



Hon Lily D'Ambrosio MP

Minister for Energy, Environment and Climate Change
Minister for Solar Homes

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Cr Colleen Gates
Chairperson
Metropolitan Waste and Resource Recovery Group
World Trade Centre
18/36 Siddeley Street
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Ref: MBR041626



Dear Cr Gates

PROGRAM GOVERNANCE MODEL FOR RECYCLING VICTORIA

I would like to acknowledge the significant progress that the Metropolitan Waste and Resource Recovery Group has made in improving waste and resource recovery outcomes for the Victorian community.

I am pleased to provide you with this Statement of Expectations (SoE), to enable you to prioritise your efforts in the delivery of Victoria's waste and resource recovery services.

I expect your organisation to deliver on these priorities and comply with governance arrangements to facilitate the provision of waste and resource recovery infrastructure and services in your region. This SoE replaces the previous SOE. It commences immediately and will remain in effect until otherwise amended.

This statement articulates my priorities for your organisation to help deliver the Victorian Government's vision for a reliable and effective statewide waste and resource recovery system in collaboration with the Department of Environment, Land, Water and Planning (DELWP), Sustainability Victoria (SV), Environment Protection Authority Victoria, local councils, industry and the community in accordance with:

- the *Environment Protection Act 1970* and the *Environment Protection Act 2017*;
- 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 the Group and form its governance framework including the Standing Directions 2018 under the *Financial Management Act 1994*;
- the Victorian Government's policies relevant to the Group; and
- my priorities for your organisation as set out in this SoE.

I expect your organisation to focus on the following priorities:

- Provide regional, expert support to Victorian Government missions that ensure continuity of waste as an essential service during the COVID-19 pandemic and build on the economic and environmental contribution of the waste and recycling sector during recovery efforts.
- Work effectively with portfolio agencies to deliver Recycling Victoria: a New Economy. This includes supporting regional delivery and application of the following programs:

- **Infrastructure planning:** collaborate with SV to incorporate the Metropolitan regional Implementation Plan and schedule into a streamlined Victorian Recycling Infrastructure Plan that builds on research by Infrastructure Victoria and includes enhanced risk and contingency planning and integrated land use and transport planning;
 - **Waste Authority:** work collaboratively with DELWP to support the successful establishment and operation of the Waste Authority;
 - **Household recycling reforms:** collaborate with DELWP in its delivery of these reforms, including by working closely with councils on the strategic procurement of municipal waste and recycling services to ensure an orderly transition to new collection and processing arrangements;
 - **Grants that support Victorian businesses, councils and communities:** collaborate effectively with SV and identify regional strategic priorities and support regional grant applicants; and
 - **Education and behaviour change:** support councils, businesses and communities to deliver statewide campaigns locally.
- Maximise efficiencies within current financial allocations including through the sharing of services with other waste and resource recovery groups where feasible.
 - Emerging priorities as identified in consultation with DELWP.

Nothing in this SoE should be interpreted as limiting your organisation's ability to deliver programs that are consistent with your statutory functions and funded by other organisations, such as education programs.

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

- Advise the Secretary of DELWP and myself of any issues or risks (existing or emerging) which may affect the Group's financial management, performance, sustainability or reputation, and any other matters required under the Financial Management Act 1994 and the Public Administration Act 2004.
- Cooperate with DELWP in relation to all aspects of its oversight and support of your Group in accordance with section 13A of the Public Administration Act 2004, including by responding to all requests for information from myself or DELWP in a timely manner and consulting with DELWP where conflicting priorities arise.
- Ensure that 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, operations, outcomes, performance measurement and objectives of the board of the Group; and
 - essential policies as required by section 81 of the *Public Administration Act 2004*. These must be consistent with DELWP's model policies found on DELWP's governance website for portfolio agencies, OnBoard (<https://www2.delwp.vic.gov.au/boards-and-governance/on-board>).
- Produce timely and accurate annual financial and operational reports and business plans that reflect the priorities of the Group as set out in this statement and follow guidance from DELWP on rescheduled budget and business planning in 2020.
- Actively contribute to the development and implementation of strategies to give effect to the Victorian Government's commitment that no less than 50 per cent of all new appointments including senior appointments, to all paid government boards will be women.

I trust that this SoE assists in focusing your efforts. In the interests of transparency and accountability, this SoE should be made publicly available on your website.

I look forward to receiving your acknowledgement of this SoE within two weeks of your receipt of this letter.

If you have any questions about your role in delivering on these expectations, please contact Ian Campbell-Fraser, Director, Governance and Legislation, on 0417 943 004 or email ian.campbell-fraser@delwp.vic.gov.au.

Yours sincerely



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03 / 06 / 2020

Encl.

Attachment 1 – WRRG program delivery

Program	Outcomes	Role	Key deliverables	Expectations
Supporting Victorian Communities	Circular economy benefits realised by community groups at the local level including through projects to improve recycling, engage communities, reduce waste generation, tackle littering and illegal dumping.	SV – lead on program delivery WRRGs – facilitate coordination with councils and local regions	Coordination with councils and local regions to support the first round of grants announced 2020/21, then one round each year until 2023/24.	Priorities of grants will be responsive to community needs. WRRGs, with SV will help to identify regional priorities for grant funding, and support regional grant applicants to streamline the applications process.
Supporting Victorian Councils	Localised solutions to reduce waste, boost recycling and increase regional economic development opportunities.	SV – lead on program delivery WRRGs – facilitate coordination with councils and local regions	Coordination with councils and local regions to support the first round of grants announced 2020/21, then one round each year until 2023/24.	Programs will be developed in consultation with councils. WRRGs will help to identify regional priorities for grant funding with SV, and support regional grant applicants.
Statewide education and behaviour change programs	Victorian businesses and households have the information and tools they need to reduce waste and correctly recycle.	DELWP – lead on design of Statewide Plan for education and behaviour change across all Recycling Victoria programs.	2020/21: Finalise Statewide Plan for education and behaviour change	Plan will be developed in consultation with SV, local councils and other stakeholders.
	This will include broader campaigns to improve and raise awareness for safety across the industry.	SV – lead on design and delivery of education campaigns/programs under Statewide Plan WRRGs- work closely with SV and councils in implementing local communications and education campaigns.	Starting in 2020, deliver information, education and tools to support recycling, household recycling reforms and single-use plastic phase-out. By 2021, provide advice to the portfolio coordination group on additional education and behaviour change programs to help people avoid and minimise waste, and reuse, repair and share products.	Education and behaviour change programs will align with key messages and roll-out of household recycling reforms. Programs will be developed in consultation with councils and WRRGs will support councils to ensure local initiatives are consistent with the state campaigns. Programs will remain flexible to respond to developments in the local recycling industry and national circular economy policy. Programs will build on the successful ‘Love Food Hate Waste’ and ‘Better Bag Habits’ campaigns. They will complement the

Program	Outcomes	Role	Key deliverables	Expectations
Statewide education and behaviour change programs	Victorian Government messaging on waste and recycling will be consistent and stakeholders will experience coordinated communications.	DELWP PMO – coordinate external communications and engagement for <i>Recycling Victoria</i>	Starting in 2020, maintain key messages and engagement calendar for all RV programs	ResourceSmart Schools program. Plan will be developed in consultation with all delivery partners. WRRGs will align external communications through central coordination.
Household recycling reforms	Materials collected from households are high quality and can be used to make new products. Councils are supported to work together, aggregating waste volumes and pursuing collaborative procurement of waste and recycling contracts to achieve improved services and recycling.	DELWP – lead on delivery WRRG – work closely with DELWP to support local councils with coordination and advice, and help ensure effective consultation	Starting in 2020, provide local governments with strategic, staged procurement support to deliver kerbside reforms.	Programs will be tailored to meet local needs while maintaining a consistent statewide service.
Plan for recycling infrastructure	Long term planning for waste and resource recovery infrastructure at state and regional levels to provide investment certainty for industry, maximise resource recovery and minimise risks to community safety.	SV – lead on delivery of Victorian Recycling Infrastructure Plan (VRIP) WRRG – provide local content and expertise for VRIP	By 2020/21 existing Victorian infrastructure plan reviewed and updated and statewide risk and contingency plan finalised By 2022/23 Victorian Recycling Infrastructure Plan in operation	VRIP developed in consultation with DELWP to ensure VRIP includes strategic policy issues aligns with other programs. Updated plan will: <ul style="list-style-type: none"> • be streamlined to focus on infrastructure, in the context of a new, overarching policy • incorporate regional implementation plans and schedules • build on Infrastructure Victoria research • reflect new legislative requirements • include hazardous waste and waste to energy infrastructure • improve statewide risk and contingency planning • be integrated with land use and transport planning.