



Barwon South West
**Waste & Resource
Recovery Group**

**Business Plan
2019 – 2022**

**reduce.
recycle.**

www.reduce-recycle.com.au

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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 2019-2020 to 2021-2022.

Barwon South West WRRG has and will continue to work extensively to promote recognition of waste management as an 'essential community service to our region'. Our role is to work closely with all stakeholders as a leader and innovator in waste minimisation and resource recovery to ensure recycling and waste management is part of the plan for our region. We have positively tackled regional issues that affect our residents ensuring the importance of collaboration between governments and their communities occurs.



A number of challenges for the sector continue to be presented, such as changes to international recycling markets, balancing the demands of population growth in the context of a changing waste market, and increased community recycling expectations. In such an environment, a collaborative, strategic approach to waste management provides the region with the best support to deliver cost-effective and sustainable services to residents and business.

The Barwon South West WRRG Board has established programs that are delivering results that span jurisdictions, sectors and advancing local communities. The success of our programs is due to the collaboration and partnership with our nine councils, portfolio agencies and many community and environmental groups.

Barwon South West WRRG, as outlined in this Business Plan is building on quality work to date through stimulating local recycling markets. This will ensure the region has the capacity to responsibly manage our own waste and create opportunities for new jobs, and positive outcomes for the environment. The Plan presents the framework to meet the regional strategic objectives and all staff will endeavour to work above and beyond to exceed expectations.

The Business Plan is provided as per our legislative requirements outlined Section 49SB(1) of the *Environment Protection Act 1970* (the Act). It provides a direction and program utilising the existing funding, however additional funding to support more thorough enactment of the Barwon South West Waste and Resource Recovery Implementation Plan 2017-2026 (Regional Implementation Plan) would be beneficial to provide sustainable, accountable and affordable services for local communities in the Barwon South West.

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

A handwritten signature in black ink that reads "J Parker". The signature is written in a cursive, flowing style.

Cr. Jill Parker
Chairperson

Manner of Establishment and the relevant Minister

The Barwon South West WRRG is a statutory authority established under the Act on 1 August 2014.

The responsible Minister for the period 1 July 2019 to 30 June 2020 is the Hon Lily D'Ambrosio MP, Minister for Energy, Environment and Climate Change.

Entity Establishment

Business name	Barwon South West Waste and Resource Recovery Group
Business structure	State Government Statutory Authority
ABN	73 398 361 474
Business location (Head office)	PO Box 82 BELMONT VIC 3216 Level 1, 284 Bellerine Street SOUTH GEELONG VIC 3220
Date established	1 August 2014
GST Registration Date	1 August 2014
Domain name	www.reduce-recycle.com.au

Governance

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

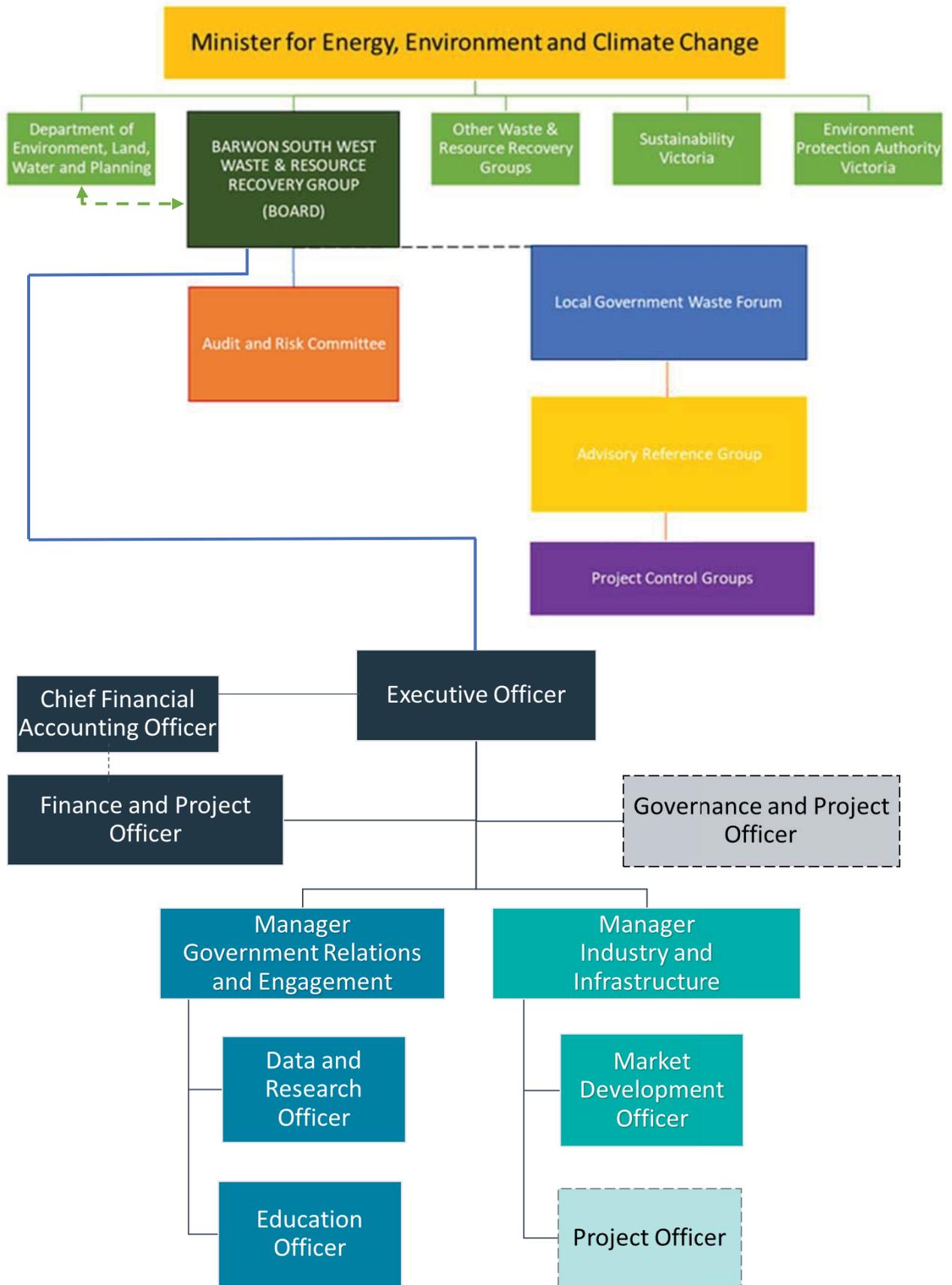
The Barwon South West WRRG is governed by a board of eight directors who are appointed by the Minister for Energy, Environment and Climate Change. Four directors are general members and four are nominated by the Barwon South West Local Government Waste Forum (Forum). The Chairperson is appointed by the Minister and under legislation, must be a director nominated through the forum process to the Minister.

Governing Board

Cr. Jill Parker	Chair	Forum Nominated - Moyne Shire Council
Cr. David Bell	Deputy Chair	Forum Nominated - Surf Coast Shire Council
Ms. Mary Bignell	Director	General Member
Ms. Tara Halliday	Director	General Member
Cr. Bruce Harwood	Director	Forum Nominated - City of Greater Geelong
Mr. Lindsay Merritt	Director	General Member
Ms. Nicole Sexton	Director	General Member
Cr. Neil Trotter	Director	Forum Nominated - Corangamite Shire Council

Staff

Role	Name	FTE
Executive Officer	Ashley Pittard	1.0
Manager Industry and Infrastructure	Philippa Bakes	1.0
Manager Government Relations and Engagement	Belinda Bennett	1.0
Chief Financial Accounting Officer (CFAO)	Christine Crowder	Contractor
Data and Research Officer	Thomas Eford	0.8
Education Officer	Linda Grant	0.8
Finance and Project Officer	Gabrielle Hargrave	0.6
Market Development Officer	Mark McCleary	0.6
<i>Governance and Project Officer</i>	<i>Vacant</i>	<i>0.6</i>
<i>Project Officer / Fieldwork Student</i>	<i>Casual (subject to grants)</i>	<i>As required</i>



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 behavioural change.
- Openness: Work together and share knowledge in a spirit of honesty.
- Respect: Value, learn from and respect the views of one another.

The Barwon South West WRRG acknowledges the *Public Administration Act 2004* which establishes seven core Victorian Public Sector Values to guide conduct and performance.



Our Stakeholders and Communications

Our stakeholders, which include but not exclusive to the list below, represent the broad community of interest in sustainable use of resources and environmental protection:

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

The Business Plan has been shaped with consideration of information gathered from stakeholders and has been developed as a suitable, measured, achievable and justifiable regional response. Key themes have been placed around behavioural change and education, regional recycling action, market opportunities, contingency planning and collaborative procurement.

Nature and range of services provided

What we do:

- Develop and implement the 2017-2026 Barwon South West Waste and Resource Recovery Implementation Plan, which provides a 10-year vision for the region's waste and recycling needs www.bswwrrg.vic.gov.au/regional-implementation
- Work in partnership with stakeholders on strategic planning for infrastructure development throughout the region to reduce waste and divert it from landfill
- Collate and share data on the region's waste sources, processing, waste infrastructure and recovered resources
- Work with local government to support a coordinated approach to the delivery of waste and resource recovery services and programs
- Work with stakeholders to deliver programs that improve recycling and waste reduction behaviour
- Provide expertise and advice on waste avoidance and resource recovery issues and policies
- Connect producers and processors of waste
- Support collaborative procurement projects in the waste and resource recovery sector
- Encourage innovation, investment and market growth in the circular economy
- Provide information on and assistance with grant opportunities



Performance Reporting - Non-financial

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 future years on achieving the twelve priority actions from the Regional Implementation Plan to ensure the current and future waste and resource recovery infrastructure and service needs for the region can be adequately met.

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

1. Achieve behavioural 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 Barwon South West WRRG is also committed to deliver on actions outlined in the SWRRIP and the Recycling Industry Strategic Plan (RISP). Many of the identified initiatives, that are also considered within our Statement of Expectations, have a synergy with the breadth of plans across the region and state including:

- contingency planning to support effective operation, with a particular focus on ensuring continuity of recycling services to the greatest extent possible;
- facilitate, where appropriate, the collaborative procurement of recycling services to encourage innovation, aggregate waste volumes and improve economies of scale and cost efficiencies;
- undertake planning and projects to improve competition, productivity and certainty in the recycling sector.

Regional Strategic Objective 1:

Achieve behavioural 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.

No.	Deliverables and actions ¹	Project Life	Status and links
1A	<p>Implement programs and activities as outlined in the Regional Education Plan:</p> <ul style="list-style-type: none"> a. Can Do Communities program To implement a program supporting local community resource recovery initiatives, including grants b. State Waste Education Conference As host partner, to conduct the 2019 state education conference - Reinventing Waste Education: Turning challenges into opportunities c. Regional Litter Plan To develop a Regional Litter Plan to identify key actions to address local litter issues d. Education network Establish, facilitate and bring like-minded waste and resource recovery education providers across the region to knowledge share e. Food Organics and Garden Organics (FOGO) Campaign Develop and deliver a regional behavioural change campaign that targets households to avoid food waste and reduce the amount of kerbside food waste and garden organics sent to landfill f. Recycling Campaign Develop and deliver a regional behavioural change campaign that targets households to reduce contaminants in the kerbside recycling bin and increase diversion 	<p>Annual Program (inaugural year)</p> <p>15 – 16 October 2019</p> <p>July - September 2019</p> <p>Ongoing</p> <p>2019 - 2020</p> <p>2019 - 2020</p>	<p>New program / Local Government (LG) Program</p> <p>New event; existing contract / preparation</p> <p>New activity</p> <p>New activity</p> <p>New activity / LG Program</p> <p>New activity / LG Program / RISP support</p>

¹ Deliverables represent Key Performance Indicators that apply to the forthcoming financial year, are reviewed annually and may spread over a three-year period.

No.	Deliverables and actions ¹	Project Life	Status and Links
	Facilitate behavioural change to reduce waste generation, improve source separation and recovery rates through promoting state and regional recycling education campaigns		
1B	Regional Education Plan monitor and evaluation	June 2020	Continuing / Internal
1C	E-waste education and engagement Facilitate e-waste education and engagement including implementing the E-waste Implementation Support Grant and Barwon South West E-waste Education Campaign	Ongoing November 2019	Continuing / State policy
1D	Digital Communications package including: a. Website enhancement and implementation b. Develop Social Media Policy and implementation c. Newsletter development and distribution	Ongoing April 2020 March 2020	Continuing / Internal New policy / Internal New document / Internal
1E	Provide communications linkages and messaging to the Local Government Waste Forum, Advisory Reference Group, councils, industry and community including participation in workshops, discussion groups or consultative processes established by State Government	Ongoing	Continuing / Internal and supporting State

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 and emerging materials.

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.

No. Deliverables and actions		Project Life	Status and links
2A	<p>Regional Recycling Action Plan</p> <p>Actively contribute to the development and implementation of a regional recycling action plan to safeguard services and mitigate risks associated with market variability.</p> <p>Draw from stakeholders to participate in a number of workshops to arrive at an action plan guiding the capability and viability of recycling in the region</p>	June 2020	New activity / LG program
2B	<p>Organics: support opportunities to increase recovery</p> <p>Support and facilitate the increase in FOGO service provision; extend data collection work into implementation opportunities for commercial and industrial (C&I) food waste; promote the Love Food Hate Waste campaign and related initiatives</p>	2019 - 2020	Continuing / Internal
2C	<p>Establish and maintain frameworks that support leadership, adaptability and flexibility to manage changing policy, market conditions and resource recovery initiatives and challenges</p>	Ongoing	Continuing / Internal

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.

No. Deliverables and actions		Project Life	Status and links
3A	Consultative working groups for relevant waste and resource recovery initiatives Facilitate topic specific consultative working groups and forums to learn and manage relevant waste and resource recovery initiatives	Ongoing	Continuing / Internal
3B	Organics market development Investigate and support regional and local organic end use market opportunities	2019 - 2020	Continuing / Internal
3C	Innovative e-waste collection and reprocessing opportunities Investigate, support and work with councils, industry and community to determine e-waste collection improvements and reprocessing opportunities	Ongoing	Continuing / Internal and supporting State
3D	Contribute to initiatives and events including: <ul style="list-style-type: none"> a. Regional Innovation for a Circular Economy (RICE) Host an event to raise awareness on the principles and key benefits of a circular economy, create an environment where industry, research, industry groups and government can work collaboratively to innovate solutions to drive the transition to a circular economy b. the Renewable Energy roadmap c. other regional partnerships and initiatives 	August 2019 May 2020 Ongoing	New event; existing preparation / Internal supporting multi-agencies and State policy Continuing / Internal New / Internal
3E	Business Engagement Plan	February 2020 then ongoing	New plan / Internal

No. Deliverables and actions		Project Life	Status and links
	To develop a plan on how to effectively liaise, engage and communicate with business and industry on waste minimisation and resource recovery; then implement accordingly		
3F	Rethink Your Footprint Promote and service the Rethink Your Footprint initiative to business to reduce waste and improve their recycling	Ongoing	Continuing / Internal

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.

No. Deliverables and actions		Project Life	Status and links
4A	Contribute to initiatives and events including the Green Triangle bio-hub project	2019/20 – 2020/21	Continuing / Internal
4B	Collaborative procurement working group To engage with stakeholders, primarily councils, to facilitate and understand all elements of collaborative procurement in the region and determine relevant opportunities as a consolidated working group	Ongoing	Continuing / Internal supporting RISP
4C	Collaborative procurement(s) - Identify, plan for and implement where applicable and viable Work with stakeholders, primarily councils, to facilitate, where appropriate, the planning and implementation of collaborative procurement of recycling services to encourage innovation, aggregate waste volumes and improve economies of scale and cost efficiencies	Ongoing	Continuing / Internal supporting RISP

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.

No. Deliverables and actions		Project Life	Status and links
5A	<p>Contingency Plan (regional) Update</p> <p>To update the regional contingency plan to ensure the region's waste infrastructure capacity, collected materials and service delivery can continue effective operations with a particular focus on ensuring continuity of recycling services to the greatest extent possible and minimising cost implications in responding to emergencies and market variations that require waste disposal and/or resource recovery</p>	December 2019	Continuing / Internal supporting RISP
5B	<p>Waste and Resource Recovery Land Use Planning Assessment for Barwon South West recommendations</p> <p>To progress and improve the identification and protection of waste and resource recovery facilities in the planning schemes across the region. To guide future interactions and engagement with councils/stakeholders involved in the planning system</p>	2019/20 – 2020/21	Continuing / Internal implementing Regional Plan
5C	<p>Provide support to councils who develop a Waste Minimisation and Resource Recovery Strategy</p>	2019 - 2020	Continuing / Internal implementing Regional Plan

No.	Deliverables and actions	Project Life	Status and links
5D	<p>Barwon South West Waste and Resource Recovery Implementation Plan 2017 – 2026 monitoring and evaluation</p> <p>Deliver on actions in the Regional Implementation Plan, to ensure the current and future waste and resource recovery infrastructure and service needs for the region can be adequately met including monitoring, reviewing and evaluating plan implementation</p>	Ongoing	Continuing / Internal implementing Regional Plan
5E	<p>Prepare, promote and transition to the new <i>Environment Protection Amendment Act 2018</i></p> <p>Support awareness and understanding towards the implementation of the new <i>Environment Protection Amendment Act 2018</i>, Subordinate Legislation and supporting instruments, compliance and guidance through preparation, promotion, support and facilitation.</p>	Ongoing	Continuing / Supporting State
5F	<p>Funding awareness and opportunities</p> <p>Specifically promote, guide, support and best position any investment opportunities for infrastructure, improve service delivery, programs and research, and development within our region or that directly support our region</p>	Ongoing	Continuing / Internal supporting State
5G	<p>New and changing policy</p> <p>Proactively promote, advise and support, in the most effectively and efficient manner, relevant policies and programs relating to an integrated statewide waste and resource recovery framework</p>	Ongoing	New / supporting State
5H	<p>Closed landfills - with risk assessments and the development of rehabilitation management strategies</p> <p>Extend closed landfill assessment work and provide support to duty holders for closed landfills with risk assessments to be completed and the development of management recommendations for future rehabilitation implementation (if applicable) to best manage risk at these sites</p>	May 2020	Continuing / Internal implementing Regional Plan

No. Deliverables and actions		Project Life	Status and links
5I	<p>Continuous Data Sharing protocol implementation:</p> <p>a. Ensure data integration and sharing occurs at its maximum potential</p> <p>b. Data used in all relevant decision-making</p>	2019 - 2020	Continuing / Internal implementing Regional Plan
5J	<p>Local Government Waste Forum participation strengthening and role</p> <p>Continue to advance the capacity and advocacy potential of the Forum to meet its functions, undertake improved planning activities and to progress matters of importance to relevant stakeholders</p>	Ongoing	Continuing / Internal

Alignment with Victorian Government policy

Sustainability Victoria (SV) is responsible for planning for Victoria’s waste and resource recovery system at a statewide level. Central to Victoria’s integrated approach is the 30-year roadmap – the SWRRIP. Barwon South West WRRG worked closely with SV to develop our Regional Implementation Plan, which outlines how the long-term directions and goals of the SWRRIP will be achieved in our region. Initiatives including procurement support, the Victorian Waste Education Strategy and the Victorian Organics Resource Recovery Strategy are also considered in our business and strategic planning.

The concept of a circular economy underpins our Regional Implementation Plan and related business and strategic planning. Our planning seeks to ensure that Victoria’s waste and resource recovery system, particularly its infrastructure, not only manages increasing amount of materials, but maximises circular flows whilst minimising impacts on the community and the environment. We will work closely with our colleagues at the Department of Environment, Land, Water and Planning as they develop the Circular Economy Policy and Action Plan.

Barwon South West WRRG is also committed to a resilient and effective recycling industry and will continue to work in partnership with councils, industry and the community to help implement the RISP actions to realise the RISP goals to:

1. Stabilise the recycling sector
2. Increase the quality of recycled materials
3. Improve the productivity of the recycling sector, and
4. Develop markets for recycled materials.

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 Forum
- Improve the Barwon South West WRRG's profile with stakeholders and continuous stakeholder relationship improvement
- Identify and facilitate professional development opportunities, information and education on emerging trends, technologies and project management
- Implement Financial Management and Statutory Compliance requirements
- Investigate potential revenue opportunities

No.	Deliverables and actions	Project Life	Status and links
6A	Business Continuity Plan	January 2020	New plan / Internal
6B	Annual Report	August 2019	Annual / State requirement
6C	Local Government Program review (annual)	March 2020	Continuing / LG Program
6D	Local Government Program project management	Ongoing	Continuing / LG Program
6E	Stakeholder Engagement Strategy and implementation	November 2019 then ongoing	Continuing / Internal
6F	Strategic Communications Plan and implementation	February 2020 then ongoing	New plan / Internal
6G	People and Culture: Organisational Development Program	Ongoing	Continuing / Internal

***Image:
Barwon South West
Waste and Resource
Recovery Group staff with
ABC TV War on Waste's
Craig Reucassel***



The organisation's operational activities will continue to invest in people, foster relationships, action our values and build capacity to deliver on all objectives to lead and innovate in waste minimisation and resource recovery. The image above is an example of enhanced stakeholder engagement and strategic communications to host forums, workshops and events, such as the Caring for our Bays Conference - May 2019, and partner with agencies deliver on our commitments and aspirations.

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 \$114,000 per annum (including any subsequent carryover amounts) 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. Projects will be delivered via a local government program protocol.

NOTE: The Local Government Program was endorsed by the Forum on 16 May 2019 and is outlined in the following summary table.

Closed Landfill Risk Assessment	There are over 100 council-operated closed landfills identified across the region. This project will undertake risk assessments of council operated closed landfills and provide recommendations for managing the risks at these sites. The project is a continuation of the 2018-2019 closed landfill risk assessment project, with additional sites to be assessed.
Organics Education Campaign	This project will develop and deliver a regional behavioural change campaign that targets households to avoid food waste and reduce the amount of kerbside food waste and garden organics sent to landfill. The project will support all councils regarding of whether they provide a kerbside Food Organics and Garden Organics (FOGO), Garden Organics (GO) or no organics service.
Recycling Education Campaign	This project will develop and deliver a regional behavioural change campaign that targets households to reduce contaminants in the kerbside recycling bin and increase the diversion of kerbside recyclables from landfill.
Regional Recycling Action Plan	Barwon South West WRRG will work with councils and other stakeholders to develop a regional action plan in response to the recycling industry crisis. This project will involve implementation of priority actions identified in the action plan that are relevant to councils. For example, one of the potential actions may be to trial alternative source separation solutions such as a fourth kerbside bin for glass or paper and cardboard.
Project Management	Project management costs include workshop, meeting, advertising, travel and accommodation expenses associated with projects. It may include the engagement of external project management resources if required. Project management does not cover wages of Barwon South West WRRG staff.

Performance Reporting – Financial Budgeting (three-year budget projection)

Comprehensive operating statement for the financial year ended 30 June				
	2018-19	2019-20	2020-21	2021-22
Income from transactions				
Landfill levy revenue	\$807,211	\$826,091	\$826,091	\$826,091
Local Government Program and Other Grants	\$167,599	\$376,322	\$115,000	\$115,000
DELWP Project Funding	\$7,500	\$0	\$0	\$0
Interest	\$24,743	\$15,000	\$13,000	\$8,750
Other income	\$3,930	\$0	\$0	\$0
Total income from transactions	\$ 1,010,983	\$ 1,217,413	\$ 954,091	\$ 949,841
Expenses from transactions				
Employee expenses	\$603,695	\$734,617	\$752,118	\$770,040
Depreciation	\$35,136	\$63,777	\$62,102	\$54,619
Audit fees	\$28,250	\$28,400	\$28,968	\$29,547
Other operating expenses	\$449,101	\$655,896	\$360,860	\$323,357
Total expenses from transactions	\$1,116,182	\$1,482,690	\$1,204,048	\$1,177,564
Net result from transactions (net operating balance)	(\$105,199)	(\$265,277)	(\$249,957)	(\$227,723)
Other economic flows included in net result				
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
Total other economic flows included in net result	\$0	\$0	\$0	\$0
Net result	(\$105,199)	(\$265,277)	(\$249,957)	(\$227,723)
Comprehensive result	(\$105,199)	(\$265,277)	(\$249,957)	(\$227,723)

NOTE: Projected deficits reflect the intentional use of prior year surpluses.

The Financial Statements reflect the implementation of the new Accounting Standard AASB 16 (Leases) effective 1 July 2019.

This is reflected in the Profit and Loss statement as increased depreciation expense and finance interest which replaces accommodation rent expense from long-term leases.

Balance Sheets as at 30 June				
	2018-19	2019-20	2020-21	2021-22
Assets				
Financial assets				
Cash and deposits	\$1,398,217	\$996,277	\$733,177	\$506,880
Prepayments	\$14,931	\$35,000	\$35,000	\$35,000
Receivables	\$210,947	\$201,803	\$206,523	\$206,523
Total financial assets	\$1,624,095	\$1,233,080	\$974,699	\$748,403
Non-financial assets				
Property, plant and equipment	\$97,687	\$62,202	\$28,392	\$2,066
Right of Use - Bldg		\$198,045	\$169,753	\$141,461
Intangible assets	\$0	\$0	\$0	\$0
Other non-financial assets	\$0	\$0	\$0	\$0
Total non-financial assets	\$97,687	\$260,247	\$198,145	\$143,526
Total assets	\$1,721,781	\$1,493,326	\$1,172,844	\$891,929
Liabilities				
Payables	\$91,314	\$89,500	\$89,500	\$89,500
Borrowings	\$106,035	\$72,085	\$26,827	\$0
Right of Use Lease Liabilities		\$202,134	\$176,866	\$150,501
Provisions	\$74,433	\$86,127	\$86,127	\$86,127
Other liabilities	\$178,190	\$36,950	\$36,950	\$36,950
Total liabilities	\$449,973	\$486,795	\$416,270	\$363,078
Net assets	\$1,271,808	\$1,006,531	\$756,574	\$528,851
Equity				
Accumulated surplus/(deficit)	\$1,013,511	\$748,233	\$498,276	\$270,553
Contributed capital	\$258,298	\$258,298	\$258,298	\$258,298
Net worth	\$1,271,809	\$1,006,531	\$756,574	\$528,851

Notes: Property, plant and equipment has increased from the budgeted \$44,533 to \$97,687 due to increasing the number of leased vehicles from two to four.

The Financial Statements reflect the implementation of the new Accounting Standard AASB 16 (Leases) effective 1 July 2019. This is reflected in the Right of Use Assets and Liabilities on the Balance Sheet.

Cash flow statement for the financial year ended 30 June

	2018-19	2019-20	2020-21	2021-22
Cash flows from operating activities				
Receipts				
Receipts from government	\$ 975,857	\$ 1,211,557	\$ 936,371	\$ 941,091
Interest received	24,743	15,000	13,000	8,750
Other receipts	0	0	0	0
Total receipts	\$ 1,000,600	\$ 1,226,557	\$ 949,371	\$ 949,841
Payments				
Payments of grants and other transfers	0	0	0	0
Payments to suppliers and employees	(\$982,359)	(\$1,570,343)	(\$1,141,946)	(\$1,122,945)
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	0	0	0	0
Total payments	(\$982,359)	(\$1,570,343)	(\$1,141,946)	(\$1,122,945)
Net cash flows from/(used in) operating activities	\$18,240	(\$343,786)	(\$192,575)	(\$173,105)
Cash flows from investing activities				
Payments for investments	0	0	0	0
Purchases of non-financial assets	-\$ 66,769	\$ 226,337	-	-
Sales of non-financial assets	\$ 10,545	-	-	-
Repayments of loans from other parties	0	0	0	0
Net cash flows from/(used in) investing activities	(\$56,223)	(\$226,337)	\$0	\$0
Cash flows from financing activities				
Owner contributions by State Government	0	0	0	0
Proceeds from borrowings	\$ 37,842	\$ 168,183	-	-
Repayment of borrowings and finance leases	-	-	70,525	53,192
Net cash flows from/(used in) financing activities	37,842	168,183	-	53,192
Net increase/(decrease) in cash and cash equivalents	(\$141)	(\$401,940)	(\$263,100)	(\$226,296)
Cash and cash equivalents at beginning of financial year	\$ 1,398,358	\$1,398,217	\$ 996,277	\$733,177
Cash and cash equivalents at end of financial year	\$ 1,398,217	\$996,277	\$ 733,177	\$506,880

Abbreviations and Acronyms

Abbreviation / Acronym	Definition
ARG	Advisory Reference Group
ATO	Australian Taxation Office
Bldg	Building
C&I	Commercial and Industrial
DELWP	Department of Environment, Land, Water and Planning
EPA	Environment Protection Authority
FOGO	Food Organics and Garden Organics
GO	Garden Organics
LG	Local Government
LG Waste Forum / Forum	Local Government Waste Forum
Regional Implementation Plan	Barwon South West Waste and Resource Recovery Implementation Plan 2017-2026
RISP	Recycling Industry Strategic Plan
SV	Sustainability Victoria
WRRG	Waste and Resource Recovery Group

Legislation

Section 49SB(1) of the Act states that the WRRGs must prepare a business plan:

1. Each WRRG must submit to the Minister for approval, on or before the date required by the Minister, a draft business plan:
 - a) that sets out
 - i. its objectives and priorities for the next three financial years;
 - ii. financial projections for that period;
 - iii. its budget for the next financial year;
 - iv. what it intends to do over the next financial year; and
 - v. any other matters that the Minister requires in writing
 - b) that is consistent:
 - i. with its Regional Waste and Resource Recovery Implementation Plan; and
 - ii. any relevant waste management or materials efficiency policy approved and published by the Government of Victoria on behalf of the Government of Victoria.
2. After a WRRG amends its draft business plan in any way required by the Minister, it must submit a final business plan to the Minister for approval on or before the date required by the Minister.
3. A WRRG must not depart significantly from its budget without first obtaining the approval of the Minister.
4. A WRRG must have regard to its current business plan in carrying out its functions.
5. A WRRG must ensure that a copy of its current business plan is:
 - a) available for inspection by members of the public at its principal place of business whenever that place is open to the public; and
 - b) published on the Internet.

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