

Goulburn Valley Waste and Resource Recovery Group

Business Plan

2014/2015 - 2016/2017



Goulburn Valley
Waste and Resource Recovery Group



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FOREWORD

It is my pleasure to present the inaugural Business Plan for the Goulburn Valley Waste and Resource Recovery Group (GVWRRG) 2014/2015 - 2016/2017.

Our new entity will seek to ensure that the necessary institutional and governance reforms are efficiently applied to ensure effective implementation of our legislative functions.

This interim Business Plan recognises that a comprehensive business planning process will be undertaken in early 2015, ensuring that we are integrating with state-wide waste and resource recovery planning and developing new partnerships with the industrial sector given our expanded regulatory responsibilities.

We will aim to ensure that member council engagement is maintained during this change process and a high quality communication and stakeholder management remains a characteristic of our new entity.

The Board recognises the challenge ahead in playing the role expected of us in the Victorian Waste and Resource Recovery Planning Framework. The degree of interaction and harmonisation required will only be achieved through significantly increased engagement function.

In establishing the new Group we will seek to ensure that the value of the work we undertake is recognised and valued and that resources available for the new work task are both appropriate and sustainable.

Wendy Buck

Chairman

EXECUTIVE OFFICER'S MESSAGE

Our business planning for 2014/15 focuses on business transitional and consolidation activities.

We aim to quickly reach alignment with our new operating environment and become productive within our new areas of remit.

Key challenges will include:

- maximise the benefit of introducing a new Board structure that included skills based board directors
- establishment of governance framework appropriate to an entity subject to the *Public Administration Act 2004*
- maintaining workable arrangements with, and meeting the expectations of local government whilst adjusting to the fact that the Group is no longer a member based organisation
- harnessing new opportunities that arise as the Group develops new functions in the industrial waste sector and procurement area
- inducting new staff and seeking efficiencies in communications and data management

There have been some important learnings from the more than 16 year history of our Regional Waste Management Group and we aim to ensure that these are available for the benefit of our upcoming planning phase.

Key research funded by the two year Regional Waste Management Support grants have helped to fill knowledge gaps and provided a basis for our Waste and Resource Recovery Implementation Plan (WRRIP) which will be developed during the first two years of the planning period. Extracting the benefit of these and other projects for the benefit of the WRRIP will be an important body of work to commence this year and continue into the 2015/16 plan.

After almost four years in the making, the expansion of addition of organics collection services will commence in earnest this year with several member councils now well into preparation mode for this change at the kerbside. This program promises to deliver a step change in our diversion performance as such considerable efforts are being directed to support it.

Somewhat linked to this program will be our involvement in the facilitation in the five Council Southern Hume Joint Waste Tender. This is being done in partnership with our neighbouring WRRG in the North East and will see us heading up the evaluation phase of this procurement task. This project is one which demonstrates our willingness to be an early adopter in our new roles and provide the type of leadership to our peers which we hope the GVWRRG to become known for.

On the financial front, the matter of the ongoing resourcing of the Group's activities will be further investigated through a cost and capability review project. A deficit of \$189,057 is proposed for in 2014-15 in the understanding that this is to be funded from the liquid (cash) component of contributed capital. This will be in the form of both committed (\$119,057) and uncommitted funds (\$70,000).

Nick Nagle

Executive Officer

OUR THOUGHTS ON WASTE

What we call 'waste' is a sign of materials not being used in the most efficient way. It is not in the interests of our economy or environment to simply accept people continuing to throw away materials that have an economic value, have the possibility to generate environmental improvement or may cause harm to the environment.

Increased awareness through education and engagement; encouraging householder environmental citizenship, advocating business and industry support to use materials more efficiently, the generation of avoidable waste can be reduced. For 'waste' which is unavoidable, adverse disposal impacts can be minimised and resource benefits realised if, as a society, we fundamentally see this 'waste' as a resource to be fully utilised and act accordingly.

Reduction of waste can be achieved through efficient use (including reuse and "up-cycling") of materials, recovering resources through the processes of recycling, or energy recovery and care to use materials that support such measures in making products.

Addressing the inefficiency of waste is a responsibility to be shared by all Australians, including governments, industry and the community.

WHO WE ARE

The Goulburn Valley Waste and Resource Recovery Group (GVWRRG) is a Statutory Authority established under the Environment Protection Act 1970 (the EP Act). The organisation commenced operating on the 1 August 2014.

The GVWRRG is the link between state, local governments, community and industry and is responsible for facilitating a coordinated approach to the planning and delivery of infrastructure and services for all waste streams, municipal solid waste (MSW), commercial and industrial waste (C& I) and construction and demolition waste (C & D).

The organisation has a central office, located at Shepparton to service the Goulburn Valley waste management region which extends from the New South Wales border through to the outer suburbs of Melbourne and encompasses the following municipalities:

- Campaspe Shire Council
- Greater Shepparton City Council
- Mitchell Shire Council
- Moira Shire Council
- Murrindindi Shire Council
- Strathbogie Shire Council

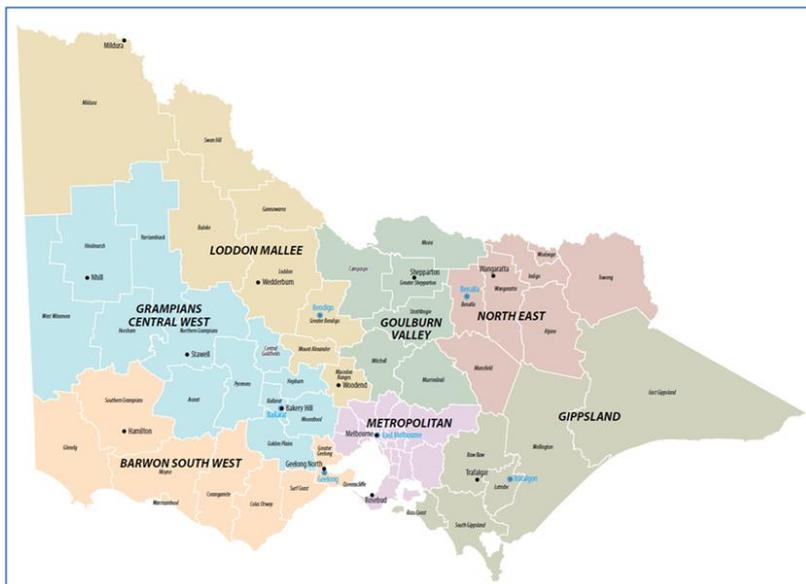


Figure 1: Waste and Resource Recovery Regions

OUR VISION

Powerfully engaged; partnering in positive outcomes for waste minimisation and recovery via social, economic and environmental means.

OUR PURPOSE

Through collaboration with the six councils, the Department of Environment, Land, Water and Planning (DELWP), the Environment Protection Authority (EPA), Sustainability Victoria (SV), other Waste Recourse Recovery Groups, industry, business and the community, GVWRRG aims to:

- **Integrate statutory planning for waste and resource recovery.** Work to ensure that waste and resource recovery is supported by statutory planning processes and decisions.
- **Attract investment and market development.** Initiate the provision of high quality planning and advice
- **Maximise resource recovery.** Maximise the sustainable recovery of materials from waste.
- **Waste Minimisation.** Reduce the generation of waste.
- **Improve waste and resource recovery infrastructure.** Facilitate continual development and improvement of waste and resource recovery infrastructure.
- **Manage residual waste.** Minimise the damage to the environment caused by waste disposal.
- **Improve delivery capacity.** Build capacity and promote best practice in the sector through integrated projects and the provision of expertise and resources.

OUR VALUES

We:

- recognise the role we play in an integrated waste management framework;
- will work harmoniously together and collaborate to achieve shared objectives
- will be responsible and equitable in our dealings and communication
- will provide quality information, facilitation and advice.

THE GVWRRG BOARD OF DIRECTORS

The Goulburn Valley Waste and Resource Recovery Group (GVWRRG) Board consists of four Local Government Waste Forum nominees and four skills based representatives whom collectively, as Directors, ensure good governance, oversight risk management and strategic planning undertaken by GVWRRG



Director Wendy Buck (Board Chair)

Moira Shire Councillor



Director Geoff Dobson

(Deputy Chair)



Director Greg Toll

Campaspe Shire Councillor



Director Robin Weatherald

Strathbogrie Shire Councillor



Director Fern Summer

Greater Shepparton City Councillor



Director Geoff Cobbledick



Director Anthony Lewis



Director Andrea Richards

GVWRRG STAKEHOLDER FRAMEWORK

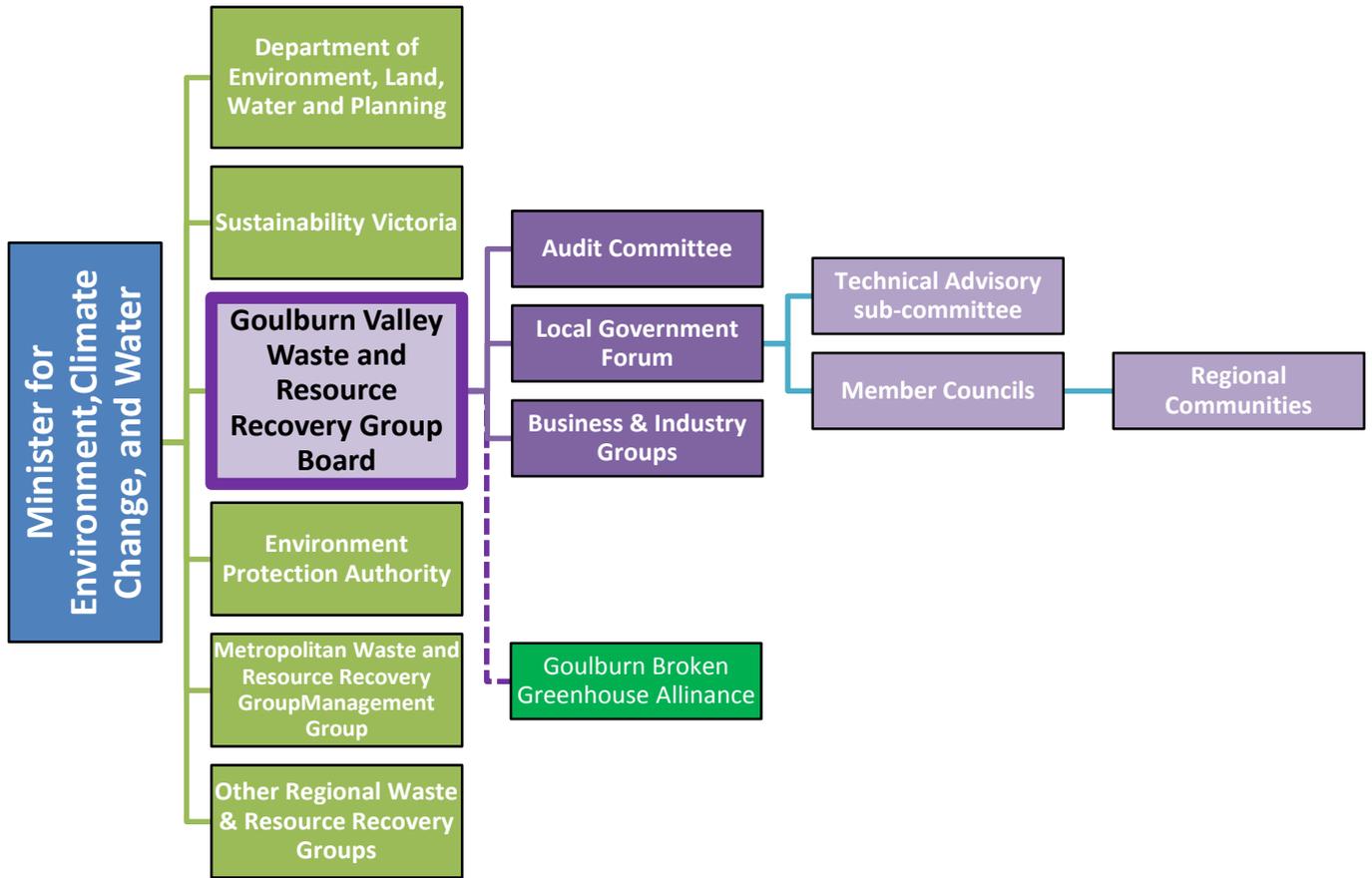


Figure 2: Organisational Chart

GVWRRG works with member councils to plan for infrastructure and investment in the delivery of waste and resource recovery services. It ensures council understands the range of opportunities associated with strategic decision options and the associated policy and commercial frameworks to guide planning and procurement. GVWRRG’s role and expertise reflects a strong understanding of council’s commitment to educate and ensure economic value via waste management and deliverables related to resource recovery.

Without buy-in from key stakeholders, it is unlikely that some beneficial options, including advanced resource recovery technologies (ARRTs), will be considered and subsequently implemented. Multi-council procurement arrangements that secure long-term viability of larger scale facilities need to be considered up-front before policy, strategy and investment decision-making is too advanced. The extent to which this is an obstacle is dependent upon the extent to which industry, state and local government interests can be aligned.

Our Community – now and into the future

The GVWRRG covers a large geographical region with a mix of rural and regional city communities. With small populations in rural settlements to regional centres such as Shepparton and Echuca, developing policy framework must consider this variance.

A snapshot of population and household data relating to waste management and regional growth identifies the complexity of social responsibility for inclusiveness.

Structural ageing (farmers get older, young people migrate to cities and retirees migrate to the region) is most notable in the Strathbogie Shire.

Some councils are witnessing population growth, however overall population growth is a slightly lower rate than the Victorian average. High amenity areas experience a significant influx of Melburnians seeking a rural lifestyle (weekenders and commuters).

GVWRRG must consider the social impacts of the entire community base when developing policy and recommendations for the region.

TABLE 1 - AGE STRUCTURE BY MUNICIPALITY

Municipality	% People 60yrs+	
	2006*	2031
Campaspe	23.0	34.3
Greater Shepparton	18.4	27.9
Mitchell	14.6	28.8
Moira	25.6	39.2
Murrindindi	22.2	39.9
Strathbogie	30.1	48.9
Total (Regional Vic)	21.4	35.9

Source: * ABS Census 2006. Cat No 2068 & DSE 2008 (Victoria in Future)

TABLE 2 – POPULATION DATA

Municipality	Est Residential Population 30 June 2014	Est Residential Population 30 June 2036	Change 2014-2036
Campaspe	36,992	42,858	15.86%
Greater Shepparton	64,641	80,080	23.88%
Mitchell	39,079	79,646	103.81%
Moira	31,503	39,904	26.67%
Murrindindi	13,505	17,021	26.03%
Strathbogie	9,706	10,851	11.0%
Region Total	195,426	270,360	38.34%

(Source: Australian Bureau of Statistics Estimated Resident Population (ERP), Regional Population Growth, Australia (3218.0). Compiled and presented in profile.id)

TABLE 3- POPULATION DENSITY PROJECTIONS IN THE GOULBURN VALLEY REGION

Municipality	Area (km ²)	Population Density (person/km ²)	
		2014	2036
Campaspe	4519	8.0	9.48
Greater Shepparton	2421	26	33.08
Mitchell	2862	13	27.83
Moira	4045	7.0	9.87
Murrindindi	3889	3.47	4.38
Strathbogie	3302	3.0	3.29
Region Average/Total	21038	9.3	12.85
State Average	NA	21.1	27.4

(Source: Australian Bureau of Statistics Estimated Resident Population (ERP), Regional Population Growth, Australia (3218.0). Compiled and presented in profile.id)

Regional context

The *Hume Strategy for Sustainable Communities 2010-2020* identifies 20 key directions grouped under five themes. There are seven directions linked to integrated waste management or resource efficiency:

- harnessing renewable energy sources, reducing greenhouse gas emissions and pursuing innovative waste management approaches
- adapting and diversifying agriculture in an environment of change
- facilitating research and innovation in tourism, manufacturing and industry to encourage new and evolving business
- developing energy infrastructure that builds on existing competitive advantages
- developing a proficient land transportation system
- maximising use of existing infrastructure and services and facilitating strategic investment in future infrastructure and services
- ensuring efficient use of land use planning resources in the region.

Other noteworthy aspects of the Region include:

- More than a quarter (28%) of Goulburn Valley is public land.
- Shepparton-Mooroopna has the largest Indigenous population in provincial Victoria and further cultural diversity resulting from past and recent settlement of migrants.
- Local Government range from well-resourced and quickly expanding (e.g. Mitchell) to those under resource pressures (e.g. Murrindindi). This is directly reflected in local waste infrastructure and services which range from best practice (Wallan) to below par (Kinglake).
- The region has relatively low levels of social disadvantage. Of 270 relatively disadvantaged towns in regional Victoria only 40 are in the Hume region (and none in the top 24). However, disadvantaged towns include all of the region's centres – Shepparton, Mooroopna and Seymour.

Economic profile

The industry cross section throughout the region is complex with a large agricultural base covering 4 of the 6 councils. Often referred to as the "Food bowl of Victoria", the Shepparton irrigation Region is home to quality food products that are exported to domestic and international markets. These generate significant export income for Australia and Victoria. The remaining 2 councils sit at the urban fringe with key industries being manufacturing, forestry and grazing.

The economy is based on access to water and productive land, the national freight corridor and significant areas of natural beauty. Related key industries are agriculture/primary production, manufacturing (primarily food and beverage) and tourism.

Highest employment is in manufacturing at 15%. Although declining in most, but not all parts of the region, manufacturing is a prevalent employer particularly for commuters along Hume Freeway. Agriculture comprises 10% and is declining. Growth sectors include tourism, construction and healthcare.

OBJECTIVES, FUNCTIONS AND POWERS

Nature of Goulburn Valley WRRG (Establishment)

Goulburn Valley WRRG is a Statutory Authority established under section 49C of the *Environment Protection Act 1970* [the EP Act] that;

- is a body corporate with perpetual succession; and
- has a common seal; and
- may sue and be sued in its corporate name; and
- is capable of acquiring, holding and disposing of personal property; and
- may take land on lease and grant subleases of leased land; and
- subject to this Act, may do and suffer all acts and things that a body corporate may by law do and suffer.

Objectives of the Goulburn Valley WRRG

In accordance with Section 49G of the EP Act the Objectives of the Goulburn Valley Waste and Resource Recovery Groups are –

- (a) to undertake waste and resource recovery infrastructure planning to meet the future needs of its waste and resource recovery region while minimising the environmental and public health impacts of waste and resource recovery infrastructure; and
- (b) to facilitate efficient procurement of waste and resource recovery infrastructure and services for its waste and resource recovery region through the collective procurement of waste management facilities and waste and resource recovery services in the region; and
- (c) to integrate regional and local knowledge into State-wide waste and resource recovery market development strategies; and
- (d) to educate businesses and communities within its waste and resource recovery region to reduce waste going to landfill by using waste and resource recovery infrastructure and services efficiently; and
- (e) to ensure Regional Waste and Resource Recovery Implementation Plans and programs are informed by local government, business and community and inform State-wide waste and resource recovery planning and programs.

In seeking to achieve its objectives, a Waste and Resource Recovery Group must collaborate with councils, Sustainability Victoria, the Environment Protection Authority, industry, business and the community.

Functions of Goulburn Valley WRRG

In accordance with section 49H of the EP Act, the functions of the Goulburn Valley Waste and Resource Recovery Group are –

- (a) to plan for the future needs of waste and resource recovery infrastructure within the Goulburn Valley waste and resource recovery region consistently with the State-Wide Waste and Resource Recovery Infrastructure Plan; and
- (b) to facilitate the provision of waste and resource recovery infrastructure and services by councils within its waste and resource recovery region; and
- (c) to facilitate the development of contracts for the joint procurement of waste management facilities and waste and resource recovery services within its waste and resource recovery region; and
- (d) to manage contracts in the performance of its objectives and functions; and
- (e) to work with Sustainability Victoria, councils, businesses and communities to ensure State-wide waste and resource recovery education programs are adapted to the needs of its waste and resource recovery region and to facilitate the delivery of those education programs; and

- (f) to advise, with Sustainability Victoria, councils and businesses within its waste and resource recovery region on best practices for waste and resource recovery systems, facilities and services; and
- (g) to support its waste and resource recovery region's Local Government Waste Forum to enable the Waste Forum to perform its functions; and
- (h) to undertake waste and resource recovery projects as funded by government, councils and other organisations

In establishing the new WRRGs the government emphasised the following deliverables

- development of regional WRRIPs including landfill and resource recovery infrastructure draft schedules.
- facilitation of joint procurement of infrastructure and services in partnership with local governments.
- education in accordance with the state's education approach.
- projects as funded by SV, councils and other organisations.

These deliverables will be implemented in 2014-15 through the following priority tasks :

- the establishment of six Regional Waste and Resource Recovery Implementation Plans (RWRRIPs)
- technical assessment of landfill performance, volumes and future needs to inform the development of the RWRRIPs.

Powers of Goulburn Valley WRRG

In accordance with section 49I of the EP Act Goulburn Valley Waste and Resource Recovery Group has the power to do all things that are necessary or convenient to enable it to carry out its functions and achieve its objective.

Goulburn Valley Waste and Resource Recovery Group cannot however own or operate a waste management facility, hold a planning permit or enter into contracts for the procurement of waste management facilities or waste and resource recovery services, unless the contract is jointly entered into with a procurer under that contract.

Legislative and Policy framework

Legislation

The *Environment Protection Act 1970* establishes objectives for resource efficiency including sustainable use of resources and fostering of best practice in waste management.

Waste and Resource Recovery Infrastructure planning

The Act also sets out under Divisions 2AB the *Victorian Waste and Resource Recovery Infrastructure Planning Framework* which includes the requirement for WRRGs to develop Regional Waste and Resource Recovery Implementation Plans.

GVWRRG OBJECTIVES AND STRATEGIES

The GVWRRG will utilise the 2014/15 year as a transitional period; building readiness to develop and implement the groups Regional Waste Resource Recovery Implementation Plan (RWRRIP). This will be managed in the form of five key priority areas:

1. **Organisational Development** – to ensure service delivery is maintained whilst ensuring new legislative responsibilities are introduced and adhered to.
2. **Governance** – ensuring quality compliance across all areas of governance
3. **Capability Enhancement** – providing the opportunities for increased administration, procurement and planning capacity
4. **Regional Planning**- Waste Resource Recovery Implementation Plan, feasibility and scoping – safeguarding the efforts of implementation will be successful via ample analysis and scoping completed during the planning phase.
5. **Project management** – ensuring multi-year program continuity is effectively implemented and successfully integrated within the relevant councils.

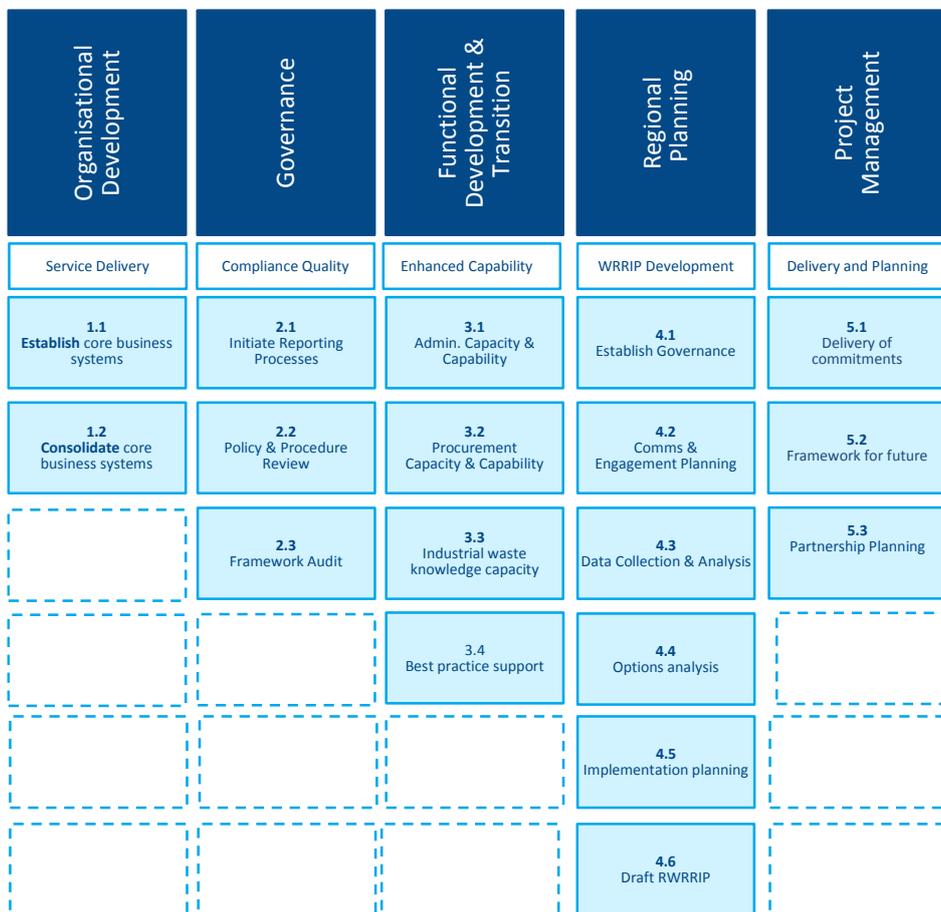


FIGURE 3 OBJECTIVES AND STRATEGIES

Details of each strategy identified under each core focus areas is monitored and tracked via the key timeframes and dates for delivery.

The GVWRRG is an outcome focused organisation that strives for implementing best practise service delivery outcomes. To ensure GVWRRG provides value to the community and industry, key performance measures are implemented and tracked across the 5 priority areas.

Priority Area 1: Organisational Development

Objective A: To enable the GVWRRG to position itself to continue key service delivery whilst adapting to its new legislative responsibilities.

Strategies	Key Tasks	End period
1. To undertake business development activities that <u>establish</u> core business systems of the GVWRRG	<ul style="list-style-type: none"> ○ Board induction ○ Structural options assessment ○ EO recruitment ○ HR and OHS audits ○ Forum establishment 	Jan 2015
2. To undertake business development activities that <u>consolidate</u> the business systems of the GVWRRG	<ul style="list-style-type: none"> ○ Group Identity and branding determined ○ Greenhouse Alliance governance review ○ Complete recruitment process for added roles ○ Forum relationship protocols developed ○ Information and communication system development ○ Participate in Cost and Capability Review 	June 2015

Success	Performance Indicator	Basis for comparison
Compliance and improvement in HR and OHS	Annual HR and OHS audit results	Annual results, establish baseline
Board performance	Results of board self-assessment	Annual results, establish baseline
Staff performance	Results of staff performance reviews	Annual results, establish baseline

Priority Area 2: Governance		
Objective B: To exhibit high quality in compliance activities and governance		
Strategies	Key Tasks	End period
1. Initiate reporting processes	<ul style="list-style-type: none"> ○ Undertake Board induction activities ○ Produce Annual Report 2013-14 ○ Produce Business Plan 2014-15 ○ Produce Business Planning for 2015-16 ○ Compliance with mid-year and end of year reporting requirements 	Feb 2015
2. Develop corporate governance framework	<ul style="list-style-type: none"> ○ Establish a policy working group ○ Progressively develop and adopt necessary policy and procedure. 	March 2015
3. Undertake an active program of audit and review.	<ul style="list-style-type: none"> ○ Establish an internal audit committee ○ Engage an internal auditor ○ Undertake rolling reviews of governance framework 	June 2015

Success	Performance Indicator	Basis for comparison
Statutory requirements met Clean bill of financial management health	<ul style="list-style-type: none"> ● Approved Business Plan ● Annual report ● Financial compliance ● Auditor General sign off 	<ul style="list-style-type: none"> ● External audit report repeated annually ● Independent audit reports ● Statutory compliance
Staff performance assessment	<ul style="list-style-type: none"> ● Results of board self-assessment performance and staff performance reviews 	<ul style="list-style-type: none"> ● Annual results
Board and committee engagement and performance	<ul style="list-style-type: none"> ● Attendance record at Board and relevant sub committee meetings ● Board and committee effectiveness measured internally (self assessment/annual review) ● Board measured externally (independent annual review) 	<ul style="list-style-type: none"> ● Annual results, establish baseline

Priority Area 3: Functional Development and program transition

Objective C: To develop administration , planning and procurement capability and capacity

Strategies	Key tasks	End period
1. Assessment and development of administration capability and capacity.	<ul style="list-style-type: none"> ○ Produce compliance calendar. ○ Professional development needs analysis ○ Admin officer role development and initiation 	Feb 2015
2. Assessment and development of planning and procurement capability and capacity.	<ul style="list-style-type: none"> ○ Professional development needs analysis ○ Planning Manager role development and initiation ○ Facilitate Southern Hume Joint Waste Tender 	Feb 2015
3. Development of required industrial waste function.	<ul style="list-style-type: none"> ○ Assessment of need and opportunity for staff role definition 	March 2015
4. Technical and best practice support	<ul style="list-style-type: none"> ○ Survey of Councils to assess valued aspects of RWMG interaction. ○ Determine resourcing and skill requirements based on analysis. 	May 2015

Success	Performance Indicator	Basis for comparison
Economic savings and social and environmental benefits through collective procurement process.	Established procurement framework. Financial savings Environmental and social benefits.	Establish baseline
Collaborative contracts	Participant survey/debrief	Establish baseline
Organisational framework	<ul style="list-style-type: none"> • Full staff capacity • Professional development opportunities 	Establish baseline

Priority Area 4: Regional Planning

Objective D: Commencement of the Waste and Resource Recovery Implementation Plan development

Strategies	Key tasks	End period
1. Establish clear WRRIP Governance arrangements	<ul style="list-style-type: none"> ○ Develop terms of reference ○ Develop confidentiality and conflict of interest templates ○ Determine working group composition 	Feb 2015
2. Ensure WRRIP stakeholders are engaged	<ul style="list-style-type: none"> ○ Undertake WRRIP stakeholder mapping and develop of management plan 	March 2015
3. Demonstrate efficient communications and engagement methods	<ul style="list-style-type: none"> ○ Develop WRRIP communications and engagement plan 	March 2015
4. Underpin WRRIP with quality data	<ul style="list-style-type: none"> ○ Undertake data collection and review including progressive gap analysis 	April 2015
5. Option identification and analysis	<ul style="list-style-type: none"> ○ Undertake options identification and analysis ○ Undertake literature review of Resource GV research in order to inform organisational development and WRRIP. 	May 2015
6. Production of high quality draft RWRRIP document	<ul style="list-style-type: none"> ○ Commence development of implementation plan ○ Commence development of infrastructure schedule 	June 2015

Success	Performance Indicator	Basis for comparison
GVWRRG Regional Waste and Resource Recovery Implementation Plan (WRRIP)	<ul style="list-style-type: none"> • Data gathering complete and gap analysis undertaken • Project plan and Stakeholder Communications Plans developed. • Draft WRRIP produced 	<ul style="list-style-type: none"> • Establish baseline • ABS statistics • Historical RWMG data Establish baseline
Comprehensive regional waste and resource recovery data	Data collection system/library	Historical RWMG data
Comprehensive consultation program.	Number of consultation session and attendance.	Establish baseline
Consistent Local Government Waste Strategies	6 LG waste strategies aligning with regional and State-wide planning	Number of LG with Waste Strategy.

Priority Area 5: Project Delivery

Objective D: Maintain an active project management function

Strategies	Key tasks	End period
1. Ensure successful delivery key ongoing projects	<ul style="list-style-type: none"> ○ Get it Right on Bin Night (GIROBN) recyclables campaign ○ Support package for organics collection services ○ Domestic Asbestos Disposal ○ Denton Scholarship ○ B2E campaign development and core delivery role 	Ongoing
2. Provide clarity for future project management role	<ul style="list-style-type: none"> ○ Develop an options paper for council contributions ○ Assess resourcing and method for project management within the business planning period 	March 2015
3. Development of project plans and partnership arrangements for 2015-16 and beyond.	<ul style="list-style-type: none"> ○ Partnership agreements developed ○ Consultation undertaken through forum/business ○ Priority project listing developed 	March 2015

Success	Performance Indicator	Basis for comparison
Reduced waste to landfill	% change and weight (kg) of waste per household	LG data survey. Audit results, Periodic sample 2007, 2010, 2015
Increased resource recovery	% change and weight (kg) of recovered resources per household	LG data survey. Audit results, Periodic sample 2007, 2010, 2015
Engaged LG Forum	<ul style="list-style-type: none"> ● Number of Forums ● Forum attendance ● Board/forum interaction ● Number of initiatives resulting from Forum 	Establish baseline
Best practice waste and resource recovery facilities and services	<ul style="list-style-type: none"> ● Number of BP facilities ● Number of BP services ● Number of improvements 	Performance against Regional Resource Recovery Assessment report 2014
Waste and Resource Recovery projects/programs delivered	Number of projects % or weight of waste diverted from landfill % or weight resource recovery	Establish baseline.

GVWRRG RISK MANAGEMENT

In accordance with the *Victorian Government Risk Management Framework*¹ GVWRRG manages risk by following the process shown in Figure 1 below.

Project risk and mitigation strategies will be monitored and reviewed via the Audit and Risk Committee and the Board.

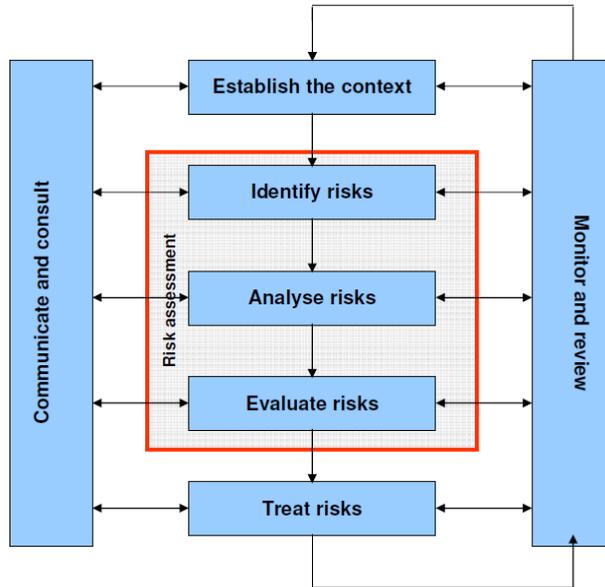


Figure 1: Risk Management Process (*Victorian Government Risk Management Framework*, page 12)

Risk Register Template

PROJECT:

DATE STARTED:

Risk #	Description of Risk*	Risk Mitigation	Owner	Impact	Likelihood	Risk Score Impact x Likelihood	Further Action
1							
2							
3							

Overall Rating					
Impact Likelihood	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost certain (5)	Low	Medium	Significant	High	High
Likely (4)	Low	Medium	Significant	Significant	High
50/50 (3)	Low	Low	Medium	Significant	Significant
Unlikely (2)	Low	Low	Medium	Medium	Significant
Rare (1)	Low	Low	Low	Low	Medium

¹ Department of Treasury & Finance, 2007

BUDGET

Item	Account Description	2014-15	2015-16	2016-17	2017-18
INCOME					
LANDFILL LEVY					
	Landfill Levy distribution	\$ 319,372	\$ 327,356	\$ 335,540	\$ 343,929
WRRIP FUNDING					
	DELWP WRRIP Establishment (Stream 1)	\$ 66,667	\$ 183,333		
	DELWP WRRIP Establishment (Stream 1A)	\$ 33,333	\$ 100,000		
	DELWP Transition costs (Stream 4)	\$ 101,000			
	DELWP Procurement expertise (Stream 2)			\$ 141,667	\$ 158,333
	DELWP Statutory and Strategic Planning (Stream 3)		\$ 50,000	\$ 83,333	\$ 66,667
GBGA FUNDING					
	Member Contributions GVWRRG	\$ 95,881	\$ 98,757	\$ 101,720	\$ 104,771
	Member contributions GBGA		\$ 76,288		
	Watts Working Better project	\$ 19,450	\$ 19,936		
	Project Management fees (WWB project)	\$ 27,658	\$ 28,349		
	Comms activities	\$ 47,232	\$ 48,413		
GRANTS					
	SV Organics Grant	\$ 194,310	\$ 318,190		
	Project management fees charged	\$ 16,000			
	GROBN SV Grant	\$ 17,000			
MISCELLANEOUS					
	Interest Income	\$ 2,200	\$ 2,255	\$ 2,311	\$ 2,369
	Scholarship contribution	\$ 2,000	\$ 2,050	\$ 2,101	\$ 2,154
	Capital disposal	\$ 9,400			
TOTAL INCOME		\$ 951,503	\$ 1,254,928	\$ 666,673	\$ 678,223
EXPENDITURE					
EMPLOYMENT					
STAFFING COSTS					
	Executive Officer	\$ 133,573	\$ 140,500	\$ 144,013	\$ 147,613
	Manager Operations	\$ 97,560	\$ 99,999	\$ 102,499	\$ 105,061
	Manager Strategic Planning	\$ 78,048	\$ 80,171	\$ 82,175	\$ 84,230
	Admin	\$ 29,483	\$ 30,220	\$ 30,976	\$ 31,750
	Fringe benefits tax	\$ 2,838	\$ 7,500	\$ 7,688	\$ 7,880
	Workover	\$ 1,495	\$ 1,532	\$ 1,571	\$ 1,610
GREENHOUSE ALLIANCE					
	Executive Officer employment	\$ 68,292	\$ 69,999	\$ 71,749	\$ 73,543
OFFICE COSTS					
	Office Lease	\$ 29,558	\$ 30,445	\$ 31,358	\$ 32,299
	Outgoings and Cleaning	\$ 7,200	\$ 7,380	\$ 7,565	\$ 7,754
	Storage shed	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185
	Phone/Fax	\$ 9,500	\$ 9,738	\$ 9,981	\$ 10,230
	Internet Access	\$ 2,160	\$ 2,214	\$ 2,269	\$ 2,326
	General Office Equipment	\$ 1,850	\$ 1,896	\$ 1,944	\$ 1,992
	Website development	\$ 2,239	\$ 15,000		
	Website Maintenance			\$ 1,200	\$ 1,230
	Ph copying/Printing/Stationary	\$ 3,554	\$ 3,732	\$ 3,918	\$ 4,114
	Postage	\$ 450	\$ 473	\$ 496	\$ 521
	Advertising	\$ 2,500	\$ 2,625	\$ 2,756	\$ 2,894
	Room hire	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600
	Forum operation	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500
	Meeting Catering	\$ 5,650	\$ 5,820	\$ 5,994	\$ 6,174
	Gifts	\$ 350	\$ 350	\$ 350	\$ 350
PROFESSIONAL DEVELOPMENT					
	Staff learning and development plans	\$ 3,000			
	Staff Professional Development	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
	Staff General Conferences	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600
	Director Prof Dev	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
ANCILLARY COSTS					
	Journals & Publications	\$ 950	\$ 979	\$ 1,008	\$ 1,038
	Memberships/Subscriptions	\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278
	Insurance	\$ 8,000	\$ 8,240	\$ 8,487	\$ 8,742
	Directors sitting fees	\$ 25,369	\$ 26,130	\$ 26,914	\$ 27,721
	Directors travel	\$ 11,035	\$ 11,366	\$ 11,707	\$ 12,058
	Director accom and meal allowance	\$ 2,950	\$ 3,039	\$ 3,130	\$ 3,224
	Melbourne Meeting travel & accom	\$ 2,250	\$ 2,318	\$ 2,387	\$ 2,459
VEHICLE & TRAVEL					
	Vehicle storage	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185
	Vehicle lease	\$ 8,500	\$ 8,755	\$ 9,018	\$ 9,288
	Reimbursement of milage	\$ 12,000			
	Tolls, train travel and parking	\$ 1,200	\$ 1,236	\$ 1,273	\$ 1,311
	Vehicle Fuel & Maintenance	\$ 5,500	\$ 5,665	\$ 5,835	\$ 6,010
	Vehicle Reg & Stamp Duty	\$ 1,600	\$ 1,648	\$ 1,697	\$ 1,748
STRATEGIC PLANNING					
	Facilitated Business Plan session	\$ 3,453	\$ 3,539	\$ 3,628	\$ 3,719
	GBGA transition consultation and report production	\$ 14,000			
	Business Plan & Annual Report Production	\$ 750	\$ 769	\$ 788	\$ 808
FINANCE & AUDITS					
	Accounting	\$ 16,500	\$ 16,913	\$ 17,335	\$ 17,769
	Audit-internal	\$ 6,250	\$ 6,406	\$ 6,566	\$ 6,731
	Audit-external	\$ 4,120	\$ 4,223	\$ 4,329	\$ 4,437
	OH&S audit	\$ 2,500		\$ 2,626	
	Bookkeeping	\$ 10,000			
OTHER COSTS					
	Stakeholder communications	\$ 8,500	\$ 8,713	\$ 4,031	\$ 1,911
	Repairs and maintenance	\$ 750	\$ 769	\$ 788	\$ 808
	Rebrand -Uniform	\$ 1,350			
	Rebrand-Office	\$ 500			
	Rebrand -Stationary	\$ 1,820			
	Bank Charges	\$ 950	\$ 974	\$ 998	\$ 1,023
GBGA Programs					
	Communications and education Officer	\$ 19,450	\$ 19,936		
	Watts Working Better project implementation	\$ 50,222	\$ 51,478		
WRRIP Programs					
	WRRIP Project Plan	\$ 5,000			
	WRRIP specialist advice	\$ 30,000	\$ 100,000		
	Council Organics project allocation	\$ 161,310	\$ 236,371		
	B2E Organics impimentation	\$ 32,065	\$ 32,000		
	GROBN Advertising	\$ 40,889	\$ 15,000		
	Forum projects	\$ 45,951	\$ 133,461		
	Kerbside garbage audits	\$ 50,000			
	Asbestos training and infrastructure	\$ 8,199			
	Denton Scholarship	\$ 8,177	\$ 5,000	\$ 5,000	\$ 5,000
	Council officer professional development	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
CAPITAL ITEMS					
	laptops	\$ 12,200			
	Video conferencing establishment	\$ 4,300			
	Server/network/work process software	\$ 2,500			
TOTAL EXPENDITURE		\$ 1,140,560	\$ 1,254,928	\$ 666,672	\$ 678,223
Net result (surplus/deficit)		\$ -189,057.27	\$ -	\$ -	\$ -

A VIEW OF THE FUTURE

Greater emphasis will be directed to future direction during the 2015-16 Business plan development. The following table includes baseline contractual and legislative requirements only at this stage.

Area	Priority Strategies 2015-16 & 2016-17
Statutory and strategic planning	Implement Stream 3 Funding by integrating WRRIP needs with land use planning throughout region.
Continuation/finalisation of funded project	Contract ID: 8235 Organics recovery in Goulburn Valley
Waste and Resource Recovery Implementation Plan refinement	Formal period of integration with SWRRIP successfully undertaken in line with relevant guideline and legislative requirement.
Waste and Resource Recovery Implementation Plan development	Submit a draft WRRIPs to the EPA and SV within 12 months of approval of the SWRRIP as required in Section 50B(2-3) of the Act
Procurement expertise	Implement Stream 2 Funding by developing necessary internal capacity for regional procurement function for facilities and services outlined in WRRIP

APPENDIX A
RESPONSIBILITY AMONG PORTFOLIO PARTNERS

The key organisations that comprise Victoria’s waste portfolio are the Department of Environment, Land, Water and Planning (DELWP), Sustainability Victoria (SV), the Environment Protection Agency (EPA), the Metropolitan Waste Resource Recovery Group Board (MWRRGB) and the six (Regional) Waste Resource Recovery Group Boards (WRRGB). The existing responsibilities of each of these bodies are outlined in Table 4.

Table 4: The existing functions and responsibilities of the key partner organisations in Victoria's waste management portfolio

Organisation	Functions and responsibilities
DELWP	<ul style="list-style-type: none"> • Provides policy planning, leadership, coordination and oversight of the environment portfolio • Works with other government departments to maximise investment and employment opportunities in the waste management system, and address the environmental and public health problems that waste poses
SV	<ul style="list-style-type: none"> • Facilitates and promotes sustainable resource use by developing and delivering appropriate strategies and programs • Responsible for strategic waste planning
EPA	<ul style="list-style-type: none"> • Responsible for controlling pollution by regulating business and industry to achieve clean air, healthy water, safe land and minimal disturbance by noise and odour (including the setting and enforcing of environmental standards)
MWVG	<ul style="list-style-type: none"> • Undertakes strategic and infrastructure planning for Melbourne’s waste and landfill infrastructure • Give effect to state policies and programs relating to waste • Coordinate and support community waste education and work with community, local government and other stakeholders to reduce waste, maximise recovery and reduce environmental harm
Other WRRG	<ul style="list-style-type: none"> • Undertakes strategic and infrastructure planning for waste and landfill infrastructure in the specific region • Give effect to state policies and programs relating to waste • Coordinate and support community waste education and work with community, local government and other stakeholders to reduce waste, maximise recovery and reduce environmental harm • Support Industrial waste recovery initiatives.

APPENDIX B

DECISION MAKING PRINCIPLES

The GV Waste and Resource Recovery Groups utilises the principles outlined in Table 1 to guide decision making in the development, consultation and implementation of the WRRIPs. These principles are taken from Government Waste and Resource Recovery Policy and the *Environment Protection Act (1970)* and when utilised to guide decision-making, planning and communication and engagement activities, will facilitate the development of an integrated and effective network of waste and resource recovery infrastructure in Victoria.

When reviewing these plans in accordance with sections 50AD and 5BE of the Act, the Minister will ensure that these principles are reflected in the final plans produced, prior to proving his/her approval.

Table 1: Principles to be applied in the preparation of SWRRIP and WRRIPs

Principle	Description
Principle of intergenerational equity	<ul style="list-style-type: none"> ▪ The present generation should ensure that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations.
Principle of integration of economic, social and environmental considerations	<ul style="list-style-type: none"> ▪ Sound environmental practices and procedures should be adopted as a basis for ecologically sustainable development for the benefit of all human beings and the environment. ▪ This requires the effective integration of economic, social and environmental considerations in decision making processes with the need to improve community well-being and the benefit of future generations. ▪ The measures adopted should be cost-effective and in proportion to the significant of the environmental problems being addressed.
Principle of transparent and informative decision making	<ul style="list-style-type: none"> ▪ Waste management and resource recovery decision making processes should be transparent and accessible. ▪ All levels of government, industry and the community should be given access to reliable and relevant information to facilitate a good understanding of waste and resource recovery issues and processes that have informed decisions. ▪ The views and interests of stakeholders should help shape decision making. ▪ The decision making process needs to consider the circumstances and needs of local communities, including appropriate flexibility in State-Wide strategies and plans that enable practical implementation in regional and rural areas.
Principle of evidence based decision making	<ul style="list-style-type: none"> ▪ When identifying and recommending waste and resource recovery management options, the best available data, information and evidence should be used. ▪ When assessing significant waste management and resource recovery options, government should carry out an analysis of costs and benefits, which considers environmental, economic and social factors, to compare options and determine the net benefit to the state. ▪ Waste and resource recovery information that the Government collects should be made available to inform the waste and resource recovery market, subject to public interest and commercial-in-confidence requirements being met.
Principle of integrated waste and resource recovery management	<ul style="list-style-type: none"> ▪ Recognising that Victoria's waste activities are best managed as one integrated State-Wide system, decisions need to consider system-wide impacts and dependencies.

	<ul style="list-style-type: none"> ▪ Decisions need to consider potential impacts on connecting systems, such as land use planning, transport, national material flows, and economic development. ▪ Decisions need to be coordinated between all levels of government, industry and the community to allow greater certainty for investors and the community.
<p>Principle of proportionate and appropriate Victorian Government intervention</p>	<ul style="list-style-type: none"> ▪ Victorian Government programs, strategies, regulations, and investment in waste and resource recovery management should be proportionate to the significance of the environmental, public health and economic problems being addressed. ▪ Risk analysis will inform the assessment of a waste and resource recovery management problem to determine the proportionate response and/or intervention. ▪ Responses and interventions should clearly identify what will be achieved as a result of that response or intervention. ▪ Innovation should be supported, where it can improve productivity and standards of living.