

**GIPPSLAND WASTE &
RESOURCE RECOVERY GROUP**

BUSINESS PLAN

2015-2016 to 2017-2018



Gippsland
Waste and Resource Recovery Group



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CHAIRPERSON INTRODUCTION

It is with pleasure that I present the Gippsland Waste and Resource Recovery Group's Business Plan (the Plan) for July 2015 to June 2018.

The Plan contains realistic goals and builds on the steady performance we have come to expect from the Gippsland region over the years. It leverages from the decisive leadership and collaboration displayed by Gippsland Councils, consolidating past efforts to concentrate on a future that ensures our communities reap the benefits of well-considered strategic planning in the waste management sector as we embark on the development of the Gippsland Waste and Resource Recovery Implementation Plan (Gippsland Implementation Plan).

The Gippsland Waste and Resource Recovery Group (the Group) has worked to establish the specific resources and capacity to deliver a comprehensive Gippsland Implementation Plan guided by principles of environmental justice that addresses triple bottom line outcomes, provides the lowest whole of life costs, reduces our impact on the environment and climate change, creates local jobs, strengthen the Gippsland economy, protects public health and community amenity.

Critically, the success of our Plan will rely on continued collaboration and cooperation from our stakeholders through sharing resources and our aligning the focus of activities and initiatives.

The Gippsland region has seen marked improvements in data gathering and sharing regarding waste and resource recovery. This allows for more informed decision making and enables us to concentrate our efforts where they will result in the greatest return.

The diversion of key materials such as food organics from landfill will be a clear priority over the life of this Plan. This effort is necessary in striving to achieve the goals contained within the Statewide Waste and Resource Recovery Infrastructure Plan (SWRRIP).

The Gippsland Plan capitalises on the efforts and relationships of the past as well as identifying innovation and new partnerships for the future.

The Directors of Gippsland Regional Waste Management Group commend this Plan to member Councils and recommend that it be endorsed as part of each Council in Gippsland's own waste management strategy.



DICK ELLIS

Chair – Gippsland Waste and Resource Recovery Group

1. WHO WE ARE

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.

GWRRG 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 and is focussed on protecting public health and amenity.

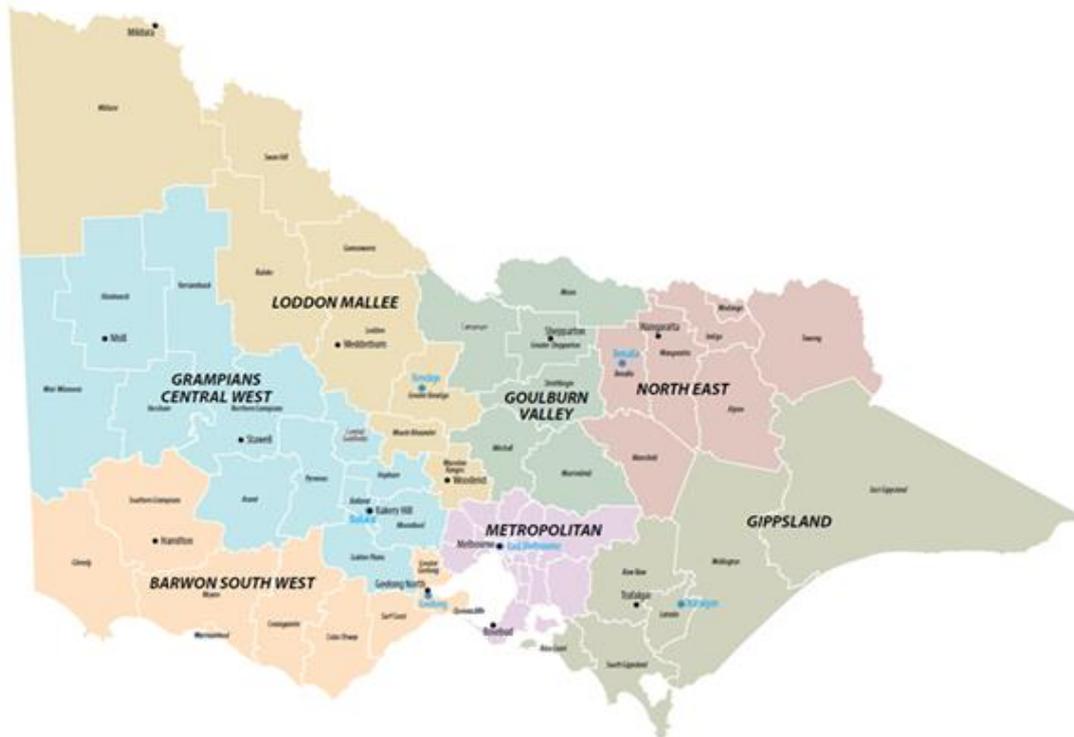


Diagram 1 – Waste and Resource Recovery Group Regions across Victoria



Diagram 2 – Region covered by GWRRG

Table 1 Population Growth predictions by Municipality

Municipality	Area (km ²)	2011	2016	2021	2026	2031
		Residents	Residents	Residents	Residents	Residents
Bass Coast	864	32,056	35,763	40,037	45,190	49,946
Baw Baw	4,032	44,042	49,174	54,439	59,578	64,608
East Gippsland	20,931	44,680	47,581	51,149	54,958	58,808
Latrobe City	1,426	76,640	79,891	83,531	87,145	90,741
South Gippsland	3,295	28,452	29,116	30,187	31,351	32,509
Wellington	10,924	43,920	44,742	46,013	47,475	49,276
Region	41,472	269,790	286,268	305,356	325,697	345,888

Source: *Victoria in Future: 2011 – 2031 Population and Household Projections for Victoria and its Regions* (DPCD) April 2012

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 and forestry, and food processing industries, as well as health and community sectors. Our region is known for its' wonderful produce and spectacular scenery.

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. The capacity of public waste infrastructure is challenged at these times and limits opportunities for diversion of waste from landfill.

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.

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 environmental sustainability.

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.

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 the same or improved service levels to their respective communities. The large number of landfill 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.

Many smaller, unlicensed landfills in the region have closed and more will reach their capacity in the next three (3) to five (5) years resulting in closure and site rehabilitation. In some instances these facilities might be replaced with resource recovery centres.

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.

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 this is as efficient as possible will be a key consideration of the Gippsland Waste and Resource Recovery Implementation Plan (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 regard waste as a resource and drive waste reduction through maximising resource recovery, economic development, improving public health and environmental outcomes through leading practice.

1.2 Our Mission

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

We will provide strategic leadership and coordination in developing integrated initiatives that:

- Reduces waste, increase resource recovery whilst building economic activity and minimising environmental impact.
- Leads to purposeful decision making regarding the management of waste and resource recovery.
- Provides a strategic approach by pooling Gippsland's technical capability and benchmarking best practice innovation.
- Shares leading practice including collaborative procurement that encourages efficiency and systems integration.
- Minimises carbon footprint and improves environmental outcomes.
- Facilitates and stimulates a cultural change in our community through education and triple bottom line outcomes.

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.

2. 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

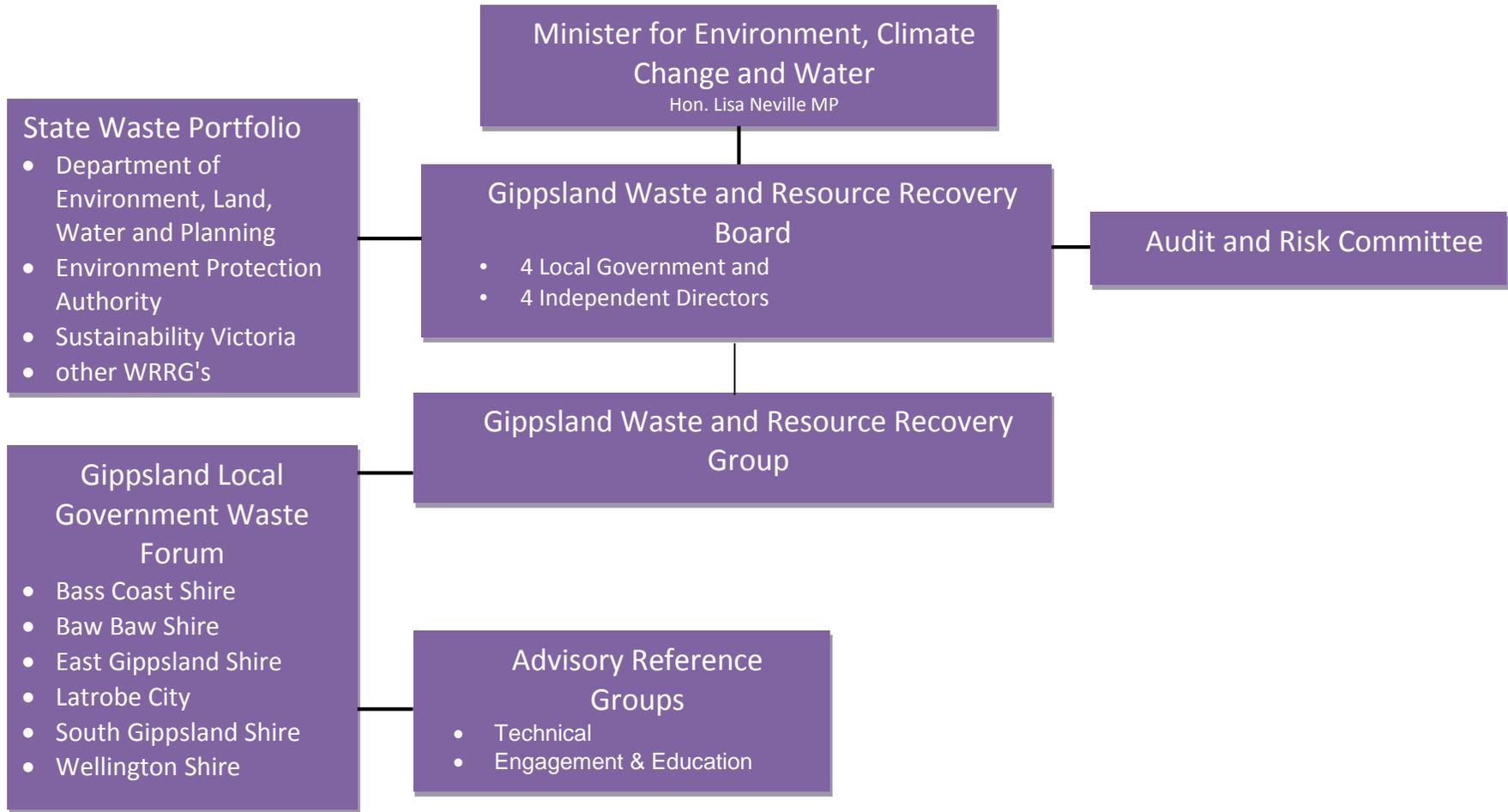
The Act also sets out under Division 2AB *the Victorian Waste and Resource Recovery Infrastructure Planning Framework* which includes the requirement for WRRGs to develop Regional Waste and Resource Recovery Implementation Plans.

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.

3. ORGANISATION STRUCTURE



4. WASTE AT A GLANCE

During the next 10 months, significant effort will be placed on engaging with a wide range of stakeholders and compiling all relevant waste and resource recovery data to enable the Group to develop the Regional Waste and Resource Recovery Implementation Plan. Given the diverse industries spread across the region, it is recognised that work will be required to establish a holistic regional waste profile and unveil the key challenges and opportunities the Gippsland community will be required to consider.

*WASTE INFRASTRUCTURE

Solid Waste Management Infrastructure

Municipality	Council Landfills in Use	Resource Recovery Centres	Materials Recovery Facilities	Organics Processors	C&D Resource Recovery
Bass Coast	1	3	1	0	0
Baw Baw	0	4	0	0	5
East Gippsland	4	30	1	1*	1
Latrobe City	1	4	1	1	4
South Gippsland	1	6	0	0	0
Wellington	3	7	0	1	1
Region	10	54	3	3	9

C&D – Construction and Demolition Waste

Resource Recovery Centres - Transfer Stations or Transfer Trailers

* Mallacoota organics (food and garden organics) processing at East Gippsland Water Waste Water Treatment Facility.

MUNICIPAL WASTE (KERBSIDE)

WASTE TYPE	COLLECTION FORMAT	MSW Total tonnes (12/13)	COUNCIL					
			Bass Coast Shire Council	Baw Baw Shire Council	East Gippsland Shire Council	Latrobe City Council	South Gippsland Shire Council	Wellington Shire Council
A= Garbage	Weekly 120 ltr Bin	45,585	7,106	7,030	6,638	14,226	4,031	6,554
B=Recyclables collected	Fortnightly 240 ltr Bin	28,364	4,815	4,244	5,049	8,027	1,955	4,274
C= Recyclables recycled		24,180	3,630	3,904	4,335	6,504	1,795	4,012
D=Organics collected	Fortnightly 240 ltr Bin	20,181	-	4,939	4,234	11,008	-*	-
E= Organics processed		20,181	-	4,939	4,234	11,008	-	-
TOTAL (A+B+D)		94,130	11,921	16,213	15,921	33,261	5,986	10,828

SV's unpublished Victorian Local Government Annual Survey 2012-13 data.

*South Gippsland Shire Council introduced a kerbside garden organics collection on 1 July 2015.

5. GIPPSLAND WRRG PRIORITIES SUMMARY

The following deliverables have been determined in consideration of the legislated objectives and functions of the WRRGs:

- Development of regional WRRIPs including draft landfill and resource recovery infrastructure schedules.
- Identify opportunities for the facilitation of joint procurement of infrastructure and services in partnership with local governments.
- Education of Industry, Business and Community in accordance with the state's education approach.
- Projects as funded by SV, Councils and other organisations.
- Development and implementation of structure, processes and procedures to support high quality planning and governance.

Key priority areas and objectives for 2015-18 are as follows:

PLANNING	
1)	To undertake waste and resource recovery infrastructure planning to meet the future needs of the Gippsland region while minimising the environmental and public health impacts of waste and resource recovery infrastructure.
2)	To ensure the Regional Waste and Resource Recovery Implementation Plan and other programs are informed by local government, business and community and inform State-wide waste and resource recovery planning and programs.
PROCUREMENT	
3)	To facilitate efficient procurement of waste and resource recovery infrastructure and services through collaborative partnerships with Councils within the Gippsland Region.
FACILITATION & ENGAGEMENT	
4)	To engage with industry, business and community to improve the awareness of waste minimisation and resource recovery initiatives and opportunities.
5)	To collaborate with Gippsland Councils, Sustainability Victoria (SV), the Environment Protection Authority (EPA), industry, business and the community to promote waste minimisation and resource recovery.
6)	To enhance the waste and resource recovery network through collaborative relationships and sharing best practice and innovation to improve performance and efficiency.
GOVERNANCE	
7)	To achieve high quality planning and governance in executing our statutory role and be financially sustainable.
8)	To implement a continuous improvement plan to evaluate and monitor internal and external programs and projects.
MARKET DEVELOPMENT AND INNOVATION	
9)	To provide regional knowledge and perspective to the State-wide waste and resource recovery market development strategies.

The proposed deliverables are summarised below and detailed further within the business plan.

5.1 PLANNING

OBJECTIVE 1

To undertake waste and resource recovery infrastructure planning to meet the future needs of the Gippsland region while minimising the environmental and public health impacts of waste and resource recovery infrastructure.

OBJECTIVE 2

To ensure the Regional Waste and Resource Recovery Implementation Plan and other programs are informed by local government, business and community and inform State-wide waste and resource recovery planning and programs.

Success	Performance Indicator	Measure
GWRRG Regional Waste and Resource Recovery Implementation Plan (Gippsland Implementation Plan).	Approved plan	Plan submitted on time and on budget.
Comprehensive regional waste and resource recovery datasets available to support development and monitoring of approved Gippsland Implementation Plan.	All Datasets validated by data owners and prioritised by importance to decision making required for the Gippsland Implementation Plan	100% data sets validated by data owners. 100% of regional Councils provide adequate and timely data.
Established direction and support to inform Gippsland Council Waste and Resource Recovery Strategies.	Gippsland Local Government Strategies align with the Gippsland Implementation Plan	Number of Gippsland Councils aligned (3 or more).

Strategies	Timeframe
1. Implement a Data Collection and Analysis Plan that determines the capacity and future waste and resource recovery infrastructure and services needs for the development of the Gippsland Implementation Plan.	26 February 2016
2. Undertake market sounding and develop prioritised infrastructure for further assessment.	30 January 2016
3. Implement a Stakeholder Consultation and Engagement Plan.	26 February 2016
4. Develop a consultation Draft Gippsland Implementation Plan including preliminary infrastructure options assessment for public exhibition.	14 April 2016
5. Prepare Draft Gippsland Implementation Plan for submission to SV and EPA.	9 June 2016
6. Prepare report addressing issues identified during the integration of SWIRRP and Gippsland Implementation Plan.	26 August 2016
7. Submit Gippsland Implementation Plan to the Minister for Environment, Climate Change and Water.	9 December 2016

Strategies	Timeframe
8. Establishment of waste management strategy template that reflects the approved Gippsland Implementation Plan to assist Councils to align with regional and State plans.	February 2017

5.2 PROCUREMENT

OBJECTIVE 3

To facilitate the efficient development of collaborative procurement for potential waste and resource recovery infrastructure and services for the Gippsland region.

Success	Performance Indicator	Measure
Economic savings and social and environmental benefits through collaborative procurement process.	Establishment of regional procurement framework, (assisted by Sustainability Victoria (SV))	Guidelines for joint procurement developed for Gippsland region.
Joint contracts.	Financial savings; measurable social/ environmental benefits of procured services or infrastructure	Identify one joint procurement opportunity to advance in the 2015-16 financial year.
Strategies		Timeframe
1. Collaborate with other WRRGs/SV/ Municipal Association of Victoria (MAV)/ Department of Environment, Land, Water and Planning (DELWP)		April 2016
2. Identify joint procurement opportunities for consideration by Gippsland Councils.		May 2016
3. Subject to adequate funding, develop GWRRG procurement process and procedures in consultation with Gippsland Councils and other key stakeholders.		August 2016

5.3 FACILITATION AND ENGAGEMENT

OBJECTIVE 4

To engage with industry, business and community to improve the awareness of waste minimisation and resource recovery initiatives and opportunities.

OBJECTIVE 5

To collaborate with Gippsland Councils, SV, the EPA, industry, business and the community to promote waste minimisation and resource recovery.

OBJECTIVE 6

To enhance the waste and resource recovery network through collaborative relationships and sharing best practice and innovation to improve performance and efficiency.

Success	Performance Indicator	Measure
Response provided to SV on the draft Waste Education Strategy.	Support and actively participate in organised forums/workshops Formal response to draft document	Response acknowledged by SV.
Successful delivery of state-wide projects/programs in Gippsland.	Stakeholder achievement indicates a high proportion of target audience is actively involved in initiative. Participants value the outcomes of the initiative.	High level of participation and achievement of goals (>75%). Survey of participants.

Strategies	Timeframe
1. In conjunction with SV, Councils and businesses within the Region, advise on best practices for waste and resource recovery systems, facilities and services.	Ongoing
2. Within resources available, undertake waste and resource recovery projects as funded by government, Councils and other organisations.	Ongoing
3. Facilitate the delivery of ResourceSmart School education program to 80 Gippsland Schools.	Currently funded to 30 June 2016
4. Provide input and feedback to SV during the development of the Waste Education Strategy.	December 2015
5. Establish GWRRG organisation branding including the development of a comprehensive website and resources for communicating with stakeholders.	November 2015
6. Strengthen the connectivity between the Board and the Gippsland Local Government Waste Forum and regional Councils through developing a targeted engagement strategy.	March 2016

5.4 GOVERNANCE

OBJECTIVE 7

To achieve high quality planning and governance in executing our statutory and legislative role and be financially sustainable.

OBJECTIVE 8

To implement a continuous improvement plan to evaluate and monitor internal and external programs and projects.

Success	Performance Indicator	Measure
Statutory and legislative requirements met.	Approved Business Plan Annual report completed Compliance with Financial Management Compliance Framework and legislative requirements	Statutory and legislative compliance in all functions and requirements within the budget allocation.
Organisational Establishment complete.	All staff working towards new organisational purpose and objectives Organisational structure fit for purpose	Structure implemented. Processes and policies implemented.
Engaged local government Forum.	Attendance at strategic forums Attendance at Technical Reference Group (TRG) meetings Attendance at Engagement and Education Reference Group (EERG) meetings	% attendance of invitees. % attendance of invitees. % attendance of invitees.
Strategies		Timeframe
1. Conduct responsibilities in accordance with statutory and legislative requirements.		Ongoing
2. Develop a comprehensive annual Business Plan and Annual Budget.		31 December 2015
3. Conduct an annual review of the Governance framework including Board, Forum and Committee performance.		Ongoing
4. Ensure there is preparation of accurate Financial Statements and develop a comprehensive Annual Report annually		August - September annually
5. Implement agreed organisational re-structure.		November 2015
6. Maintain an effective Audit and Risk Committee and develop appropriate internal audit program.		Ongoing
7. Review Charter of Corporate Governance and develop Policy Handbook.		May 2016

8. Maintain an appropriate risk management framework including organisational risk assessment, corporate risk appetite and associated risk register.	February 2016 - Ongoing
9. Support the Gippsland Local Government Waste Forum and associated Reference Groups to enable a high level of involvement in strategic planning for waste and resource recovery.	Ongoing
10. Develop an organisational continuous improvement plan for program and project delivery	February 2016

5.5 MARKET DEVELOPMENT AND INNOVATION

OBJECTIVE 9

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

Success	Performance Indicator	Measure
Local barriers and opportunities for priority waste materials identified.	Number of opportunities and barriers	Alignment of State Government priorities through SWRRIP with Gippsland situation. Stakeholder workshops held
Alternative waste and resource recovery treatment options identified providing improved waste management outcomes.	Quality and effectiveness of options identified for further investigation through collaboration waste investment initiative (market sounding) with Gippsland Councils	Responses evaluated by cross organisational panel and report/recommendations provided to local government stakeholders.

Strategies	Timeframe
1. Identify potential priority waste streams within Gippsland Region.	February 2016
2. Utilise findings from Victorian Market Development Framework and Investment Plan to inform further investigation and priorities for Gippsland.	Ongoing
3. Pending the evaluation of the collaborative waste investment initiative (market sounding) for alternative waste treatment, identify opportunities that are feasible for future investigation.	January 2016

6. BUDGET

Year	2015-16	2016-17	2017-18
INCOME			
Landfill Levy Core funding	560,670	574,687	589,054
Gippsland WRRIP	333,333	225,000	225,000
DELWP One off Funding	150,000	0	0
Bank Interest	3,000	2,000	2,000
ResourceSmart Schools	85,000	0	0
SV Hosting	2400	0	0
Council Contributions (ResourceSmart)	2000	0	0
Income from sale of vehicles		8000	6,000
TOTAL	1,136,403	809,687	822,054
EXPENSES			
Corporate			
External Audit Fees	5,800	6,000	6,000
Internal Audit Project	3,000	6000	6000
Directors Fees	40,000	40,000	40,000
Director Professional Development	6,000	6,000	6,000
Audit Committee	3,500	3,500	3,500
Fees & Charges (bank)	800	800	800
Meeting Expenses	2,000	2,000	2,100
Facilitated Business Plan session	4,000	5,000	5,000
Legal Fees	15,000	15,000	15,000
Business Plan & Annual Report Production	2,000	2,000	2,000
TOTAL	82,100	86,300	86,400
Insurance			
Directors & Officers Insurance	1,815	1,815	1,815
Travel and Accidental Injury	808	808	808
Insurance (PI & PPL)	5,445	5,445	5,445
Business Insurance	303	303	303
TOTAL	8,371	8,371	8,371
Administration			
Staff Expenses			
Salaries & Wages (Perm)	431,200	441,980	453,030
Salaries & Wages ResourceSmart (Temp)	77,450	-	-
Salaries & Wages WRRIP (Temp)	97,405	50,000	-
Superannuation	57,575	41,988	43,038
Leave loading	8,350	5,950	6,098
Staff Professional Development	6,000	6,000	6,000
WorkCover	3,500	3,500	3,500
Fringe Benefit Tax	12,000	15,000	15,000
TOTAL	693,480	564,418	526,666

Year	2015-16	2016-17	2017-18
Administration Cont'd			
Office			
Office Rental & Storage	16,200	35,000	35,000
Telephone & Internet	10,000	12,000	12,000
Postage & deliveries	600	600	600
Printing & Stationary	4,000	5,000	5,000
Accounting Fees	15,000	15,000	15,000
Computers & IT (expenses)	3,000	3,000	3,000
TOTAL	48,800	70,600	70,600
Vehicles & Travel			
Vehicle Lease	0	11,000	23,000
Maintenance & Repairs	3,750	2,500	1,200
Fuel	9,000	9,200	9,400
Registration	2,050	1,100	600
Insurance	1,850	1,200	600
TOTAL	16,650	25,000	34,800
General Expenses			
Subscriptions and Publications	0	0	0
Memberships	500	500	500
Advertising	2,500	2,500	2,500
Accommodation and Meals	6,000	5,000	5,000
Depreciation	8,000	4,000	2,500
Travel Expenses	3,000	3,000	3,000
TOTAL	20,000	15,000	13,500
Public Affairs and Communication			
Corporate Branding	1,000	0	0
Website Redevelopment	5,000	0	0
TOTAL	6,000	0	0

Year	2015-16	2016-17	2017-18
Programs and Projects			
Education Projects			
ResourceSmart Schools	20,000	0	0
TOTAL	20,000	0	0
Technical Projects			
Regional Waste & Resource Recovery Implementation Plan	316,500	125,000	75,000
TOTAL	316,500	125,000	75,000
TOTAL OPERATIONAL EXPENSES			
	1,211,901	894,689	815,337
TOTAL BALANCE			
	-75,498	-85,002	6,717
NET POSITION			
	89,585	4,583	11,300

BALANCE SHEET

Year	2015-16	2016-17	2017-18
Assets			
Cash at Bank	296,764	232,733	249,450
Plant, Equipment & Vehicles	67,764	52,764	40,364
Less Accumulated Depreciation	-38,596	-38,596	-36,096
Total Assets	325,932	246,901	253,718
Liabilities			
Current			
Accrued Expenses	8,400	8,500	8,600
Long Service Leave Payable within 12 months	62,076	67,125	67,125
Annual Leave expected to settle within 12 months	39,905	39,905	39,905
Non-current			
Long Service Leave Payable after 12 Months	10,105	10,927	10,927
TOTAL Liabilities	120,486	126,457	126,557
NET Assets	205,446	120,444	127,161
Equity			
Contributed Capital	99,573	99,573	99,573
Accumulated Funds	181,371	105,873	20,871
Net Income/Loss	-75,498	-85,002	6,717
TOTAL Equity	205,446	120,444	127,161