



2020-2022 Waste Management Strategic Plan

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Executive Summary

La Trobe University generated almost 3,000 tonnes of waste material during the last financial year. Approximately one third of this material (31%) was able to be diverted from landfill and was recycled or reused. The remaining two thirds, over 2,000 tonnes was disposed to landfill, representing wasted resources, wasted time and wasted money.



The generation of solid waste is indicative of inefficient processes and highlights opportunities to improve labour and materials productivity. Beyond the inefficiencies underlying solid waste generation several converging headwinds necessitate a strategic approach from La Trobe in the way it manages and minimises solid waste generation.

These headwinds include:

- Strong community focus on plastic waste polluting the environment,
- Rapidly evolving international waste management policies, creating volatility in markets and impacting on Australian recycling services,
- Recent commitments by the Australian and Victorian Governments to implement policies and programs to further develop the circular economy¹, and
- Several recent high-profile incidents of unsafe storage and stockpiling of hazardous waste.

This three-year strategic plan proposes La Trobe University commit to four waste management targets underpinned by four strategies and related action plans. These strategies and action plans are a demonstration of the value La Trobe places on, 'pursuing excellence and sustainability in everything we do'.

The outcomes achieved through the delivery of this plan will contribute to 'operational excellence', helping to enable outstanding student experiences and deeper partnerships with industry and the community.

¹ A circular economy retains the value of materials in the economy for as long as possible, reducing the unsustainable depletion of natural resources and impacts on the environment.

Executive Summary

TARGETS

1. Divert 60% of waste from landfill by 2022 (Currently achieving 31% diversion rate)
2. Implement material separation systems to enable the diversion of 100% of organic waste from landfill by 2022
3. Phase out all non-essential single-use plastic product consumption by 2022
4. Increase the use of recycled products and materials

STRATEGIES

1. Avoid Waste Generation

- Avoid waste by minimising unnecessary material inputs² entering La Trobe campuses and confirming reuse or resource recovery processes during procurement.
- Identify and replace existing processes that incorporate single-use products/materials.
- Facilitate the collection and redistribution of surplus food generated on Campus.

2. Maximise Resource Recovery and Reuse

- Identify existing use of recycled materials in University operations & increase the procurement of recycled materials/products within operational and capital expenditure.
- Focus on maintaining circular material flows³ within our Campuses.

3. Effectively Comply with Hazardous Waste Management Requirements

- Ensure compliance with disposal requirements.
- Regularly assess hazardous waste management to ensure effectiveness.

4. Measure Progress and Communicate Effectively

- Be transparent and effective in reporting progress and focus communications on achieving desired behaviour change outcomes, aligned with these waste management strategies and the waste management hierarchy.

² Encompasses any physical materials entering La Trobe that will eventually need to be managed as a waste material.

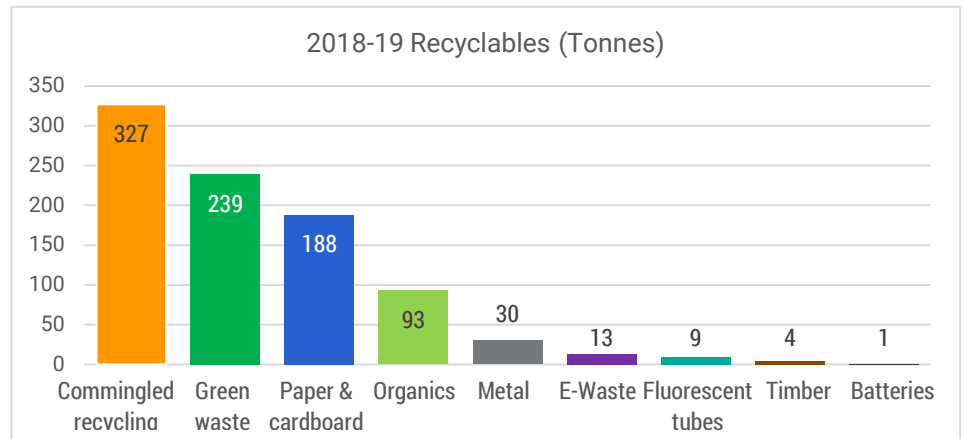
³ The flow of materials recovered from the landfill waste stream and fed back into the economy.

Current State

La Trobe generated 2,941 tonnes of waste material during the 2018-19 financial year.

Of this total amount,

- 2,037 tonnes were disposed to landfill, and
- 907 tonnes were recycled – resulting in a recycling rate of 31%.



Increasing Recycling Rates

Of the 2,037 tonnes of waste disposed to landfill, one sixth (322 tonnes) could have been recycled via existing recycling streams:

- Plastic bottles, containers & cans (215 tonnes)
- Paper/Cardboard (98 tonnes)
- E-Waste (7 tonnes)
- Polystyrene (2 tonnes).

Separating these recyclables from the landfill waste stream would increase the recycling rate to 37%.

Most of the remaining material disposed to landfill (1,154 tonnes) was compostable e.g. food scraps, paper towels etc. 91% of this compostable material was generated at the Melbourne and Bendigo Campuses.

The recycling rate could increase from 31% to 79%

Separating all compostable material from the landfill waste stream in addition to the above recyclables would increase the recycling rate to 79%.

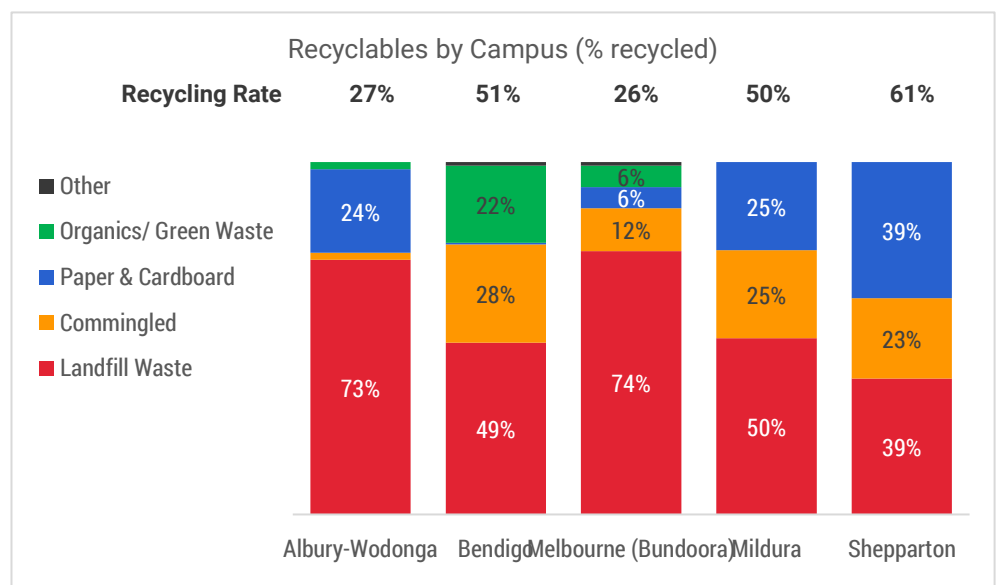
Recycling Rates Across Campuses

Recycling rates vary considerably across campuses.

This is a result of significant differences in commingled and paper/ cardboard recycling rates

Albury-Wodonga Campus

There is a noticeable lack of commingled recycling at the Albury-Wodonga Campus, which suggests the current separation systems are inadequate or that there are issues with the collection service i.e. contaminated loads being rejected by the collection contractors.



Bendigo Campus

The Bendigo Campus is achieving a much better commingled recycling rate than the Melbourne Campus, suggesting opportunities to replicate aspects of the Bendigo system in Melbourne.

Paper and cardboard recycling is negligible, suggesting this material is not being separated from the commingled stream, resulting in unnecessary costs.

The Bendigo Campus is also showing no metal or e-waste recycling suggesting these materials are not currently being recycled or current data capture processes are incomplete.

Melbourne (Bundoora) Campus

The commingled recycling rate at the Melbourne Campus is significantly lower than all other campuses except Albury-Wodonga. This suggests possible inadequacies in infrastructure and/or contamination and collection issues.

Table 1. Recyclables by Campus (tonnes)

	Albury-Wodonga	Bendigo	Melbourne (Bundoora)	Mildura	Shepparton
Landfill Waste (Tonnes)	37	107	1889	2	12
Commingled Recycling	1	61	304	1	7
Paper & Cardboard Recycling	12	1	165	1	12
Organics/ Green Waste Recycling	1	48	157	-	-
Other Recycling (e.g. metal, e-waste, fluorescent lamps, timber, polystyrene)	-	3	36	-	-
Total Waste/Recycling	51	220	2551	4	31

Context

La Trobe does not operate in a closed system. Changes in waste management at an international, national and local scale can interact with our operations. This section provides an overview of key international, Australian Government and Victorian Government policies and how they may impact our waste management efforts.

Victorian Waste Policy

Recycling Victoria is the state Government’s 10-year policy and action plan for waste and recycling.

Released in February 2020, the policy aligns with Australia’s national waste policy and its aims are contained within an overarching objective to transition to a circular economy.



The policy contains the following reforms and targets which are considered complimentary or potentially beneficial to La Trobe’s waste minimisation and recycling efforts:

- Divert 80% of waste from landfill by 2030, with an interim target of 72% by 2025,
- Halve the volume of organic material going to landfill by 50% between 2020 and 2030, with an interim target of 20% reduction by 2030,
- Introduce a fourth bin to the state’s household waste management system to separate glass waste for recycling,
- Introduce a container deposit scheme by 2023,
- Progressively increase landfill levies to \$125.90/tonne (metropolitan landfills), and
- Increase procurement of products containing recycled material.

Goals	Key commitment
1 MAKE Design to last, repair and recycle	1. Improve business productivity and reduce waste
	2. Support Victorian communities
2 USE Use products to create more value	3. Address plastic pollution
	4. Support the reuse economy
3 RECYCLE Recycle more resources	5. Reform the way households recycle
	6. Fit-for-purpose landfill levies
	7. Governance and regulation
	8. Increasing the use of recycled materials
	9. Encourage appropriate waste to energy investment
4 MANAGE Reduce harm from waste and pollution	10. Support safe and effective high-risk and hazardous waste management
MEASURE OUR PROGRESS	11. Expand Victoria’s waste data systems

Victorian Waste Policy Goals 2020

National Waste Policy

Australia's National Waste Policy: 'Less waste, more resources' published in 2018 provides a national framework for waste and resource recovery. The policy identifies five overarching principles and 14 related strategies:

Principle 1: Avoid waste.

1. Waste avoidance
2. Design
3. Knowledge sharing education & behaviour change

Principle 2: Improve resource recovery.

4. Product stewardship
5. A common approach
6. Improving access
7. Increasing industry capacity

Principle 3: Increase use of recycled material and build demand and markets for recycled products.

8. Sustainable procurement by governments
9. Sustainable procurement by business & individuals

Principle 4: Better manage material flows to benefit human health, the environment and the economy.

10. Plastics & packaging
11. Sound management of chemicals & hazardous waste,
12. Reduce organic waste

Principle 5: Improve information to support innovation, guide investment and enable informed consumer decisions.

13. Data & reporting
14. Market development & research.

Principles 3 and 4 and their related strategies are well aligned with the targets and strategies proposed in this plan and are likely to assist delivery efforts. The national waste policy embodies a circular economy, shifting away from 'take, make, use and dispose' to a more circular approach where the value of resources is maintained for as long as possible.



Circular Economy Model, National Waste Policy Action Plan 2019

The related Action Plan published in 2019 details seven national targets with associated actions, these targets are:

1. Ban the export of waste plastic, paper, glass and tyres, commencing in the second half of 2020,
2. Reduce total waste generated in Australia by 10% per person by 2030,
3. 80% average resource recovery rate from all waste streams following the waste hierarchy by 2030,
4. Significantly increase the use of recycled content by governments and industry,
5. Phase out problematic and unnecessary plastics by 2025,
6. Halve the amount of organic waste sent to landfill by 2030, and
7. Make comprehensive, economy-wide and timely data publicly available to support better consumer, investment and policy decisions.

International Waste Policy

China's National Sword policy introduced stringent restrictions on the importation of waste on 1 January 2018. The policy aims to improve China's national environmental standards and prohibits the importation of recyclable waste with contamination levels exceeding 0.5% (previous limit ~10%).

Previously plastics packaging has been overwhelmingly exported to China. Indonesia is now the largest destination for Australian plastic waste, followed by Malaysia and Thailand.

This policy has affected the 35% of Australia's (by volume) recyclable plastics and 30% of recyclable paper and cardboard that was previously exported to China. This has significantly impacted the Australian recycling industry and the cost structure of the Australian recyclables market e.g. La Trobe will pay a higher price per tonne in 2020 to have its commingled recycling collected than it does to have its general landfill waste collected.

China's national sword policy and its impacts on international recycling markets and local recycling services are strong drivers for La Trobe to reconsider current recycling practices. The potential financial benefits of separating materials such as glass and cardboard from the commingled recycling stream to be recycled separately should be thoroughly assessed.

La Trobe's 2018-2022 Strategic Plan



La Trobe's 2018-2022 Strategy Diagram

With a vision to promote positive change and address the major issues of our time through being connected, inclusive and excellent, La Trobe's current strategic plan identifies four core objectives:

- An outstanding student experience,
- Student and graduate employability,
- Research excellence, and
- Being the partner of choice for industry, education and the community.

There are three enablers that underpin the delivery of the core objectives:

- One university with many communities,
- Operational excellence, and
- Revenue growth.

The plan also elaborates on La Trobe's organisational values:

- Inclusiveness, diversity, equity and social justice,
- Pursuing excellence and sustainability in everything we do,
- Championing our local communities in Melbourne's north and regional Victoria, and
- Being willing to innovate and disrupt the traditional way of doing things.

The strategic objectives and related actions detailed in this waste management plan are a demonstration of the value La Trobe places on, 'pursuing excellence and sustainability in everything we do' and achieving 'operational excellence'.

The outcomes achieved through the delivery of this plan will contribute to operational excellence, helping to enable outstanding student experiences and deeper partnerships with industry and the community.

Alignment with Green Star Communities

This plan aligns with Green Star Community Waste Management credits 30.1 and 30.2 and supports La Trobe’s commitment to maintaining its six-star rating at the Melbourne (Bundoora) Campus.



Alignment with United Nations Sustainable Development Goals

The strategies and actions detailed in this plan align with the United Nations Sustainable Development Goals, particularly Goals 2, 11, 12 and 13.



Goals 2, 11, 12 and 13 of the United Nations Sustainability Development Goals

2020-2022 Waste Management Targets

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2020-2022 Waste Management Strategies

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Waste Management Hierarchy

2020-2022 Waste Management Action Plan

The Waste Management Action Plan includes actions related to policies, processes, programs or education.

The majority of actions will be lead by I&O. Specifically these will be the Master Planning, Sustainability & Systems (MPS&S) team. Other I&O teams include: PD&D – Project Design and Delivery, FAS – Facilities, Assets & Services, P&ED – Property & Economic Development, C&RM – Customer & Relationship Management.

Actions Focused on Avoiding Waste

#	Priority	Waste Type	Action Type	Action Detail	Lead	Supporting Area/s	Desired Outcomes
1.	Year 1	Catering Products & Packaging	Policy & Processes	Engage with relevant policy and procedure owners to review and amend to maximise waste avoidance opportunities.	MPS&S	Procurement	All catering service providers used by the University prioritise waste avoidance across their service offerings.
2.			Processes	Engage with relevant procurement and other staff to review existing procurement and contract arrangements and identify amendments, such as waste avoidance focused KPIs that will result in waste avoidance throughout delivery of the contract.	MPS&S	Procurement	KPIs in LTU contracts drive waste avoidance initiatives.
3.	Year 1	Packaging Materials	Processes	Engage with relevant staff in to identify and implement waste avoidance opportunities.	MPS&S	Procurement, IS, Leasing	Packaging waste is avoided or returned to suppliers wherever possible.
4.	Year 1	Construction Waste	Processes	Engage with relevant procedure and standard documentation owners to review existing waste management requirements and amend where appropriate to maximise waste avoidance opportunities in major and minor capital works.	MPS&S	PD&D	Documentation matches current best practice and drives innovative waste avoidance initiatives.

Actions Focused on Avoiding Waste

#	Priority	Waste Type	Action Type	Action Detail	Lead	Supporting Area/s	Desired Outcomes
5.	Years 1, 2 & 3	Single-use Products - Copy Paper	Processes	Engage with staff across the University to identify processes that are still paper reliant and transition to digital alternatives.	MPS&S	Multiple	All significant paper consuming processes are digitised wherever possible.
6.	Years 1 & 2	Single-use Products - Lab Equipment	Processes	Engage with labs staff to assess single-use product consumption and identify and implement waste avoidance opportunities.	MPS&S	SHE College	LTU Labs community proactively driving waste avoidance initiatives.
7.	Year 1	Single-use Products - Paper Towels	Processes	Identify and remove all remaining paper towel dispensers within standard staff and student toilets and replace with hand dryers where required.	FAS		All remaining paper towel dispensers within standard staff and student toilets removed.
8.	Years 1, 2 & 3	Construction Waste	Processes	Engage with University Project Representatives (UPRs) and head contractor management systems representatives on major projects to observe/review waste management practices and ensure alignment with University policies and procedures and/or current best practice.	MPS&S	PD&D	Management of construction waste aligns with LTU requirements and matches current best practice.
9.	Year 2	Furniture, Plant & Equipment	Processes	Engage with relevant stakeholders to review current procurement processes, supply agreements and end of life product management. Identify and implement waste avoidance opportunities such as product stewardship schemes or inhouse repair/reuse programs.	MPS&S & Accom. Services	PD&D, Procurement	All significant multiple-use product categories have waste avoidance strategies and processes in place.
10.	Year 2	Surplus Food	Processes	Facilitate wider engagement between relevant redistribution organisations and on-Campus food service providers. Assist with opportunities to redistribute surplus food.	MPS&S	P&ED, Events	Surplus food waste is avoided with all surpluses redistributed benefitting local communities.

Actions Focused on Avoiding Waste

#	Priority	Waste Type	Action Type	Action Detail	Lead	Supporting Area/s	Desired Outcomes
11.	Year 2	Single-use Products - Bottled Water	Programs	Engage with the Leasing team to phase out the sale of bottled water on all campuses. Ensure appropriate numbers of water fountains and bottle filling stations are located on all campuses.	P&ED	MPS&S	<p>No bottled water is sold on any LTU Campus.</p> <p>Water fountains and bottle refilling stations are appropriately located and promoted.</p>
12.	Year 2 & 3	Marketing & Events Collateral	Policy	Engage with relevant policy and procedure owners to review and amend to maximise waste avoidance opportunities.	MPS&S	S&CE	Waste avoidance is considered when making any collateral purchases.

Actions Focused on Maximising Resource Recovery and Reuse

#	Priority	Waste Type	Action Type	Action Detail	Lead	Supporting Area/s	Desired Outcomes
13.	Year 1	Green Waste Organics/Food Waste	Programs	Assess the potential for mulch to be produced from green waste collected onsite. Implement if practically feasible and financially/environmentally beneficial.	FAS		Green waste is mulched onsite and used on University grounds.
14.	Year 1	Organics/Food Waste	Programs	Maximise Animal House bedding mix waste separation & onsite recycling via Soil Food system.	FAS	SHE College	Animal House bedding mix waste is diverted from landfill and recycled.
15.	Year 1	Organics/Food Waste	Programs	Ensure all food/drink service providers including caterers and food trucks only supply compostable single-use packaging suitable for recycling via organics service available at Campus.	P&ED LTU Events		All single-use packaging supplied on University campuses is compostable.
16.	Year 1	Commingled	Processes	Evaluate potential benefits of separating cardboard and glass from commingled recycling streams to recycle separately and implement if the benefits are compelling.	FAS	MPS&S	Materials such as cardboard and glass that either attract a higher value as a separate material stream or negatively impact on the value of the commingled stream are separately recycled.
17.	Years 1 & 2	Construction Materials	Processes	Engage with relevant procurement and Project Design & Delivery staff to assess opportunities for increased use of recycled materials/products within existing major product procurements or construction projects.	PD&D & MPS&S		Continual improvements in the use of recycled materials/products containing recycled content.
18.	Years 1, 2 & 3	Demolition Waste	Processes	Engage with relevant staff to identify and implement waste reuse opportunities.	MPS&S	PD&D FAS	Waste materials have been assessed for reuse opportunities

Actions Focused on Maximising Resource Recovery and Reuse

#	Priority	Waste Type	Action Type	Action Detail	Lead	Supporting Area/s	Desired Outcomes
							and viable opportunities implemented.
19.	Years 1, 2 & 3	All Existing Recycling Streams	Processes	Maintain established recycling streams and utilise third-party waste auditor to undertake targeted quarterly performance monitoring to be linked to contractor KPIs and drive continual improvement.	FAS	MPS&S	Targeted recycling rate is achieved. Third-party auditors are effective in driving continuous improvement.
20.	Years 1, 2 & 3	All Existing Waste & Recycling Streams	Processes	Review La Trobe's waste and recycling bin systems guidelines (referenced in I&O Design Standards) annually and update as required.	MPS&S	FAS	Guidelines continually aligned with current best practice and LTU priorities.
21.	Year 2	Office Stationery	Programs	Establish office stationery recycling hub using Terracycle services co-located with student managed stationery reuse program.	MPS&S	FAS	Effective recycling hubs established.
22.	Year 2	Office Stationery	Programs	Facilitate the establishment of a student managed stationery swap/reuse program.	MPS&S	Accommodation Services	Effective student managed swap/reuse program established.
23.	Year 2	ICT Equipment	Programs	Facilitate engagement between relevant donor organisations and ICT. Assist in redistributing surplus equipment.	IS	MPS&S	Ongoing partnerships established to facilitate the donation of surplus equipment.
24.	Year 2	Labour	Programs	Implement IoT bin level sensors on landfill waste and commingled recycling bins located outside at Melbourne & Bendigo Campuses to reduce unnecessary cleaning labour costs.	FAS		Bin level sensors implemented resulting in more effective servicing of external bins.

Actions Focused on Maximising Resource Recovery and Reuse

#	Priority	Waste Type	Action Type	Action Detail	Lead	Supporting Area/s	Desired Outcomes
25.	Year 3	Abandoned Bicycles	Programs	Facilitate the establishment of a student managed bicycle repair/reuse program.	MPS&S		Effective student managed bicycle repair/reuse program established utilising abandoned bicycle parts.
26.	Year 3	Soft Plastics	Processes	Assess whether 60ltr slimline food waste bins located in staff/student kitchens are oversized based on amount of waste generated, if so, reuse for soft plastics collection (replace existing lids with orange lids) and deploy smaller counter-top bins for food waste collection.	MPS&S & FAS		Soft plastics recycling opportunities are maximised.
27.	Year 3	Recyclable Materials	Processes	Assess the feasibility, costs and benefits of establishing a picking station within the Agora Waste Centre to allow for sorting of general waste prior to disposal to maximise the separation of recyclable materials.	FAS		General waste stream is sorted prior to collection to maximise the diversion of recyclables.
28.	Year 3	Residual Waste	Processes	At contract renewal and when developments in the waste management industry justify it, review disposal options for residual waste ⁴ to identify opportunities to transition to options that minimise negative environmental or social impacts e.g. disposal to wet MRF ⁵ connected to a waste to energy plant.	FAS		Residual waste is diverted from landfill to generate energy.

⁴ Refers to any solid waste material left after reuse and recycling options have been exhausted, residual waste is currently disposed to landfill.

⁵ A materials recovery facility (MRF) receives mixed waste & recyclable materials and separates them into various material streams. A 'dirty' or 'wet' MRF generally receives materials from the landfill stream only.

Actions Focused on Achieving Effective Compliance with Hazardous Waste Management Requirements

#	Priority	Waste Type	Action Type	Action Detail	Lead	Supporting Area/s	Desired Outcomes
29.	Year 1	Liquid Waste	Processes	Transition liquid waste management to plumbing contractors & enhance prescriptive requirements within contracts regarding the identification, servicing and timely reporting on all grease traps/triple interceptor traps etc.	FAS		Liquid waste managed effectively under plumbing contract and in compliance with legal requirements.
30.	Years 1, 2 & 3	Hazardous/ Chemical Waste	Processes	Maintain established hazardous/chemical waste collection streams in labs and engage with teams responsible for waste generation to ensure full compliance with disposal requirements and timely, transparent reporting.	MPS&S & FAS	SHE College	Hazardous/chemical waste is managed in compliance with legal requirements. Generation data supplied in a timely fashion.

Actions Focused on Measuring Progress and Communicating Effectively

#	Priority	Waste Type	Action Type	Action Detail	Lead	Supporting Area/s	Desired Outcomes
31.	Years 1, 2 & 3	All Existing Waste & Recycling Streams	Education	Develop and implement a communications plan to educate the University community about correct separation of waste & recyclable materials	C&RM	MPS&S, FAS	Correct separation of waste/recycling materials significantly improved.
32.	Years 1, 2 & 3	All Existing Waste & Recycling Streams	Education	Ensure labelling of all centralised/contractor supplied waste/recycling receptacles is clear, including graphics and alignment with AS 4123.7 colour coding.	FAS	MPS&S, C&RM	Cleaning staff are well educated on the materials accepted in the various recycling streams and champion responsible waste management within the LTU community.
33.				Engage with cleaning staff on a regular basis to ensure comprehensive knowledge of acceptance criteria for general waste, commingled, paper/cardboard, soft plastics and organics recycling streams.	FAS	MPS&S	
34.	Year 1	All Existing Waste & Recycling Streams	Processes	Engage with the cleaning and waste contractor to establish automated data feeds to the La Trobe Energy Analysis Platform or alternative platforms to streamline monthly waste/recycling generation data capture.	FAS & MPS&S	Net Zero	La Trobe's chosen data management platform is updated automatically on a monthly or more frequent basis with all the University's waste/recycling generation data (in Kilograms).
35.	Year 1	All Existing Waste & Recycling Streams	Processes	Establish automated campus level waste/recycling management performance dashboards aimed at engaging the University community and reinforcing desired waste avoidance, reuse and recycling behaviours.	MPS&S & C&RM		LTU community are aware of their campus's waste/recycling performance against targets and are committed to assisting in the achievement of the targets.