



A GUIDE TO STARTING a recycling venture in your community



ACKNOWLEDGEMENTS

Many contributions have been made to the content and development of this publication and as such it has grown into a resourceful tool, now available in support of innovative change that is sustainable at an environmental and social level to communities Australia wide.

FEO wish to express their gratitude to SVA Social Ventures Australia for their financial contribution and encouragement with producing this publication.

www.socialventures.com.au

Special thanks to

Peter Cox, FEO Board of Management, Peter Buck and the Eaglehawk Recycle Shop Waste Management Team whose initial vision, determination and commitment have resulted in a highly successful Community Recycling Venture.

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Foreword

As President of FEO it is with much pleasure that I am able to provide a foreword to this publication/guide.

FEO is very conscious that there are still too many people out of work and still more who are under-employed. Alarmingly a recent study in Australia, 'Men not at Work', using official figures, showed that 900,000 men aged 20-64 are now neither employed, nor unemployed but outside the workforce and not trying to get in. Assistant Commissioner, Ralph Lattimore has found a complex of factors are pushing and pulling men out of the workforce in what should be their prime working years.

FEO is also concerned at the amount of waste that is still being buried in landfills. In the latest report by the Inter-governmental Panel on climate change, scientists agree that global warming results from human activity. This is particularly important today as the reduction, reuse and recycling of materials reduces greenhouse gases; the major cause of climate change.

The CRV in Eaglehawk has given FEO the opportunity to create new sustainable jobs and to establish a partnership with the City of Greater Bendigo to reduce waste to landfill.

The evidence contained within, demonstrates that Governments at all levels can gain much from community involvement to reduce waste and increase productivity; everybody benefits, including the environment.

The Eaglehawk Recycle Shop has demonstrated the success of its model over 13 years and FEO is proud of the many endorsements it has received. Two of these include

John McLean, CEO City of Greater Bendigo

"Waste is everybody's responsibility. The partnership between our Council and the Eaglehawk Recycle Shop has delivered real measurable results. It has extended the life of our landfill and given opportunity for the community to reuse and recycle."

Michael Traill, CEO Social Ventures Australia

"The Eaglehawk Recycle Shop creates real financial benefits for the community. It is a high quality not for profit enterprise which plans around achieving the best results for the people it supports."

FEO recommends this CRV as a successful model to replicate.

FEO would now like to share its experiences with other communities and where possible assist you to set up similar projects. Come and talk to us or use the CRV website for further information. Enjoy the read, be passionate about jobs and reusing waste and let us know your progress.

Michael McKern
President
FEO



Summary

In summary, the overall purpose of this publication is to promote improved environmental sustainability and employment opportunities through encouraging and supporting the development of Community Recycling Ventures, Australia wide.

Community Recycling Ventures (CRV) are not-for-profit social enterprises, designed to address two issues of significant concern to Australia;

- 1 improving Australia's overall rate of waste recovery and recycling, so as to reduce waste to landfill and
- 2 providing sustainable employment and professional development opportunities, so as to reduce Australia's rate of unemployment.

Community Recycling Ventures aim to separate and divert recyclable materials from waste delivered direct to landfills. The recovered materials are sorted and sold to scrap dealers, second-hand dealers and direct to consumers.

They create strong financial and social benefits for local Councils, Government and taxpayers as a whole. For not-for-profit organisations, Community Recycling Ventures deliver desired social benefits, while utilising invested capital efficiently.

The publication is divided into four sections.

Section 1 outlines the case for Community Recycling Ventures, revealing evidence for concern in relation to the state of waste disposal and unemployment within Australia.

Section 2 explains the concept of a Community Recycling Venture as a social enterprise and details the numerous benefits to the Australian community.

Section 3 introduces the Eaglehawk Recycle Shop as a successful Community Recycling Venture. From this point photographs are introduced depicting the staff, the process and the 'heart' of its success.

Section 4 provides step by step detail on how to start a Community Recycling Venture.

There is a strong emphasis throughout on the 4 Key Elements to a Community Recycling Venture; that being effective Governance, Partnerships, Supervision and to strive for Ownership by all employees of the Venture; this cannot be stressed enough as an element towards a successful enterprise.

The overall aim of this publication and subsequent support, through a dedicated website, a consultative service and guided tours of the Eaglehawk Recycle Shop, is to guide and support local Councils and not-for-profit organisations who endeavour to take up the challenge of a Community Recycling Venture to successfully address waste disposal and unemployment in their community.



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Section 1



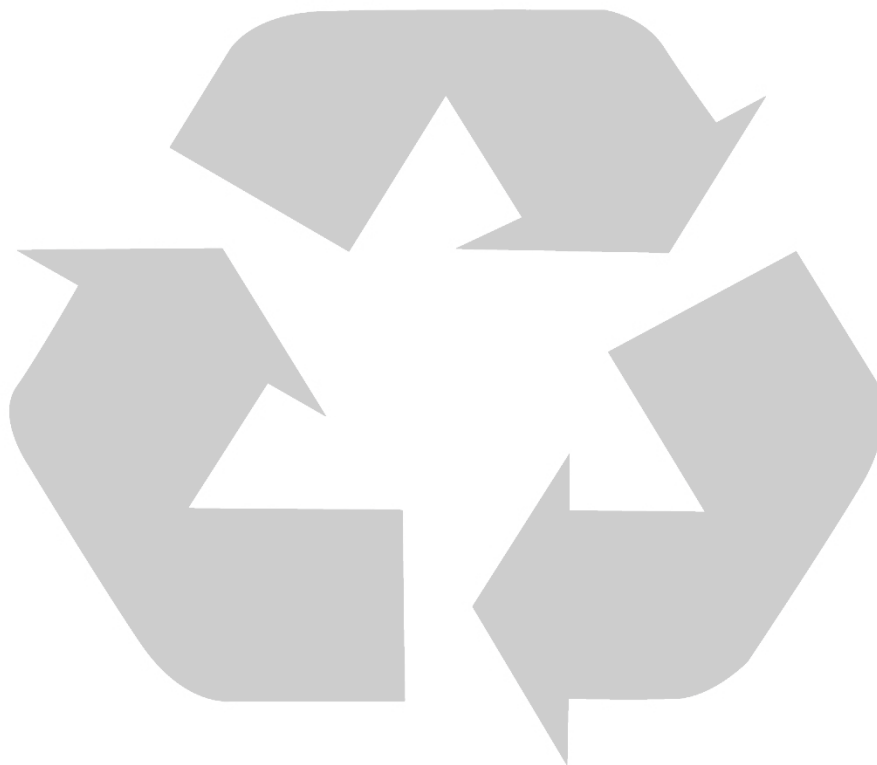
Waste Disposal and Recycling in Australia

Australia produces approximately 34 million tonnes of solid waste per annum.¹ Of this, commercial, industrial, construction/demolition and regulated waste contribute approximately 60-65%, while the remaining 35-40% is municipal waste, including household/domestic and council waste.²

An estimated 50% of Australia's total solid waste stream is recycled.³ Although recycling rates are typically lower for municipal waste ie 30-35%, than for other forms of solid waste.

'Municipal waste is waste collected and treated by or for municipalities. It covers waste from households, including bulky waste, similar waste from commerce and trade, office buildings, institutions and small businesses, yard and garden waste, street sweepings, the contents of litter containers and market cleansing waste. The definition excludes waste from municipal sewage networks and treatment, as well as municipal construction and demolition waste.'⁴

Municipal waste recycling is typically the initial focus for Community Recycling Ventures.

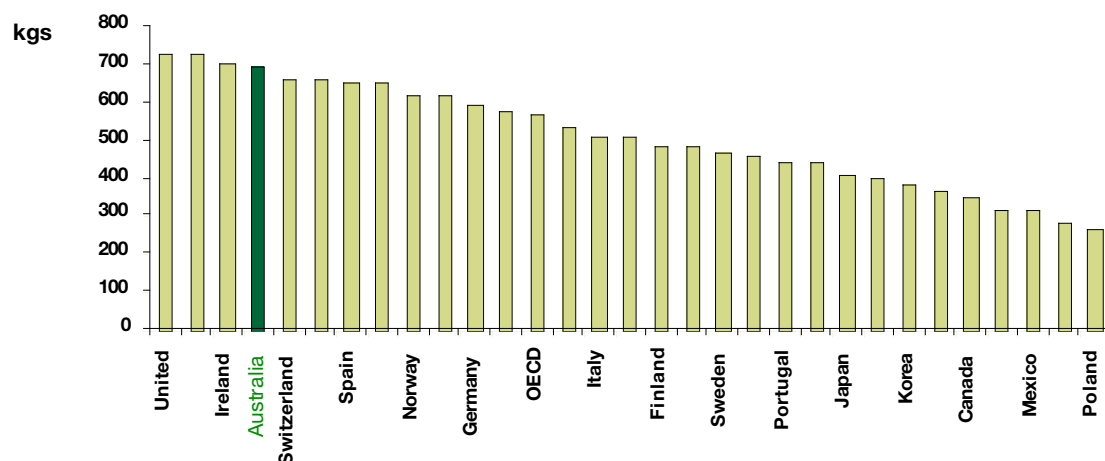


Australia is Amongst the World's Greatest Per Capita Generators of Municipal Waste in the Developed World

Each year, Australia produces a per capita average of almost 700 kilograms of municipal waste.

This is almost 20% higher than the United Kingdom level, over 70% greater than that reported by New Zealand and almost 100% higher than that for Canada. As Exhibit 1 shows, it puts Australia among the world's greatest per capita municipal waste generators.

Exhibit 1 Municipal Waste Per Capita pa 2002¹



¹ 2002 or latest year available

Note Municipal waste is waste collected and treated by or for municipalities. It covers waste from households, including bulky waste, similar waste from commerce and trade, office buildings, institutions and small businesses, yard and garden waste, street sweepings, the contents of litter containers, and market cleansing waste.

The definition excludes waste from municipal sewage networks and treatment, as well as municipal construction and demolition waste.

Source OECD

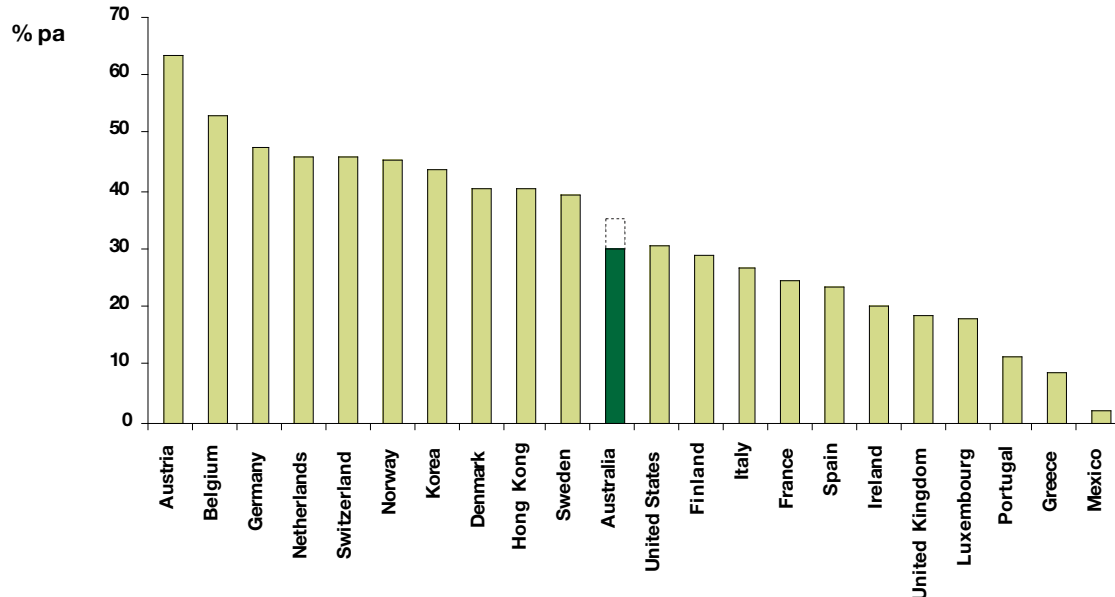
Australia Lags the World's Most Efficient Recyclers of Municipal Waste

Australia also falls significantly short of international best practise in the recovery and recycling of municipal waste.

As shown in Exhibit 2, Australia's municipal waste recycling rate is estimated to be around 30-35%. This is approximately equal to the rate in the United States and above that of the United Kingdom but is well below the levels achieved by global recycling leaders such as Austria, Belgium and Germany.

Recent studies have shown, that Australia also lags global best practise in the recycling of specific materials, including aluminium and steel cans, glass packaging, plastics and paper/ cardboard.⁵

Exhibit 2 Municipal Waste Recycling Rates 2004 or latest available Year¹



¹ Includes recycling and composting. Excludes incineration of waste materials for energy recovery purposes.

Note Estimate for Australia is based on available household/municipal waste data for Victoria, NSW and Queensland, including green organics recycling.

Source OECD; Eurostat; National statistics agencies; NSW Department of Environment and Conservation; EcoRecycle Victoria; Queensland EPA; Zero Waste SA.

Recycling Yields Substantial Energy Savings Compared with Primary Material Production

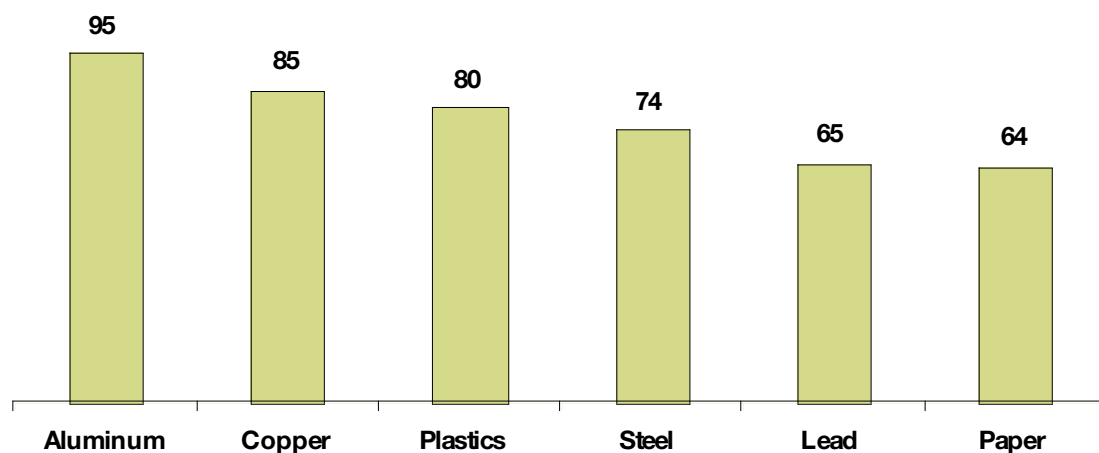
Australia's current recycling rate accounts for under half of the 70-80% of total materials estimated to be recoverable from the municipal waste stream.⁶ The environmental 'prize' for improving this rate is substantial. Recycling benefits stem not only from savings in landfill space and the raw materials used in primary production but also from substantial reductions in energy usage. For example, as Exhibit 3 shows, **recycling materials such as metals, plastics and paper can lead to energy savings of 64-95%, compared with primary production.**

These are very significant savings in the context of Australia's total energy usage.

Australia's current municipal waste recycling is estimated to provide energy savings sufficient to fulfil the energy requirements of over 1.5 million households each year⁷ and to reduce greenhouse gas emissions at a level equivalent to removing around 250,000 cars from Australia's roads. In addition, water savings are equivalent to the needs of over 300,000 Australians per annum – a particularly important effect, given that Australia's per capita water usage is among the highest in the world,⁸ while our fresh-water resources are relatively scarce.

Achieving global best practise rates of municipal recycling and fully capturing recoverable materials in the municipal waste stream could more than double the energy, greenhouse gas and water saving benefits described above.

Exhibit 3 Estimated Energy Savings from Recycling for Select Material Categories (% of energy used in primary production)



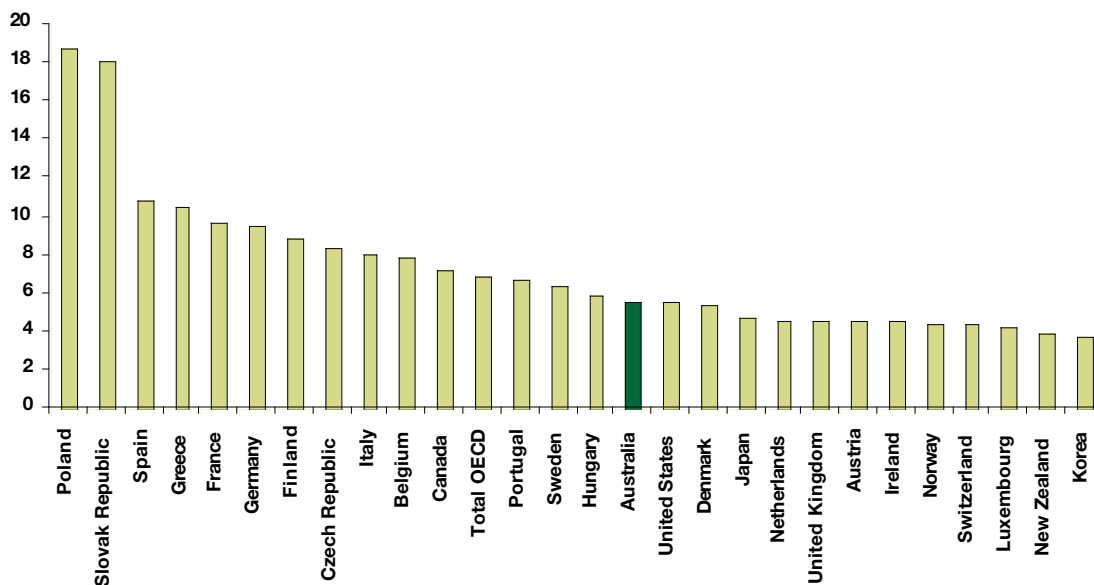
Source Bureau of International Recycling

Unemployment and Labour Force Under-Utilisation in Australia

Australia's Unemployment Rate is below the Average of the Developed World

Australia's current official unemployment rate, including both long and shorter term unemployment, is at a 30 year low of around 5%, having steadily decreased over the past 12 years from a high of around 11% in 1993. Exhibit 4 shows this rate is below many European nations and Canada, similar to that in the United States, and marginally above the rates in the United Kingdom and New Zealand.

Exhibit 4 Standardised Unemployment Rates in OECD Countries 2004 (% of Total Labour Force)



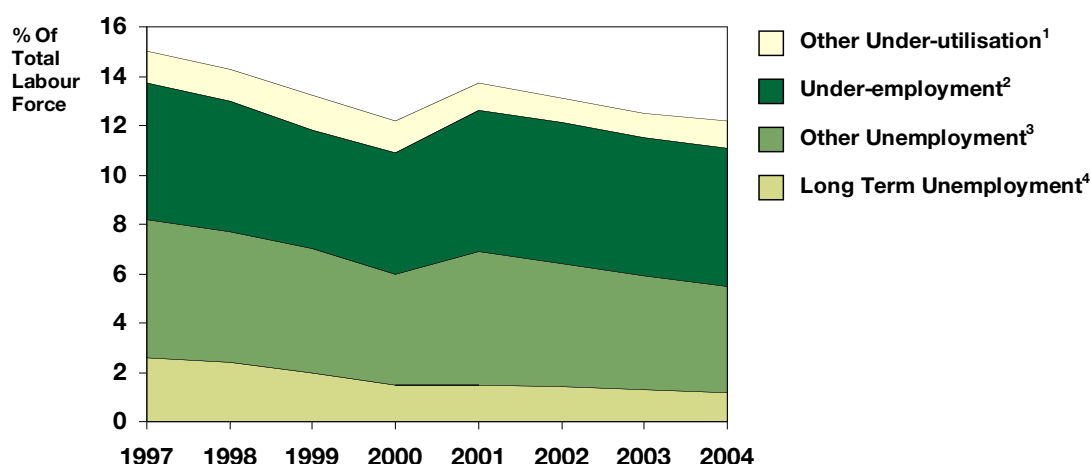
Note Australia's unemployment rate has subsequently fallen to 4.8% by August 2005
Source OECD Employment Outlook 2005

Total Labour Under-Utilisation Rate is significantly Above the Official Unemployment Rate

While useful for comparison purposes, the official unemployment rate represents a relatively narrow definition of unemployment. For example, it excludes those who have worked one or more paid hours of work in a week,⁹ have not actively sought work in the past four weeks or are not available to commence work immediately. Two additional components would provide a fuller picture; under-employment, comprising persons who are not working full time, want to work more hours and are available to do so; and other under-utilisation, comprising discouraged jobseekers and persons actively looking for work, not immediately available but available within four weeks. Refer to Exhibit 5 to see that adding these components provides a total labour force under-utilisation rate of 12.2% that is over double the official unemployment rate. This figure suggests that over 1.2 million Australians are either out of work or seeking additional work.

In addition, the official unemployment rate does not itself provide insight into the distribution of unemployment geographically or according to skills. Australian Bureau of Statistics data suggest that this is a significant issue, with substantially higher than average unemployment rates in certain sections of the population. For example, unemployment rates in Australia's regional areas average around 1.3 times those in capital cities, with the rates in some regional areas well in excess of 20%.¹¹

Exhibit 5 Unemployment, Under-Employment and Other Labour Under-Utilisation Rates 1997-2004



1 Includes discouraged jobseekers and persons actively looking for work, not available to start in the reference week, but available to start within four weeks.

2 Employed persons who want, and are available for, more hours of work than they currently have.

3 Persons unemployed for less than 12 months.

4 Persons unemployed for 12 months or more.

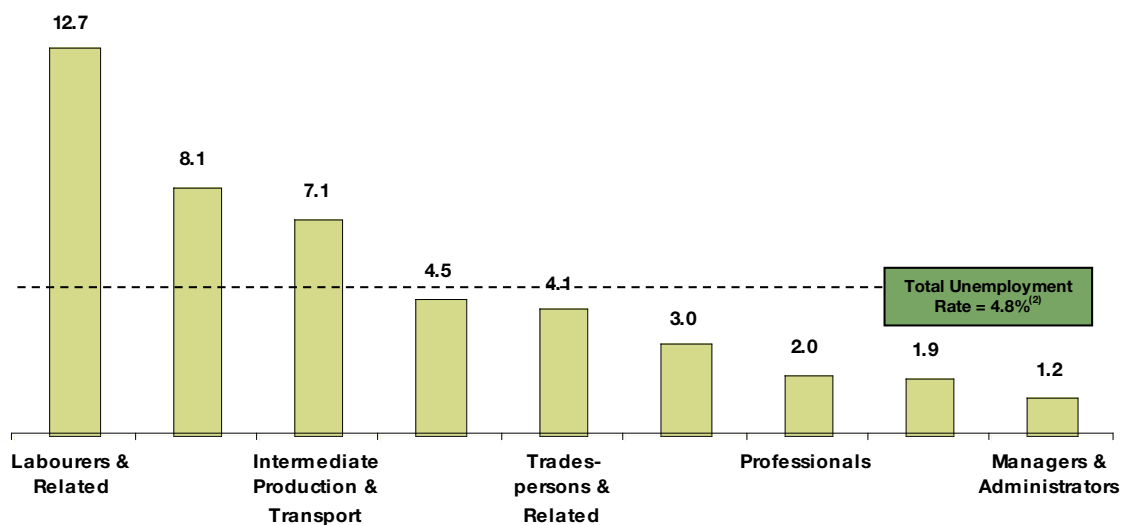
Source Australian Bureau of Statistics (Australian Labour Market Statistics, October 2005)

Lower Skill Workers are significantly more likely to be Unemployed than their Higher Skill Counterparts

Similarly, persons with only school-based education and training are twice as likely to be unemployed as those with post-school education and training.¹² As a result, it is estimated that the unemployment rate for labourers and related workers is almost three times the national average; reflected in Exhibit 6.

Community Recycling Ventures are well placed to assist Australians seeking work in those pockets of the wider community where unemployment and under-employment are relatively high. For example, many regional areas are in the vicinity of landfill sites or waste transfer stations, where Community Recycling Ventures could potentially be established.

Exhibit 6 Calculated Unemployment Rate by Occupation 2005¹
(% of Labour Force in that Occupation)



1 Based on occupation of last job and persons who had worked for two weeks or more in the past 2 years. Figures have been adjusted up to the full unemployment rate by assuming that the occupation breakdowns for those who have not worked in the past 2 years and those who have worked in the past 2 years are equivalent.

2 August 2005 figure

Source Australian Bureau of Statistics (Australian Labour Market Statistics, October 2005)

Section 2



What is a CRV?

CRV Community Recycling Venture

Overview

A Community Recycling Venture is a community business, based on a social enterprise strategy. This means it is self sustaining by generating revenue; the core strength being the creation of jobs for local unemployed people and the generation of social return for the whole community.

Under this strategy, a CRV can address the two issues of concern raised in Section 1 by

- 1 minimising municipal waste and
- 2 generating local employment.

This can be achieved by creating a CRV that employ waste management staff to salvage recyclable materials from landfill locations. They then sell the product and re-invest the return to build a sustainable enterprise.

Concept

- 1 Previously unemployed or under-employed persons are employed as waste management staff.
- 2 Waste management staff intercept waste deliveries at landfill sites, extract, separate and sort recyclable materials.
- 3 The salvaged materials are sold to the public, second-dealers or industry, in the case of scrap materials such as metals and plastics.

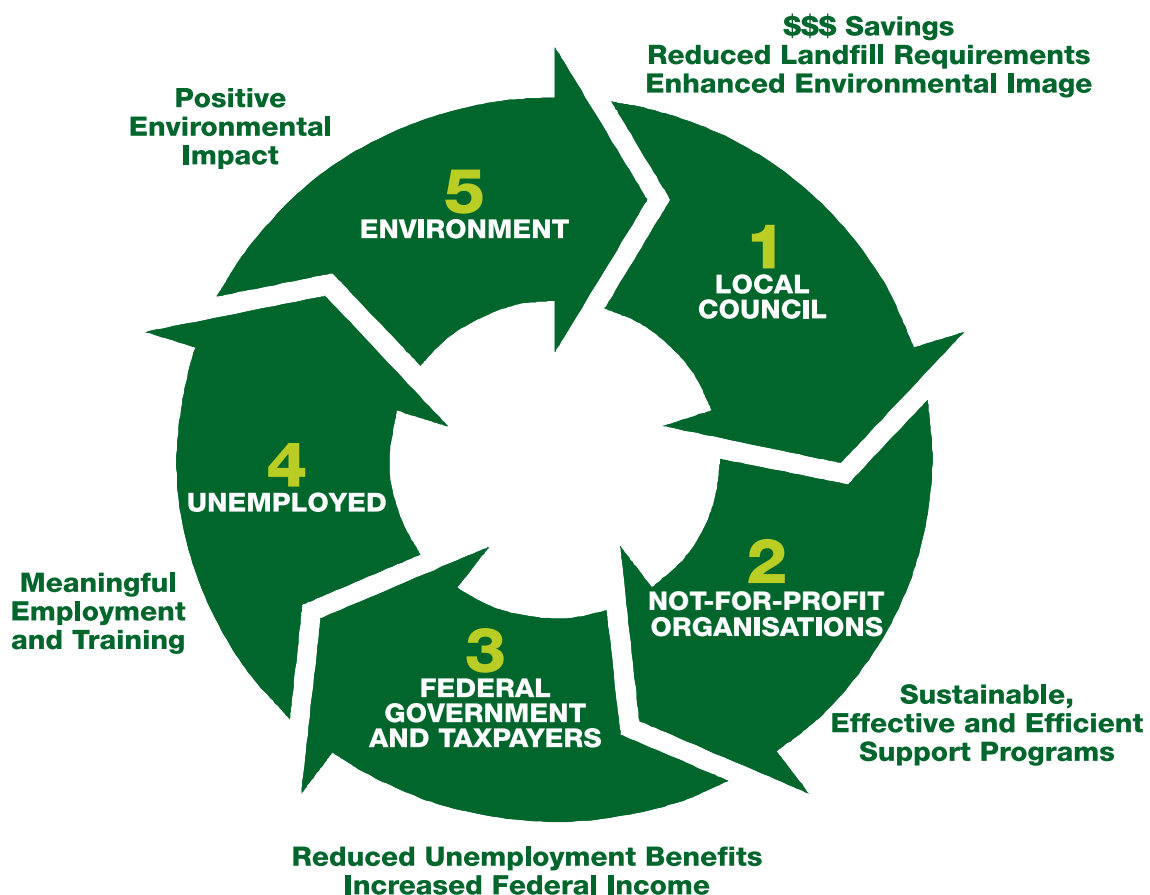
Surplus income received from the sale of recovered materials is re-invested in the CRV, providing a financial base from which to grow the enterprise as well as increase its technical and operational sophistication.

In addition, staff are provided with training and opportunities for personal and professional development that create a value beyond the immediate benefits of employment.

Community Recycling Ventures provide tangible Benefits in Five Key Areas

As Exhibit 7 shows, Community Recycling Ventures can touch the lives of not just the individuals directly employed but more broadly the surrounding community, with substantial benefits for local Councils, Government, not-for-profit organisations and tax-payers as a whole.

Exhibit 7



1 Benefits to Local Councils

Community Recycling Ventures provide four significant types of benefits to local Councils.

1.1 Cost savings from reduced waste to landfill

The most recently available figures indicate that more than 17 million tonnes or approximately 850 kg per person of solid waste enter landfills each year in Australia. Of this, approximately half is estimated to be municipal waste.¹³ Based on an adjusted average charge for the disposal of waste to landfill¹⁴ and assuming that such charges are levied on a cost-recovery basis,¹⁵ disposal of municipal waste through landfill represents a total cost to local Councils in the vicinity of \$250-300 m per annum.

Community Recycling Ventures can substantially reduce the total cost of landfill, by improving recycling yields.

For example, for each 5% improvement in the municipal recycling yield at a moderate-sized landfill, serving 100,000 residents, a CRV can generate an annual saving of around \$100,000 for the local Council. Importantly, improved material recovery is achieved without the imposition of other costs on local Councils because Community Recycling Ventures operate at the tip-face reducing the need for additional waste pick-up and transportation services. The CRV is rapidly and financially self-sufficient through the sale of recovered materials.

As a result, Community Recycling Ventures allow local Councils to significantly reduce their net landfill-related costs and redirect the savings to other municipal activities.

Landfills also destroy value for local Councils by adversely impacting property values in their vicinity¹⁶ and limiting the rates these properties can generate. Community Recycling Ventures can extend the lifetime of existing landfill sites and help to prevent the erosion of property values by decreasing the rate at which new sites are required. This is also of benefit for local residents, who typically do not welcome the opening of new landfill sites in their vicinity.

1.2 A Partial Solution to 'Zero-Waste' Targets

In Australia, waste reduction targets are becoming progressively more aggressive, increasing the burden on local Councils to improve the recovery of recyclable materials from their waste streams. As shown in Exhibit 8 to follow, most Australian states and territories have now adopted 'zero-waste' strategies that include aggressive waste reduction targets.

Australian waste reduction targets have mandated strong improvements in recycling performance

Exhibit 8 Examples of Waste Reduction Targets in Australian States and Territories

| State / Territory | Policy | Target |
|-------------------|--|---|
| New South Wales | NSW Waste Avoidance and Resource Recovery Strategy, 2003 | By 2014, recoveries of 66% for municipal, 63% for commercial / industrial and 76% for construction / demolition wastes. |
| Victoria | Towards Zero Waste Strategy, 2005 | By 2014, recoveries of 65% for municipal, 80% for commercial / industrial and 80% for construction / demolition wastes. |
| Western Australia | Strategic Direction for Waste Management in WA, 2003 | By 2020, recoveries of 100% of inert / recyclable, 95% of organic, 80% of problematic and 75% of hazardous wastes. |
| South Australia | South Australia's Waste Strategy 2005-2010 | By 2010, 75% recovery of municipal solid waste, and increased recoveries of 30% for commercial / industrial and 50% for construction / demolition wastes. |
| ACT | No Waste by 2010 Strategy | Waste free by 2010 |

Source State and Territory Government Authorities

For most local Councils, the introduction of 'zero-waste' policies require a substantial improvement in the recycling and reuse of materials from their municipal waste streams. Investment in associated waste recovery technology imposes substantial additional costs for local councils in the longer term.

By contrast, a Community Recycling Venture is rapidly and financially self-sufficient and can provide an immediate partial solution to meeting 'zero-waste' targets with no significant incremental costs. The environmental benefits of achieving 'zero-waste' targets are substantial.

1.3 Increased Employment Opportunities for Local Unemployed

Communities with significant levels of unemployment are often characterised by higher than average levels of poverty, homelessness, crime and family breakdowns, as well as by increased rates of morbidity and mortality. This increases the financial burden on communities as local Councils attempt to service the needs of the unemployed and mitigate the flow-on effects of crime and social breakdown.

By reducing unemployment, Community Recycling Ventures provide tangible social and economic benefits and do so very efficiently when compared with alternative solutions. The goodwill generated by reducing local unemployment in turn drives a greater community endeavour to assist the Ventures through more active recycling efforts.

For local Councils, Community Recycling Ventures help to promote safer, healthier, more environmentally friendly and ultimately less expensive communities.

1.4 Managing not-for-profit versus commercial trade-offs

Many local Councils are well aware of the costs of landfill and the potential value available through recovery and sale of recyclable materials. As a result, salvaging rights are often leased to specialist waste recovery contractors. This can generate significant income for local councils, effectively equivalent to a percentage of the contractor's expected business return but it also reduces the opportunity to establish a Community Recycling Venture.

While the direct financial benefits generated by specialist waste recovery contractors can be higher than those for Community Recycling Ventures, these can be offset by the social and associated financial benefits that Community Recycling Ventures generate for local Councils.

In addition, the Community Recycling Ventures' strong social mandate ensures that all types of recyclable materials are recovered, not simply those with a high resale value. The Ventures also generate goodwill that can enhance community commitment to materials recovery and re-use.

Local Councils concerned about loss of income from salvaging rights can enter into income sharing arrangements with Community Recycling Ventures. Such arrangements can produce direct financial benefits comparable with those arising from alternative commercial contractor arrangements.

2 Benefits to Not-For-Profit Organisations

Community Recycling Ventures represent an attractive opportunity for not-for-profit organisations to make a substantial social and environmental impact. Such Ventures can provide meaningful employment and training for long-term unemployed people, while providing substantial environmental benefits through the reduction of waste to landfill. Importantly, they also represent an efficient use of capital compared with alternative methods of achieving the same social outcomes.

Community Recycling Ventures generate a strong social return on investment.

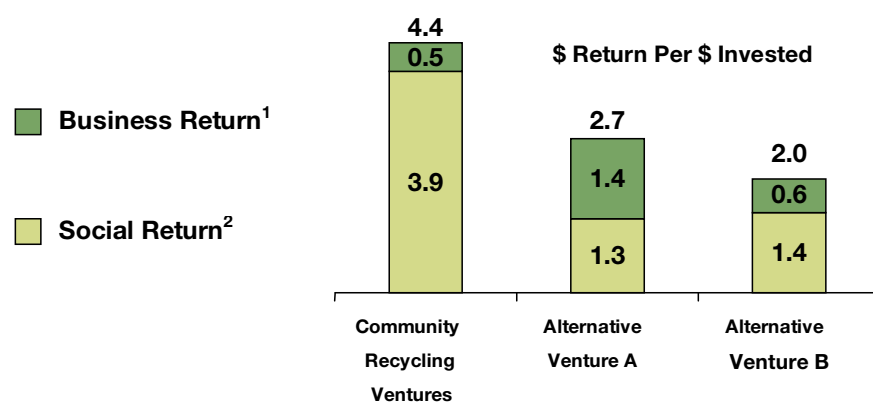
Use of the Social Return on Investment (SROI)¹⁷ methodology provides a robust, holistic assessment of returns.

SROI assesses value creation in terms of two components;

- 1 direct business return from profits generated by the Venture itself and
- 2 social return as a measure of benefits created for the broader community, for example decreased unemployment benefits and increased income taxes.

The calculated breakdown of SROI is shown in Exhibit 9. Consistent with the social mandate, the social return comprises almost 90% of the total benefit, with almost four dollars being returned to the community for every dollar invested.¹⁸

Exhibit 9 Social Return on Investment (SROI) for Employment Generated Social Ventures



1 Return generated through direct sales of products or services

2 Return generated for the broader community through reduced unemployment benefits and increased taxes

Note SROI calculations are based on the methodology developed by the US-based Robert Enterprise Development Foundation (REDF)

Source Social Ventures Australia

This social return and indeed, the total SROI, is well above that generated by most other employment generated social ventures and shows that Community Recycling Ventures provide a highly efficient use of invested capital for addressing unemployment.

The components of the social return represent benefits to the Federal Government and Australian taxpayers as a whole.

3 Benefits to Federal Government and Australian Taxpayers

Tax payers, through the Federal Government, bear two of the major direct costs of unemployment, through the payment of benefits to unemployed persons and the loss of their income tax revenues.

By creating jobs for unemployed persons, Community Recycling Ventures can significantly reduce unemployment-related costs for the Federal Government and ultimately, for Australian taxpayers. Each CRV established at a moderate-sized landfill, servicing 100,000 residents, can generate over \$90,000 per annum in Newstart Allowance savings and \$40,000 per annum in incremental tax revenues.¹⁹ Establishing ventures at 100 such sites around the nation would create jobs for 1,000 previously unemployed persons and eliminate direct unemployment-related costs of well over \$10 million per annum.

Community Recycling Ventures can benefit from assistance from the Federal Government in their initial set-up phase. This assistance is effectively to fund the initial 6-12 months of employee costs by temporarily designating employment at a Community Recycling Venture as an approved 'mutual obligation' activity while participants draw Newstart Allowance. Community Recycling Ventures become self-sufficient employers after this set-up phase, providing jobs for previously unemployed persons and generating substantial value for both the Federal Government and taxpayers as a whole.

4 Benefits to the Unemployed Person

4.1 Personal

On a personal level, the effects of unemployment can include 'severe financial hardship and poverty, debt, homelessness and housing stress, family tensions and breakdown, boredom, alienation, shame and stigma, increased social isolation, crime, erosion of confidence and self-esteem, the atrophying of work skills and ill-health'.²⁰ With its effects worsening as its duration increases, long-term unemployment is one of the more stressful and debilitating social conditions that can befall a member of the community.

4.2 **Financial**

While Community Recycling Ventures offer hope for many unemployed or under-employed persons and provide a tremendous opportunity for the long-term unemployed to re-enter the workforce in meaningful roles;

the Community Recycling Ventures offer nurturing, non-threatening environments in which formal and informal skills training and personal coaching can be conducted. They further promote personal development and growth in a real life, on-the-job setting.

4.3 **Skills**

Community Recycling Ventures aim to give their staff the skills required for long-term employment. They also confer less tangible benefits such as enhanced confidence and self-esteem, particularly since the work has a strong positive impact on Australia's environment. These benefits also tend to flow through to employees' friends and family, and ultimately the broader community.

4.4 **Professional Development**

Importantly, meaningful decision making is part of every day life within Community Recycling Ventures as employees participate in developing pricing, product, sales and marketing strategies. Teamwork, resilience, discipline, initiative and customer relationship management are among the skills and attributes developed.

5 **Benefits to the Environment**

The direct cost savings associated with reduced landfill are significant. However, the full benefits to the environment extend much further. They include substantial reductions in the usage of virgin materials such as minerals and timber, with a commensurate impact on the environment. The recycling of secondary materials also uses much less energy than production from primary resources. reducing emission of greenhouse gases for example, carbon dioxide and the precursors responsible for smog formation. Greenhouse gas emissions are further reduced by recovering materials such as paper and cardboard, which would otherwise biodegrade and produce the greenhouse gas methane.

Finally, the use of water, chemicals and the production of associated pollutant discharge, is greatly reduced through the recycling of secondary materials from Australia's waste stream compared with production from primary resources.

On a holistic cost-benefit basis, Nolan-ITU (2001) has calculated that around 75% of the environmental impact of municipal recycling arises from reduced air and water pollution, with another 21% coming from the preservation of natural resources. In more tangible terms, each 5% increase in municipal waste recycling in Australia reduces greenhouse gas emissions by the equivalent of permanently removing around 40,000 cars from the road; provides energy savings equivalent to the needs of 250,000 Australian households and saves water equivalent to the annual water usage of over 50,000 Australians.²¹

A Comparative Overview

The following Exhibit clearly depicts what happens to municipal waste if a CRV is not operating within a community compared with one that is!

Exhibit 10



Section 3



Eaglehawk A Successful CRV

The Eaglehawk Recycle Shop

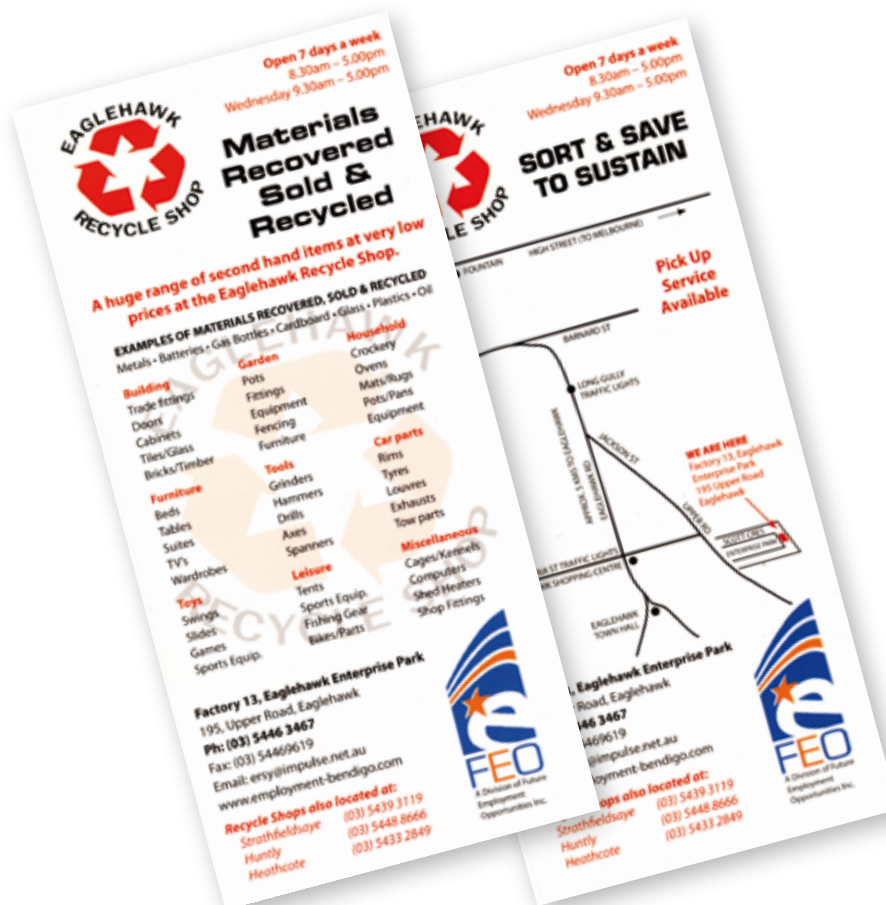
Background

The Eaglehawk Recycle Shop is a division of FEO, Future Employment Opportunities, a not-for-profit organisation which is located within Eaglehawk, a Central Victorian community of the City of Greater Bendigo.

The Eaglehawk Recovery and Sales Yard, as it was first named, started in 1994, under the leadership of social enterprise entrepreneur, Peter Cox of the then Eaglehawk Training Station. It is a social enterprise with a mission to create sustainable employment opportunities in Eaglehawk, a regional community with an unemployment rate at the time, of well in excess of 10%.

Where there is unemployment and particularly for long periods, there is for the unemployed person a very high risk of deterioration in personal skills, confidence and self-esteem.

Out of a growing concern and a desire to have these people re-enter the workforce and retain employment and a concern for the increasing levels of municipal waste going to the local tip, came the source of employment and revenue required for the successful Community Recycling Venture in Eaglehawk.





How It Started

The Eaglehawk CRV began with

- a licence from the City of Greater Bendigo, to recover recyclable materials from the Eaglehawk tip face;
 - a small area of vacant land adjacent to the tip;
 - and 10 volunteers who responded to an advertisement in the local paper.
- Refer to the CRV website for advertisement details.

Peter Cox recollects, **“On the first day, the 10 volunteers began their training session with a walk to the tip face, each picking up an item. As they stood in a circle, a question was posed, ‘What next?’ The response from the group was to ‘Sell it’ and from this came more questions like ‘How much for ?’; ‘How are we going to let people know we are here?’; ‘What times are we going to open?’ and ‘How are we going to bring all this stuff back from the tip face?’ Over the forthcoming weeks, the group worked out some of the answers to these** questions; but the key point here is that their training wasn’t within a classroom setting. They learnt by hands-on-training, while on location.”

With the initial start up capital the CRV purchased a ute worth \$1,000 and then a shed was relocated and paid off over a 2 year period. Twelve months later a trailer was purchased worth \$900. The CRV is now equipped with other assets including a front-end loader, 2 forklifts and a tray-truck.

The City of Greater Bendigo has gradually increased their contribution by providing extra land at various stages of the development. Tony who has been in the job from day one stated with pride, **“It has grown from a shed to a big backyard.”**

Staff

Currently the Eaglehawk Recycle Shop employs 9 full-time and 5 part time Waste Management Staff.

The staff enjoy outdoor labour intensive work and have rekindled manual skills from previous positions of employment such as welding, saw bench operation and scrap metal yard knowledge and experience, factory machine operations, farming, retail industry, mining, fencing, house and car demolition experience.

Training

Beyond the on-the-job training, informal and accredited training is provided for staff; operation and maintenance of the heavy machinery, cardboard baling and tyre machine operation, certified degassing of refrigerated items, certified electrical test and tagging, OH&S, recycling, sales, team building, and First Aid.

Eaglehawk A Successful CRV

Governance

Leon Scott, a Board member of FEO for 17 years, has seen the Eaglehawk Recycle Shop grow into a prosperous enterprise. He believes that the success has come from **“Having a not-for-profit organisation that understands the social mission of generating employment for the Community; one that attracts business minded people to the Board of Management.”**

Partnerships

“The success has come out of a positive partnership with the local Council, The City of Greater Bendigo. Local Council has to be on side for new Community Recycling Ventures to work.

They have to see and believe in the operation’s environmental value, the cost savings to Council and rate payers with the reduction of waste to landfill.

Council has to consider the life of their local tip; its life span can be increased dramatically with the co-operation of a CRV.

Also, work in with Second Hand dealers, you don’t want to underpin their business, but rather be their prominent supplier.”

Supervision

Peter Buck is the experienced Supervisor recruited to direct the team and has proven to be an integral part of the Eaglehawk Recycle Shop success.

He believes, **“The recipe is right. We work under the governance of a not-for-profit organisation that provides business and administrative support; is honest, sympathetic to the unemployed; believes in people and gives them a chance.**

The blokes have valuable individual talents, skills and knowledge to contribute from previous jobs.

**Everyone has input; we work as a team.
It’s a good mix.”**

Ownership

The Waste Management Team remain actively involved in all operational and financial aspects of the business. Two of the team recognise the importance of being included;

“Peter consults all the staff about decisions needing to be made. We get the chance to provide input; we’re not just told what to do or how things are going to be,” affirms Jason.

Ken reinforces with his comment, **“We are all involved in the decision making. Changes are always discussed and voted on by everyone at our weekly meetings.”**





Administration

The practical administrative operation of the Eaglehawk Recycle Shop is straight forward and effective.

The Waste Management Team is responsible for the record keeping. With computer literacy not a common skill amongst the Team a manual record keeping system takes precedence, allowing everyone to be involved.

A daily record provides detail on the different types of items purchased by customers. It helps to identify what recyclable material is being sold. Each time an item is purchased, it is recorded on this daily takings record; tallied; signed off and banked on the day. No cash is kept on the premises overnight.

The daily record is then transferred to a monthly record. Scrap metal sales to dealers is recorded as with any other items such as cardboard and sold in bulk to recycling businesses. This monthly record is then tallied at the end of the month and forwarded to the FEO accountant for monthly reporting.

The comments on this record provide important explanation as to why the 'takings' are either above or below budget, which enables the Team to make adjustments where necessary. The weekly report is a progressive report; an important factor for validating hours and is a tool for the Team to provide evidence and keep a 'finger on the pulse'.

The weight measures are recorded at the Council weigh bridge by way of a receipt identifying the weight of the empty truck, the overall weight with load on and the net weight being the difference. This receipt is provided to the scrap metal dealer and in turn a summary sheet is provided to identify ferrous and non-ferrous metals and the dollar amount owed to the CRV. One copy of the receipt is given to the CRV and the other is kept by the local Council as evidence to qualify for a rebate from EPA Environment Protection Authority. Where cardboard is concerned an invoice is written up for the business receiving the bulk delivery and payment is made at the end of each month to the CRV. One copy is kept by the CRV, the other issued to the recycling source.

In relation to creditors, this is the only source of credit used by the Eaglehawk Recycle Shop; where product is sold to another recycling business. This is an enormous plus for the enterprise with all sales being fed by a cash return.

The weekly report categorises the recyclable material and shows comparisons of 'takings' against budget estimate. It is filled out each Monday morning and completed as of Sunday night. Graphs are produced from the figures, reports written and decisions taken on hours to be worked.

The staff roster is completed at the weekly Team business meeting for the week to come. Being open 7 days a week, this keeps planning simple and ensures everyone is aware of the days to be worked. Deciding this together, week by week is manageable for everyone. All rosters are kept for easy reference if queries arise.

Proforma's of records used by the Eaglehawk Recycle Shop can be accessed via the CRV website. www.communityrecycling.com.au

Eaglehawk

A Successful CRV

The Process

“The core business of the Eaglehawk Recycle Shop is to recover as many items as possible before they go to landfill and to sell them as quickly as possible at a reasonable price.” ²²

There are two areas of operation at Eaglehawk, one being the recovery shed and the other the sales yard. They require constant staffing throughout opening hours due to the regular flow of visitors to the tip. If the sites are not ‘manned’ the material will go to landfill. Rotating staff between the two sites is important to keeping variety in the job and learning the whole range of associated duties.

Staff in the recovery shed, recover and sort; dismantle and sort. Items which are saleable are loaded onto the ute and taken to the sales yard for displaying and selling. Only selected items are priced, otherwise staff become wise to what will sell for what price.

All electrical items retrieved, need to be tested and tagged by a certified staff person. However, a label must be attached to the electrical item acknowledging a ‘possible’ danger. The warning label is detailed on the CRV website.

www.communityrecycling.com.au

If an electrical item does not work, it can be stripped of plastic, copper, insulated wire, cords etc. These pieces are placed in bins labelled for sorting within the workshop area.

Numerous items can be dismantled for ferrous and non-ferrous metals. Ferrous metals contain iron and non-ferrous, do not. Having a Waste Management staff person who is familiar with the different types of metals is extremely valuable as identifying the metals correctly and stock piling them into separate ‘bins’ brings a higher price than if stockpiled without sorting.

The Eaglehawk workshop has a board displaying the various metal types and product to assist staff with identification. Further details are available on the CRV website.

“You never know what the next load of rubbish will bring in,” says Cliff, the resident metal expert. **“It is a real challenge to think outside of the square and to determine what can be salvaged.”**





A Success

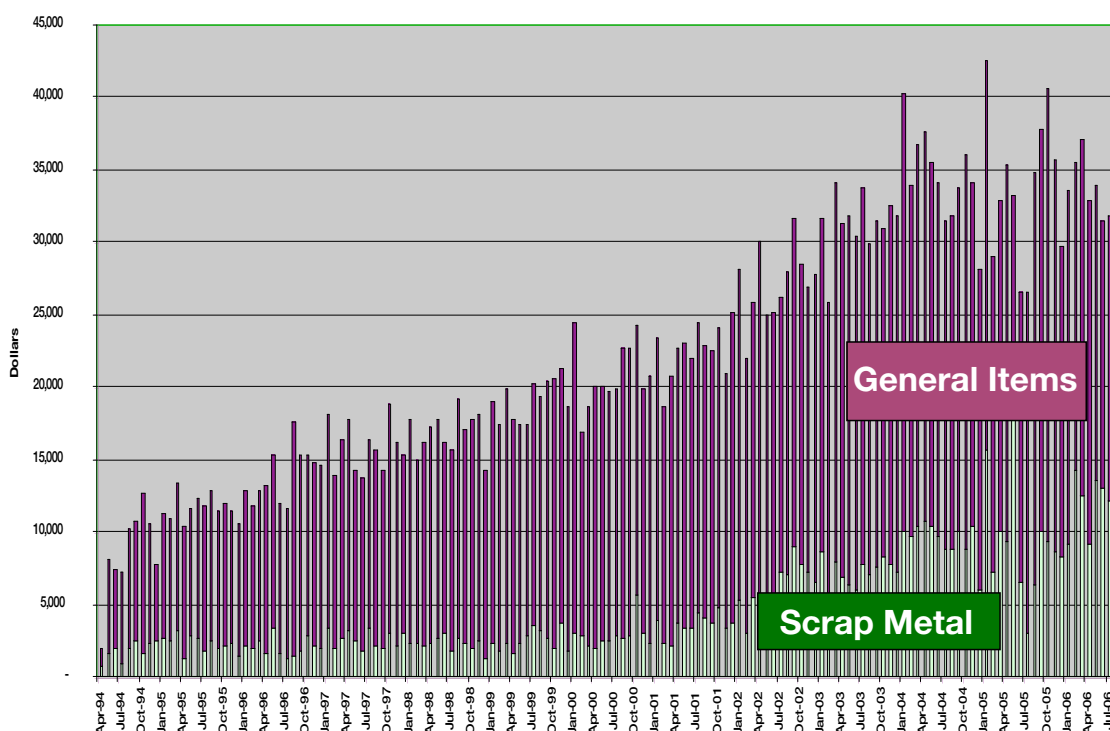
The Eaglehawk Recycle Shop has generated substantial social, economic and environmental impact from a slim investment base.

The Eaglehawk Recycle Shop can boast a turnover of over \$400k per annum with a recovery of over 4,000 tonnes of products ranging from scrap metals and timber to household furniture and plumbing supplies. Profits are reinvested in the CRV itself, with 86% allocated towards wages (with a goal of employing one new staff person, at least part time, each year) and 14% for operating costs.

This waste recovery operation in conjunction with other landfill projects has been credited with extending the lifetime of the Eaglehawk landfill by at least nine years, from 2001 - 2010. It has proven to be a **vibrant, high impact social enterprise** and a sustainable Community Recycling Venture that is **successfully tackling the national issues of waste generation and systemic unemployment** through **local, grassroots initiatives**.

The financial success can be seen in Exhibit 11, with a relatively consistent increase in sales year after year since 1994. General shop sales and other bulk sales of plastic, cardboard, paper etc. providing the biggest return supported by scrap metal sales.

Exhibit 11 Eaglehawk Recycle Shop - Monthly Sales Figures from 1994 – 2006



Eaglehawk A Successful CRV

Moving Forward

The Eaglehawk Recycle Shop is a progressive CRV and has business initiatives already in place which will grow the business. For example, the 'Sort and Save' media promotion conducted in partnership with City of Greater Bendigo, ASQ All Stone Quarries and Southern Cross Ten Television was recently instigated to educate the public on how they could save on tip fees, assisting to reduce the landfill by sorting their waste before accessing the tip and aiming to increase positions of employment within the CRV.

The partnership with Council is continuing with plans on the board for streamlining the flow of traffic and recyclable waste material with an efficient process of entry and 'drop off' to further enhance the amount of waste recovered from the landfill.

The Recycle Shop is continually aiming to improve the enterprise. It was recently awarded a Waste Wise Certificate by Sustainability Victoria for working through a step by step Waste Wise assessment, of the enterprises resource use and waste streams.

Another initiative has been with 'Artists in Residence'. Local artists Deirdre Outhred and Ray Pearce typify the imagination of customers to the Eaglehawk Recycle Shop, promoting the re-use of waste materials and secondhand items.

Along with Graham Matthews and Julie Millowick a recent exhibition titled "Tip of the Iceberg" was held at the Bendigo Town Hall. This saw art work and photography 'from and about waste' exhibited. Paintings for example were created from unused paint bought from the Recycle Shop, second hand tables transformed into functional art pieces, a well and water wheel construction made from recycled timber, a 'fortune telling' clock made from a second hand cupboard, tiles with glass for the clock face, pressed metal; a great display of recycled materials.

To progress beyond displaying artwork, efforts are currently being made to support Artists in Residence with the opportunity to relocate a building to space within the grounds of the Recycle Shop, for the purpose of creating art work on site; to display, sell and possibly provide related educational opportunities for the public.



Section 4



How to Start a CRV

Exhibit 12 Key Steps towards Starting a Community Recycling Venture





A successful Community Recycling Venture depends on 4 Key Elements as overarching principles of a suggested 10 Step process to starting a CRV; depicted in the previous Exhibit 12. This section aims to identify and explain these elements and proceeds to explain the steps in some detail.

Key Elements of a CRV

Governance

Governance deals with the processes and systems by which a not-for-profit organisation will operate the CRV. It is likened to the notion of 'steering', rather than a traditional 'top-down' approach; the contrast approach being to empower, rather than have 'power over' the CRV.

Partnerships

Partnerships in the case of a CRV encourage co-operation between community organisations, businesses, individuals and Government bodies; a contribution and sharing of knowledge, activities and making 'in-kind' arrangements that are mutually beneficial.

Supervision

The act of supervising a CRV means to consult, support, nurture and guide and provide a professional facilitation and co-ordination of all related stakeholders.

Ownership

Ownership for CRV staff means that they acknowledge the enterprise as their own business and that whatever contribution they make, it is valued, taken into consideration and supports their position of employment.

How to Start a CRV

A Establish Governance

1 Board of Management Support

The CRV must be accountable to a Board of Management. The Board is responsible for

- providing direction to research the need and report findings,
- assisting to formulate the vision and mission,
- ensuring that operations are appropriately focused,
- ensuring management is accountable for achieving planned objectives.

Day-to-day operations should remain the responsibility of CRV management however; the Board would be wise to develop a steering committee.

2 Form a Steering Committee

Steering committee members will be appropriately qualified business people or suitably experienced, who are drawn from the local community and are committed to the mission and vision. They must be selected based on their demonstrated ability to provide informed advice to the CRV Team.

The responsibility of the steering committee is to review the research report and to drive specific aspects of planning and oversight.

Typically, these include strategic planning and performance reviews ie financial and personnel forecasts and tracking against those targets, audits, legal matters, risk management and external stakeholder management.

Not-for-profit organisations need to be aware of some important trade-offs to be made in appointing a steering committee. For example, appointment of representatives from local Council may facilitate the initial granting of salvaging rights to the CRV but could also lead to conflicts of interest in the future. The risks are similar for the appointment of representatives of other entities with whom the CRV has key relationships or commercial partnerships. These issues must be carefully considered before representatives from key stakeholder bodies are appointed to the steering committee.





3 Develop an Operation Plan

Start-Up-Capital

A capital investment of around \$30,000-40,000 is sufficient for the initial establishment of a CRV in a population of 100,000 people. Some not-for-profit organisations may already have capital resources of this magnitude set aside for the establishment of new high-impact Ventures. Alternatively, start-up capital may be available from a variety of relevant Government Departments and Trusts, which often provide grants to Ventures designed to reduce waste to landfill or to assist the development of worthy community-based enterprises.

Sales and Marketing Strategy

The core business for any CRV is the collection; separation and sale of scrap (ferrous and non-ferrous metals) and recycled goods. Scrap materials typically include metals, plastics, timber, paper/cardboard, glass and off-cuts from industry. Such materials must be separated and sorted, including sorting between different types of metals, to obtain the highest possible sale price.

Recycled goods include bulky items such as white goods, furniture, bicycles and motors and also other household items and fittings. Refer to the CRV website for a detailed list.

Prices for scrap materials should be negotiated with scrap dealers and aligned as closely as possible with general scrap market prices. Refer to the CRV website to find information regarding the types of metals accepted by scrap dealers.

A CRV may move into manufacturing items for sale from the waste materials recovered. Such activities can help staff develop new skills in welding and carpentry, for example, while providing additional sales. In deciding to manufacture or value add to a product, carefully consider the time/costs required to produce each item, their attractiveness to consumers and likely sale value and therefore their financial viability. It is strongly suggested that the core business be collecting and selling of goods.

Prices for recycled goods should be set by Waste Management Team, initially based on best estimates and refined based on sales experience. To enable prices to be refined and sales activity to be financially reconciled, all product sales, including individual product sales prices should be logged. Logged sales and cash on hand should be reconciled at the end of each day and surplus cash immediately lodged with the Venture's bank.

As they provide strong benefits for the local region, a CRV can attract significant interest and good will from local media outlets. This interest often leads to interviews and profile pieces, which can provide invaluable exposure in the local community. Partnerships with Council and local businesses can also mobilise funds for radio, TV and newspaper advertising.

How to Start a CRV

The Eaglehawk Recycle Shop **Sort & Save** campaign is a good example. Alliance with the City of Greater Bendigo, Southern Cross Ten Television and ASQ All Stone Quarries supported the associated advertising costs. Refer to the CRV website for details.

Regular media releases, which are often picked up by local media outlets, can provide ongoing free advertising. Other cost-efficient marketing tools, such as business cards, can also prove effective in aiding informal 'word of mouth' marketing CRV operations. The Eaglehawk Recycle Shop found it worthwhile producing a card that included a map of the location for the Tourist Information Centre display.

Importantly, Community Recycling Ventures should avoid expensive marketing approaches such as paid television advertising, which will rapidly erode capital resources. However combining marketing efforts with other recycling businesses is an alternative and more viable approach.

Financial Strategy

With the help of the steering committee, the CRV should produce a budget that takes into account sales forecasts, by major product category, employee number forecasts and anticipated overhead costs. The budget is to be carefully scrutinised and refined as appropriate to ensure that sales forecasts are realistic and that a sufficient capital buffer exists to allow the CRV to remain solvent if forecasts are not met. Importantly, fixed or overhead costs should be minimised, particularly in the initial phase, so that the CRV can readily adjust its cost base to match its actual sales forecast.

At regular intervals throughout the year, budget forecasts should be modified based on actual sales performance. These modifications will then act as direct input into employee hiring and equipment purchasing decisions and further safeguard the solvency. For example, if takings are down compared with budget, new hire and equipment purchases can be potentially delayed.

The aim of the CRV is to earn the dollars to be self-sustaining and therefore secure employment opportunities. Initially as volunteers and during the training period, it will depend on funds available as to whether wages can be afforded or not in the early stages of set up. Eventually with the focused intentions being to secure positions of employment and then at least 86% of the income is to be spent on wages.

The Eaglehawk Recycle Shop pays wages under a workplace agreement that recognises two shifts; Tuesday to Saturday and Sunday to Thursday. It is important that the enterprise operates under affordability but take into account that weekends are the time when the public utilise the tip facility in the main.





Develop an Operation Plan (Continued)

Personnel and Recruitment Strategy

It is recommended that the CRV be established with

- employees who have been long-term unemployed.
- employees with relevant work history and skills.
- the provision of on-the-job training and professional development.

Position descriptions should be drawn up before employees are engaged. They should detail the full range of activities to be undertaken by each employee and ideally provide all employees with opportunities to be involved in all aspects of running the business. This approach will provide all employees with invaluable on-the-job experience in establishing and operating a small business.

Importantly, while some participants may lack literacy and numeracy skills for example, they will typically possess other skills of value and together as a team with the Supervisor, collectively possess all of the skills required to operate the CRV.

The not-for-profit body will typically hold employee and professional indemnity insurance. The scope of those policies should be expanded, if necessary to incorporate the Community Recycling Venture and employees.

Check with local WorkSafe authorities regarding safety regulations for staff. Training staff in occupational health and safety measures is paramount within this industry.

Site and Equipment

First and foremost invite Work Safe authorities to provide advice before set up is critical. To reinforce ownership, it is also important that the Waste Management Team share in the decisions made regarding the site plan and the several pieces of equipment that are critical to the initial establishment of the Community Recycling Venture.

These may include a small flat-bed truck or ute, a trailer and a large shed, all of which can be purchased second-hand at very reasonable prices. This equipment need not be brand new, but certainly in safe working condition to support operations over the first two or so years. Operating profits can be reinvested to upgrade the equipment when the CRV is self-sufficient.

Front-end loader and forklift should be obtained as second-hand and in good, safe working condition.

Skips for scrap materials such as ferrous and non-ferrous metals and plastics can typically be obtained from the scrap dealers with which the CRV has negotiated trading relationships.

How to Start a CRV

Another valuable resource is the large amount of concrete and bricks that is dumped to landfill. A facility for this type of material would add value to recovery and recycling with machinery that can be hired to crush 10,000 metres of concrete for example, ready for road works.

All electrical items need to be tested and tagged by a certified person as per OH&S regulations.

Power tools required include; saw bench, angle grinders, basic hand tools for disassembling items, cordless drill and when required for value adding to items a Mig welder maybe necessary. Air tools are a preferred alternative with energy savings and personal safety benefits.

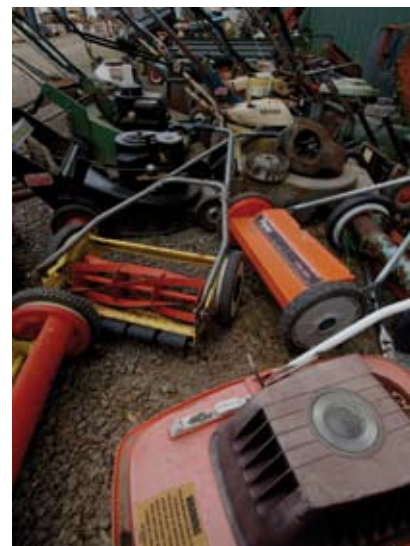
Most landfill sites have sufficient space to get started and establish at least a small sales yard depending on population size; however it is recommended that a minimum of 2 hectares be allocated for a population of 100,000. The premises need to be well laid out for customers to freely browse.

Display shelving can be constructed from iron bed bases, welded together. Recovered crates and the like become useful for storage of multiple items, for example plastic plant pots and plastic off cuts.

Initially, a dedicated drop-off point should be established, allowing all incoming waste to be searched and recoverable materials removed before disposal of the residual waste.

A wire security fence needs to be constructed around the premises to protect its contents against theft.

Amenities already established at the landfill site by local Councils can often be shared. Alternatively, in the absence of permanent amenities, portable facilities can be initially hired, obtained through donation or purchased by the Venture.





B Establish Key Partnerships

4 Build Partnerships

Local Councils

Securing the salvaging rights to an active local landfill or transfer station is the most critical requirement. Salvaging rights are often controlled by and must be negotiated directly with, the relevant local Council. In the case of the Eaglehawk Recycle Shop, Council provided an in-kind licence to collect at the landfill plus a small piece of land to operate from. Therefore, such rights can be obtained as 'in kind' (or free of charge) support from Councils, when the financial and social benefits to the Council and local community are significant.

Federal Government (Centrelink)

Staffing costs represent the most significant ongoing operating expense. When up and running a CRV can be financially self-sufficient but in the set-up phase of an estimated 3-6 months, assistance with staff costs is often required. The Eaglehawk Recycle Shop for example was supported by the Department of Employment & Training with \$14,000 towards a part-time supervisor. (Note - this figure is inclusive of the initial set-up capital reported in A2 of this section.)

Centrelink can assist by temporarily designating employment at the CRV as an approved 'mutual obligation' activity while participants recruited from the unemployed, in the CRV continue to draw Newstart Allowance. Not-for-profit organisations interested in this arrangement should apply directly to Centrelink. Details of Community Recycling Ventures that have made similar arrangements with Centrelink can be useful in the application process. Interested not-for-profit organisations should contact FEO for details.

Local or State Waste Authority

Early contact is to be established with local or state waste authorities, who can provide recovery and recycling advice and expertise. Waste authorities may have infrastructure grant funding at their disposal. Access to this funding source can help to cover the initial set-up costs.

Local Job Networks and Adult Education Organisations

Value can be gained from establishing relationships with Job Network, Adult Education and other registered training organisations early in the set-up phase. They can provide advice on the most appropriate job seekers to staff the CRV and support training initiatives.

How to Start a CRV

Scrap and Second-Hand Dealers

While some products can be sold directly to the public, scrap metals, cardboard, plastics and other specialist products can be sold to scrap and/or second-hand dealers. Relationships should be established early, to ensure that all recovered materials can be readily sold and to establish the best possible financial terms.

Local Businesses and Organisations

Many local businesses and other groups will deliver at least some of their waste direct to the tip face. By recovering their recyclable waste, the CRV can help reduce their waste disposal fees. Aim to establish relationships with relevant local businesses/organisations, to identify recyclable materials that can be readily recovered and sold.

The Public

It is important to have a good relationship with the public and promoting how to sort their loads before approaching the tip. They will pay less and reduce waste, besides making the task of waste management, much easier on staff.

5 Seek Funding

Not-for-profit organisations should investigate the full range of funding available before focusing their attention on the most applicable and accessible grant funding.

Key elements to funding submissions are available on the CRV website as a guide and support to not-for-profit organisations wishing to apply for 'start-up' funding. It is by no means exhaustive and requirements will differ depending on the funding body being approached. A checklist of information required will usually be provided.

In preparing grant applications, the information contained within this document should be of value. Relevant excerpts can be reproduced with the permission of FEO.





C Establish Supervision

6 Recruit Staff

Supervisor

An experienced supervisor is essential to the successful establishment and development of a CRV. Typically, the supervisor's remuneration is initially funded from start-up finances but rapidly covered by sales of recovered materials.

Recruit Waste Management Team

A Waste Management Team is drawn from people out of work and preferably those people who are in receipt of unemployment benefits. Turnover from the CRV will indicate how many people the enterprise can employ.

D Establish Ownership

7 Involve Staff

Much of the success of a CRV will come from staff involvement having ownership of the business; being informed of the figures relating to day to day takings and expenditure, discussing where there might be a down turn in sales and why, deciding upon changes and sharing in ideas for moving forward. Efforts should be made to keep all employees abreast of the financial operations of the CRV and in particular, performance versus budget. This approach allows staff to be accountable for what their own business is in fact and whether it succeeds or not.

As such, in the initial set-up phases, staff need to be involved in planning the site and purchasing the equipment. This involvement enhances ownership, while also attributing to their professional development.

Another aspect of ownership is the requirement that all staff have a responsibility towards operating under OH&S guidelines and legislation which needs to be reinforced with training. In the case of vehicle maintenance, all vehicles and heavy machinery have a weekly maintenance check recorded by staff in a book kept within the vehicles.

How to Start a CRV

8 Provide On-The-Job Training

Induction of all employees before commencement is vital to ensure full understanding of policies and procedures within all aspects of the operation. Informal or on-the-job training is a crucial component of any CRV but to know 'how' people learn is important to ensure all staff understand and retain that information.

9 Hold Weekly Team Business Meetings

In conjunction with 'hands on' training for example, a choice may be to reinvest operating profit in more formal training and/or certification programs such as machine operator licencing. The extent to which such formal programs are offered is likely to be a function of the overall personnel strategy.

Overall policy of the operation is determined at weekly Waste Management Team business meetings. Income and expenditure is reviewed and targets set as with forward planning to determine future initiatives to expand the business.

10 Prepare Reports

Reports are submitted to the Board of Management of the not-for-profit organisation to ratify decisions.



Staff were involved in creating this promotion for TV and radio, which was then reproduced as this flyer.



Website
www.communityrecycling.com.au

Valuable information is available on the CRV website, created by FEO to support the set up of any new Community Recycling Ventures.

The website contains the following

- Key Elements to Funding Submissions
- A list of possible Funding Sources
- Advertisement for Recruiting Volunteers to Staff the Initial Set Up
- Proformas and Examples of Relevant Figures and Data
 - Daily Record Sheet
 - Monthly Record Sheet
 - Weekly Reporting Sheet
 - Annual Figures Table
 - Staff Roster
 - Profit and Loss Statement
- Warning Notice for Electrical Items Selected for Sale;
- A detailed list of
 - Recovered and Saleable Items
 - Recyclable Materials
 - Identifiable Scrap Metals
- A link to the FEO Website
- Links to Websites of Similar Social Enterprises Involved in Recycling to Create Jobs
- Access to this Guide – A Guide to Starting a Recycling Venture in your Community
- CRV/FEO contact details for easy access to support

Visit - www.communityrecycling.com.au



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End Notes

- ¹ Estimate based on most recently available waste generation data for NSW (12.2m tonnes), Victoria (8.6m tonnes), Queensland (4.5m tonnes), South Australia (3.3m tonnes) and ACT (0.7m tonnes), adjusted pro rata for total Australia based on population (from NSW Department of Environment and Conservation (2004), State of Victoria (2005), Queensland Environmental Protection Agency (2004), Nolan-ITU (2004), ACT Government (2004), Australian Bureau of Statistics (2005c)
- ² Estimates for solid waste composition based on Department of the Environment and Heritage (2001)
- ³ ACTs' leading solid waste recycling rate reached 69% in 2002/03, compared with South Australia's 65% in 2003, Victoria's 53% in 2003/04, NSW's 48% and Queensland's 37% in 2003 (from ACT Government (2004), Nolan-ITU (2004), EcoRecycle Victoria (2005), NSW Department of Environment and Conservation (2004), Queensland Environmental Protection Agency (2004)
- ⁴ OECD
- ⁵ Nolan-ITU (2002); Planet Ark (2004)
- ⁶ 73% of Queensland's domestic waste is potentially recyclable (Queensland Environmental Protection Agency (2004)), while Eastern Creek's Urban Resource – Reduction, Recovery and Recycling Facility can recover / recycle around 80% of the domestic waste it treats (Local Government Focus (2004)
- ⁷ Based on 'Environmental Benefits of Recycling Calculator' (NSW Department of Environment and Conversation) and estimated rates of municipal recycling excluding green organics.
- ⁸ Australia's water abstractions per capita are the third highest in the OECD, behind only Canada and the United States. They are over double the water abstractions per capita of New Zealand and over 5 times those of the United Kingdom (from OECD (2005c)
- ⁹ Or unpaid work in a family business or farm
- ¹⁰ Australian Bureau of Statistics (2005a)
- ¹¹ Department of the Parliamentary Library (2002)
Based on data for NSW, from Australian Bureau of Statistics (2004)
- ¹² For the 2002-03 year, from Australian Bureau of Statistics (2005b)
- ¹³ Adjusted average charge is estimated to be \$30 per tonne, based on the 2001 average landfill cost, including levies per tonne by state weighted by collected yields (From Nolan-ITU (2001), and adjusted for inflation.
- ¹⁴ Costs required to operate existing landfill sites, monitor and remediate closed sites, scope and prepare future landfill sites.
- ¹⁵ Property prices are typically decreased by 10% for homes situated 0.8-4.8 km from a landfill and by an average of 21% and 26% for properties within 0.8 and 0.4 km, respectively, of a landfill. (from Hirshfeld, Veslind and Pas 1992)
- ¹⁶ The SROI model is based on the methodology developed by the US-based Robert Enterprise Development Foundation (REDF)
- ¹⁷ The social return component is based on reduced unemployment benefits and increased income taxes. It does not attempt to quantify benefits from reduced community support services and lower crime, nor from environmental benefits and associated landfill-related savings. It therefore represents a conservative estimate.
- ¹⁸ Based on an average of 10 employees for each Community Recycling Venture, a Newstart allowance of \$180 per person per week and on average new taxes of \$4,000 per employee per annum.
- ¹⁹ From McClelland and Macdonald (1998)
- ²⁰ Based on 'Environmental Benefits of Recycling Calculator' (NSW Department of Environment and Conversation) and estimated rates of municipal recycling excluding green organics.
- ²¹ Business Plan of the Eaglehawk Recovery & Sales Yard (2002)
- ²² Business Plan of the Eaglehawk Recovery & Sales Yard (2002)

TYRES

\$5-

RIMS

\$5-

TYRE & RIM

\$10



Notes



INTERESTED IN FINDING OUT MORE?

In addition to this publication, FEO Future Employment Opportunities is offering

- *support via the website; www.communityrecycling.com.au*
- *Consultative Services.*
- *tours of the successful CRV; The Eaglehawk Recycle Shop.*
- *seminars on the fundamentals of developing a social enterprise including visits to a variety of enterprises currently in operation.*



Peter Cox – FEO, Chief Executive Officer

For bookings

Phone 03 5446 3477 or email crv@employment-bendigo.com

For accommodation

Contact the Bendigo visitor Information Centre

Phone 03 5434 6060

www.bendigotourism.com



Enjoy spending time in historical Bendigo.



CONTACT US

SVA, Social Ventures Australia supports social entrepreneurs like FEO whose programs are based on sustainable economic participation, social connection and personal significance. Encouraged by SVA, FEO decided to promote the Eaglehawk business model as a Community Recycling Venture to other communities throughout Australia, as a way of encouraging other partnerships to form and undertake similar projects in their own regions; discovering a model that is right for them.



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