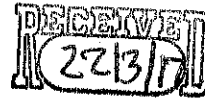




The Hon Lily D'Ambrosio MP

Minister for Energy, Environment and Climate Change
Minister for Suburban Development



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East Melbourne, Victoria 3002
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Mr Barry Lyons
Chairperson
Loddon Mallee Waste and Resource Recovery Group
PO Box 144
Wedderburn VIC 3518

Ref: MBR032291



Dear Mr Lyons

LODDON MALLEE WASTE AND RESOURCE RECOVERY GROUP - STATEMENT OF EXPECTATIONS

I am pleased to provide this Statement of Expectations (SOE) to the Loddon Mallee Waste and Resource Recovery Group. The purpose of this SOE is to advise the board of the group, as the governing body of an entity that is accountable to me as Minister, of the governance standards and priorities that I expect you to apply in the performance of your role and obligations. This SOE will remain current until further notice.

The group has made significant progress since its formation in 2014, particularly towards the development of its Waste and Resource Recovery Implementation Plan. I extend my thanks to the group for this and for the other important work it has undertaken to improve waste and resource recovery outcomes for the Victorian community. I trust that by clarifying my expectations of the group, this SOE will assist you to further advance this work.

My foremost expectation is that the organisation's functions will be fulfilled effectively and efficiently on behalf of the Victorian community, in accordance with:

- the *Environment Protection Act 1970*;
- the principles and obligations in the *Public Administration Act 2004* and related codes and frameworks issued by the Victorian Public Sector Commission, including the Directors' Code of Conduct and the Code of Conduct for Victorian Public Sector Employees;
- all other laws and obligations that bind your organisation and form its governance framework, including the *Financial Management Act 1994*;
- the Andrews Labor Government's policies relevant to the group; and
- my priorities for the group, as set out in this SOE.

This statement sets out my priorities for the group to help deliver on the Andrews Labor Government's 30-year vision for an integrated statewide waste and resource recovery planning framework, as expressed in the Statewide Waste and Resource Recovery Infrastructure Plan. I expect this will be delivered in collaboration with the Department of Environment, Land, Water and Planning (DELWP), Sustainability Victoria, the Environment Protection Authority, local councils, industry and the community.

The six priority areas that I expect you to focus on for the duration of this statement are:

- Accurately and comprehensively assess the waste and resource recovery needs of the region in order to plan for future waste and resource recovery infrastructure. This should align with Victoria's Waste and Resource Recovery Planning Framework, and continue to progress the Loddon Mallee Waste and Resource Recovery Implementation Plan. Infrastructure planning should support the achievement of the goals outlined in the Statewide Waste and Resource Recovery Implementation Plan and should be undertaken in collaboration with Sustainability Victoria and other regional Waste and Resource Recovery Groups, as appropriate.
- Facilitate the implementation of the Loddon Mallee Waste and Resource Recovery Implementation Plan through collective procurement between local councils and industry as the need arises.
- Support implementation of local government-funded programs that align with the priority actions of the Loddon Mallee Waste and Resource Recovery Implementation Plan. Where local government programs are not aligned with the priority actions of Loddon Mallee Waste and Resource Recovery Implementation Plan, the group should ensure that local government funding enables delivery of the whole program (including staff).
- Work with Sustainability Victoria to provide regionally-specific input into the design of programs delivered under the Victorian Waste Education Strategy and the Victorian Organics Resource Recovery Strategy, and regional delivery of those programs. Any programs that are regionally delivered by the group under these strategies should support priority actions under the Loddon Mallee Waste and Resource Recovery Implementation Plan.
- Produce timely and accurate annual financial reports and business plans that reflect the priorities of the group as set out in this statement, maximising efficiencies within current financial allocations. The financial reports and business plans should be prepared ensuring effective processes are in place to monitor and report in a timely and accurate manner on the group's financial and operational performance in line with its functions.
- Provide best-practice advice to industry, local government and the community on waste and resource recovery management, services and facilities.

I trust that you will immediately move to position the organisation towards achieving results in these priority areas.

Consistent with the expectations of all government entities, I also ask that you:

- Advise both myself and the Secretary of DELWP of:
 - any known major risks, existing or emerging, to the effective operation of the organisation;
 - any significant issue that has or may affect the group's financial management, performance, sustainability or reputation, and any other matters that the group is required to notify myself or DELWP of under the Standing Directions issued under the *Financial Management Act 1994*.
- Develop and implement strategies to give effect to the Andrews Labor Government's commitment to greater diversity in public institutions, including the requirement that 50 per cent of all new appointments to government boards will be women.

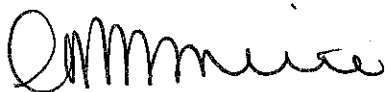
- Respond to all requests for information from myself or DELWP in a timely manner.
- Cooperate with DELWP in relation to all aspects of its oversight and support of your organisation, in accordance with section 13A of the *Public Administration Act 2004*.
- Ensure a strong governance framework is in place and that the board of the group meets all its legal and other obligations, including compliance with financial management legislation and frameworks. This framework should include (but not be limited to):
 - a board charter that provides high-level guidance on the roles, functions, operation, outcomes, performance measurement and objectives of the board of the group. A draft board charter was distributed to you in December 2016.
 - board policies as required by section 81 of the *Public Administration Act 2004*, and which are consistent with DELWP's model policies. Note that copies of DELWP's model policies will shortly be available on DELWP's governance website for portfolio agencies, On Board (<http://www2.delwp.vic.gov.au/boards-and-governance/on-board-basic-requirements-of-good-governance>). Alternatively, you can request copies by contacting Sirma Hatzigianelis, Manager Governance, on (03) 9412 4131 or via email at sirma.hatzigianelis@delwp.vic.gov.au.
- Detail in its business plan what the group intends to do to fulfil its functions and set its strategic direction and business objectives.
- Prepare a high quality, timely, and accurate Annual Report for the group that details its activities and financial position in accordance with relevant legislation, policies and guidelines.

This SOE takes effect immediately. I look forward to receiving your acknowledgement of this SOE within the next two months. Please review your business plan to ensure that it is consistent with these priorities, and if an amendment is required, submit a revised business plan to me for approval as soon as is practicable.

I advise that, in the interests of transparency and accountability, this SOE should be made publicly available on your website.

I trust that this SOE will help to focus your efforts and ensure the group's continued success.

Yours sincerely



Hon Lily D'Ambrosio MP
Minister for Energy, Environment and Climate Change
Minister for Suburban Development

19/3/17