



Recycling Victoria Acquittal Report

2022–2026

We acknowledge and respect Victorian Traditional Owners as the original custodians of Victoria's land and waters, their unique ability to care for Country and deep spiritual connection to it.

We honour Elders past and present whose knowledge and wisdom has ensured the continuation of culture and traditional practices.

DEECA is committed to genuinely partnering with Victorian Traditional Owners and Victoria's Aboriginal community to progress their aspirations.



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ISBN 978-1-76176-882-8 (pdf/online/MS word)

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Message from the Head, Recycling Victoria



I am pleased to present the Recycling Victoria: Acquittal Report 2022–2026, which reflects the collective effort, commitment and collaboration of our staff, partners and stakeholders across Victoria's waste, recycling and resource recovery sector.

Over the past 4 years, Recycling Victoria has led the delivery of major statewide reforms, including the:

- launch of Victoria's Container Deposit Scheme (CDS Vic)
- establishment of the Waste to Energy Scheme
- delivery of market insights through the Circular Economy Market Report
- inaugural Victorian Recycling Infrastructure Plan (VRIP)
- development of the Circular Economy Risk, Consequence and Contingency Plan system to identify and prepare for serious sector risks
- development of new data, planning and regulatory systems.

Together, these reforms represent a once-in-a-generation shift in how Victoria designs, oversees and invests in its waste and recycling system, moving from fragmented, reactive arrangements to a more integrated, accountable and future-focused model. This work has strengthened system reliability, transparency and resilience, and helped build the foundations for a more consistent, sustainable and circular economy for all Victorians. Importantly, the reforms delivered by Recycling Victoria are enduring by design: embedding clearer roles, stronger governance, better intelligence and long-term planning mechanisms that will continue to shape system performance well beyond this reporting period.

Recycling Victoria's progress has also been enabled by the leadership and contribution of many people. I recognise Phil D'Adamo, who provided important early leadership as Recycling Victoria's interim head in 2022, and acknowledge the critical stewardship of our portfolio partners across the Department of Energy, Environment and Climate Action's (DEECA) Climate Action and Circular Economy Division (CACE), the Environment Protection Authority Victoria (EPA) and Sustainability Victoria.

I also sincerely acknowledge the leadership of Carolyn Jackson, Deputy Secretary, Regions, Environment, Climate Action and First Peoples (RECAFP), whose strategic direction, guidance and advocacy has been instrumental in supporting Recycling Victoria's establishment, delivery and integration within the broader portfolio. Her commitment to long-term reform and system integrity has been pivotal to Recycling Victoria's success.

I am grateful for the leadership of John Bradley, who guided and supported Recycling Victoria through its establishment phase as Secretary of DEECA until 2025 and Kate Houghton, who has continued that leadership as the new department Secretary.

I also wish to recognise the commitment of Lily D'Ambrosio MP, whose leadership as Minister for Energy, Environment and Climate Change was instrumental in the establishment of Recycling Victoria, alongside Ingrid Stitt MP, who oversaw Recycling Victoria's formative operations as Minister for Environment, and Steve Dimopoulos MP, whose ongoing support has helped maintain momentum through Recycling Victoria's delivery and transition. In 2026, we welcomed Enver Erdogan MP as the new Minister for the Environment.

I am equally proud of the contribution of Recycling Victoria's executive team - Anastasia Kontogiorgis (2024-2026), Kate Carmichael (2026), Heather Adams (2025-2026), Deb Cailles (2022-2026), Grant Breheny (2022-2025), and Jennifer Anne (2022-2023) whose strategic leadership, technical expertise and integrity shaped Recycling Victoria's culture, capability and performance.

To the staff of Recycling Victoria - thank you. Your dedication, creativity, adaptability and professionalism have defined this organisation. You have delivered complex reforms, supported councils and industry through significant change and demonstrated unwavering commitment to achieving meaningful outcomes for communities across Victoria. It has been a privilege to lead such a capable and passionate team.

As Recycling Victoria transitions into the Environment Protection Authority (EPA) under the Silver Review recommendations, we do so with a deep sense of pride in what has been achieved and optimism for what lies ahead.

The systems, insights and frameworks we have established - from scheme oversight to long-term infrastructure planning and risk preparedness - now provide Victoria with a stronger platform for its transition to a circular, low-emissions and resource-efficient future.

These reforms have fundamentally reset expectations around performance, transparency and accountability across the sector - a legacy that will continue to influence decision-making, investment and behaviour for decades to come. The integration of Recycling Victoria's functions into the EPA represents a natural next step: one that will bring greater coherence to regulatory responsibilities and enable the continued evolution of a more consistent, resilient and high-performing system.

Looking ahead, I am confident that the work we have undertaken together has positioned Victoria on a strong, sustainable and future-ready path. I look forward to seeing the sector build on this progress and continue shaping a circular economy that delivers long-term environmental, social and economic benefits for all Victorians.

Tony Circelli

Head, Recycling Victoria

1 June 2026



Staff attending and presenting at Waste Expo Australia 2025.

About Recycling Victoria

Recycling Victoria was established under section 15 of the *Circular Economy (Waste Reduction and Recycling) Act 2021* (CE Act), which came into operation on 1 July 2022 and was amended from 1 June 2023.

Recycling Victoria was established to:

- provide leadership, stewardship and oversight of waste, recycling and resource recovery services
- support the development of a circular economy.

Transitioning to a stronger circular economy will:

- encourage innovation and investment
- create more sustainability focussed jobs
- enable more consistent, valued and high-quality recycled material for remanufacturing or repurposing into new goods
- ensure that Victoria is more resilient to external shocks in the resources/materials recovery sector.

Through our work we focus on building a world class circular economy system that minimises the impact on non-renewable resources, maximises waste avoidance and makes a strong contribution towards a more sustainable, environmentally friendly and climate resilient future for all Victorians.

Our vision

A world class circular economy system that helps build a more sustainable future for all Victorians.

Our purpose

Leadership, stewardship and oversight of Victoria's waste and resource recovery services to support a strong and resilient circular economy with robust market investment and growth.

Our functions

Under section 16 of the CE Act, the Head, Recycling Victoria must deliver functions aimed at providing leadership, stewardship and oversight of waste, recycling and resource recovery services in Victoria and support the development of a circular economy.

Support development of a circular economy

- Reduce waste, support recycling and promote circularity in the use and reuse of products.
- Maximise the continued use of products and waste material over their life cycle.
- Support the transition to a net zero and resilient Victoria.

Leadership

- Identify, monitor and manage risks and harm associated with the provision of waste, recycling and resource recovery services.
- Provide strategic and infrastructure planning for waste, recycling and resource recovery services.
- Collect, use, disclose and publish information, market insights and data.

Stewardship

- Oversee and build knowledge and capacity for municipal residual waste, recycling and resource recovery service delivery.
- Support best practice procurement management by local government, Alpine Resorts Victoria and service providers for waste, recycling and resource recovery services.
- Advise on best practices for waste, recycling and resource recovery services.

Oversight

- Build and implement regulatory capability and data and information systems to monitor the performance of the sector.
- Oversee CDS Vic.
- Implement and administer the Waste to Energy Scheme.
- Develop and implement service standards, including standards for household waste and recycling services.

Summary of key achievements 2022-2026



2022
2023

Establish
voice, visibility
and trust

RECYCLING VICTORIA

Recycling Victoria brought together teams from 7 regional groups and Sustainability Victoria to lead waste and recycling reform statewide.

Set the reform agenda

- Strategic Plan
- Regulatory Strategy
- Community Engagement Strategy
- Charter of Engagement

Recognition and reach built

- ▶ brand and narrative
- ▶ public profile
- ▶ digital presence



STAKEHOLDER RELATIONSHIPS strengthened

Early engagement and consultation:

- Local Government Forums
- Recycling, Resource Recovery and Waste Industry Group
- Regional visits.



DATA HUB LAUNCHED

A centralised data and market intelligence hub strengthening data-led stewardship.

2

core data sets went live

2023
2024

Statewide reform
and sector
engagement

Consultation channels activated



Statutory committees formed:

- ▶ Recycling Victoria Advisory Committee
- ▶ Local Government Advisory Committee

Clear channels for local government and industry input. **20+** forums and conference presentations strengthened sector engagement.

Existing waste to energy operator licences approved

4
licences

UNLOCK

1m
tonnes

of permitted waste processing capacity

RISK PLANNING STRENGTHENED



The Circular Economy Risk, Consequence and Contingency Plan 2024 identified 6 serious sector risks and triggered formal system-wide planning.

Victoria's **FIRST** Circular Economy Market Report

and updated Data Hub statistics showed a **69%** household landfill diversion rate, above the 2021 national average of 63%.



VICTORIA'S CONTAINER DEPOSIT SCHEME

Statewide launch

Building lasting public participation in recycling and reducing litter.

**2024
2025**

Build capacity and stewardship

30-year infrastructure road map LAUNCHED

The Victorian Recycling Infrastructure Plan (VRIP) and accompanying investment prospectus set a long-term path for investment, jobs and infrastructure.



VICTORIA'S CONTAINER DEPOSIT SCHEME

In one year
1 billion
containers
returned...

...via
640+
refund
points...

...and
7 million
community
transactions.

Sector engagement scaled-up

Public consultation and **7** regional forums attracted **120** participants from **65** councils and ARV, supporting statewide consistency.



REGULATORY COMPLIANCE

A new Compliance and Enforcement Policy set a fair and clear regulatory approach.

Data led stewardship strengthened

The **2025 Circular Economy Market Report** and updated **Circular Economy Risk, Consequence and Contingency Plan (CERCC)** reinforced evidence led stewardship, system risk and resilience.

**2025
2026**

System impact, reach and legacy

Diverting waste from landfill

7 thermal
**waste to
energy** cap
licences
issued.

An alternative to landfill; enabling infrastructure and processing that produces energy from waste that can't be recycled.



Led the nation on circular economy data



Expanded reporting made Victoria the first Australian jurisdiction to report against national circular economy metrics.

RELEASE VRIP Annual Progress Report

Insights from the report will help inform decision-making, target investment and maintain a stable, efficient recycling system for all Victorians.

Risk planning embedded statewide



Three successive CERCC Plans embed shared responsibility and proactive risk identification across industry and government.

Container Deposit Scheme

3.18+ billion
eligible
containers
returned.

\$318+ million
back to
communities
and charities.



Expanded public reach (2022-2026) - digital

315,000+
web sessions
6,500
LinkedIn
followers

Consistent growth and engagement driven by strong visibility, quality and targeted content, rising sector interest, and an established public voice.

Achievements against strategic priorities 2022-2026



Achievements against strategic priorities

The following is a summary of Recycling Victoria's achievements against the strategic priorities outlined in Recycling Victoria's Strategic Plan 2023-2026.

Container deposit scheme

Victoria's Container Deposit Scheme (CDS Vic) was introduced as a litter reduction and resource recovery scheme as part of the Victorian Government's *Recycling Victoria: A new economy* policy and action plan. Over the course of the reporting period, Recycling Victoria launched and matured CDS Vic. Following the enabling legislative and regulatory framework and oversight settings established in 2022-23, CDS Vic commenced on 1 November 2023 and rapidly scaled to become one of the most accessible container deposit schemes in Australia.

As at 18 May 2026 Victorians had returned over 3.18 billion eligible containers through more than 20.54 million transactions at refund points, with a further 1.07 billion processed via materials recovery facilities (MRFs) operating under refund sharing protocols. These returns translated into:

- over \$315 million in refunds flowing back to households, charities and community groups
- 615 new jobs
- a statewide network with over 620 collection points in operation.

Recycling Victoria delivered the scheme's regulatory guardrails, determinations (first-supplier and eligible container) instruments, and the refund-sharing protocols for MRFs and councils, while instituting a shared-responsibilities model with a Scheme Coordinator and 3 Zone Operators to sustain performance, equity of access and compliance over time.

In 2024-25, CDS Vic marked its first birthday with 1 billion containers returned and sustained high weekly throughput, while new community operating and access standards mandated minimum hours and regional access, further embedding convenience and accessibility for households. The scheme achieved 2 billion containers returned in July 2025.

CDS has achieved a significant 71% reduction in eligible container litter, confirmed by the 2024-2025 litter audit.

Since scheme commencement, more than 3 billion containers have been returned through CDS Vic (as of April 2026), with more than \$3.4 million donated to charities.



Photos (top to bottom):

- CDS Vic first birthday.
- Retail education visits conducted by the Recycling Victoria CDS team.
- Our Haven Wildlife Shelter receives a donation via the 2024 Win a Million Cents competition.
- 2026 Win a Million Cents competition launched by Minister for Environment Enver Erdogan MP.

Market risk, consequence and contingency planning

Recycling Victoria created a new, nationally leading capability to identify monitor, manage and mitigate risks in the waste, recycling and resource recovery sector. Through a statutory risk, consequence and contingency planning framework, Recycling Victoria and industry are building resilience to service disruption and supporting the transition to a circular economy.

The CE Act requires Recycling Victoria to identify serious sector risks through the preparation of a Circular Economy Risk, Consequence and Contingency Plan (CERCC Plan). Sections of industry, referred as responsible entities, must also specify the actions they are taking to prevent or minimise the risks identified.

In May 2024, Recycling Victoria released the inaugural CERCC Plan, triggering the requirement for responsible entities to prepare and submit their first Responsible Entity Risk, Consequence and Contingency Plans (RERCC Plan) and statements of assurance to Recycling Victoria by 30 September 2024.

CERCC Plans were also produced in 2025 and 2026, with each plan reflecting operational challenges experienced by industry such as battery-related fires and the growing amount of packaging from online shopping.

Key sector risks consistently identified in each plan were contamination, external threats, planning, social acceptance, internal threats and economic shocks and stressors.

The 2025 and 2026 CERCC Plans built on these risks, adding a stronger focus on commercial viability in the market in 2025, with the 2026 plan including land use and encroachment and the need for robust, reliable data to support effective service planning and delivery.

This maturing framework has improved line-of-sight for systemic risks, strengthened incident readiness and supported more consistent, risk-based responses by industry and government.

Sector risk planning has embedded an enduring cycle of shared responsibility that helps Victoria's circular economy withstand future shocks and stressors.

Infrastructure planning

Recycling Victoria has played a key role in waste, resource recovery and recycling infrastructure planning. The Victorian Recycling Infrastructure Plan (VRIP), released in October 2024, provides Victoria's first 30 year, state wide roadmap for waste, recycling and resource recovery infrastructure.

Developed to replace the previous suite of regional and statewide plans, the VRIP synthesises demand projections, materials flows and system capacity to identify gaps, priority needs and the locations where new or expanded facilities will be most effective. The result is a world-leading strategic document and investment framework that provides clear direction to the sector and potential investors.



Recycling Victoria all-staff photo 2025

Accompanied by an investment prospectus and a targeted regional roadshow, the VRIP has helped convene investors, councils, water authorities and technology providers around a consistent, evidence-based pipeline - accelerating market conversations and giving proponents greater certainty about where their projects fit within Victoria's transition to a stronger circular economy.

The VRIP Annual Progress Report provides an update on the implementation of the VRIP in the 12 months from October 2024 to October 2025.

The report includes:

- an overview of key developments relating to Victorian recycling infrastructure since the publication of the VRIP
- an assessment of progress and achievements against relevant strategic directions in the inaugural VRIP
- an assessment of the progress and achievements against the actions for government set out in the VRIP
- the indicators we will use to track progress against the VRIP in progress reports
- an assessment of whether any issues have arisen in the application of the VRIP that could necessitate changes. This includes an assessment of whether any issues have arisen in relation to infrastructure.

Recycling Victoria has also maintained an infrastructure map and database, providing the sector with important information to support planning and decision making.



Launch of the inaugural Victorian Recycling Infrastructure Plan - October 2024.

Market intelligence

Recycling Victoria has provided communities, businesses and government with clear, reliable information about how Victoria's waste and recycling system is performing. Through the Recycling Victoria Data Hub, we have brought together data and insights that help inform everyday decisions, long-term planning and continued improvement in waste reduction, recycling and resource efficiency across Victoria.

The Recycling Victoria Data Hub released successive statewide datasets on industry performance (2021–22 to 2023–24) and local government performance (2021–22 to 2023–24), alongside an updated waste projection model to 2053.

Recycling Victoria has delivered a step change in how waste and resource recovery performance is understood, communicated and acted upon across Victoria. We introduced systems that provide timely access to trusted data and intelligence, reducing effort and cost for government. Shared dashboards and intelligence products have delivered consistent, up-to-date insights that enable evidence-based decisions.

While each state collects data from industry, Victoria was the first jurisdiction to formally publish data on circularity performance. In one place, Victorians can see where waste goes, how recycling systems are operating and how public investment is delivering value.

Recycling Victoria data and intelligence directly informs major statewide planning and policy processes, strengthening the state's ability to identify emerging risks, assess system resilience and plan for disruptions in waste and recycling markets.

The data and insights have also provided robust evidence base for the Victorian Government circular economy policy review, enabling government to assess what is working, where adjustments are needed and how policy settings can continue to support a transition to a more circular economy.

Critically, Recycling Victoria also delivered the state's inaugural Circular Economy Market Report in March 2024 and expanded its scope in 2025 and 2026 to align with the national circular economy metrics including a circularity rate, material footprint and material productivity.

Victoria was the first jurisdiction in Australia to report on the national circular economy metrics, providing a clear baseline for tracking progress over time. Early results show Victoria's circularity rate is above the national average, offering important context for policy development and investment decisions.

Together, these initiatives confirm Victoria's leading landfill diversion performance, highlight system strengths and constraints by material stream, and create a common evidence base for infrastructure sequencing, risk planning and scheme oversight.

Service standards

To make recycling at home easier and improve recycling outcomes, Recycling Victoria in collaboration with CACE, developed the draft Household Waste and Recycling Service Standard - the first of its kind in Australia.

The draft service standard proposes statewide requirements for how councils and Alpine Resorts Victoria (ARV) are to deliver household waste and recycling services. This includes introducing a system of 4 services:

- General rubbish.
- Mixed recycling.
- Glass.
- Food organics and garden organics.



Roadside collection - 4 bins.

The draft service standard includes standardised lists for each service, the colour requirements for bin lids, labelling and signage for each of the 4 services. The draft service standard also set out the acceptable ways councils and ARV must deliver these services to ensure the services are convenient and accessible to households.

Recycling Victoria supported public consultation on the draft service standard undertaken by CACE in 2024, delivering engagement sessions for local government and ARV. In 2024-25, Recycling Victoria's focus shifted to implementation readiness - positioning the sector for a smooth transition once the service standard is made.

Waste to Energy Scheme

A circular economy prioritises waste avoidance, waste reduction, material use and recycling. Using waste that can't be recycled, to recover energy is a better outcome than disposal to landfill.

Victoria's residual waste generation is projected to grow from about 5.7 million tonnes in 2024 to 8.9 million tonnes by 2053 (VRIP 2024). Landfill capacity will begin to run out in the mid-2030s, with possible localised shortfalls arising sooner. Securing infrastructure capable of processing large quantities of non-recyclable residual waste is a high priority for the state.

The Victorian Government has established a robust framework for thermal waste to energy (WtE) under the CE Act, designed to divert residual waste from landfill without compromising higher-value recycling and resource recovery outcomes.

Recycling Victoria regulates the market-related aspects of thermal waste to energy processes under Victoria's Waste to Energy Scheme.

The Waste to Energy Scheme provides for a cap on the amount of permitted waste that can be thermally processed, and a licensing regime with penalties for non-compliance.

The scheme ensures that licensed facilities only accept approved amounts and specific types of waste. Only waste that can't be recycled can be treated in thermal waste to energy facilities.

The cap ensures investment in waste to energy facilities does not compromise our efforts to avoid, reuse and recycle more waste in future.

Following the introduction of regulations in June 2023, Recycling Victoria issued existing operator licences to 4 operators of projects that had existing approvals before the scheme commenced.

In 2024-25, Recycling Victoria completed a robust, fair and competitive process to issue cap licences. All applications were assessed in line with statutory requirements by technical experts and assessments were reviewed by an independent panel. Seven cap licences were issued, representing a total cap allocation of 2,350,000 tonnes per annum.

The licensed projects are projected to deliver substantial public and economic benefit, including:

- infrastructure investment of approximately \$8 billion
- more than 2,500 construction jobs and 650 ongoing positions
- generation of more than 330 megawatts of baseload electricity valued at over \$200 million per year
- recovery of valuable ash, metals and rubble that would otherwise go to landfill
- future production of renewable diesel and hydrogen.

In Victoria, businesses wishing to build and operate thermal waste to energy facilities are highly regulated and must obtain approvals from Recycling Victoria, the EPA and Minister for Planning as well as energy regulators and WorkSafe.

Any facility will need to be appropriately located, constructed and operated according to strict regulations that minimise risks to the environment and people.

Community engagement is an essential requirement of EPA and planning processes and proponents undertake their own local engagement.

Strategic procurement

Recycling Victoria has supported councils and ARV to embed best-practice procurement for services and infrastructure, recognising procurement as a major lever for market shaping and risk management.

In April 2025, we published the Strategic Procurement Framework, which set out how we would meet our procurement support responsibilities under the CE Act.

The framework set out the potential support Recycling Victoria could provide at various stages of a procurement, and how we will approach guidance materials. The framework also sets out how procurement support activities were prioritised by Recycling Victoria.

Regulatory approach and system

Developed in conjunction with the Strategic Plan in 2023, Recycling Victoria's Regulatory Strategy has guided how we build and use our regulatory tools and functions.

Through a strong focus on internal capability uplift, stakeholder engagement and effective inter-agency coordination, we have ensured that our regulatory frameworks are closely aligned with circular economy principles and a graduated and proportionate approach to compliance. This was formally consolidated through the release of Recycling Victoria's Compliance and Enforcement Policy.

Stewardship is central to our regulatory approach, reflecting our role not only as a regulator but as a custodian of the performance and long-term sustainability of Victoria's waste, recycling and resource recovery system.

We take a whole-of-system view when responding to issues and incidents. We have established an incident response framework focused on:

- reducing risks early
- effective coordination
- meaningful engagement
- trust-based relationships
- evidence-based decisions
- a clear focus on continuous improvement and long-term system resilience.

Engagement and consultative committees

Since its formation, Recycling Victoria has emphasised meaningful, transparent and ongoing engagement, guided by statutory requirement to produce the Community Engagement Strategy 2023-26 and Charter of Engagement, both of which align with the Victorian Government Public Engagement Framework.

The Community Engagement Strategy outlines a structured approach to engagement across 3 mutually reinforcing streams:

- Statewide, strategic and structured engagement through regular forums and advisory committees.
- Regional and local engagement - tailored and mostly in-person
- Targeted engagement on emerging issues, consultation on new schemes, regulatory instruments, reports and plans.

The Recycling Victoria Advisory Committee, appointed by the Minister, has provided strategic advice, assurance and feedback to the Minister and Head, Recycling Victoria as major reforms were developed and implemented. Committee membership drew on expertise across local government, industry, market regulation and circular-economy practice. Our thanks to Christine Wardle (Chair), Simon Mackie, George Hatzimanolis, Dr Scott Bryant, Lina Goodman, Marc Higgins, Georgina Smith and Dr Mayuri Wijayasundara for their insights and advice since September 2023.

A second, short term advisory committee, the Local Government Advisory Committee, operated from April - September 2024 and was also appointed by the Minister. Comprising local government councillors from across Victoria, the Committee provided valuable local government perspectives on Recycling Victoria's functions and early priorities and strengthened local government engagement during Recycling Victoria's establishment.

Our Local Government Forum and Recycling, Resource Recovery and Waste Industry Group provided structured dialogue and informal feedback loops between councils, industry and Recycling Victoria. Insights from these forums have supported the design and roll out of functions and helped Recycling Victoria maintain connection and trust with key stakeholders.

Our regional visit program has strengthened engagement with local government, providing an avenue to discuss local opportunities and issues around circular economy, waste management and resource recovery. Conducted in 2023, 2025 and 2026, the program saw the Head, Recycling Victoria and executives meet with leaders from local councils and ARV across the state. Deliberately informal and face to face, the regional visits have provided a direct line to region specific concerns and emerging issues.

Recycling Victoria undertook targeted consultation on schemes, instruments and key priorities, applying the Community Engagement Charter's principles of meaningful, transparent and inclusive engagement. Across the 4 years, formal consultation was undertaken via Engage Victoria and forums on initiatives including:

- the Household Waste and Recycling Service Standards
- the Strategic Procurement Framework
- the CERCC Plan
- Container Deposit Scheme instruments and protocols
- the VRIP.



Photos (top to bottom):

- Gippsland regional visit.
- Waste Expo Australia 2024.
- Site visit - Bingo Industries.
- Podcast - Repurpose It.

This stewardship approach, framed by our Community Engagement Strategy and Charter of Engagement, has helped align government, councils and industry around common outcomes, maintain confidence during policy change, and sustain performance during the transition of Recycling Victoria's functions into the EPA.

Organisational establishment

The development and delivery of Recycling Victoria's priorities throughout this establishment period have been underpinned by specialised functions in:

- communications
- business oversight
- governance
- workforce planning
- strategic advice.

Capabilities, systems and processes were developed from the ground up to ensure Recycling Victoria's alignment with statutory and other obligations. This included convening the Recycling Victoria Stewardship Committee, a subcommittee of the DEECA Board, to oversee Recycling Victoria's early establishment.

We have developed our brand, website, industry conference appearances and social media profile, creating a recognisable presence to drive engagement with our priorities and ensure that newly established functions were relevant, fit for purpose and sustainable.



Photos (top to bottom):

- CDS Team visit to Yarraville Community Centre.
- Site visit - Cleanaway Industries.

Legacy

Recycling Victoria leaves Victorians with a measurably stronger and more reliable operating system. Recycling Victoria has normalised contemporary regulatory practice in a sector that previously relied on fragmented arrangements, setting clear roles, expectations and performance pathways for all participants.

We replaced point-in-time reactions with enduring, statewide foundations: decisions guided by shared evidence, infrastructure planning tied to long-term need, and risk management that anticipates disruption rather than responds to it.

Equally important, Recycling Victoria has embedded a culture of transparency and collaboration with regular forums, advisory mechanisms and place-based engagement that brings councils, industry, communities and government together proactively to understand and solve problems early.

This combination of modern guardrails, trusted information and constructive partnership has lifted confidence across the system: investors can plan with clearer signals; councils can procure and deliver with greater consistency; households experience simpler, fairer services; and the state can progress towards a circular, lower-emissions economy with fewer shocks and better outcomes.

Recycling Victoria's functions are still maturing, however, will transition to the EPA with a complementary tool kit – a systems lens to problem solving, with modern regulatory guardrails; transparent data and market signals; long-term infrastructure direction with stronger risk-ready operators; and a culture of open engagement with councils, industry and communities – to best ensure momentum towards a resilient, low-emissions and resource-efficient Victoria continues.



