



**Loddon Mallee
Waste and Resource Recovery Group**



**Loddon Mallee Waste and Resource Recovery
Group
Draft Business Plan
2018/19 to 2020/21**

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Chair's Message

It is with great pleasure that I present the Loddon Mallee Waste and Resource Recovery Group (Loddon Mallee WRRG) Business Plan for 2018-19 to 2020-21. The direction of this business plan takes account of the challenges and opportunities faced by communities, local government entities and industry in 2018 and beyond, particularly in the area of recycling and waste reduction and the Minister's Statement of Expectations, which reflects government policy.

The Loddon Mallee WRRG has set a clear vision, mission and strategic direction for the future enunciated in the Loddon Mallee Waste and Resource Recovery Implementation Plan (WRRIP). The organisation is keen to lift performance in the region so that it is performing above, not below, state averages for waste diversion and recycling.

The Group has undertaken, amongst many other things, the following actions to increase waste and resource recovery:

- 1) Appointing a Market Development Manager
- 2) Undertaking detailed study and assessment on material arising from key sectors in our region, along with the activities of manufacturers, reprocesses and other businesses.
- 3) Holding specialist workshops and forums with sectors such as the building and construction industry, healthcare and food service sectors.
- 4) Providing incentive for innovation in resource recovery via grants
- 5) Supporting business efficiency programmes in Bendigo and Mildura

Loddon Mallee WRRG will continue to monitor how every action we perform has an impact on waste and resource recovery, in order to ensure we are focusing on areas that can result in measurable change in reduction to landfill across the region.

The Group has a clear statutory role to plan for all waste streams and to undertake regional waste and resource recovery planning that aligns with state-wide waste and resource recovery planning.

During the next 12 months the Group will continue to implement the Plan, working with all parties involved, to ensure that materials are diverted from landfill, and to maximise resource recovery and reuse. One of our particular concerns has always been organic material, and we will continue to explore and support the beneficial use of this resource, particularly in our large and varied agricultural sector, along with diverting household organics from landfill.

The Group has set ambitious targets for the next three reporting periods to June 2021 aiming for a 25% reduction in waste to landfill, a limit of 170kg municipal waste to landfill per population and a 50% kerbside recovery rate for 2019/2020, calculated from 2014/2015 levels. This can only happen through collaboration with State and local government, industry and the community.

The Loddon Mallee WRRG will provide leadership and continue to be active in waste and resource recovery planning, program delivery and supporting innovations that benefit the Loddon Mallee Region.



Director Jennifer Anderson
Chair
Loddon Mallee Waste and Resource Recovery Group

1. Introduction

Of Victoria's seven Waste and Resource Recovery Groups, the Loddon Mallee Waste and Resource Recovery Group (Loddon Mallee WRRG) covers the largest geographical area. Within the region are the Municipalities of the City of Greater Bendigo, Buloke Shire Council, Gannawarra Shire Council, Loddon Shire Council, Macedon Ranges Shire Council, Mildura Rural City Council, Mount Alexander Shire Council and Swan Hill Rural City Council.

The region has a population of approximately 274,000 people (4% of the Victorian population) and covers approximately quarter of the state of Victoria with a total land area of 53,023 km².

The region is noted for its regional/rural agricultural industries. Loddon Mallee has a growing economy in tourism, viticulture, equine, horticulture, crops, cattle, manufacturing and wool production. As a major food producing area, the region is also home to a vibrant manufacturing and service sector.

Agriculture is a mainstay of the region, with approximately 70% of land in the region used for this purpose. Loddon Mallee is a major food producer and exporter of produce including grapes, grains, citrus, almonds, chickens and pigs.

This Business Plan of the Loddon Mallee Waste and Resource Recovery Group sets directions and priorities in the context of broader Victorian Government waste policies and strategies and identifies the challenges and opportunities for waste management and resource recovery in the Loddon Mallee region by working in partnership with government authorities, the resource recovery and waste sectors, business and our community.

The major focus of work for the Loddon Mallee WRRG for the next twelve months will be:

- 1) leading change - by enabling the development and management of relationships and partnerships, build capacity and facilitate change in waste and resource recovery activities (refer section 5.4).
- 2) gaining a better understanding of data, resource and markets – by enabling planned approach to knowledge and data measurement (refer section 5.5); and
- 3) reducing organic material to landfill – by facilitating solutions to divert organic materials from landfill to beneficial use (refer section 5.6).

We have clear, proactive plans to engage with key sectors and organisations to bring about changes to short and long term waste and resource recovery for a more resilient and sustainable economy and environment.

This plan is a three year rolling business plan for the period 2018/19 to 2020/21 and reinforces the region's strategic role in planning, facilitating and co-ordinating waste minimisation, management and resource recovery activities on behalf of councils, businesses and our communities.

The Loddon Mallee WRRG will also continue to look for ways to operate more efficiently and effectively through collaboration with industry, shared services and streamlined processes. The Loddon Mallee WRRG is working closely with other WRRGs to implement shared services arrangements.

2. The Loddon Mallee Waste and Resource Recovery Group

The Loddon Mallee Waste and Resource Recovery Group (Loddon Mallee WRRG) is a Statutory Authority established under the *Environment Protection Act 1970* (the EP Act). The organisation commenced operating on the 1 August 2014.

The Loddon Mallee WRRG is the link between state, local governments, community and industry and is responsible for facilitating a coordinated approach to the planning and delivery of 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 organisation has four offices, located at Bendigo, Mildura, Wedderburn and Woodend to service the region which extends from Mildura Rural City Council in the North West to Macedon Ranges Shire Council in the South East.

The Region's eight councils are:

- City of Greater Bendigo
- Buloke Shire Council
- Gannawarra Shire Council
- Loddon Shire Council
- Macedon Ranges Shire Council
- Mildura Rural City Council
- Mount Alexander Shire Council
- Swan Hill Rural City Council

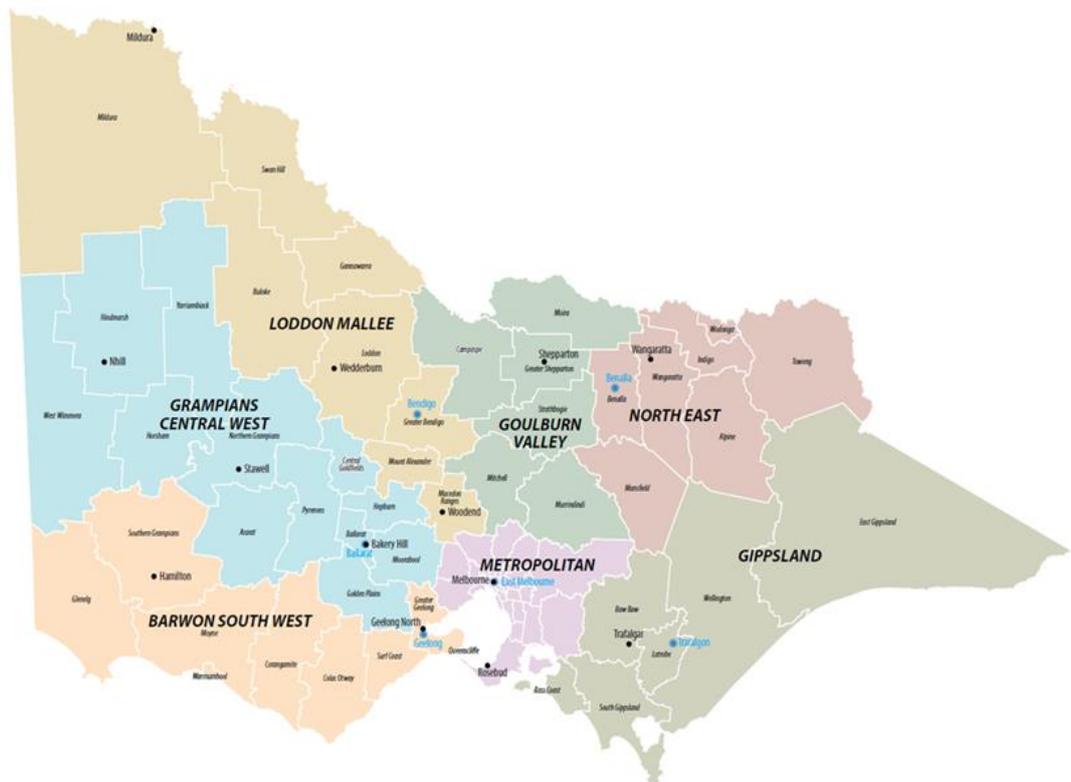


Figure 1: Map of Victorian WRRG's

The projected 2017 and 2021 population figures and square km of each Member Council are presented in table below.

	2017¹ Population	2021¹ Population	Square km
City of Greater Bendigo	112,636	121,700	2,987
Buloke Shire Council	5,775	5,518	8,004
Gannawarra Shire Council	9,823	9,497	3,732
Loddon Shire Council	7,231	7,064	6,694
Macedon Ranges Shire Council	46,706	49,599	1,747
Mildura Rural City Council	53,691	55,257	22,214
Mount Alexander Shire Council	18,346	18,729	1,529
Swan Hill Rural City Council	20,382	20,437	6,116
TOTAL	274,590	287,801	53,023

Table 1:

¹ Source: Victorian in Future 2016 – Population and Household Projections to 2031, Department of Environment, Land, Water and Planning

In the Loddon Mallee region, there are shifting population projections for different local government areas. The 2021 population is expected to grow by 8% in Greater Bendigo and by 6% in Macedon Ranges. There are also increased projections of 3% in Mildura and 2% in Mount Alexander Shire and 0.5% in Swan Hill Rural City Councils. Declining populations are predicted for Buloke, Gannawarra and Loddon Council areas. Overall the population for the Loddon Mallee region is expected to increase by 4.5% by 2021.

2.1 Our Vision

Reduce waste to landfill through the use of innovative and sustainable solutions.

2.2 Our Mission

To support financially sustainable and community acceptable solutions to reduce waste generation.

2.3 Strategic Directions

Our strategic directions are:

- Educate the community to reduce waste generation per capita
- Enable beneficial use of organics
- Increase reuse and resource recovery rates across the region
- Encourage and support innovation and research in order to develop new waste management solutions and markets

2.4 Our Structure

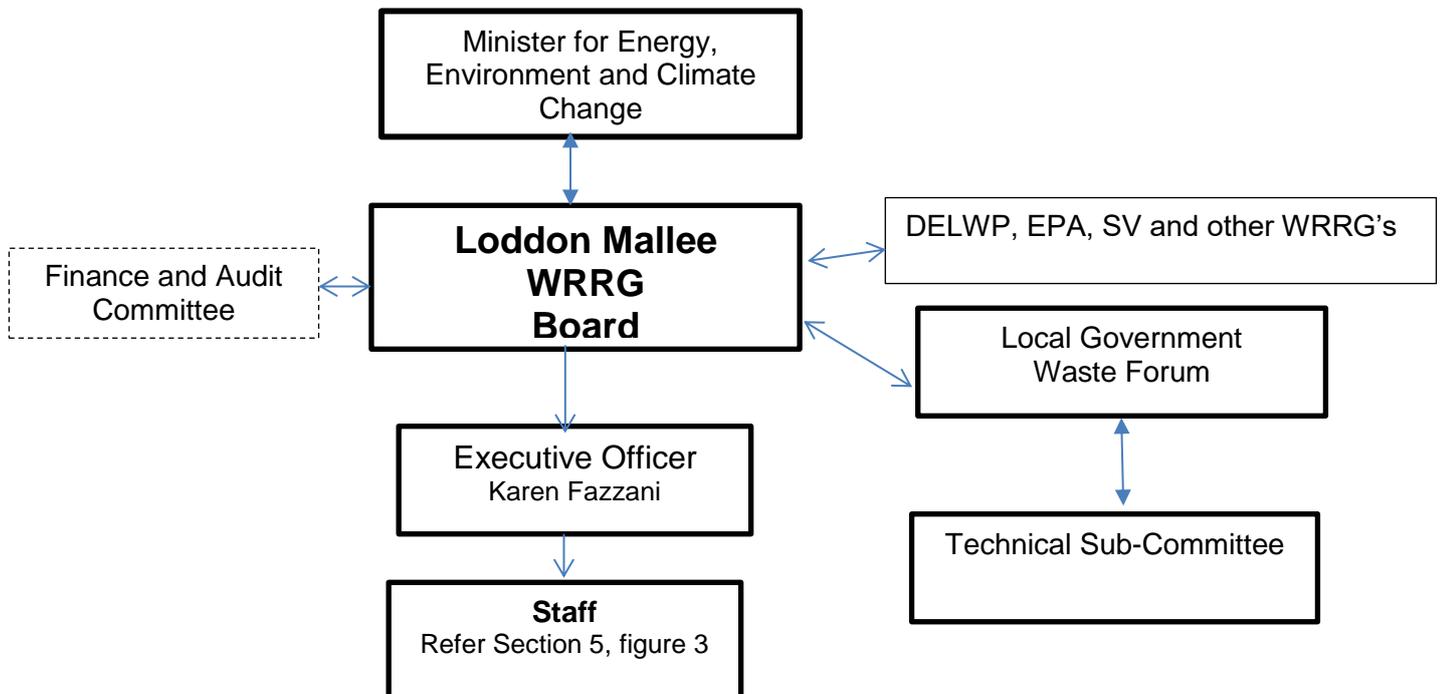


Figure 2: Loddon Mallee WRRG Structure

3. Policy Context

3.1 Nature of Loddon Mallee WRRG (Establishment)

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

- is a body corporate with perpetual succession;
- has a common seal;
- may sue and be sued in its corporate name;
- is capable of acquiring, holding and disposing of personal property;
- 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.

3.1.1 Objectives of the Loddon Mallee WRRG

In accordance with Section 49G of the EP Act, the objectives of the Loddon Mallee Waste and Resource Recovery Groups 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;
- (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 facilities and waste and resource recovery services in the region;
- (c) to integrate regional and local knowledge into State-wide waste and resource recovery market development strategies;
- (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 (RWRRIP) and programs are informed by local government, business and community and inform State-wide waste and resource recovery planning and programs.

The RWRRIP forms part of Division 2AB of the Waste and Resource Recovery Infrastructure Planning Framework. 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.

3.1.2 Function of Loddon Mallee WRRG

In accordance with section 49H of the EP Act, the functions of the Loddon Mallee Waste and Resource Recovery Group are –

- (a) to plan for the future needs of waste and resource recovery infrastructure within the Loddon Mallee waste and resource recovery region consistently with the State-Wide Waste and Resource Recovery Infrastructure Plan (SWRRIP);
- (b) to facilitate the provision of waste and resource recovery infrastructure and services by councils within its waste and resource recovery region;
- (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;
- (d) to manage contracts in the performance of its objectives and functions;
- (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;
- (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;
- (g) to support its waste and resource recovery region's Local Government Waste Forum to enable the Waste Forum to perform its functions;
- (h) to undertake waste and resource recovery projects as funded by government, councils and other organisations.

The functions of the Loddon Mallee WRRG align with part of Division 2AB of the Waste and Resource Recovery Infrastructure Planning Framework.

3.1.3 Minister's Statement of Expectations

The six priority areas that the Loddon Mallee WRRG will focus on for the duration of the Minister's Statement of Expectations are:

1. Accurately and comprehensively assessing 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 State-wide 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.
2. Facilitate the implementation of the Loddon Mallee Waste and Resource Recovery Implementation Plan through collective procurement between local council and industry as the need arises.
3. 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).
4. 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.
5. 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.
 6. Provide best-practice advice to industry, local government and the community on waste and resource recovery management, services and facilities.

Key deliverables include:

- Implementation of the Loddon Mallee Waste and Resource Recovery Implementation Plan priority actions.
- Facilitation of joint procurement of infrastructure and services in partnership with local governments.
- Supporting local government funded programs that align with Loddon Mallee WRRG priorities.
- Working with Sustainability Victoria to provide regionally specific input into programs.
- Timely and accurate Annual Report and Business Plan developed and approved within specified timelines.
- Providing best-practice advice on waste and resource recovery management, services and facilities.

3.1.4 Powers of Loddon Mallee WRRG

In accordance with section 49I of the EP Act, Loddon Mallee WRRG has the power to do all things that are necessary or convenient to enable it to carry out its functions and achieve its objective.

Loddon Mallee WRRG cannot however, own or operate a waste management facility; apply for or 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.

3.2 Legislative and Policy Framework

Legislation

The *Environment Protection Act 1970* (EP Act) establishes objectives for resource efficiency including sustainable use of resources and fostering of best practice in waste management.

Waste and Resource Recovery Infrastructure planning

The *EP Act* was amended in 2014 to stipulate a new waste and resource recovery planning framework for Victoria. The Act describes the structure and purpose of this new planning framework and requires that state agencies within the environment portfolio plan facilitate strategic plan for managing not only MSW, but also for C&D and C&I waste.

This planning framework sets the scene for a coordinated state-wide approach to waste management and resource recovery infrastructure planning, which is supported by regional and local input and implementation. The development of the State Wide Waste and Resource Recovery Infrastructure Plan (SWRRIP) and Regional Waste and Resource Recovery Implementation Plans (RWRRIPs) will ensure improved information for public and private

investment in waste and resource recovery infrastructure, and provide certainty to industry regarding government objectives and priorities.

RWRRIP

The WRRGs have a legislative responsibility to develop a RWRRIP. The RWRRIP forms part of Division 2AB of the Waste and Resource Recovery Infrastructure Planning Framework. According to the EP Act, the objective of the:

- RWRRIPs is to set out how the waste and resource recovery infrastructure needs of a waste and resource recovery region will be met over at least a 10 year period.
- SWRRIP is to provide strategic direction for the management of the waste and resource recovery infrastructure in Victoria for a period of 30 years.

The final RWRRIPs were gazetted on 29 June 2017 and were released by the Minister on 6 July 2017.

4. Waste Streams in the Loddon Mallee Region

The Loddon Mallee WRRG has collected data on waste and resource recovery in the region, focussing initially on municipal kerbside collections and major facilities such as landfills and transfer stations. This data set does not cover all waste streams, all generators and all destinations for materials, nevertheless, it is the most robust and easily obtained data available.

It is estimated that there is a considerable amount of material (waste) from C&I and C&D sectors that is reused, sold or exchanged. This waste is therefore not recorded in the conventional data systems (municipal collections and transfer stations) and does not eventuate in landfills.

4.1 Waste Generation

Table 1 provides a summary of the region's performance in relation to generated Municipal solid waste recorded at landfill and resource recovery facilities such as transfer stations.

Table 1: Trend in the Rate of Municipal Solid Waste Generation

	Base year	Last Year's Data	This Year's Data
	2014-2015	2015-2016	2016-2017
Loddon Mallee WRRG (tonnes)	98,095	102,578	97,368
LMWRRG population	268,553	272,631	274,590
Generation rate per person	365kg	376kg	355kg

(*) Total Waste Generation = Garbage + Recycles Collected + Garden Organics Collected

Please note: These figures include amounts of green organics and recyclables collected at drop-off points from municipal sources.

Table 2 provides a summary of the region's performance in relation to generated solid waste from C&I and C&D sectors, as recorded at landfills and transfer stations. It does not include waste generated and resources recovered outside of these facilities, i.e. reused, sold or exchanged via other channels. There is no consistent data on the separation of waste to landfill recovered quantities in the region (at the time of this report).

Table 2: Commercial and Industrial Waste and Construction Demolition Solid Waste Generation

	Commercial and Industrial			Construction and Demolition		
	2014-2015	2015-2016	2016-2017	2014-2015	2015-2016	2016-2017
Loddon Mallee WRRG tonnes	26,130	27,806	26,012	4,439	3,474	4,152
Loddon Mallee WRRG population	268,553	272,631	274,590	268,553	272,631	274,590
Generation rate per person	97kg	102kg	94.73kg	17kg	13kg	15kg

Please note data depicts commercial and industrial waste and construction and demolition materials received at landfills and transfer stations.

4.2 Municipal Recovery Rate from kerbside collections

Table 3 provides a summary of the region's performance in relation to MSW resource recovery rate. This is a limited data set which does not include all recovery for the region but provides the best picture of data available at this time.

Table 3: Municipal Kerbside Collection Totals (including drop-offs)

Waste Type	Loddon Mallee Region	Loddon Mallee Region	Loddon Mallee Region
	Total tonnes 2014-2015	Total tonnes 2015-2016	Total tonnes 2016-2017
A=Garbage to landfill	60,910	61,795	58,337
B=Recyclables collected	26,309	29,136	28,884
C=Garden organics collected	10,877	11,647	10,147
Total kerbside collected (A+B+C)	98,095	102,578	97,368

Please note: These figures include amounts of green organics and recyclables collected at drop-off points from municipal sources.

4.3 Solid Waste Generation and Resource Recovery Targets

Using data from the above Table 3, Table 4 presents the stretch targets for the Loddon Mallee region, in particular to reduce per capita material waste disposed to landfill through municipal collections only and drop-off facilities.

A target of 25% reduction in waste to landfill has been set in the Loddon Mallee to achieve 170kg per person by 2019-20.

Table 4: Waste to Landfill and Kerbside Diversion Targets

	Base Year	Actual	Actual	Target	Target	Target
	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
A = Municipal Waste to landfill (kg)	60,910,000	61,795,000	58,337,000	54,880,000	51,560,000	45,682,500
Municipal Waste (kg)/population	227kg	231kg	212kg	199kg	186kg	170kg
B&C= Municipal Recyclables and organics collected (kg)*	37,186,000	40,783,000	39,031,000	41,500,000	43,200,000	45,682,500
Kerbside Diversion Rate¹	38%	40%	40%	43%	46%	50%

*Please note: These figures include amounts of waste, green organics and recyclables collected at drop-off points from municipal sources.

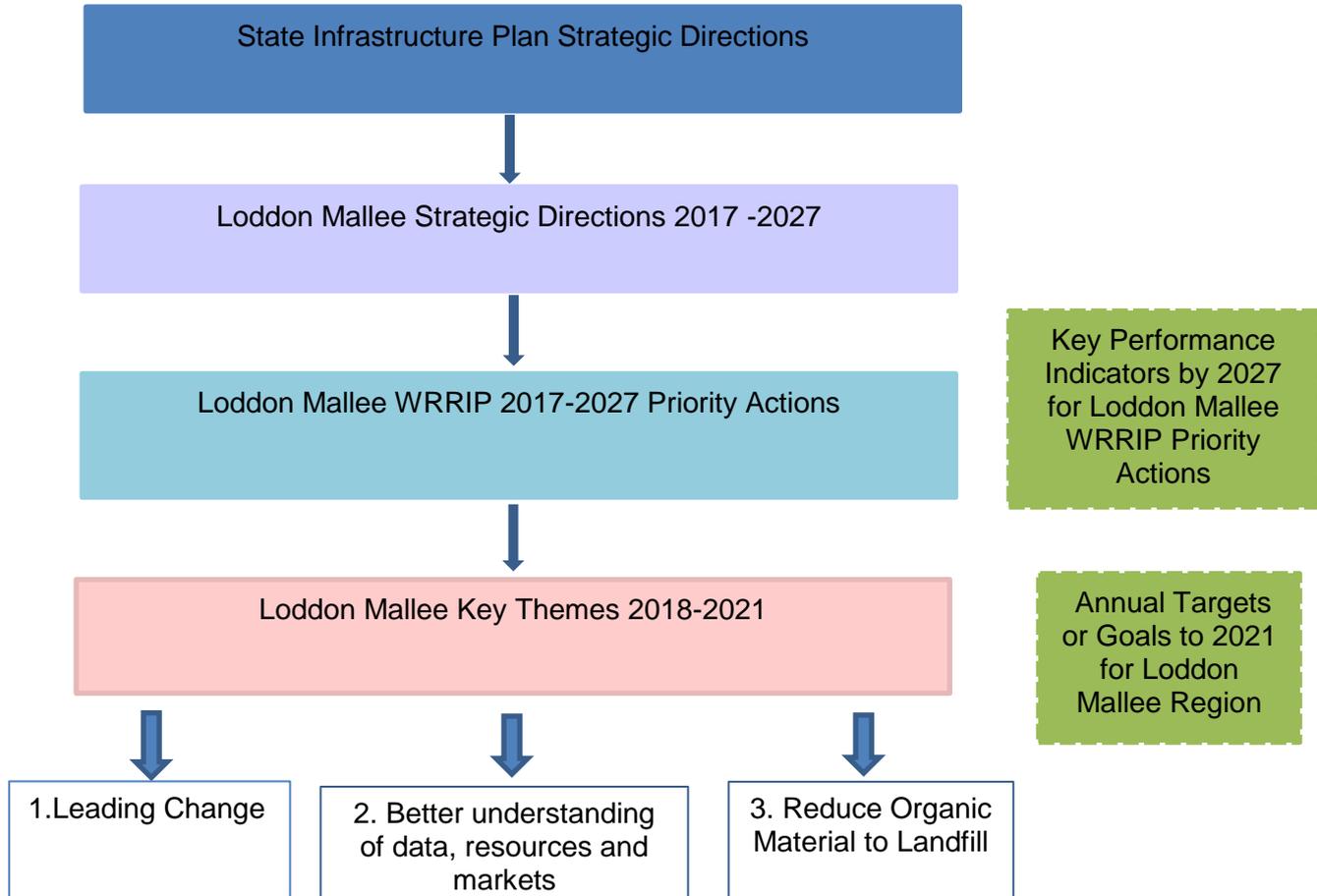
Please note: The Kerbside diversion rate for 2014-15 differs from the Sustainability Victoria reported diversion rate due to local knowledge on drop-off material recycling rates.

$$^1 \text{ Kerbside diversion rate} = \frac{(B + C)}{(A+B+C)} \times 100\%$$

A target of 50% kerbside recovery rate has been set for 2019-2020.

5. Strategies and Actions

The Loddon Mallee WRRG's strategies and actions align with the strategic directions of the State Infrastructure Plan. Loddon Mallee's regional strategic directions and priority actions of the Loddon Mallee WRIPP are outlined below.



5.1 State Infrastructure Plan Strategic Directions

1. To maximise the diversion of recoverable materials from landfills.
2. To support increased resource recovery.
3. To achieve quantities for reprocessing.
4. To manage waste and material streams.
5. To maximise economic outcomes, provide cost effective service delivery and reduce community, environment and public health impact.
6. To facilitate a cost effective state-wide network of waste and resource recovery infrastructure.

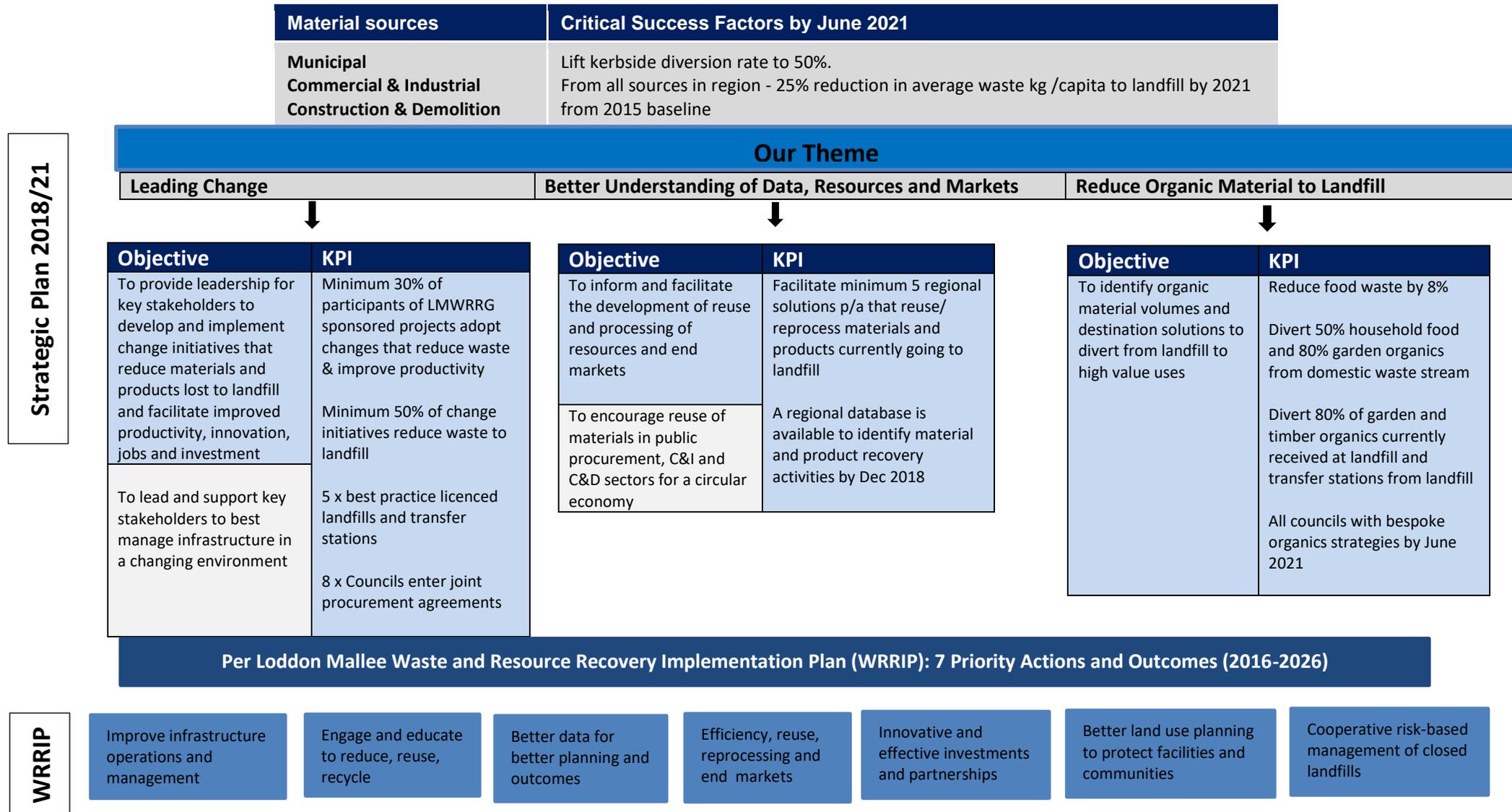
5.2 Loddon Mallee Regional Strategic Directions

1. Educate the community to reduce waste generation per capita.
2. Enable beneficial use of organics.
3. Increase reuse and resource recovery rates across the region.
4. Encourage and support innovation and research in order to develop new waste management solutions and markets.

5.3 Loddon Mallee Waste and Resource Recovery Group - Strategic Plan 2018-2021 (including WRRIP 2016-26)

Context and challenges: The Regions diversion of material from landfill in household kerbside collections (below) is the Victorian regional average. Our strategy includes all contributors of waste and recycling (local councils, industry, business and households). We work collaboratively to improve the productivity and viability of our region.

Our Vision: Reduce materials to landfill through the use of innovative and sustainable solutions



The Loddon Mallee Waste and Resource Recovery Group will deliver the Loddon Mallee Waste and Resource Recovery Implementation Plan (WRRIP) priority actions over the next 3 years.

Internal resources available to implement the Loddon Mallee WRRG Business Plan are provided below in Figure 3.

Figure 3 Loddon Mallee WRRG Staffing Structure

Executive Officer (EO) 1 FTE located in Wedderburn
Program Director (PD) 0.8 FTE located in Mildura
Market Development Manager (MDM) 1 FTE located in Bendigo
Project Officer (PO) 1 FTE located in Bendigo
Project Officer (PO) 0.6 FTE located in Mildura
Project Officer (PO) 0.6 FTE located in Wedderburn
ResourceSmart Coordinator (RSC) 0.6 FTE located in Wycheproof
ResourceSmart Facilitator (RSF) 0.6 FTE located in Bendigo
Administrative Officer (AO) 0.6 FTE located in Wedderburn

5.4 Theme: Leading Change

LMWRRG will enable the development and management of relationships and partnerships, build capacity and facilitate change in waste and resource recovery activities.

LMWRRG will provide leadership through facilitating local government, key stakeholders, business and industry in implementing the WRRIP and to educate the community. The LMWRRG will support councils and the waste and resource recovery industry to improve the operation and management of waste and resource recovery infrastructure and build regional capacity.

Table 1: Theme: Leading Change

Strategic Objectives							
To provide leadership for key stakeholders to develop and implement change initiatives that reduce materials and products lost to landfill and facilitate improved productivity, innovation, jobs and investment.							
To lead and support key stakeholders to best manage infrastructure in a changing environment.							
Alignment	Strategies	Actions	Responsibility	2018-19	2019-20	2020-21	Key Performance Indicator
WRIPP Priority Actions # 1,2,3,5 LMWRRG Strategic Directions # 1,3,4	1. Developing partnerships and collaborative activities that reduce waste through innovation.	• Facilitate a joint procurement process for councils for kerbside collection and associated services.	EO, MDM				>30% of participants of LMWRRG sponsored projects adopt changes that result in reduced waste & improved productivity.
		• Provide support to enable priority materials to be collected through collaborative arrangements (mattresses, e-waste, tyres and organics).	MDM				
		• Implement Regional Procurement Strategy recommendations.	MDM				
Minister's Statement of Expectation # 1,2,3,4,5,6	2 Protecting current and future Waste and Resource Recovery facility buffers.	• Implement WRRIP Statutory and Strategic Planning Project recommendations to protect buffers of current and future waste and resource recovery facilities.	PD				>50% of change initiatives/program s reduce waste to landfill.

		<ul style="list-style-type: none"> • Implement Local Government Support Program – September 2018 	PD				<p>5 licenced landfills and transfer stations operating at best practice.</p> <p>8 x Councils enter joint procurement agreements.</p>
3	Facilitating EPA and duty holders to take a risk-based approach to the management of closed landfills.	<ul style="list-style-type: none"> • Facilitate the prioritisation of closed landfills through the closed landfill risk assessment tool. 	PD				
4	Engaging with key stakeholders and educating the community about reducing, reusing and recycling materials.	<ul style="list-style-type: none"> • Deliver education campaigns around recycling and diverting materials from landfill. • Deliver Kerbside Pride Business program. • Deliver ResourceSmart and Kerbside Pride schools program. • Implement and facilitate applicable actions from the Victorian Waste Education Strategy. 	PO				
5	Establishing networks and forums to facilitate innovation, investment and partnerships.	<ul style="list-style-type: none"> • Host industry network events showcasing innovation and new resource recovery projects. • Run Loddon Mallee Fund (LMF) and measure progress and outcomes of funded projects. • Evaluate and share the outcomes of the Loddon Mallee Fund. • Provide capacity building initiatives for LMWRRG Board and staff 	EO, PD, PO, MDM				
6	Supporting councils and waste and resource recovery industry to improve the operation and management of waste and resource recovery infrastructure.	<ul style="list-style-type: none"> • Provide and facilitate technical expertise and informed decision making. • Assist with funding applications. 	EO, PD				

		<ul style="list-style-type: none"> • Provide support for infrastructure upgrades, e.g. e-waste, transfer stations. • Assist Councils to align targets with LMWRRG Business Plan targets • Contingency planning undertaken. 				
7	Providing secretariat support to the Loddon Mallee Local Government Waste Forum and Technical Advisory Reference Group and aligning them with WRIPP outcomes	<ul style="list-style-type: none"> • Meeting Agendas • Meeting Minutes • Action Plans • Support Activities 	PD			
8	Monitoring and program efficiencies of business operations	<ul style="list-style-type: none"> • Report to the Board on programs 	EO			

5.5 Theme: Better Understanding of Data, Resources and Markets

Enable planned approach to knowledge and data measurement.

A focus of the better understanding of data, resources and markets program is to achieve a step change in material efficiency and recovery in the region for improved productivity, jobs and environmental benefit by informing and encouraging the development of reuse and reprocessing of materials and markets in the region. A solid database and understanding of regional needs in relation to waste, resources and markets will be reliant on data from Local Government, business and industry.

Table 2: Theme: Better Understanding of Data, Resources and Markets

Strategic Objectives							
To inform and facilitate the development of reuse and processing of resources and end markets.							
To encourage reuse of materials in public procurement, C&I and C&D sectors for a circular economy.							
Alignment	Strategies	Actions	Responsibility	2018-19	2019-20	2020-21	Key Performance Indicator
WRIPP Priority Actions # 1,2,3,4,5 LMWRRG Strategic Directions # 1,2,3,4 Minister's Statement of Expectation	1. Enhance data integrity through standard data collection system.	Support state-wide data collection program. Collect standardised data from Councils. Encourage standard data collection across the region.	PD				Facilitate a minimum of 5 regional solutions p/a which involves reusing/reprocessing materials and products currently going to landfill that may build upon existing activities/partnerships and facilitate regional innovation to reach 25% target by 2021.
	2. Improve data and knowledge of commercial, business and industry sectors.	Implement Commercial and Industrial and Construction and Demolition solid waste identification and data collection project recommendations.	PD, MDM				

# 1,3,4,6		Provide market development support to business and industry to increase resource recovery.	MDM				Regional database set up by December 2018, identifying material and product recovery activities
	3. Market assessment of material streams for reusing and reprocessing.	Undertake market assessment of streams for reusing and reprocessing.	MDM				
	4. Identify cross border opportunities with other WRRGS.	Work with other WRRGs to identify cross border opportunities for waste and resource recovery.	EO, PD				
	5. Educate community and business.	Raise awareness through events, networks and education campaigns.	PD, PO, MDM				

5.6 Theme: Reduce Organic Material to Landfill

Facilitate solutions to divert organic materials from landfill to beneficial use.

Working with Local Government, business, industry and the community the Loddon Mallee Waste and Resource Recovery Group will identify organic material volumes and solutions to divert this resource from landfill.

Table 3: Theme: Reduce Organic Material to Landfill

Strategic Objective							
To identify organic material volumes and destination solutions to divert from landfill and gain beneficial outcomes for agriculture and/or energy in region.							
Alignment	Strategies	Actions	Responsibility	2018-19	2019-20	2020-21	Key Performance Indicator
WRIPP Priority Actions # 1,2 LMWRRG Strategic Directions # 2,4 Minister's Statement of Expectation # 1,2,3,4,6	1. Initiate regional organics strategy to increase knowledge of organic material in the region.	Implement recommendations from Organics Strategy. Seek funding support to implement.	MDM				Implement the Organics Strategy to divert 100% organics from landfill by 2025. All councils have bespoke suitable organics strategy for diversion by June 2021.
	2 Investigate innovative solutions for organic material.	Undertake market assessment of region's organic material. Provide support to stakeholders to undertake change.	MDM				
	3 Facilitate collaborative procurement for organics/food and organics collections.	Work with Councils and key stakeholders to initiate arrangements for efficient projects for maximum	EO, MDM				

		diversion of organics/food and organics.					
4	Educate the community and businesses on decreasing food waste.	Raise awareness through events, networks and education campaigns.	PD, PO, MDM				

6. Information provided to the Minister

The Minister will be provided with the Loddon Mallee WRRG's Annual Report and Business Plan. Any deviation to the Loddon Mallee WRRG Annual Report and Business Plan will be made at the request of the Minister.

The Chair will ensure to brief and inform the Minister of local and regional issues, as required.

7. Abbreviations

ABS	Australian Bureau of Statistics
BP	Best Practice
C&D	Construction and Demolition
C&I	Commercial and Industrial
DELWP	Department of Environment Land Water and Planning
EO	Executive Officer
EOI	Expression of Interest
EP	Environment Protection
FMCF	Financial Management Compliance Framework
LG	Local Government
LMF	Loddon Mallee Fund
Loddon Mallee WRRG	Loddon Mallee Waste and Resource Recovery Group
MDM	Market Development Manager
MRCC	Mildura Rural City Council
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste
PD	Program Director
PO	Project Officer
RRC/Ts	Resource Recovery Centre/Transfer Station
RSC	ResourceSmart Coordinator
RWMG	Regional Waste Management Group
SWRRIP	State-wide Waste and Resource Recovery Infrastructure Plan
ToR	Terms of Reference
Working Group	Waste and Resource Recovery Implementation Plan Working Group
W&RR	Waste and Resource Recovery
WRRG	Waste and Resource Recovery Group
WRRIP	Waste and Resource Recovery Implementation Plan

Appendix 1 – Loddon Mallee Councils

- City of Greater Bendigo
- Buloke Shire Council
- Gannawarra Shire Council
- Loddon Shire Council
- Macedon Ranges Shire Council
- Mildura Rural City Council
- Mount Alexander Shire Council
- Swan Hill Rural City Council

Appendix 2 – Loddon Mallee WRRG Financial Statements

Loddon Mallee WRRG				
Comprehensive operating statement for the financial year ended 30 June				
	2017-18	2018-19	2019-20	2020-21
Income from transactions				
Landfill levy revenue	\$896,695	\$921,070	\$938,971	\$962,115
DELWP Project Funding	\$225,000	\$0	\$0	\$0
ResourceSmart Funding	\$153,857	\$157,703	\$0	\$0
Commonwealth grants	\$0	\$0	\$0	\$0
Interest	\$10,000	\$9,000	\$8,500	\$8,700
Other income	\$50,000	\$50,000	\$50,000	\$50,000
Total income from transactions	\$1,335,552	\$1,137,773	\$997,471	\$1,020,815
Expenses from transactions				
Employee expenses	\$737,463	\$757,240	*\$661,846	\$678,372
Depreciation	\$20,000	\$17,200	\$15,000	\$20,000
Audit fees	\$32,000	\$33,000	\$34,000	\$35,000
Other operating expenses	\$775,209	\$544,008	\$276,600	\$283,495
Total expenses from transactions	\$1,564,672	\$1,351,448	\$987,446	\$1,016,867
Net result from transactions (net operating balance)	(\$221,230)	(\$213,675)	\$10,025	\$3,948
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	(\$221,230)	(\$213,675)	\$10,025	\$3,948

Net result reflects carry forward projects have been funded from revenue recognised in prior years and carried forward
 2017/2018 Other operating expense \$775,209 reflects the carried forward projects and use of reserves as indicated above.

2018/2019 Other operating expenses \$543,958 reflects the carried forward projects and use of reserves as indicated above compared to 2019/2020 Other operating expenses \$282,200. The decrease in Other operating expenses in 2018/2019 is due to DELWP Project Funding ceasing in 2017/2018.

*Staff wages fluctuation due to anticipated ResourceSmart Coordinator project ceasing on 30/06/2019.

The LMWRRG is working collaboratively with other WRRGs through the Shared Services agreement and has in place arrangements for staff to be collocated within Council offices to contain operating expenditure and achieve operating efficiencies.

Loddon Mallee WRRG Balance Sheets as at 30 June				
	<i>2017-18</i>	<i>2018-19</i>	<i>2019-20</i>	<i>2020-21</i>
Assets				
Financial assets				
Cash and deposits	\$502,389	\$283,914	\$230,776	\$224,057
Receivables	\$223,353	\$228,937	\$234,660	\$240,527
Prepayments	\$500	\$500	\$500	\$500
Investments and other financial assets	\$0	\$0	\$0	\$0
Total financial assets	\$726,242	\$513,351	\$465,936	\$465,084
Non-financial assets				
Property, plant and equipment	\$115,215	\$86,015	\$76,815	\$67,615
Intangible assets	\$0	\$0	\$0	\$0
Other non-financial assets	\$0	\$0	\$0	\$0
Total non-financial assets	\$115,215	\$86,015	\$76,815	\$67,615
Total assets	\$841,457	\$599,366	\$542,751	\$532,699
Liabilities				
Payables	\$150,000	\$136,000	\$100,000	\$78,000
Borrowings	\$0	\$0	\$0	\$0
Provisions	\$131,056	\$116,640	\$86,000	\$94,000
Other liabilities	\$0	0	0	0
Total liabilities	\$281,056	\$252,640	\$186,000	\$172,000
Net assets	\$560,401	\$346,726	\$356,751	\$360,699
Equity				
Accumulated surplus/(deficit)	\$359,189	\$145,514	\$155,539	\$159,487
Contributed capital	\$201,212	\$201,212	\$201,212	\$201,212

LODDON MALLEE WASTE AND RESOURCE RECOVERY GROUP - BUDGET				
INCOME	2017/18	2018/19	2019/20	2020/21
CORE FUNDING	Budget	Budget	Budget	Budget
Landfill Levy	\$896,695	\$921,070	\$938,971	\$962,115
Bank Interest	\$10,000	\$9,000	\$8,500	\$8,700
TOTAL CORE FUNDING	\$906,695	\$930,070	\$947,471	\$970,815
Local Government contribution to projects	\$50,000	\$50,000	\$50,000	\$50,000
ResourceSmart	\$161,747	\$157,703		
DELWP Project Funding	\$225,000			
TOTAL PROGRAM FUNDING	\$436,747	\$207,703	\$50,000	\$50,000
TOTAL INCOME	\$1,343,442	\$1,137,773	\$997,471	\$1,020,815
EXPENDITURE				
CORE EXPENSES				
Employment	12 months	12 months	12 months	12 months
Staff Wages	\$668,240	\$677,836	\$591,971	\$606,750
Superannuation/Workcover/Payroll Tax	\$69,223	\$79,370	\$69,875	\$71,622
Training & Conferences	\$20,000	\$20,000	\$20,000	\$20,000
Office Lease & Outgoings	\$24,750	\$14,750	\$14,750	\$14,750
Phones & Internet & Waste App	\$16,440	\$16,500	\$16,600	\$20,500
Office Equipment & Maintenance	\$2,500	\$2,500	\$2,500	\$2,500
Stationery & Postage	\$4,000	\$6,500	\$6,600	\$7,500
Meeting, Travel and Accommodation Costs	\$8,000	\$9,000	\$9,100	\$11,000
Subscriptions and memberships	\$6,000	\$6,050	\$6,100	\$6,300
Insurance (pub liability, contents)	\$5,800	\$8,000	\$8,100	\$8,200
Directors Allowances, Expenses, PD & Travel	\$49,600	\$50,450	\$51,250	\$51,250
Forum Allowances, Expenses & Travel	\$3,000	\$4,000	\$4,000	\$4,000
Audit Committee	\$1,000	\$1,500	\$1,500	\$1,500
General Advertising & Miscellaneous	\$3,000	\$6,200	\$6,300	\$6,465
Vehicle Maintenance, Operations& Lease	\$21,300	\$34,000	\$34,300	\$34,000
Governance, Planning & Finance				
Audits (internal and external)	\$33,400	\$33,000	\$34,000	\$35,000
Bank Fees and Charges	\$450	\$480	\$500	\$530
Depreciation	\$20,000	\$17,200	\$15,000	\$20,000
TOTAL CORE EXPENSES	\$956,703	\$987,336	\$892,446	\$921,867
PROGRAM EXPENSES				
DELWP Project Funding	\$225,000			
LMWRRG Projects (inc cfwd projects)	\$282,670	\$271,200	\$45,000	\$45,000
ResourceSmart	\$50,299	\$42,912		
Education projects	\$50,000	\$50,000	\$50,000	\$50,000
TOTAL PROGRAM EXPENDITURE	\$607,969	\$361,312	\$95,000	\$95,000
TOTAL EXPENDITURE	\$1,564,672	\$1,351,448	\$987,446	\$1,016,867
TOTAL NET SURPLUS / - DEFICIT	-\$221,230	-\$213,675	\$10,025	\$3,948