandum of Understanding
Tasmanian State Emergency Service and Central Coast Council
Responsibilities of the SES and the Council in relation to the provision and
maintenance of the volunteer SES Unit at Ulverstone
Three year period commencing on 1 July 2017



Sandra Ayton
GENERAL MANAGER



**SCHEDULE OF DOCUMENTS FOR AFFIXING OF
THE COMMON SEAL**

Period: 18 July 2017 to 21 August 2017

Documents for affixing of the common seal

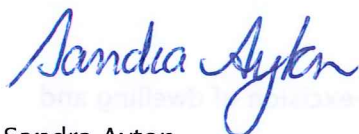
Nil

Final plans of subdivision sealed under delegation

- Final Plan of Survey
McKennas Road, Gawler – subdivision – excision of dwelling
Application No. DA216189
- Final Plan of Survey
Cuprona Road, Cuprona – subdivision – excision of dwelling and
amalgamation of Titles
Application No. DA214208
- Final Plan of Survey
Lots 11, 14 & 23 Pengana Heights, Penguin
Application No. SUB2003.20
- Final Plan of Survey
155 & 175 Spellmans Road, Upper Castra – subdivision –
excision of dwelling and amalgamation of Titles
Application No. DA216002
- Final Plan of Survey
CT127820/1 and Nine Mile Road road reserve– Nine Mile Road, Howth –
boundary adjustment for road widening purposes
Application No. DA216235
- Final Plan of Survey
79 Queen Street and 1A Amherst Street, West Ulverstone –
amalgamation of Titles.
Application No. DA216118

Final Plan of Survey
2A Dial Road, Penguin – subdivision and amalgamation of Titles.
Application No. DA213101

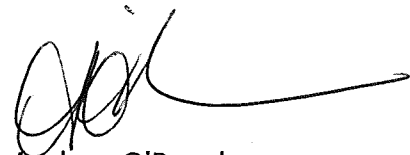
Adhesion Order
708 Forth Road, Forth
Application No. ADH216004



Sandra Ayton
GENERAL MANAGER

**A SUMMARY OF RATES & FIRE SERVICE LEVIES
FOR THE PERIOD ENDED 31 JULY 2017**

	2016/2017		2017/2018	
	\$	%	\$	%
Rates paid in Advance	- 892,195.10	-6.21	- 989,341.98	-6.67
Rates Receivable	228,216.09	1.59	262,841.73	1.77
Rates Demanded	15,038,148.67	104.62	15,552,596.16	104.90
Supplementary Rates	-	0.00	-	0.00
	14,374,169.66	100.00	14,826,095.91	100.00
Collected	1,943,839.28	13.52	1,731,151.77	11.68
Add Pensioners – Government	825,510.89	5.74	855,582.46	5.77
Pensioners – Council	31,640.00	0.22	32,550.00	0.22
	2,800,990.17	19.48	2,619,284.23	17.67
Remitted	-	0.00	-	0.00
Discount Allowed	127,828.51	0.89	117,481.51	0.79
Paid in advance	- 193,018.81	-1.34	- 233,272.90	-1.57
Outstanding	11,638,369.79	80.97	12,322,603.07	83.11
	14,374,169.66	100.00	14,826,095.91	100.00



Andrea O'Rourke
ASSISTANT ACCOUNTANT

11-Aug-2017

Works Program 2017-2018

(Schedule indicates site construction only)

[illegible]

Works Program 2017-2018

(Schedule indicates site construction only)

Status	Task Name	Budget	Notes	Scheduling Comments	June 12/19/26/31	July 3/10/17/24/31	August 7/14/21/28/31	September 4/11/18/25	October 2/9/16/23/30	November 6/13/20/27	December 4/11/18/25	January 1/8/15/22/29	February 5/12/19/26	March 5/12/19/26	April 2/9/16/23/30	May 7/14/21/28	June 4/11/18/25	July 2/9/16/23/30
	Bridges	\$570,000																
	Penguin Creek - Browns Lane	\$0	Carryover - Road reservation transfer		◆ 1/07													
	Redwater Creek, Loyetea Road	\$260,000	Replacement															
	Sulphur Creek, Nine Mile Road	\$250,000	Replacement															
	Forth River, Forth Road Flood Opening	\$60,000	Concrete Repairs															
	Car Parks	\$540,000																
	Bannons Carpark	\$160,000	Regrade, resurface & linemark...															
	Quadrant Carpark	\$250,000	Formalise East Section															
	Disabled Parking Spaces	\$20,000																
	Gunns Plains Hall	\$15,000																
	Penguin Surf Club	\$85,000																
	Yacht Club Carpark	\$10,000	Reseal															
	Drainage	\$317,000																
	Manhole/Side Entry Pits	\$30,000			◆ 1/07													
	Deviation Road	\$10,000	Improvements to capacity															
	Boyes Street Outfall	\$30,000																
	Sices Avenue Outfall	\$20,000	Upgrade															
	Elizabeth Street, Ulverstone	\$30,000	Upgrade Line															
	Water Street, Ulverstone	\$20,000	Upgrade Line															
	Bertha Street	\$30,000	Catchment survey & outfall Improvements															
	Helen Street	\$8,000	Backflow prevention															
	Main Road	\$29,000	West of Clerke Street															
	Preservation Drive	\$60,000	Upgrade drainage at No.322															
	1-3 Forth Road, Turners Beach	\$30,000	Pipe Open Drain															
	Upper Maud Street	\$0	Outfall Improvement to Jerling Street															
	Miscellaneous Drainage	\$20,000			◆ 1/07													
	Household Garbage	\$210,000																
	Penguin Refuse Disposal Site	\$50,000	Site Rehabilitation															
	Resource Recovery Centre - Signage	\$10,000																
	Resource Recovery Centre - Leachate Improvements	\$90,000																
	Resource Recovery Centre - Site Development	\$20,000																
	Resource Recovery Centre - Wetlands	\$20,000																
	Castra Transfer Station - Site & Rehabilitation	\$5,000																
	Preston Transfer Station - Site & Rehabilitation	\$5,000																
	South Riana Transfer Station - Site & Rehabilitation	\$5,000																
	Ulverstone Transfer Station - Site & Rehabilitation	\$5,000																
	Parks	\$405,000																
	Playground Renewals	\$20,000																
	Parks Asset Renewals	\$35,000																
	Beach Access Upgrades	\$10,000																
	Park Signage Upgrade	\$8,000																
	Picnic Hut Renewal	\$10,000	Shelter on order to be installed															
	Buttons Creek Flood resilience	\$7,000																
	Hiscutt Park	\$25,000	Wall Repair															
	Dial Street	\$15,000	Replant															
	Reid Street Lookout	\$10,000	Stairs															
	Johnsons Beach Master Plan	\$20,000	Stage 3															
	Apex Caravan Park Access Upgrade	\$10,000	Contribution															
	Dial Regional Sports Complex Reserve - Revegetation	\$10,000																
	Industrial Estate	\$10,000	Landscaping - Subject to appropriate weather															
	Forth Recreation Ground	\$10,000	Tree Planting															
	Physical Activity Equipment	\$20,000	Sulphur Creek															
	Penguin Creek	\$40,000	Flood rectification															
	Dial Complex Playground	\$60,000																
	Anzac Park Master Plan	\$5,000																
	Pump & Jump Park	\$10,000	Contribution															
	Tobruk Park Pond Rectification	\$50,000																
	Anzac Park	\$20,000	Bank Replanting															
	Public Amenities	\$487,000																
	Toilet Refurbishments	\$5,000																
	Bus Shelter Renewals	\$10,000																
	Anzac Park	\$200,000	Toilets/Surrounds															
	Leven River Walls	\$40,000	Assessment															
	Public Toilet	\$5,000	Sign Upgrades															
	Drinking Water Stations	\$9,000																
	Public Toilets	\$3,000	Lighting Upgrade															
	Bus Shelters - New	\$15,000																
	West Ulverstone Pontoon Upgrade	\$200,000	Awaiting info from Mast															
	Cemeteries	\$70,000																
	Penguin General Cemetery	\$10,000	Settlement Rectification															
	Memorial Park - Watering System	\$10,000																

Works Program 2017-2018

(Schedule indicates site construction only)

Status	Task Name	Budget	Notes	Scheduling Comments	June 12/19/26/3	July 3/10/17/24/31	August 7/14/21/28/31	September 4/11/18/25	October 2/9/16/23/30	November 6/13/20/27	December 4/11/18/25	January 1/8/15/22/29	February 5/12/19/26	March 5/12/19/26	April 2/9/16/23/30	May 7/14/21/28	June 4/11/18/25	July 2/9/1
	Memorial Park - New Plinths	\$25,000																
	Memorial Park - Path System	\$10,000																
	Memorial Park - Tree Planting	\$10,000																
	Memorial Park - Seating	\$5,000																
	Administration Centre	\$75,000																
	Painting Program	\$10,000																
	Carpet Replacement Program	\$10,000																
	Lighting Upgrade	\$5,000																
	Heat Pump Renewals	\$5,000																
	Electrical Upgrade	\$20,000	Switchboard Stage 2															
	GM Office	\$25,000	Acoustics															
	Community Development	\$0																
	Cultural Activities	\$98,000																
	Ulverstone History Museum - Surrounds	\$5,000																
	Ulverstone History Museum - Electrical Upgrade	\$3,000																
	Mobile Stage	\$7,000																
	Ulverstone History Museum - Heat Pump	\$3,000																
	Ulverstone History Museum/Visitor Centre - Precinct Master Plan	\$35,000																
	Ulverstone History Museum - Portable Display Plinths & Lighting	\$3,000																
	Off-site Storage of Revolving Stage	\$1,000																
	Ulverstone Band	\$38,000	Instrument purchase															
	Art Gallery	\$3,000	Art purchase															
	Housing	\$140,000																
	Aged Persons Home Units - Internal Rehabilitation	\$50,000																
	Aged Persons Home Units - HWC Renewal	\$15,000																
	Aged Persons Home Units - External Rehabilitation	\$50,000																
	Aged Persons Home Units - Electrical Replacements	\$15,000																
	Aged Persons Home Units - Fencing/Surrounds	\$10,000																
	Cultural Amenities	\$226,000																
	Civic Centre - Carpet Renewal	\$10,000																
	Civic Centre - Seating Renewal	\$55,000	Stage 1															
	Civic Centre - Curtain Replacement	\$15,000																
	Wharf Building - Gnomon/River Room Renewal	\$5,000																
	Civic Centre - Makeover Project	\$15,000																
	Civic Centre - Isandula Room Refurbishment	\$8,000																
	Wharf Building - Audio/Visual Reconfiguration	\$60,000																
	Civic Centre Leven Theatre - Airlock	\$10,000																
	Sustainability Assessment	\$2,000																
	Wharf Precinct - Master Plan	\$20,000																
	Wharf Building -Seating	\$6,000																
	Public Halls and Buildings	\$45,000																
	Public Halls - Surrounds/Fencing	\$10,000																
	Ulverstone Senior Citizens - Atrium Replacement	\$30,000																
	Penguin Meals on Wheels - Refurbishment	\$5,000																
	Caravan Parks	\$10,000																
	Amenities	\$10,000	Painting prgram															
	Swimming Pool and Waterslide	\$20,000																
	Waterslide - Slide Repairs	\$20,000																
	Active Recreation	\$325,000																
	West Ulverstone Recreation Ground - Surface Refurbishment	\$10,000																
	Recreation Grounds Changeroom Upgrade	\$30,000																
	Turners Beach Tennis Court	\$25,000	Fence															
	Cricket Wicket Renewals	\$10,000																
	River Park Resurface	\$10,000																
	Haywoods Recreation Ground Lighting Upgrades	\$40,000																
	Baseball Diamond	\$19,000																
	Showgrounds - Ground Lighting	\$181,000	Stage 2															
	Recreation Centres	\$120,000																
	Penguin Recreation Centre - Squash Court Lighting Upgrade	\$10,000																
	Penguin Stadium - External Refurbishment	\$35,000																
	Ulverstone Sports & Leisure Centre - Security/Wifi Review	\$5,000																
	Penguin Stadium - Backboard Upgrade	\$50,000																
	Ulverstone Stadium 1 - Lighting Upgrade	\$20,000																
	Visitor Information Services	\$0																
	Child Care	\$30,000																
	Ulverstone Childcare Internal/External Painting	\$5,000																
	Penguin Playcentre Internal/External Painting	\$5,000																
	Ulverstone Childcare - Play Structure	\$20,000																
	LEGEND	\$0																