



**BARWON SOUTH WEST WASTE AND RESOURCE  
RECOVERY GROUP**

# **Business Plan**



**2018/2019 — 2020/2021**



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## Chair's Message

It is with pleasure that I present the Barwon South West Waste and Resource Recovery Group (Barwon South West WRRG) Business Plan 2018-19 to 2020-21.

The Barwon South West WRRG continues to position itself as a leader and innovator in waste minimisation and resource recovery. With ongoing challenges in the waste and recycling sector, the Barwon South West WRRG continues to operate at the forefront and support all stakeholders to continue their service to the community and ensure that resource recovery continues.

The Business Plan outlines the priority actions and activities that derive from our regional strategic objectives as outlined in the Barwon South West Waste and Resource Recovery Implementation Plan (WRRIP). Progress on delivering the actions remains a priority, and the work undertaken to date is achieving positive outcomes.

Fostering relationships with existing stakeholders and establishing new partnerships with industry and communities will be a key focus in the forthcoming year. This will aim to give confidence to the community to minimise waste to landfill and to business to invest in waste and resource recovery infrastructure and services.

The Barwon South West WRRG will continue to support local government through consultation, communicating the benefits of waste minimisation, and developing local strategies to educate communities about recycling, e-waste bans and waste avoidance.

We look forward to advancing our level of influence, facilitating a range of proactive programs and initiatives to drive behaviour change, and delivering benefits across the Barwon South West region.



**Cr. Jill Parker**

A handwritten signature in black ink, appearing to read "Jill Parker".

**Chairperson**

## Barwon South West Waste and Resource Recovery Group

Barwon South West WRRG is a statutory authority established under the *Environment Protection Act 1970* (the Act) on 1 August 2014. The Act outlines the Barwon South West WRRG's legislative requirements including objectives, functions and powers.

The Barwon South West WRRG is the link between state, local governments and industry and is responsible for facilitating an integrated approach to regional planning, and the delivery of waste management and resource recovery services that aligns with state-wide waste and resource recovery planning.

The organisation has two offices, located at Geelong and Hamilton to service the extensive Barwon South West region which comprises nine local government areas:

**Borough of Queenscliffe**  
**City of Greater Geelong**  
**Colac Otway Shire Council**  
**Corangamite Shire Council**  
**Glenelg Shire Council**

**Moyne Shire Council**  
**Southern Grampians Shire Council**  
**Surf Coast Shire Council**  
**Warrnambool City Council**

The region covers an area of over 29,000 km<sup>2</sup> and incorporates 800km of coastline.



Figure 1 Barwon South West region

## Entity Establishment

<b>Business name:</b>	Barwon South West Waste and Resource Recovery Group
<b>Business structure:</b>	State Government Statutory Authority
<b>ABN:</b>	73 398 361 474
<b>Business location (Head office):</b>	PO Box 82 BELMONT VIC 3216 Level 1, 284 Bellerine Street SOUTH GEELONG VIC 3220
<b>Date established:</b>	1 August 2014
<b>GST Registration Date:</b>	1 August 2014

## Our Vision

The Barwon South West WRRG will lead and innovate in waste minimisation and resource recovery.

## Our Shared Values

- Leadership: Be leaders through engagement and innovation.
- Integrity: Act with trustworthiness, fairness and consistency.
- Professionalism: Provide a rewarding work environment with opportunities to enrich staff.
- Make a difference: Collaborate to achieve quality and sustainable outcomes and educate for positive behaviour change.
- Openness: Work together and share knowledge in a spirit of honesty.
- Respect: Value, learn from and respect the views of one another.

## Our Stakeholders and Communications

Our stakeholders, including but not exclusive to (listed below) represent the broad community of interest in sustainable uses of resources and environmental protection:

- |  |   |
|--|---|
| • Department of Environment, Land, Water and Planning (DELWP)                      | • The waste and resource recovery industry sector |
| • Sustainability Victoria (SV)   | • Industry associations and networks              |
| • Environment Protection Authority (EPA)   | • Not-for-profit organisations                    |
| • Local Government   | • Schools   |
| • State and Federal Government Departments including Regional Development Victoria | • Community and environmental groups              |
| • Other Waste and Resource Recovery Groups   | • The Public                                      |

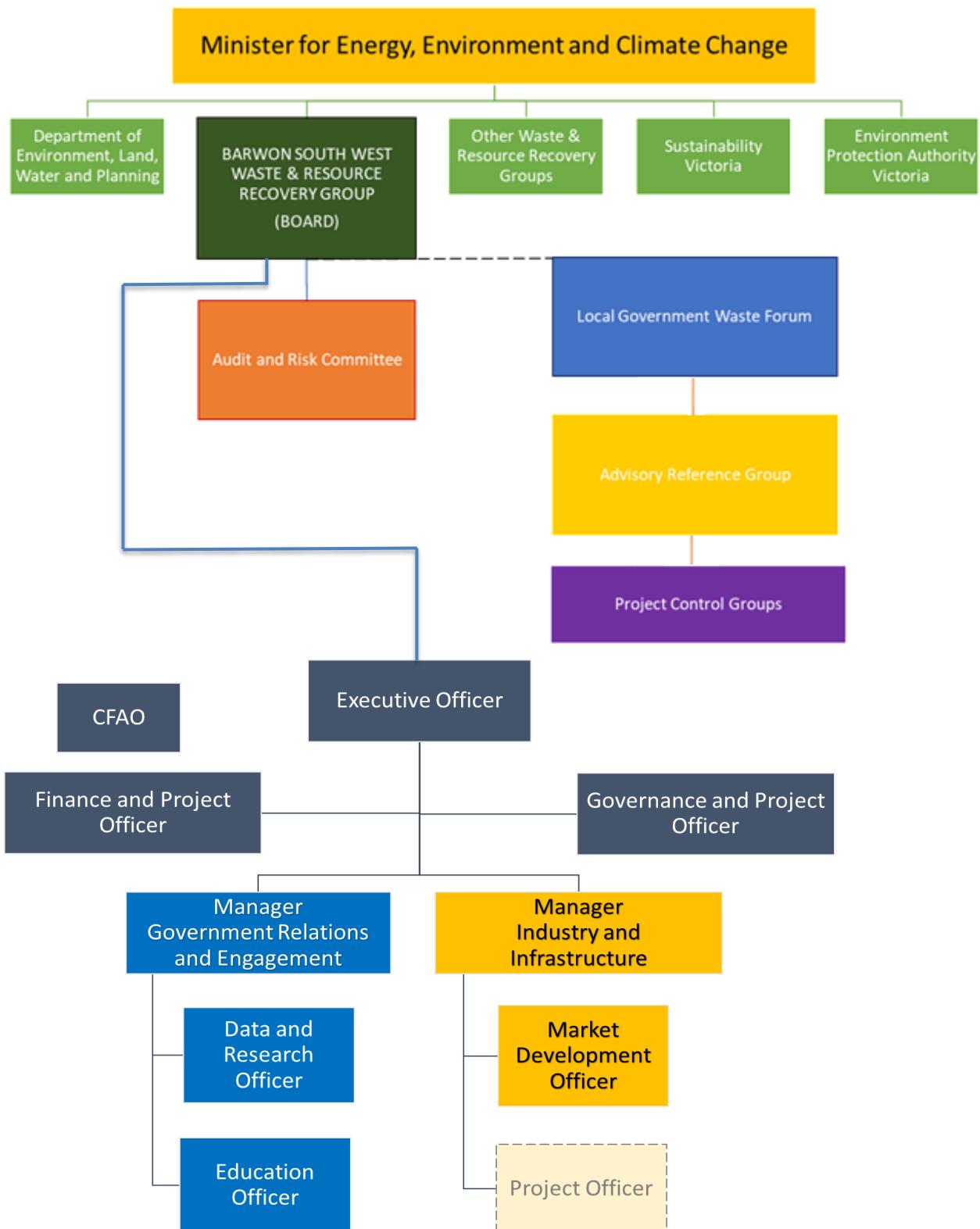
Effective communication strategies are vital to the future role of the Barwon South West WRRG as it strives to satisfy all interests from its limited resource base in the face of elevated expectations from stakeholders. There is a continuing emphasis on constructive partnerships to establish the Barwon South West WRRG as an effective voice for the future of solid waste management and resource recovery in the region.

## Governance

The Barwon South West WRRG operates under legislative requirements outlined in the Act including the Group's objectives, functions and powers which are detailed in sections 49C, 49G, 49H and 49I respectively and Division 2AB of the *Waste and Resource Recovery Infrastructure Planning Framework*.

The Barwon South West WRRG is governed by a board of eight directors who are appointed by the Minister for Energy, Environment and Climate Change. Four directors are general members and four are nominated by the Barwon South West Local Government Waste Forum.

The Chairperson is appointed by the Minister and under legislation, must be a director nominated through the forum process to the Minister.



**Figure 2 Organisation and Staffing Structure**

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## Summary of Regional Strategic Objectives and Priority Actions

The Barwon South West WRRG is the nominated lead agency for delivering most of the Priority Actions outlined in the Regional Implementation Plan and has a role to play in all Priority Actions.

The Barwon South West WRRG will focus its specified projects for the next five years on achieving the twelve Priority Actions from the Regional Implementation Plan.

Each Priority Action is linked to one of the Barwon South West WRRG's five regional strategic objectives, which are:

1. ***Achieve behaviour change that reduces waste generation and increases resource recovery.***
2. ***Encourage innovative and cost-effective ways to increase resource recovery.***
3. ***Identify and establish industry relationships to build market opportunities to maximise resource recovery.***
4. ***Facilitate the aggregation of services through joint procurement to maximise resource recovery and cost effectiveness.***
5. ***Plan for future waste and resource recovery infrastructure and service needs for the region.***

*The Local Government Program details were adopted by the Barwon South West Local Government Forum on 17 May 2018.*

## Regional Strategic Objective 1:

### Achieve behaviour change that reduces waste generation and increases resource recovery.

**Priority Action 1:** *Facilitate behavioural change to reduce waste generation, improve source separation and recovery rates.*

Project	No.	Activity	Deliverable	Timing
Regional Education Plan	A1	Implement identified programs, community education and engagement activities from the Regional Education Plan to facilitate behaviour change	<p>Implement programs and activities as specified in the Regional Education Plan</p> <p>Ensure education and engagement is delivered in conjunction with councils, schools, community, industry and the state government</p> <p>Support education and engagement for all matters arising, including but not exclusive to:</p> <ul style="list-style-type: none"> <li>• E-waste</li> <li>• Commingled Recycling</li> <li>• Plastics</li> <li>• Food Organics / Garden Organics (FOGO)</li> </ul>	2018-19 to 2021-22
	A2	Work with business and industry to investigate a business waste self-assessment and support sustainable and improved waste management practices for business and industry	Business waste self-assessment established	2018-19
	A3	Monitor and Evaluate Regional Education Plan	Annual monitoring and evaluation framework in place	2019-20 to 2021-22
	A4	Identify how pricing mechanisms, education and engagement initiatives play a role in behavior change	Pricing mechanism and behaviour change relationship analysis undertaken	2019-20

## **Regional Strategic Objective 2:**

***Encourage innovative and cost-effective ways to increase resource recovery.***

- Priority Action 2:** *Support the development of innovative and viable opportunities to increase recovery of priority materials including organics, wood/timber, plastics, and textiles.*
- Priority Action 3:** *Facilitate viable systems to increase recovery rates, including those from mixed loads of waste and bin collection arrangements.*
- Priority Action 4:** *Facilitate viable solutions to increase the recovery of materials currently going to landfill including those sourced from municipal, agricultural industries and commercial businesses.*

<b>Project</b>	<b>No.</b>	<b>Activity</b>	<b>Deliverable</b>	<b>Timing</b>
<b>Resource Recovery General</b>	B1	Facilitate discussions with the waste and resource recovery industry to investigate opportunities for resource recovery improvement.	Opportunities for resource recovery improvements identified in partnership with the waste and resource recovery industry.	2018-19 to 2020-21
	B2	Be adaptable and flexible to best position the region to manage the range of new resource recovery initiatives.	Demonstrate leadership, adaptability and flexibility to manage changing policy, markets and resource recovery initiatives.	Ongoing
<b>Resource Recovery Priority Materials</b>	B3	Support targeted research and data collection, including waste audit data to identify quantities of recoverable materials.	Data collected and audited.  Learnings applied to relevant education, operation improvements and projects.	Annual or as determined by Audit Plan
	B4	Monitor priority materials disposal and recovery rates to show decline and increase respectively.	Priority materials show trends of increased resource recovery and improved management practices.	Annual
	B5	Investigate and identify a regional response for materials (organics, timber, plastic, textiles, tyres) recovery through development of an opportunities paper and regional workshop.	Materials (organics, timber, plastic, textiles, tyres) opportunities documented (one to two per year cascading in priority).	2018-19 to 2020-21
	B6	Where viable, inform and facilitate opportunities to increase recovery of materials (organics, timber, plastic, textiles, tyres) including seeking funding.	Materials (organics, timber, plastic, textiles, tyres) opportunities facilitated including business case	2019-20 to 2021-22
	B7	Review materials (organics, timber, plastic, textiles, tyres) opportunities paper.	Update materials (organics, timber, plastic, textiles, tyres) opportunities.	2020-21 to 2022-23
	B8	Enhance materials (organics, timber, plastic, textiles, tyres) recovery and diversion from landfill to aid greenhouse	Progressive materials (organics, timber, plastic, textiles, tyres) resource	2021-22 to 2023-24

### Regional Strategic Objective 2:

		gas emission reductions.	recovery.	
<b>Regional response to manage e-waste</b>	B9	Provide communications linkages and messaging to Local Government Waste Forum (LG Waste Forum), Advisory Reference Group, councils, industry and community including participation in workshops, discussion groups or consultative processes established by State Government.	State Government requirements clearly articulated to stakeholders.	2018-19 to 2020-21
	B10	Develop a regional practical response to the proposed state-wide e-waste policy position	Regional e-waste response produced including baseline and targets.	2018-19 to 2020-21
	B11	Monitor e-waste disposal and recovery rates.	Increase recovery of e-waste as per targets.	Annual
	B12	Support phasing in and interim arrangements at collection points.	Phasing and interim arrangements supported.	2018-19 to 2019-20
	B13	Support engagement activities with delivery partners.	Engagement activities undertaken.	2018-19 to 2019-20
	B14	Identify and commence an industry-supported incentive	An industry-supported incentive identified and commenced.	2020-21

### Regional Strategic Objective 3

**Identify and establish industry relationships to build market opportunities to maximise resource recovery.**

**Priority Action 5:** *Facilitate regional and cross-sectoral linkages to improve markets for materials that could be diverted from landfill and used by another industry as a resource.*

Project	No.	Activity	Deliverable	Timing
Industry and Market Development	C1	Continue the implementation of the ASPIRE program to industry.	At least 50 participants in ASPIRE.	2018-19
	C2	Monitor and evaluate ASPIRE program achievements.  Demonstrably attribute quantified increased resource recovery and reductions in landfill to the use of ASPIRE.	ASPIRE promotion to industry; ensure regional and rural participation.  Participant satisfaction with waste re-use outcomes.	2019-20
	C3	Continue ASPIRE program (if appropriate).	Re-contract ASPIRE program.	2019-20 to 2020-21
	C4	Identify further Market Development opportunities for priority materials drawing on ASPIRE learnings and networks	Refer Regional Strategic Objective #2.	
	C5	Draw on industry learnings and ASPIRE to develop a regional industry investment prospectus.	Improved industry health against established benchmarks.  Funding opportunities communicated to industry.	2018-19  Ongoing
	C6	Facilitate, monitor and provide advice on opportunities and advances in the waste and resource recovery sector and consider their application and viability in the region.	Facilitate consultative working groups for relevant waste and resource recovery initiatives; such as waste to energy	Ongoing
	C7	Foster innovation, economic development and employment initiatives as they relate to the waste and resource recovery industry	Industry linked to the development of new initiatives and potential programs  Document and share industry better practice	Ongoing

## Regional Strategic Objective 4

### Facilitate the aggregation of services through joint procurement to maximise resource recovery and cost effectiveness.

- Priority Action 6:** *Facilitate collaborative procurements to improve economies of scale and cost efficiencies.*
- Priority Action 7:** *Facilitate the aggregation of material streams to improve economies of scale and cost efficiencies.*

Project	No.	Activity	Deliverable	Timing
Collaborative procurement / aggregation	D1	Implement priority actions identified for regional collaborative resourcing including collection services, funding opportunities, procurement challenges, ACCC matters, etc.  Consider collaborations to respond to resource recovery and recycling change to improve contracts, service and operations	Priorities identified  At least three collaborative resourcing opportunities implemented  Transport and logistics opportunities paper  Legal advice received for ACCC approvals (if necessary)	2018–19 to 2020–21
	D2	Investigate and facilitate collaborative procurements to improve economies of scale, cost efficiencies and maximise waste and resource recovery outcomes (where viable)  Access the Shared Service operations in the development and implementation of strategic procurement relating to preliminary strategic analysis, market knowledge, expertise in gaining lower gate fee rates, contracts management, consultant panel, memorandum of understanding (MoUs), probity plan, etc.	Support provided to stakeholders on collaborative procurement opportunities  Shared Services operations assessed, and improvements presented.	Ongoing  Annual

## Regional Strategic Objective 5

### Plan for future waste and resource recovery infrastructure and service needs for the region.

- Priority Action 8:** Assess the future strategic role of landfill and resource recovery needs within the Barwon South West region.
- Priority Action 9:** Work with planning authorities to recognise and protect existing facilities and hubs from encroachment and ensure that waste and resource recovery infrastructure planning is appropriately integrated with land use and transport planning.
- Priority Action 10:** Work with councils and other relevant authorities to reduce risk and to ensure contingency plans are in place for managing waste.
- Priority Action 11:** Work collaboratively with all stakeholders to ensure state-wide policy, planning and funding programs support the region's infrastructure needs.
- Priority Action 12:** Work with all stakeholders to establish an integrated and effective data network.

Project	No.	Activity	Deliverable	Timing
<b>Regional Data Sharing Protocol</b>	E1	Work with councils and industry to promote the benefit of providing and sharing data.  Use high quality data to aid evidence-based, justifiable decision-making.	Majority of facilities / organisations participate in data sharing Protocol.  Ensure data integration and sharing occurs at its maximum potential.  Data used in all relevant decision-making.	2018–19 to 2020–21
	E2	Work with councils to produce an annual regional data report	Annual Regional Data Report Produced	Annual
	E3	Continuous improvement to data, collection, analysis and sharing.	Data demonstrating accuracy, completeness and collection efficiency	2020–21
<b>Contingency Planning</b>	E4	Work with councils and other relevant authorities to reduce risk and to develop mechanisms (contingency plans) to appropriately manage waste and recover resources during and after emergency events	Contribute to and develop a Regional Waste and Resource Recovery Contingency Plan to inform local Emergency Management Plans	2018–19 and annual thereafter
<b>Land use planning - Buffers</b>	E5	Undertake a buffer assessment of key waste and resource recovery sites of state regional importance / significance in the region	Buffer assessment completed	2018–19 to 2019–20
		Identify and document key risks, issues and opportunities related to buffer zones for waste and resource recovery infrastructure sites in the region	Key risks issues and opportunities identified	

## Regional Strategic Objective 5

		Document a process for WRRGs to play a role in supporting decisions related to buffers for new and expanded waste and resource recovery infrastructure	Process for buffer implementation documented	
		Continue buffer assessments and seek learnings from state-wide buffer assessments	Buffer learnings documented	
		Work with relevant councils and proponents to facilitate planning approvals, where required, to implement new or expanded infrastructure	Buffer assessments completed for remaining sites	
		Support incorporation of relevant waste and resource recovery buffers and planning in Council Municipal Strategic Statements (MSSs)	All Council MSSs have waste and resource recovery references	
<b>Infrastructure planning - Closed Landfills</b>	E6	Support provided to duty holders for closed landfill risk assessments and develop management strategies for future rehabilitation implementation (if applicable)	Closed landfill information gathered, and risk assessments undertaken for 50% of known sites	2019–20
<b>Infrastructure planning – Future Landfills and Infrastructure</b>	E7	Assessment on regional landfill needs	Landfill Needs Assessment updated	2020-21
	E8	Develop tools to assist operators understand viability, operating and whole-of-life costs of existing and new resource recovery infrastructure.	Tools developed and disseminated	2019-20
	E9	Work with all councils to ensure that each has or is planning to have a Resource Recovery and Waste Minimisation Strategy (or equivalent) that clearly aligns with the State Infrastructure Plan and the Regional Implementation Plan and utilising the developed waste strategy template	Support provided to councils to develop a Waste Minimisation Strategy	2018–19 to 2019-20
	E10	Provide support to owners and operators of Resource Recovery Centres (RRC) and Transfer Stations (TS) to meet better practice operations, improve infrastructure and maximise resource recovery	Better practice RRC and TS operations and infrastructure commenced at majority of sites	Ongoing

## Organisational Operational Activities

The Barwon South West WRRG recognises the need for continuous improvement of the organisation.

The organisation's operational activities will contribute to organisational health and effectiveness and fulfil certain statutory obligations.

The Barwon South West WRRG will continue to foster stakeholder engagement and develop and grow its branding and communications to enhance its profile.

### Organisational Objective:

#### Maintain and improve the effective functioning of the organisation.

- Identify opportunities for more effective, interdependent roles of the Board and the Local Government Forum.
- Improve the Barwon South West WRRG's profile with stakeholders and the broader community (the Barwon South West WRRG wants to be known as a facilitating organisation for market development).
- Identify and facilitate internal professional development opportunities, information and education on emerging trends and technologies, waste to energy and project management.
- Implement Financial Management and Statutory Compliance requirements.

No.	Operational Activity	Deliverable	Timing
O1	<p>Act as a conduit for information from government agencies, industry representatives and leaders and ensure information and access to events, seminars, forums, etc. that are relevant to councils, industry representatives, businesses and the community.</p> <p>Liaise with DELWP, SV and EPA to ensure timely and up-to-date information is received in relation to programs, grants and funding opportunities</p> <p>Provide newsletters and website updates to inform councils and stakeholders of actions of the Barwon South West WRRG</p>	<p>Information provided to stakeholders</p> <p>Information shared</p> <p>State policy outcomes promoted</p> <p>Achievements celebrated</p> <p>Grants and funding opportunities promoted</p>	2018–19
O2	Undertake timely actions from Forums, meetings, and conferences and provide feedback on outcomes, include generating ideas, identifying key issues, troubleshooting, information sharing and problem identification/solving, site visits at these meetings	Minimum four Regional Forums and ARGs per annum	2018–19
O3	Produce a compliant annual report	2017–18 Annual Report developed	2018–19
O4	Administer a bi-annual Board Performance Review	Board Performance Review completed	2018–19

<b>O5</b>	Implement a branding profile and associated communications for the Barwon South West WRRG which builds the corporate brand	Corporate branding profile and suite of tools implemented and improved communications systems in place	2018–19
<b>O6</b>	Develop effective knowledge sharing arrangements within the organisation	Tools, guidance notes and reference libraries established	2018–19
<b>O7</b>	Formalise organisational policy framework and develop a full suite of policy documentation. Utilise DELWP Model Policies when available.	Policy framework developed, and all policies drafted and endorsed	2018–19
<b>O8</b>	Complete annual Local Government Program review	LG Program reviewed by end of March	2018–19
<b>O9</b>	Undertake Local Government Program project management	LG Program adequately supported	2018–19

## Barwon South West Local Government Program

The Barwon South West Local Government Waste Forum has identified projects that address the specific needs of local government and are best delivered from a regional platform. These projects have been identified from workshops of the Forum and the Forum's Advisory Reference Group (ARG) and consolidated into projects. The projects generally have a strong strategic theme and, therefore, will assist in the development and implementation of the Regional Implementation Plan. These projects form the Barwon South West Local Government Program.

The member Councils commit to fund this program to the extent of approximately \$175,000 per annum increasing by the consumer price index in future years in accordance with guidelines approved by the Forum, including a member Council's contribution apportionment formula.

Actual funding will be subject to inclusion in all member Council's annual budgets.

While these projects are currently predominantly strategic, they may also be operational; however, as regional based projects, the Forum may still seek to deliver these projects through the Barwon South West WRRG.

Projects will be delivered via a local government program protocol.

**NOTE:**

*The 2018–2019 to 2021–2022 Local Government Program will be endorsed by the Local Government Waste Forum on 17 May 2018 and is outlined in the following summary table.*

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**LOCAL GOVERNMENT PROGRAM 2018–2019 to 2020–2021**

Project title	2018–2019	2019–2020	2020–2021
1. Template for Municipal Resource Recovery and Waste Management Strategy and development	0		
2. Collaborative Resourcing Opportunity Investigation and implementation	\$15,000		
3. Infrastructure Planning Framework (Organics Processing)	\$30,000		
4. Infrastructure Planning Framework (MSW Transfer Facilities)	\$20,000		
5. Barwon South Waste and Resource Recovery Education/ Engagement Plan	0		
6. Education / Research / Innovations Officer	\$88,000	\$90,000	\$92,500
7. Advocacy (Landfill levy / BPEM Landfill operations / closed landfills)	\$15,000		
8. Audit / data collection (Kerbside / Public Place Recycling / Illegal Dumping / Transfer Station)	\$40,000		
9. Organics — (FOGO) direction	0		\$35,000
10. Organics — end-product markets	\$25,000		
11. Best Practice assessment of Resource Recovery Infrastructure	0		
12. Industry health	\$10,000		
13. Priority materials	\$10,000	\$5,000	\$15,500
14. Closed landfill risk assessment	0	\$50,000	
15. Regional Transport Investigation	0	\$30,000	
16. Regional Contract Support	0		\$25,000
17. Waste Cost of Production (Gross Margin Analysis)	0		\$12,000
18. Project management	\$10,000	\$10,000	\$10,000
<b>TOTAL</b>	<b>\$263,000</b>	<b>\$185,000</b>	<b>\$190,000</b>

\*Includes carry over of funds

## Budget Projections

<b>Comprehensive operating statement for the financial year ended 30 June</b>				
	2017-18	2018-19	2019-20	2020-21
<b>Income from transactions</b>				
Landfill levy revenue	\$789,230	\$807,212	\$807,212	\$825,642
Local Government Program	\$290,000	\$180,000	\$185,000	\$190,000
DELWP Project Funding	\$225,000	\$0	\$0	\$0
Interest	\$24,203	\$7,000	\$7,000	\$7,000
Other income	\$0	\$0	\$0	\$0
<b>Total income from transactions</b>	<b>\$1,328,433</b>	<b>\$994,212</b>	<b>\$999,212</b>	<b>\$1,022,642</b>
<b>Expenses from transactions</b>				
Employee expenses	\$428,463	\$756,644	\$758,161	\$777,028
Depreciation	\$18,929	\$24,487	\$17,823	\$15,486
Audit fees	\$27,600	\$31,753	\$28,180	\$28,771
Other operating expenses	\$580,169	\$437,805	\$445,549	\$384,938
<b>Total expenses from transactions</b>	<b>\$1,055,161</b>	<b>\$1,250,689</b>	<b>\$1,249,713</b>	<b>\$1,206,223</b>
<b>Net result from transactions (net operating balance)</b>	<b>\$273,272</b>	<b>(\$256,477)</b>	<b>(\$250,501)</b>	<b>(\$183,581)</b>
<b>Other economic flows included in net result</b>				
Net gain/(loss) on non-financial assets	\$0	\$0	\$0	\$0
Net gain/(loss) on financial instruments	\$0	\$0	\$0	\$0
Other gains/(losses) from other economic flows	\$0	\$0	\$0	\$0
<b>Total other economic flows included in net result</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net result</b>	<b>\$273,272</b>	<b>(\$256,477)</b>	<b>(\$250,501)</b>	<b>(\$183,581)</b>
<b>Comprehensive result</b>	<b>\$273,272</b>	<b>(\$256,477)</b>	<b>(\$250,501)</b>	<b>(\$183,581)</b>

NOTES FOR SHORT AND LONG VERSION OF COMPREHENSIVE OPERATING STATEMENT FOR YEAR ENDED 30 JUNE:  
The current year surplus is related to the postponement of certain activities related to the Waste and Resource Recovery Implementation Plan (WRRIP), namely land use buffer planning, which is now expected to be progressed / delivered in the subsequent financial years.

2017-18 Employee Salaries and Wages expenses are reported as \$380,083 which is down from the business plan budget forecast of \$637,954 due to not having a full complement of staff through activities such as a staffing review, staff resignation, recruitment timeframes and reduction in Board Directors.

<b>Comprehensive operating statement for the financial year ended 30 June</b>					<b>Notes / Assumptions</b>
	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	
<b>Income from transactions</b>					
Landfill levy revenue	\$789,230	\$807,212	\$807,212	\$825,642	DELWP assumes 2.5% increase on levy + \$70,000 additional funds per yr through 2019-20
Local Government Program	\$290,000	\$180,000	\$185,000	\$190,000	
DELWP Project Funding	\$225,000	\$0	\$0	\$0	
Interest	\$24,203	\$7,000	\$7,000	\$7,000	
Other income	\$0	\$0	\$0	\$0	
<b>Total income from transactions</b>	<b>\$ 1,328,433</b>	<b>\$ 994,212</b>	<b>\$ 999,212</b>	<b>\$ 1,022,642</b>	
<b>Expenses from transactions</b>					
<i>Employee expenses</i>					
- Salaries and Wages	\$380,803	\$653,619	\$652,517	\$668,462	Assumes 3% annual increase + 1 step increase in salary range on employment anniversary
- Payroll Tax	\$0	\$31,701	\$31,647	\$32,420	4.85% if payroll threshold reached
- FBT	\$5,114	\$4,874	\$6,934	\$7,142	FBT on salary sacrifice for employee use of vehicle
- Long Service Leave	\$4,394	\$4,487	\$4,581	\$4,677	
- Superannuation	\$35,653	\$58,497	\$59,034	\$60,805	9.5% of salaries & wages
- Workers Comp Insurance	\$2,499	\$3,467	\$3,448	\$3,520	0.5302% of salaries and wages
<b>Total Employee Expenses</b>	<b>\$428,463</b>	<b>\$756,644</b>	<b>\$758,161</b>	<b>\$777,028</b>	
Depreciation	\$18,929	\$24,487	\$17,823	\$15,486	No fixed asset purchases included in budget
Audit fees	\$27,600	\$31,753	\$28,180	\$28,771	annual increase at CPI
<i>Other operating expenses</i>					
<i>Finance Expenses</i>					
- Finance Lease Interest	\$1,611	\$1,958	\$1,498	\$859	No new finance leases currently included in budget
- Finance Expense	\$272	\$383	\$383	\$391	annual increase at CPI
<b>Total Finance Expense</b>	<b>\$1,883</b>	<b>\$2,341</b>	<b>\$1,881</b>	<b>\$1,250</b>	
<i>Consumables</i>					
- Operating Supplies & Consumables	\$83	\$0	\$0	\$0	
- Office Supplies & Consumables	\$4,132	\$5,000	\$5,000	\$4,000	decrease each year
- ICT Supplies & Consumables	\$842	\$1,000	\$1,000	\$1,000	decrease and remain constant
<b>Total Consumables Expense</b>	<b>\$5,057</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$5,000</b>	
<i>Services</i>					
- Other Service Charges	\$1,888	\$529	\$1,850	\$1,826	annual increase at CPI
- Consultancy Services	\$70,634	\$50,000	\$45,000	\$45,000	decrease and remain constant
- Professional Services	\$79,142	\$45,000	\$50,099	\$0	decrease and remain constant
- ICT Purchase of Services	\$20,534	\$21,380	\$21,020	\$21,424	annual increase at CPI
<b>Total Services Expense</b>	<b>\$172,198</b>	<b>\$116,910</b>	<b>\$117,969</b>	<b>\$68,249</b>	
Travel	\$31,855	\$15,000	\$15,000	\$15,000	decrease and remain constant
Accommodation / Occupancy	\$38,686	\$36,219	\$37,172	\$29,503	FY 17-18 includes one-time charge for moving exp. (\$15K)
<i>Other</i>					
Staff Related Expenses	\$25,397	\$50,000	\$50,375	\$45,375	decrease and remain constant
Business Operating Expenses	\$8,710	\$7,000	\$7,500	\$7,500	decrease and remain constant
Marketing & Media	\$4,000	\$10,000	\$10,000	\$10,000	decrease and remain constant
Water / Rates	\$2,481	\$2,382	\$2,373	\$2,423	annual increase at CPI
Insurance	\$7,472	\$8,373	\$7,789	\$7,953	annual increase at CPI
Maintenance	\$196	\$357	\$357	\$365	annual increase at CPI
Operating Leases - MV	\$4,948	\$3,224	\$4,133	\$2,320	annual increase at CPI
<b>Total Other Expense</b>	<b>\$53,204</b>	<b>\$81,336</b>	<b>\$82,528</b>	<b>\$75,935</b>	
Local Government Program Expense	\$290,000	\$180,000	\$185,000	\$190,000	
<b>Total Other Operating Expense</b>	<b>\$592,882</b>	<b>\$437,805</b>	<b>\$445,549</b>	<b>\$384,938</b>	
<b>Total expenses from transactions</b>	<b>\$1,067,875</b>	<b>\$1,250,689</b>	<b>\$1,249,713</b>	<b>\$1,206,223</b>	
<b>Net result from transactions (net operating balance)</b>	<b>\$260,559</b>	<b>(\$256,477)</b>	<b>(\$250,501)</b>	<b>(\$183,581)</b>	
<i>Other economic flows included in net result</i>					
Net gain/(loss) on non-financial assets	\$0	\$0	\$0	\$0	
Net gain/(loss) on financial instruments	\$0	\$0	\$0	\$0	
Other gains/(losses) from other economic flows	\$0	\$0	\$0	\$0	
<b>Total other economic flows included in net result</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Net result</b>	<b>\$260,559</b>	<b>(\$256,477)</b>	<b>(\$250,501)</b>	<b>(\$183,581)</b>	
<b>Comprehensive result</b>	<b>\$260,559</b>	<b>(\$256,477)</b>	<b>(\$250,501)</b>	<b>(\$183,581)</b>	

## Balance Sheet

<b>Balance Sheets as at 30 June</b>				
	2017-18	2018-19	2019-20	2020-21
<b>Assets</b>				
<b>Financial assets</b>				
Cash and deposits	\$1,257,270	\$1,024,476	\$782,432	\$572,674
Prepayments	\$13,841	\$35,000	\$35,000	\$35,000
Receivables	\$200,158	\$201,803	\$201,803	\$206,411
<b>Total financial assets</b>	<b>\$1,471,268</b>	<b>\$1,261,279</b>	<b>\$1,019,235</b>	<b>\$814,085</b>
<b>Non-financial assets</b>				
Property, plant and equipment	\$78,595	\$44,533	\$26,710	\$11,224
Intangible assets	\$0	\$0	\$0	\$0
Other non-financial assets	\$0	\$0	\$0	\$0
<b>Total non-financial assets</b>	<b>\$78,595</b>	<b>\$44,533</b>	<b>\$26,710</b>	<b>\$11,224</b>
<b>Total assets</b>	<b>\$1,549,863</b>	<b>\$1,305,812</b>	<b>\$1,045,945</b>	<b>\$825,309</b>
<b>Liabilities</b>				
Payables	\$80,445	\$89,500	\$89,500	\$89,500
Borrowings	\$81,434	\$46,421	\$37,055	\$0
Provisions	\$21,691	\$47,066	\$47,066	\$47,066
Other liabilities	\$28,386	\$41,395	\$41,395	\$41,395
<b>Total liabilities</b>	<b>\$211,956</b>	<b>\$224,383</b>	<b>\$215,016</b>	<b>\$177,961</b>
<b>Net assets</b>	<b>\$1,337,907</b>	<b>\$1,081,430</b>	<b>\$830,928</b>	<b>\$647,348</b>
<b>Equity</b>				
Accumulated surplus/(deficit)	\$1,079,609	\$823,132	\$572,630	\$389,050
Contributed capital	\$258,298	\$258,298	\$258,298	\$258,298
<b>Net worth</b>	<b>\$1,337,907</b>	<b>\$1,081,430</b>	<b>\$830,928</b>	<b>\$647,348</b>

## Cash Flow Statement for the year ended 30 June

Cash flow statement for the financial year ended 30 June				
	2017-18	2018-19	2019-20	2020-21
<b>Cash flows from operating activities</b>				
<b>Receipts</b>				
Receipts from government	\$ 1,301,283	\$ 985,566	\$ 992,212	\$ 1,011,034
Interest received	24,203	7,000	7,000	7,000
Other receipts	0	0	0	0
<b>Total receipts</b>	<b>\$ 1,325,486</b>	<b>\$ 992,566</b>	<b>\$ 999,212</b>	<b>\$ 1,018,034</b>
<b>Payments</b>				
Payments of grants and other transfers	0	0	0	0
Payments to suppliers and employees	(\$1,134,255)	(\$1,199,922)	(\$1,231,890)	(\$1,190,737)
Goods and Services Tax paid to the ATO	0	0	0	0
Interest and other costs of finance paid	0	0	0	0
Other payments				
<b>Total payments</b>	<b>(\$1,134,255)</b>	<b>(\$1,199,922)</b>	<b>(\$1,231,890)</b>	<b>(\$1,190,737)</b>
<b>Net cash flows from/ (used in) operating activities</b>	<b>\$191,231</b>	<b>(\$207,355)</b>	<b>(\$232,678)</b>	<b>(\$172,702)</b>
<b>Cash flows from investing activities</b>				
Payments for investments	0	0	0	0
Purchases of non-financial assets	\$ (61,967)	\$ -	\$ -	\$ -
Sales of non-financial assets	\$ -	\$ 9,575	\$ -	\$ -
Repayments of loans from other parties	0	0	0	0
<b>Net cash flows from/ (used in) investing activities</b>	<b>(\$61,967)</b>	<b>\$9,575</b>	<b>\$0</b>	<b>\$0</b>
<b>Cash flows from financing activities</b>				
Owner contributions by State Government	0	0	0	0
Proceeds from borrowings	\$ 46,234	\$ -	\$ -	\$ -
Repayment of borrowings and finance leases	-	-	35,013	-
<b>Net cash flows from/ (used in) financing activities</b>	<b>46,234</b>	<b>-</b>	<b>35,013</b>	<b>-</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>\$175,495</b>	<b>(\$232,794)</b>	<b>(\$242,045)</b>	<b>(\$209,757)</b>
Cash and cash equivalents at beginning of financial year	\$ 1,081,775	\$ 1,257,270	\$ 1,024,476	\$ 782,432
<b>Cash and cash equivalents at end of financial year</b>	<b>\$ 1,257,270</b>	<b>\$1,024,476</b>	<b>\$ 782,432</b>	<b>\$572,674</b>

## Statement of Changes in Equity

Statement of Changes in Equity for the period ending 30 June												
	Total 2017-18	Accumulated Funds 2017-18	Contributed Capital 2017-18	Total 2018-19	Accumulated Funds 2018-19	Contributed Capital 2018-19	Total 2019-20	Accumulated Funds 2019-20	Contributed Capital 2019-20	Total 2020-21	Accumulated Funds 2020-21	Contributed Capital 2020-21
Total balance beginning of period	1,064,635	806,337	258,298	1,337,907	1,079,609	258,298	1,081,430	823,132	258,298	830,928	572,630	258,298
Transfer of contributed capital	-			-			-			-		
Total net surplus/(deficit) for the period	273,272	273,272		- 256,477	- 256,477		- 250,501	- 250,501		- 183,581	- 183,581	
<b>Total balance as at 30 June 2017</b>	<b>1,337,907</b>	<b>1,079,609</b>	<b>258,298</b>	<b>1,081,430</b>	<b>823,132</b>	<b>258,298</b>	<b>830,928</b>	<b>572,630</b>	<b>258,298</b>	<b>647,348</b>	<b>389,050</b>	<b>258,298</b>

## Abbreviations and Acronyms

Abbreviation / Acronym	Definition
<b>ACCC</b>	Australian Competition and Consumer Commission
<b>ARG</b>	Advisory Reference Group
<b>ASPIRE</b>	A System for Process Innovation and Resource Exchange
<b>BPEM</b>	Best Practice Environmental Management
<b>CPI</b>	Consumer Price Index
<b>DELWP</b>	Department of Environment, Land, Water and Planning
<b>EPA</b>	Environment Protection Authority
<b>FBT</b>	Fringe Benefits Tax
<b>FOGO</b>	Food Organics and Garden Organics
<b>FY</b>	Financial Year
<b>LG Waste Forum</b>	Local Government Waste Forum
<b>MSS</b>	Municipal Strategic Statement
<b>MV</b>	Motor Vehicle
<b>RRC</b>	Resource Recovery Centre
<b>SV</b>	Sustainability Victoria
<b>TS</b>	Transfer Station
<b>WRRG</b>	Waste and Resource Recovery Group
<b>WRRIP</b>	Waste and Resource Recovery Implementation Plan