

Gippsland Waste and Resource Recovery Group

BUSINESS PLAN

2017-2018 to 2019-2020



VICTORIA

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Message from the Chair

It is with pleasure that I present the Gippsland Waste and Resource Recovery Group's Business Plan (the Plan) for July 2017 to June 2020.

The submission of the Gippsland Implementation Plan in December 2016 marks a significant milestone for the Gippsland Waste and Resource Recovery Group. Together with our stakeholders and partners we have managed to encapsulate in one document our understanding of how we manage discarded materials in the region and more importantly identify areas where we can improve our performance so that Gippsland can contribute to the overall strategic priorities of the state.

Our Business Plan seeks to build on the momentum already established through the development of the Implementation Plan. We will focus on five key priority areas aligned with the actions contained within our Implementation Plan. The areas are;

1. Planning and Implementation
2. Collaborative Procurement
3. Engagement and Education
4. Good Governance and;
5. Marketing and Innovation.

We will focus our efforts on working in partnership with our Gippsland Councils to bring about benefits through collaborative procurement initiatives and establish consistency in the development of existing and new waste and resource recovery infrastructure and services. The increased emphasis on ensuring there is adequate evidence base for decision making and to enable greater confidence for the private and public sector to invest in waste and resource recovery services and infrastructure will challenge our small but committed team.

I look forward to working closely with local government as well as our portfolio partners, as we endeavour to bring value to our communities over the life of this plan. We understand that there will be challenges for Gippsland achieving all it sets out to accomplish in this plan, however the Board is optimistic that this is outweighed by the opportunities and good will in our region.

The Directors of Gippsland Waste and Resource Recovery Group commend this Plan to Gippsland Councils and encourage alignment with their respective waste management strategies.



Richard A. ELLIS
Chair – Gippsland Waste and Resource Recovery Group

1. Introduction

The Gippsland Waste and Resource Recovery Group (the Group) is one of seven (7) Waste and Resource Recovery Groups (WRRGs) established in Victoria on 1 August 2014 pursuant to the Environment Protection Act 1970 (the EP Act), as amended.

The organisation is the link between state agencies, the six local government organisations (Bass Coast, Baw Baw, East Gippsland, South Gippsland, Wellington Shires, and Latrobe City Council), community, businesses and industry across Gippsland.

The Group is responsible for facilitating a coordinated approach to the planning and delivery of waste and resource recovery 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 GWRRG is also responsible for ensuring that the infrastructure employed within Gippsland has the capacity to meet the needs of the community (for at least 10 years), is considerate of land use planning, transportation infrastructure and is focused on protecting public health and amenity.

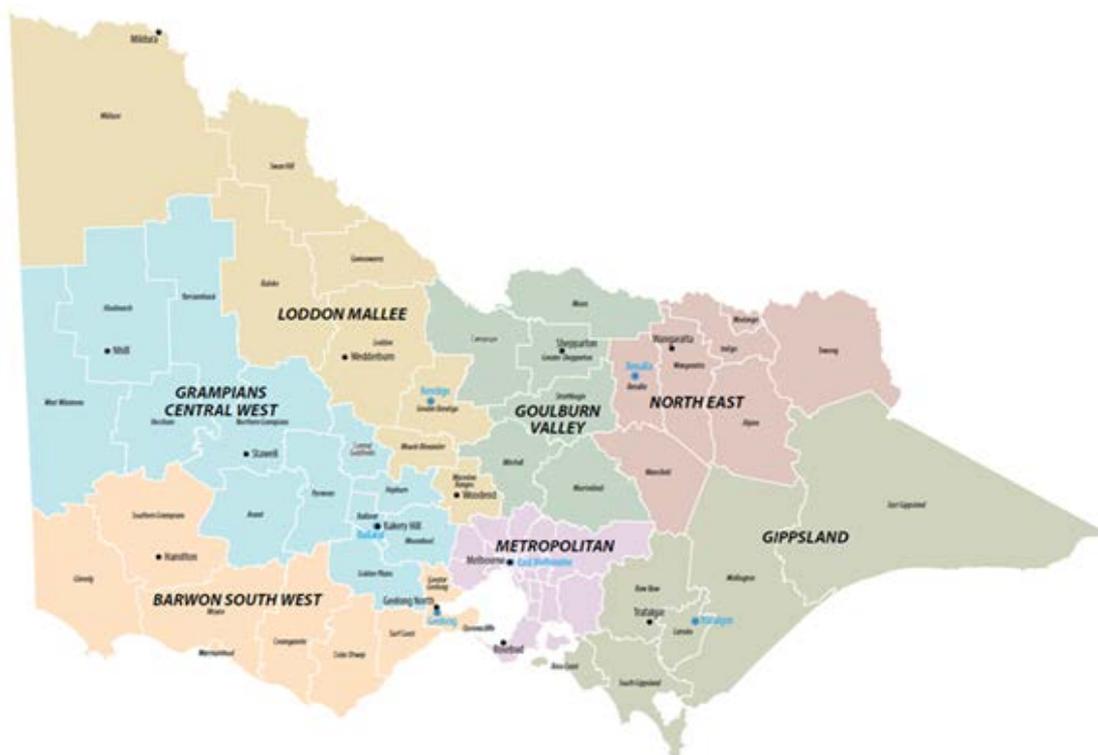


Diagram 1 – Waste and Resource Recovery Group Regions across Victoria



Diagram 2 – Region covered by Gippsland Waste and Resource Recovery Group

Table 1 Population Growth predictions by Municipality

Municipality	Area (km ²)	2016	2021	2026	2031
		Residents	Residents	Residents	Residents
Bass Coast	864	32,825	36,990	40,952	44,798
Baw Baw	4,032	47,578	54,318	61,296	67,973
East Gippsland	20,931	44,415	47,118	49,647	52,150
Latrobe City	1,426	73,646	75,038	77,775	81,222
South Gippsland	3,295	27,751	28,478	29,611	30,677
Wellington	10,924	41,923	42,687	43,921	45,153
Region	41,472	268,275	284,767	303,344	321,494

Source: Victoria in Future 2011 -2031 (DELWP) 2015

The Gippsland Region is geographically large and diverse. It supplies up to 85% of the state's energy as it is rich in brown coal, natural gas and oil. We are home to the largest wood pulp and paper mill in the southern hemisphere. Our region has strong dairy, forestry, and food processing industries, as well as substantial health and community sectors. Our region is known for its' wonderful produce and spectacular scenery.

While the region contains the second and fourth fastest growing regional municipalities in the state, Baw Baw and Bass Coast Shires respectively, much of Gippsland is sparsely populated. For example, the population density of East Gippsland Shire is only 2.1 persons per hectare. The current (2016) population of Gippsland is 271,182 and by 2031, it is expected that 333,327 people will call Gippsland home.

Gippsland's settlement characteristics are such that "around 40% of the region's population lives in towns and settlements of less than 1,000 people. These towns are dispersed throughout the region including the high plains, historic gold mining areas and in agricultural areas, giving the region a strong series of towns with local amenity, community character and tourist destinations. The dispersal of these small towns also presents a range of challenges with respect to the delivery of, and/or access to services...."

Gippsland is also a thriving tourist destination with Phillip Island, Wilson's Promontory and the Gippsland Lakes, drawing tens of thousands of holiday makers throughout the year. Mt Baw Baw and Mt Saint Gwinear are also locations where our community and visitors like to play in winter. There is a large increase in waste generation corresponding with the peak tourist seasons. Due to the rapid influx of holiday makers, the capacity of our waste infrastructure can be challenged and at these times the opportunities for diversion of waste from landfill may be limited.

Transport infrastructure and proximity to Melbourne sees Gippsland experiencing significant population growth into the future. The metropolitan planning strategy, Plan Melbourne and the peri-urban regional growth plans have identified Warragul and Drouin, Korumburra and Wonthaggi as key growth locations. A strategic approach is required to maintain and improve our standard of living. High quality and sustainable integrated waste management services associated with existing and future population growth are critical to realising this goal.

The Melbourne Bairnsdale Railway line is recognised as a key transport asset for the region with a freight service travelling from Australian Paper to the Port of Melbourne on a daily basis. It is understood that the service currently returns empty, offering, if appropriately managed, the possibility of back loading significant volumes of material. The Gippsland Logistics Precinct, located in Morwell is directly accessed from this main line.

Major road infrastructure includes:

- The, incorporating the Gippsland Logistics Precinct (see above);
- To the west, the Princes Highway / Freeway, which is duplicated to Melbourne;
- To the east, the Princes Highway, currently being duplicated to Sale and providing connections east to the New South Wales border; and
- To the south, the Strzelecki Highway, with recently added passing lanes, providing a connection to South Gippsland.

Local government is guided by the Local Government Act 1989, as well as other legislation regarding issues of human and environmental health and safety (Health Act 1958, Environment Protection Act 1970, Occupation Health and Safety Act 2004 and Road Safety Act 2005) and planning (Planning and Environment Act 1987) in the provision of waste management services and infrastructure. An important principle in driving local government waste management services is 'best value', which includes consideration of social, economic and environmental sustainability.

1. Victoria in Future, 2015
2. ABS Website
3. Victoria in Future, 2015
4. Gippsland Regional Plan, 2015-2020, p19

Local government's primary waste management responsibility is for municipal solid waste, but in Gippsland, Councils' also play a role in relation to the management of solid industrial waste due to ownership of landfills and resource recovery centres that accept and process waste from this sector.

The Council owned infrastructure in Gippsland has been developed significantly over the past 15 years to rationalise the number of operational landfills and maximise resource recovery. Over 30 municipal landfills have been closed in the Gippsland region over this timeframe. In many instances these landfills have been replaced by infrastructure supporting resource recovery such as transfer stations or transfer trailers. Recently closed landfills, plus the many historically closed sites, will be the subject of ongoing evaluation and attention to assess their long-term risk and maintenance or rehabilitation requirements.

In the coming years, many of the existing licenced facilities will be up-graded to meet regulatory standards or alternatively, transition to facilities that offer improved service levels to their respective communities. The viability of waste infrastructure is improved with increased volume. It is also known that a greater number of job opportunities exist in the resource recovery sector in comparison to the landfill sector. Capitalising on the ability for the GWRRG to facilitate joint procurement provides an opportunity to more effectively meet these needs. Working with Gippsland Councils and identifying opportunities to partner with the neighbouring Metropolitan Waste and Resource Recovery Group in this regard is a particular focus of this plan.

The Gippsland Waste and Resource Recovery Implementation Plan (Gippsland Implementation Plan) will seek to capitalise on significant opportunity to utilise the Latrobe Valley's substantial industrial capability and capacity and establish additional resource recovery and reprocessing in the Latrobe Valley with material sourced, not only regionally, but from Melbourne's expanding eastern suburbs. The GWRRG will also work to foster a close working partnership with the recently formed Latrobe Valley Authority to seize opportunities that provide mutually beneficial outcomes for the region.

It could be expected that a significant number of ongoing jobs could be created through this initiative, providing the means to replace employment opportunities currently being lost through power generation closures. It could be expected that these jobs would be generated through increased material recovery and sorting as well as reprocessing this recovered material into new projects. It is potentially viable to establish new manufacturing activity utilising recovered material, such as timber, plastics, metals, tyres and food organics as key inputs.

As part of the development of the Implementation Plan, the Gippsland Waste and Resource Recovery Group undertook a market sounding process aimed at identifying and quantifying the level of private sector interest in pursuing opportunities presented through Gippsland's waste and resource recovery system. Specifically addressing the 70,000 tonnes of municipal solid waste (MSW) each year that ends up in the region's five landfills, the market sounding indicated tangible potential interest in areas such as:

- Mechanical biological treatment (aerobic and anaerobic);
- Mechanical heat treatment/ autoclaving;
- Waste to Energy facilities (WtE); and
- Material separation and recovery.

The viability of such initiatives would be significantly enhanced through inclusion of waste generated and transported from Councils base in south eastern Melbourne. This could relieve some of the congestion experienced in the west of the metropolitan region.

The predicted closure of landfill facilities in the south-eastern suburbs of Melbourne underscores the need and strengthens the opportunity. Identifying ways to attract material generated in this area to Gippsland can stimulate development of new infrastructure to the region to recover and remanufacture materials into new products or provide larger quantities of recovered materials to the market.

The large number of small landfills and resource recovery centres in East Gippsland is reflective of the expansive geographic area of the municipality. The size of the Gippsland region adds complexity to ensuring the communities living in the remote areas of our region are provided with equitable essential service that meets their basic needs and are focussed on the statewide strategic objectives.

Many smaller, unlicensed landfills in the region have closed and more will reach their capacity in the next two to four years resulting in site rehabilitation and ongoing monitoring. In some instances, these facilities may be replaced with resource recovery centres. A reduction in the number and accessibility of landfills will require a rethink as to how we mobilise and add value to recovered materials within and outside of our region, avoiding adverse impacts on the environment.

Ensuring that the way we transport materials is as efficient as possible is a key consideration of the GWRRIP. This strategic planning is critical to identify and prioritise cost effective waste management activities, be clear about the waste and resource recovery infrastructure we need into the future and investment and procurement opportunities that will allow a smooth transition from a high dependency on landfill in Gippsland.

1.1 Our Vision

Gippsland communities are minimising waste while maximising its value as a recoverable resource.

1.2 Our Mission

We will engage and work collaboratively with government, industry, community and business to plan for waste management, resource recovery and associated infrastructure across Gippsland.

We will provide strategic leadership and coordination in developing integrated initiatives that deliver triple bottom line outcomes by:

- Reducing waste and increasing resource recovery, whilst building economic activity and minimising environmental impact.
- Strategic decision making regarding the management of waste and resource recovery.
- A collaborative approach by pooling gippsland's technical capability and benchmarking best practice innovation.
- Collaborative procurement that encourages efficient and effective systems integration.
- Minimises carbon footprint and improves environmental outcomes.
- Facilitates and stimulates behavioural change in the community through education and engagement.

1.3 Our Approach

Our approach is to work collaboratively and proactively with our key stakeholders to deliver the best waste management and resource recovery outcomes for the Gippsland region in the most efficient and effective ways.

1.4 Our Long Term Goals

Victorian Waste and Resource Recovery Infrastructure					
The State Infrastructure Plan Long Term Strategic Directions					
To maximise diversion of recoverable materials from landfill	To support increase resource recovery	To achieve quantities for reprocessing	To manage waste and material streams	To maximise economic outcomes, provide cost effective service delivery, and reduce community, environment and public health impacts	To facilitate a cost effective statewide network of waste and resource recovery

Gippsland Implementation Plan Priority Actions						
Objectives	Achieving greater material recovery through development of appropriate, well-sited infrastructure.	Driving innovative services and infrastructure provision.	Building greater responsibility and accountability.	Facilitating continuous improvement and enhanced performance.	Planning to reduce undesirable impacts.	Improving value of available information to support industry development.
Focus	Continue to reduce reliance on landfill by actively planning and promoting the transition to greater resource recovery by developing infrastructure to maximise the value of materials collected.	Stimulate the introduction of innovative waste and resource recovery services and infrastructure, by driving collaboration between local government, the waste industry and community to meet the diverse needs of Gippsland.	Drive greater responsibility and accountability for resource recovery within Gippsland communities and business sector by increasing the understanding and knowledge of the waste and resource recovery system.	Assist the waste industry and local government to continuously improve the performance of Gippsland's waste and resource recovery infrastructure and systems through compliance and efficiency to deliver better public health outcomes.	Coordinate proactive planning to reduce impacts of events or failure of infrastructure that have the potential to impact on public health, cause environmental damage or disrupt the delivery of waste and resource recovery infrastructure and services.	Enhance the quantity, accuracy, consistency and transparency of information available for decision makers involved in Gippsland's waste and resource recovery system.
Actions	<ol style="list-style-type: none"> 1. Work with each local government authority to determine priority infrastructure for Gippsland. 2. Support effective land use planning decisions and appropriate facility locations. 3. Assess Gippsland's waste and resource recovery transport efficiency. 	<ol style="list-style-type: none"> 1. Attract greater private sector investment and social enterprise involvement in the development and operation of resource recovery activity in Gippsland by identifying, progressing and supporting viable initiatives. 2. Improve local resource recovery by identifying innovative and viable recycling initiatives to improve the convenience, scope and consistency of recycling. 	<ol style="list-style-type: none"> 1. In alignment with the Victorian Waste Education Strategy, develop and implement best practice approaches to engender behavioural change as it relates to waste and resource recovery. 	<ol style="list-style-type: none"> 1. Lead improvements in the management of waste facilities. 	<ol style="list-style-type: none"> 1. Identify the key risks to waste management assets arising from unexpected events, natural disasters and emergencies and ensure appropriate contingency measures are in place. 2. Support Gippsland councils and the EPA to identify the region's closed landfills, build on past risk assessments and assist in development of priorities at a regional scale. 	<ol style="list-style-type: none"> 1. Improve collection of waste data and reporting. 2. Develop an understanding of the material composition of waste generated by the construction (C&D) and business (C&I) sectors.

2. Our Priorities

The following priorities have been established during the development of the Gippsland Implementation Plan and in consideration of the legislated objectives and functions of the GWRRG:

Our priorities over the next three years are as follows:

PLANNING & IMPLEMENTATION

Commence implementation of the priority actions contained within the Gippsland Waste and Resource Recovery Implementation Plan to meet the future needs of the Gippsland region while minimising the environmental and public health impacts of waste and resource recovery infrastructure.

COLLABORATIVE PROCUREMENT

Advance opportunities for the facilitation of collaborative procurement of infrastructure and services in partnership with local governments and prepare a Gippsland Collaborative Procurement Plan that identifies key areas where benefit can be provided.

EDUCATION & ENGAGEMENT

Engage with industry, business and community to enhance the waste and resource recovery network through collaborative relationships and sharing best practice and innovation to improve performance and efficiency.

GOOD GOVERNANCE

Maintain high quality planning and governance in executing our statutory role and be financially sustainable. Implement a continuous improvement plan to evaluate and monitor internal and external programs, projects and develop sound knowledge management systems and processes.

MARKET DEVELOPMENT AND INNOVATION

Provide regional knowledge and perspective to the state-wide waste and resource recovery market development strategies and support the implementation of innovation in the Gippsland region.



2.1 Planning & Implementation

OBJECTIVE 1

Commence implementation of the priority actions contained within the Gippsland Waste and Resource Recovery Implementation Plan to meet the future needs of the Gippsland region while minimising the environmental and public health impacts of waste and resource recovery infrastructure.

Strategies	2017-18	2018-19	2019-20
1. Work with local government and industry to determine priority infrastructure for Gippsland and prepare a Gippsland Waste and Resource Recovery Assessment Map and assess Gippsland's waste and resource recovery transport efficiency.	Complete by November 2017		
2. Facilitate the identification of key risks to waste and resource recovery infrastructure, and appropriate mitigation responses and contingency plans in partnership with the waste industry, local government and Emergency Management Victoria (EMV).	Completed Annually	Completed Annually	Completed Annually
3. Facilitate the risk assessment of the region's closed landfills using consistent and agreed methodology to support Gippsland councils and EPA Victoria to prioritise management at a regional scale.	Complete by June 2018		
4. Develop understanding of the material composition of waste generated by the C&I and C&D sectors		Commencing June 2018 Ongoing	
5. In partnership with Gippsland Councils, waste industry and Sustainability Victoria implement agreed waste and resource recovery data sets, and collection and reporting methodology, consistent with the state's Waste Data Governance Framework, to develop routine data reporting protocols.	Complete by April 2018		

	Success	Deliverables
Strategies	1 <ul style="list-style-type: none"> The right waste and resource recovery infrastructure is in the right place and developed at the right time. There is an identified viable transition from landfill to improved management technology that increases economic development and employment opportunities in the region. The public and private sector has improved investment confidence. Essential Infrastructure used to manage our waste and recover resources is granted a social license by our community. 	<p>Infrastructure Priority Plan and transport efficiency assessment.</p> <p>Mapping of key constraints and enablers in GIS format transposed onto planning scheme.</p> <p>Provide support to local government in aligning development and strategies with the Implementation Plan.</p>
	2 <ul style="list-style-type: none"> The consequences on waste and resource recovery infrastructure of emergency events occurring in Gippsland are understood with mitigation approaches documented. 	Workshop facilitated between local government, Emergency Management Victoria and waste service providers to develop contingency plan for Gippsland.
	3 <ul style="list-style-type: none"> All identified closed landfills have documented risk assessment All closed landfills in the Gippsland region are managed so as to achieve as low risk as is reasonable practicable. 	<p>Agreed consistent approach to assessing the risk of closed landfills in Gippsland.</p> <p>Gippsland Closed Landfills Priority Plan.</p>
	4 <ul style="list-style-type: none"> Improved resource recovery is achieved in partnership with industry which reduces the amount of waste sent to landfill from business and building activities. 	Identification of waste generators with either material similarity or geographic proximity to explore resource recovery initiatives.
	5 <ul style="list-style-type: none"> Accurate and available waste data assists industry, local and state government decision making. 	<p>Gippsland Data Excellence Group established.</p> <p>Data Collection and Reporting system development plan.</p>

2.2 Collaborative Procurement

OBJECTIVE 2

Identify opportunities for the facilitation of joint procurement of infrastructure and services in partnership with local governments and prepare a Gippsland Collaborative Procurement Plan that identifies key areas where benefit can be provided.

Strategies	2017-18	2018-19	2019-20
1. Lead the second stage of Gippsland Collaborative Waste Investment Initiative in partnership with Gippsland councils, the Metropolitan WRRG and other identified partners.	Tender Issued by June 2018	Implementation and monitoring success ongoing	
2. Identify and implement collaborative procurement initiatives to benefit Gippsland councils in providing best value services to their respective communities.	Complete by February 2018		
3. Facilitate partnerships between local government authorities, local government and the waste industry to support the upgrades of waste and resource infrastructure, or asset renewal, including consolidation or relocation where appropriate.		Ongoing	

	Success	Deliverables
Strategies	1 <ul style="list-style-type: none"> Economic development and job creation leveraged from Collaborative Council offer of materials collected through waste and resource recovery services. Increased private investment in resource recovery infrastructure Economically sustainable transition to reduced reliance on existing landfill operations. 	Collaboration and partnership with Metropolitan WRRG to maximise the effectiveness of the shared services role to support the Gippsland Collaborative Waste Investment Initiative. Re-established agreement with Gippsland Councils achieved. Request for Tender Issued.
	2 <ul style="list-style-type: none"> High level of participation in services providing material benefit to Gippsland community. Gippsland community has a high satisfaction rating for the services provided through collaborative procurement. 	The Gippsland Collaborative Procurement Plan.
	3 <ul style="list-style-type: none"> Financial savings to Gippsland community with measurable social and environmental benefits of procured services or infrastructure provided to the Gippsland community 	Collaborative procurement opportunities identified and facilitated

2.3 Education And Engagement

OBJECTIVE 3

Engage with industry, business and community to enhance the waste and resource recovery network through collaborative relationships and sharing best practice and innovation to improve performance and efficiency.

Strategies	2017-18	2018-19	2019-20
1. Support the Gippsland Local Government Waste Forum and associated Reference Groups to achieve a high level of involvement in strategic planning for waste and resource recovery.		Ongoing	
2. Maintain and expand where appropriate GWRRG organisation branding including a comprehensive website and resources for communicating with stakeholders, as part of an organisational Communications Plan.		Ongoing	
3. Facilitate the delivery of ResourceSmart School education program to participating Gippsland Schools.		12 July 2019	
4. Work with Sustainability Victoria to support the implementation of the Victorian Waste Education Strategy in the Gippsland region, focussing on locally important issues.		Ongoing	
5. Work with land managers, local government and other affected stakeholders to undertake a situation assessment of the litter and illegal dumping across the region in line with the Victorian Litter Report Card and Local Litter Measurement Toolkit (LLMT) to understand the magnitude of the issue, and related impact and costs.		June 2018	

	Success	Deliverables
Strategies	1 <ul style="list-style-type: none"> The Gippsland Waste and Resource Recovery Group secures a mutually beneficial collaborative relationship with Gippsland Local Government Waste Forum 	Improved communication, accountability and reporting through greater engagement with the GWRRG Board. More frequent joint meetings and undertaking projects in partnership.
	2 <ul style="list-style-type: none"> GWRRG is an established and respected partnering organisation recognised as a successful influencer in waste and resource recovery strategic planning for the region. 	Education and Engagement Strategy, Website refresh, more visible corporate branding, increased outward relationship development and promotion.
	3 <ul style="list-style-type: none"> Gippsland schools benefit from participation in the ResourceSmart Schools program through reduced energy, water and waste costs. School environment and curriculum is enhanced. An increasing number of schools in Gippsland commit to participating in the ResourceSmart Schools program. 	<p>Within the timeframe of this plan over 88 Gippsland schools are actively participating in the program.</p> <p>Measurable reduction in resource usage and increase in biodiversity by participating Gippsland Schools.</p>
	4 <ul style="list-style-type: none"> GWRRG and Sustainability Victoria continue to work collaboratively in the delivery of initiatives and programs linked to the Victorian Waste Education Strategy. 	Development of regional education initiatives in collaboration with local government, industry and community groups.
	5 <ul style="list-style-type: none"> All land managers are actively monitoring and reporting litter in a meaningful way. The Gippsland community has an increased awareness of littering leading to a reduction. 	Litter situation analysis (benchmarking) completed followed by a multi-party regional litter action plan.

2.4 Good Governance

OBJECTIVE 4

Maintain high quality planning and governance in executing our statutory role and be financially sustainable. Implement a continuous improvement plan to evaluate and monitor internal and external programs and projects and develop sound knowledge management systems and processes.

Strategies	2017-18	2018-19	2019-20
1. Develop a comprehensive annual Business Plan and Annual Budget and ensure there is preparation of accurate Financial Statements and develop a comprehensive Annual Report each year.	May and August respectively	May and August respectively	May and August respectively
2. Conduct an annual review of the Governance framework including Board, Forum and Committee performance and review Charter of Corporate Governance and Policy Handbook.	In accordance with Annual Plan	In accordance with Annual Plan	In accordance with Annual Plan
3. Maintain an effective Audit and Risk Committee and develop appropriate internal audit program.	Routinely throughout the year	Routinely throughout the year	Routinely throughout the year
4. Maintain an appropriate risk management framework including organisational risk assessment, corporate risk appetite and associated risk register.	Routinely throughout the year	Routinely throughout the year	Routinely throughout the year
5. Prepare GWRRG TAKE2 climate change pledge.	June 2018		
6. Develop an organisational continuous improvement action plan for program and project delivery as well as investigating technology to improve the ability to hold meetings/conferences remotely.	July 2017	July 2017	July 2017

	Success	Deliverables
Strategies	1 <ul style="list-style-type: none"> • Our stakeholders understand our annual business plan and its objectives. • Our Annual Report transparently and succinctly articulates our performance during the reporting period. 	Annual Business Plan Annual Report
	2 <ul style="list-style-type: none"> • Statutory and legislative compliance in all functions and requirements within the budget allocation. • Performance of the Board is monitored and improvements implemented where identified. 	Board Performance Review Revised Charter of Corporate Revised Governance Policy Handbook
	3 <ul style="list-style-type: none"> • Oversight and internal audit programs ensure confidence in the governance and risk management processes and systems employed by the GWRRG. 	Annual Audit and Risk Plan Internal Audit Project Report
	4 <ul style="list-style-type: none"> • Strategic and Operational Risks are documented, communicated and mitigated routinely by the GWRRG. 	Risk Register and Reporting
	5 <ul style="list-style-type: none"> • GWRRG is playing its part in achieving net zero emissions by 2050, and keep the global temperature rise to under 2 degrees. 	Take 2 Pledge
	6 <ul style="list-style-type: none"> • The Board has improved evidence to make strategic and operational decisions. 	Improved Board reports Continuous Improvement Plan Knowledge Management Framework

2.5 Market Development & Innovation

OBJECTIVE 5

To provide regional knowledge and perspective to the state-wide waste and resource recovery market development strategies.

Strategies	2017-18	2018-19	2019-20
1. In partnership with local government research, trial and pilot innovative infrastructure and services to effectively implement the E-waste landfill ban.	April 2018		
2. Investigate innovative and viable recycling initiatives to improve the convenience, scope and consistency of recycling in our more remote communities, in partnership with other stakeholders.		July 2018 Ongoing	
3. Prepare a biennial Gippsland 'State of Waste Report' to drive improvement in waste and resource recovery system	October 2017		October 2019
4. Assess and benchmark key reprocessing and resource recovery technology options suitable in the Gippsland context, invite private sector responses and develop business plans to implement high priority initiatives.		Commence July 2017 Ongoing	
5. Utilise findings from Victorian Market Development Framework and Investment Plan to inform further investigation and action priorities for Gippsland.		Ongoing	
6. Participating in and support the state-wide research on innovation in resource recovery and apply suitable approaches that can leverage existing infrastructure and/ or underutilised workforce		Ongoing	
7. Investigate and prioritise activity clusters (geographical/ material or sector based) with common waste and resource recovery challenges. Develop priority waste streams based on regional need/opportunity		July 2018 Ongoing	

	Success	Deliverables
Strategies	1 <ul style="list-style-type: none"> Effective and affordable services and infrastructure support the banning of e-waste materials from Gippsland landfills. 	Trial and pilot of innovative services aimed to provide convenient collection of e-waste from households and businesses (subject to funding)
	2 <ul style="list-style-type: none"> Remote households and businesses contribute to the increases in resource recovery through a broad selection of convenient and cost effective services and infrastructure. 	Work with local government to identify challenges and opportunities in remote communities.
	3 <ul style="list-style-type: none"> The community and the waste industry understand the successes and challenges faced by Gippsland in achieving the statewide strategic objectives and priority actions of the Gippsland Implementation Plan 	State of Waste Report
	4 <ul style="list-style-type: none"> Implementation of new and effective technology improves the collection, handling and reprocessing of materials collected by the waste and resource recovery sector. 	Work with local and state government and industry to introduce improved technology in the region.
	5 <ul style="list-style-type: none"> Innovative, market tested initiatives are established in the region that support increased resource recovery and reprocessing and creating local employment opportunities while reducing reliance on landfill. 	Work in partnership with Sustainability Victoria and Latrobe Valley Authority to identify opportunities and potential funding sources.
	6 <ul style="list-style-type: none"> Existing infrastructure is enhanced and our workforce is more productive in achieving greater efficiency and effectiveness in resource recovery and waste management. 	Work in partnership with local, state and federal government and not for profit organisations to identify opportunities and potential funding sources.
	7 <ul style="list-style-type: none"> Communities in the region work collaboratively to implement more efficient and cost effective ways to manage the waste they generate. 	At least two clusters working together on joint recovery outcomes

3. Budget

PROFIT & LOSS

	Year	2017-18	2018-19	2019-20
INCOME				
Landfill Levy Core funding		673,994	687,186	696,287
DELWP Project Funding		225,000		
Bank Interest		5,000	4,000	4,000
ResourceSmart Schools		176,133	180,536	
Collaborative Councils Funding		75,000		
	TOTAL	1,155,127	871,722	700,287
EXPENSES				
Corporate				
External Audit Fees		6,200	6,200	6,200
Internal Audit Project		3,000	3,000	3,000
Directors Fees		30,000	28,000	28,000
Director Professional Development		8,000	6,500	6,000
Audit Committee		5,000	5,000	5,000
Meeting Expenses		2,000	1,800	1,800
Facilitated Business Plan session		5,000	2,500	2,500
Business Plan & Annual Report Production		2,000	1,000	1,000
Fees & Charges (bank)		800	800	800
Legal Fees		5,000	5,000	5,000
	TOTAL	67,000	59,800	59,300
Insurance				
Directors & Officers Insurance		1,520	1,520	1,520
Travel and Accidental Injury		765	765	765
Insurance (PI & PPL)		4,995	4,995	4,995
Business Insurance		255	255	255
	TOTAL	7,535	7,535	7,535
ADMINISTRATION				
Staff Expenses				
Salaries & Wages		705,166	640,490	437,028
Superannuation		66,991	60,847	42,327
LS Leave Expense		8,770	7,911	6,555
Staff Professional Development		8,000	6,500	6,000
WorkCover		3,770	3,770	3,500
Fringe Benefit Tax		9,200	9,200	9,200
Payroll Tax		6,800	3,369	
	TOTAL	808,697	732,087	504,610

	Year	2017-18	2018-19	2019-20
ADMINISTRATION CONT'D				
Office				
Office Rental & Storage		21,000	21,525	22,063
Telephone & Internet		12,000	10,500	10,500
Postage & deliveries		450	450	450
Printing & Stationary		4,000	4,000	4,000
Accounting Fees		3,500	3,500	3,500
Computers & IT (expenses)		3,000	3,000	3,000
	TOTAL	43,950	42,975	43,513
Vehicles & Travel				
Vehicle Lease		12,347	12,347	12,347
Maintenance & Repairs		600	1,000	600
Fuel		7,000	7,000	7,500
Registration		670	670	670
Insurance		550	550	550
	TOTAL	21,167	21,567	21,667
General Expenses				
Memberships		1,500	1,500	1,500
Advertising		1,500	1,500	1,500
Accommodation and Meals		6,000	6,000	6,000
Depreciation		10,300		
5,000		4,000		
Travel Expenses		3,500	3,500	3,500
	TOTAL	22,800	17,500	16,500
Public Affairs and Communication				
Corporate Branding				
Website Redevelopment		5,000		
	TOTAL	5,000		
TOTAL for Administration		901,614	814,129	586,290

	Year	2017-18	2018-19	2019-20
Programs and Projects				
Education Projects				
ResourceSmart Schools		58,000	58,000	
Waste Education		5,000		
Regional Litter Action		10,000		
	TOTAL	78,000	58,000	0
Technical Projects				
Regional Waste & Resource Recovery Implementation Plan		0	0	25,000
Waste Infrastructure Assessment Map		80,000	0	0
Transport Assessment		30,000	0	0
Collaborative Procurement Program		102,000	0	0
Data Reporting & Analysis		15,000	0	0
Regional W&RR Continuous Improvement		2,500	0	2,500
Closed Landfills Program		7,500	0	0
	TOTAL	237,000	0	27,500
TOTAL for Programs and Projects		310,000	58,000	27,500
TOTAL OPERATIONAL EXPENSES		1,286,149	939,464	680,625
NET POSITION		-131,022	-67,742	19,662

Year	Reason for deficit/surplus
2017-18	The funds forecast to be utilised implementing the Gippsland Waste and Resource Recovery Implementation Plan were not fully expended resulting in a surplus at the conclusion of the 2016-17 financial year. These unspent funds are to be spent in the 2017-18 financial year to advance the priority actions and complete key projects to support the delivery of the Plan.
2018-19	The GWRRG will experience a material reduction in revenue in 2018-19 due to the conclusion of project funding associated with the implementation plan. Core funding is also forecast to grow at a lower rate (2%) than estimated CPI and not able to sustain projected wage increases. In response, GWRRG will contain expenditure in the 2018-19 financial year by transitioning to a reduced number of employees in line with employment agreements and curtailing projects and programs expenditure within resources. This will result in a 7.8% deficit of \$67,742. Accumulated funds will be drawn upon to facilitate a smooth transition during the 2018-19 financial year.
2019-20	The forecast core income increase of 1.3% in 2019-20 further reduces the ability for GWRRG to maintain the staff numbers in the previous year. Hence, a further reduction of employees is planned. During 2019-20 the GWRRG will work to secure a small surplus of 2.8% working within the core funds allocated towards minor capital and contingency funding into future years. The GWRRG will continue to work with the DELWP and the Minister to consider how it can ensure sustainable delivery of the functions and objectives of the organisation beyond June 2020 when the forecast core funding will be reduced by approximately 25% (approx. \$174,000).

BALANCE SHEET

Year	2016-17	2017-18	2018-19	2018-19
Current Assets				
Current				
Cash at Bank	514,795	403,707	345,070	365,245
Accounts Receivable	175,806	179,418	179,350	180,881
Non-current				
Plant, Equipment & Vehicles	77,504	77,504	77,504	77,504
Less Accumulated Depreciation	-27,039	-37,339	-42,339	-46,339
Total Assets	741,066	623,290	559,585	577,291
Liabilities				
Current				
Accounts Payable	3,982	4,778	5,734	6,880
Accrued Expenses	11,700	11,700	11,700	11,700
PAYG Payable	17,400	17,540	15,823	13,111
Superannuation Payable	-	-	-	-
Accrued Salaries	15,193	18,231	21,270	24,308
Long Service Leave Payable within 12 months	92,348	101,118	109,029	115,585
Annual Leave expected to settle within 12 months	62,329	62,829	56,679	46,965
Non-current				
Long Service Leave Payable after 12 Months	4,707	4,707	4,707	4,707
TOTAL Liabilities	207,659	220,903	224,941	223,255
NET Assets	533,408	402,386	334,644	354,036
Equity				
Contributed Capital	99,573	99,573	99,573	99,573
Revaluation of Assets	12,315	12,315	12,315	12,315
Accumulated Funds	421,520	290,498	222,756	242,148
TOTAL Equity	533,408	402,386	334,644	354,036

4. Legislative Objectives and Functions

Nature of Establishment

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

- is a body corporate with perpetual succession; and
- has a common seal;
- may sue and be sued in its corporate name; 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 Gippsland Waste and Resource Recovery Groups

(as outlined in the Environment Protection Act 1970 - 49G)

1. The objectives of a Waste and Resource Recovery Group 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 facility infrastructure 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.
2. 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 Waste and Resource Recovery Groups

(as outlined in the Environment Protection Act 1970 - 49H)

The functions of a Waste and Resource Recovery Group are—

- a) to plan for the future needs of waste and resource recovery infrastructure within its 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.

Powers of Waste and Resource Recovery Groups

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

Gippsland 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 Framework

The Act also sets out under Division 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.

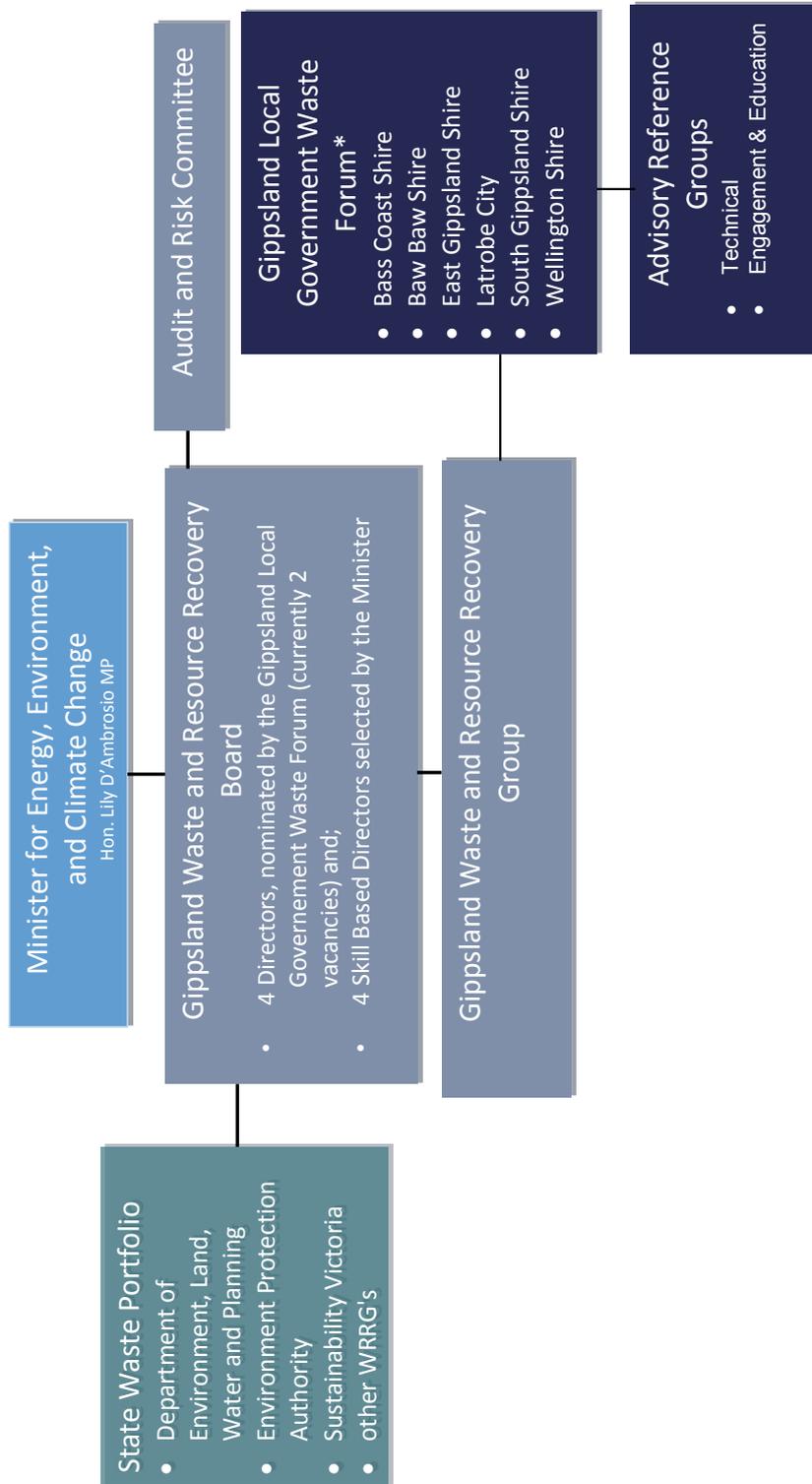
The objectives are—

- (a) to ensure long-term strategic planning for waste and resource recovery infrastructure at State and regional levels; and
- (b) to facilitate the integration of State-wide directions for the management of waste and resource recovery infrastructure and regional infrastructure needs; and infrastructure planning to be—
 - (i) effectively integrated with land use and development planning and policy; and
 - (ii) effectively integrated with transport planning and policy; and
- (d) to ensure Sustainability Victoria and the Waste and Resource Recovery Groups work together to integrate the State-Wide Waste and Resource Recovery Infrastructure Plan and Regional Waste and Resource Recovery Implementation Plans; and
- (e) to enable waste and resource recovery infrastructure planning decisions to be made at the appropriate level of the Framework.

Work is underway to develop critical baseline data to ensure relevant indicators to measure performance are understood and vital information gathered to support improved outcomes in line with policy.



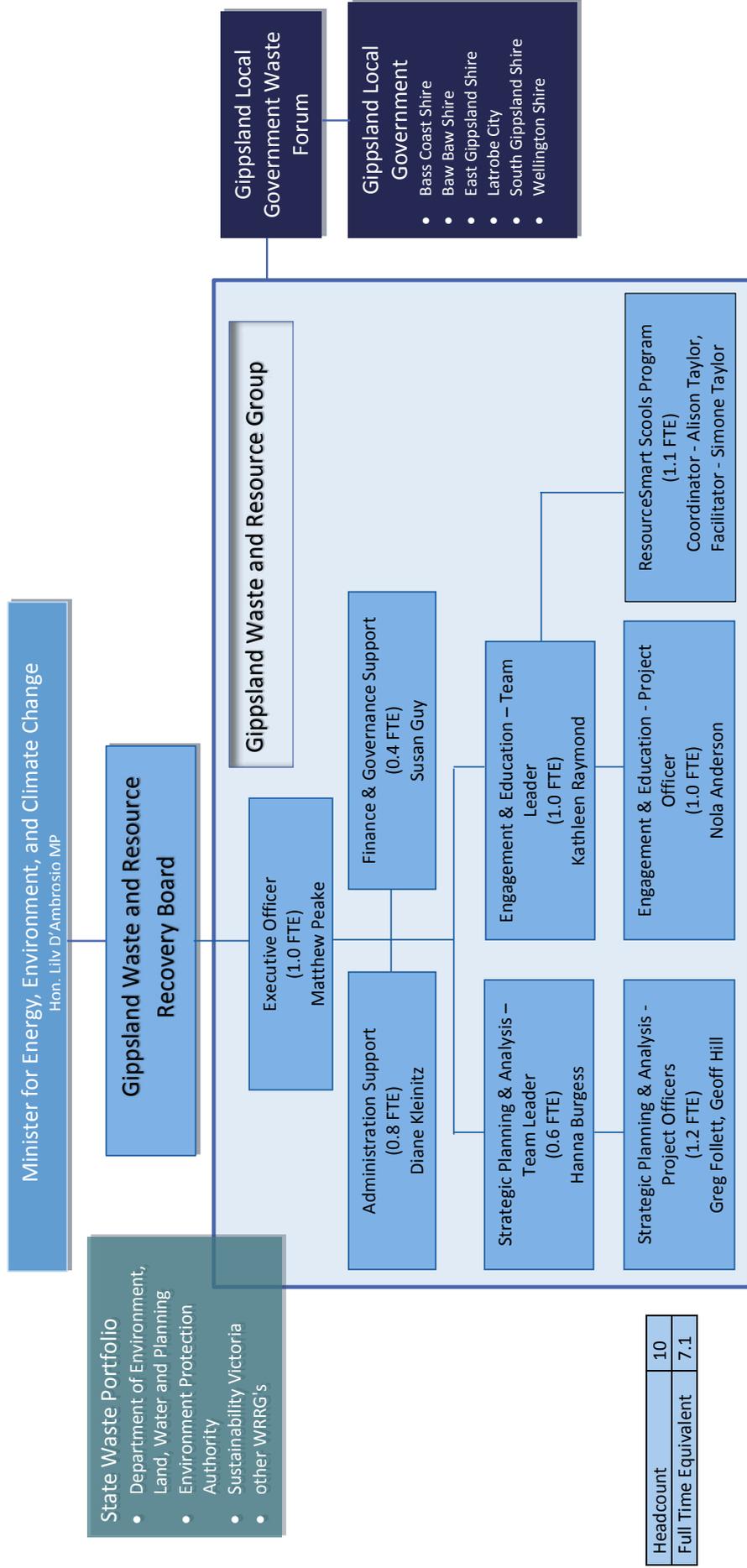
5. Organisational Framework



* The Gippsland Local Government Waste Forum provides the Gippsland Waste and Resource Recovery Group with information and advice regarding opportunities and challenges faced by Local Government in relation to waste and resource recovery services and infrastructure.

Organisational Chart

Following the submission of the Gippsland Waste and Resource Recovery Implementation Plan in December 2016 the organisational structure has been subject to a minor re-alignment in February 2017 to maximise efficiency and effectiveness in achieving the priority actions contained within the Gippsland Implementation Plan. The strategic intent of this structure has been to support active engagement with community, business, industry and partners as well as developing a comprehensive evidence base with which to make informed decisions about the future waste and resource recovery needs in the Gippsland region and good governance. Additional, resources may be employed to meet project and program specific goals such as the ResourceSmart Schools program should the program continue to attract funding.



Headcount	10
Full Time Equivalent	7.1

5. Acronyms

Term	Definition
ABS	Australian Bureau of Statistics
C&D	Construction and Demolition
C&I	Commercial and Industrial
DELWP	Department of Environment, Land, Water and Planning
EPA	Environment Protection Authority (Victoria)
E-waste	Electronic Waste
EMV	Emergency Management Victoria
FOGO	Food Organics and Garden Organics
GLGN	Gippsland Local Government Network
GWRRG	Gippsland Waste and Resource Recovery Group
LGA	Local Government Area
LGV	Local Government Victoria
LLMT	Local Litter Measurement Toolkit
MSW	Municipal Solid Waste
PIW	Prescribed Industrial Waste
RDV	Regional Development Victoria
RRC/TS	Resource Recovery Centre / Transfer Station
RWRRG	Regional Waste and Resource Recovery Group
SIW	Solid Industrial Waste
SV	Sustainability Victoria
SWRRIP	Statewide Waste and Resource Recovery Infrastructure Plan
WRRG	Waste and Resource Recovery Group
WRRIP	Waste and Resource Recovery Implementation Plan



