



GRAMPIANS CENTRAL WEST
**WASTE & RESOURCE
RECOVERY GROUP**



Business Plan 2018 – 2021

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Foreword – Message from the Chair

I am pleased to present the Grampians Central West Waste and Resource Recovery Group (Grampians Central West WRRG) Business Plan for 2018–2019 to 2020–2021. Grampians Central West WRRG has continued to set a clear vision, mission, and strategic direction for the future.

The group has a statutory role to plan for all waste streams and to undertake regional waste and resource recovery planning as part of the Victorian Waste and Resource Recovery Infrastructure Planning Framework.

The recycling crisis has highlighted the importance of managing our waste and resource recovery services in an integrated and sustained way. GCWWRRG will continue to work with our stakeholders to identify and implement efficiencies in the system.

Our primary focus, in partnership with our key stakeholders, is to action the key strategic elements in our approved implementation plan so the region will have the appropriate processes and infrastructure in place to effectively manage waste and resource recovery over the long term.

We will continue to strengthen established stakeholder relationships while building effective relationships with the commercial and industrial, and construction and demolition sectors to reflect our expanded regulatory responsibilities.

Local government continues to be our most important partner in this journey. Grampians Central West WRRG continues to work closely and consult with our local government members who are pivotal in the implementation of our plan and engaging with the community.

Grampians Central West WRRG is providing a strong leadership role in waste and resource recovery planning and delivering programs and initiatives that benefit the Grampians Central West Region.



Cr. Sebastian Klein
Chairperson

1. Grampians Central West Waste and Resource Recovery Group

Grampians Central West WRRG is a public entity established under the *Environment Protection Act 1970*. The organisation commenced operating on the 1 August 2014.

Grampians Central West 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 in the areas of municipal solid waste (MSW), commercial and industrial waste and commercial (C&I), and construction and demolition waste (C&D).

The organisation has two offices located at Ballarat and Horsham to service the large region, which extends from Moorabool Shire Council in the east to the West Wimmera Shire Council in the west.

Ararat Rural City Council
Central Goldfields Shire Council
City of Ballarat
Golden Plains Shire Council
Hepburn Shire Council
Hindmarsh Shire Council

Horsham Rural City Council
Moorabool Shire Council
Northern Grampians Shire Council
Pyrenees Shire Council
Yarriambiack Shire Council
West Wimmera Shire Council



The 2016 ABS population figures and square kilometre area of each Council within the Grampians Central West region is presented in table below.

Municipality	Area (km ²)	No. of Persons usually Resident (2016)	No. of Households	Average Persons per km ²
Ararat	4,210	11,600	5,382	2.8
Ballarat	740	101,686	45,115	137.4
Central Goldfields	1,535	12,995	6,623	8.5
Golden Plains	2,705	21,688	8,342	8.02
Hepburn	1,470	15,330	8,666	10.4
Hindmarsh	7,550	5,721	3,026	0.76
Horsham	4,249	19,642	9,192	4.6
Moorabool	2,110	31,818	13,103	15.08
Northern Grampians	5,728	11,439	6,065	2.0
Pyrenees	3,435	7,238	3,568	2.11
West Wimmera	9,106	3,903	2,224	0.43
Yarriambiack	7,310	6,674	3,550	0.91
Total	50,148	249,734	114,856	4.98

1.1 Our Vision

An integrated, innovative and efficient waste and resource recovery system that creates jobs, protects the environment, provides social benefit and is delivered in partnership with the community, industry and all levels of government

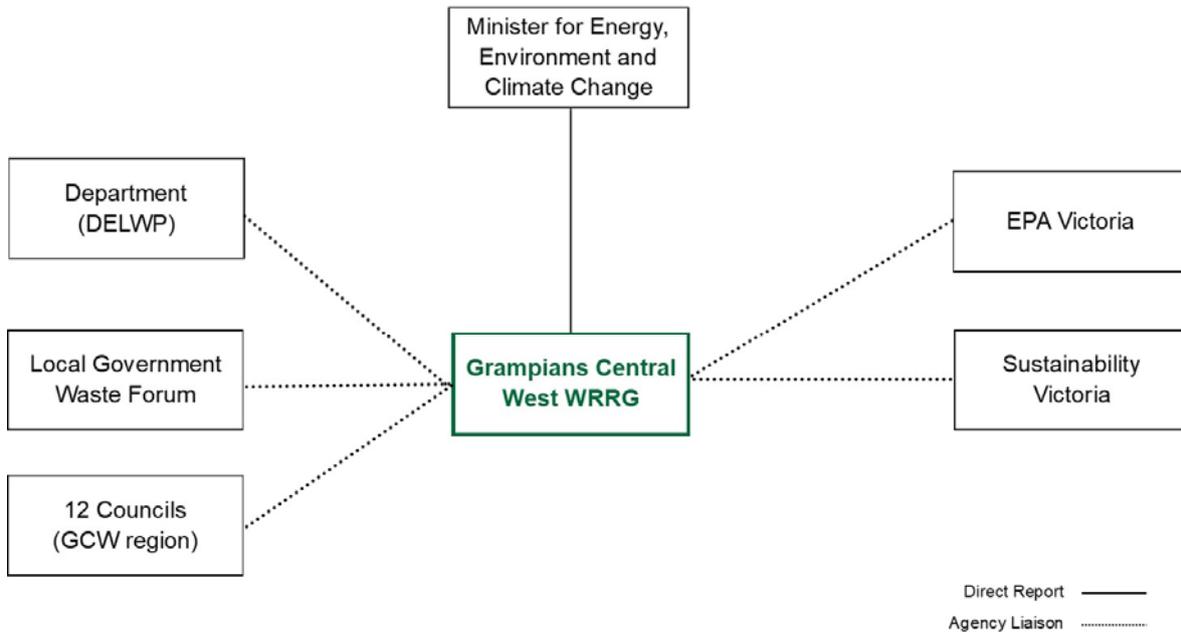
1.2 Our Mission

To reduce waste and maximise recycling and resource recovery through information sharing, project development and collaborating with local government and industry

1.3 Strategic Directions

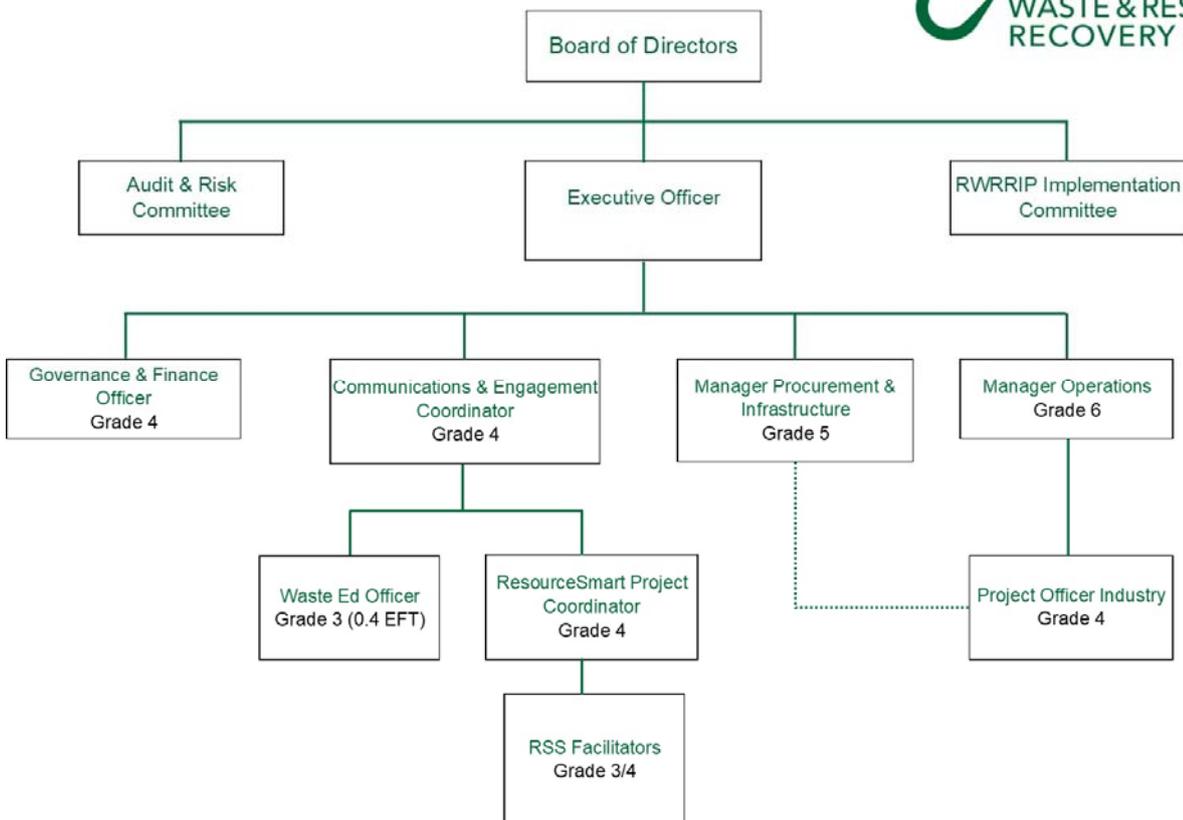
- Increase reuse and resource recovery rates across the region;
- Facilitate innovation and research to improve waste management and resource recycling recovery infrastructure and services;
- Build capacity and promote waste and resource recovery best practice for local government, industry and community through education, networks and partnerships;
- Achieve best practice infrastructure siting and operation of waste and resource recovery facilities by integrating statutory and strategic planning;
- Minimise the damage to the environment caused by waste disposal;
- Gather reliable data to inform current and future waste and resource recovery planning.

1.4 Operational Framework



1.5 Our Structure

Our Board of Directors consists of eight members, four of whom are Councillors nominated by the Local Government Forum, and four of whom are Skills based. The Board is appointed by the Governor in Council and reports to the Hon Lily D’Ambrosio MP, Minister for Energy, Environment and Climate Change.



1.6 Our Stakeholders

Our stakeholders represent the broad community of interest in sustainable uses of resources and environmental protection. Effective communication strategies are vital to the future role of the Group as it strives to satisfy all interests from its limited resource base. There are high expectations from key stakeholders. There is a continuing emphasis on constructive partnerships to have Grampians Central West WRRG as an effective voice for the future of solid waste management in the region.

1.7 Our Focus

- Implement the GCW Waste and Resource Recovery Regional Implementation Plan
- Improve knowledge and understanding of regional issues related to waste and resource recovery
- Continue to build effective partnerships with all stakeholders
- Continue the development of an effective organisation that is well respected by stakeholders and has a strong governance framework.

1.8 Values and Behaviours

Our Values and Behaviours are:

- Integrity – We will act with honesty, fairness and consistency
- Respect – We will value, learn from and respect the views of one another
- Openness – We will work together and share knowledge in a spirit of openness
- Make a difference – We will achieve quality outcomes
- Leadership – We will be leaders through our engagement and innovation.

2. Policy Context

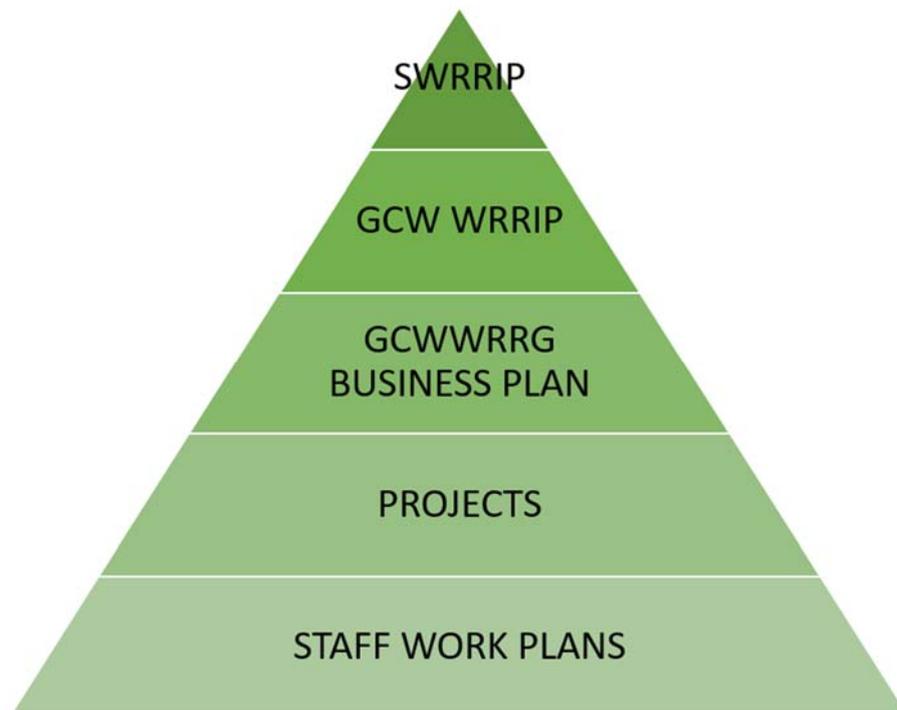
Grampians Central West WRRG is a public entity established under section 49C of the *Environment Protection Act 1970*. The Act outlines in section 49G the objectives, section 49H the functions and 49I the powers of Grampians Central West WRRG.

The Act establishes objectives for resource efficiency including sustainable use of resources and fostering of best practice in waste management.

The Act also sets out under Divisions 2AB the Victorian Waste and Resource Recovery Infrastructure Planning Framework which includes the requirement for Grampians Central West WRRG to develop a Regional Waste and Resource Recovery Implementation Plan.

The way Grampians Central West WRRG contribution aligns with the State Governments policy and objectives is as follows:

1. Sustainability Victoria developed a Statewide Waste and Resource Recovery Infrastructure Plan (SWRRIP);
2. Grampians Central West WRRG develops a Regional Waste and Resource Recovery Implementation Plan (WRRIP);
3. The Minister for the Environment provides Grampians Central West WRRG with a Statement of Expectations;
4. DELWP and Grampians Central West WRRG agree on milestones to be met for specific work programs;
5. Grampians Central West WRRG develops and implements a business plan and projects to ensure it meets these requirements outlined above;
6. The business plan and projects provide the direction for individual staff work plans.



3. Summary of Objectives and Actions

Grampians Central West WRRG has developed six objectives that reflect the overall strategic direction of the organisation, as outlined in the Grampians Central West Waste and Resource Recovery Implementation Plan and following on from the previous business plan. The approach in developing the deliverables for each of these objectives is to demonstrate that Grampians Central West WRRG is endeavouring to work more efficiently and effectively in alignment with the Statewide Waste and Resource Recovery Infrastructure Plan and other regional implementation plans. The priority actions listed here are those from the implementation plan with the short-term activities numbered according to priority actions.

Objective 1: Increase Resource Recovery and Market Development

Priority action 1. Assess and, where viable, support the development of solutions and systems to increase the recovery of priority materials

Priority action 2. Facilitate the development of regional partnerships to produce efficiencies in resource recovery, materials transport and disposal.

Objective 2: Improve Infrastructure and Operations

Priority action 3. Work across all levels of government, industry and investors to explore innovative and technological advancements that could inform future infrastructure development and investment.

Priority action 4. Work with councils and industry to upgrade (and rationalise) infrastructure, improve operations and engage communities.

Priority action 5. Facilitate work between councils and/or industry and the Environmental Protection Authority (EPA) to progress any rehabilitation assessments and requirements for closed landfills.

Objective 3: Advance Data Collection and Planning

Priority action 6. Work with councils and relevant state planning authorities to site new infrastructure appropriately and protect existing facilities and hubs from encroachment

Priority action 7. Contribute to the development and application of a reliable state and regional integrated data system to inform waste and resource recovery decisions.

Priority action 8. Share information across government on regional infrastructure and market development needs and priorities.

Objective 4: Foster Relationships to Optimise Diversion from Landfill

Priority action 9. Continue to work with relevant agencies, councils, industry, schools and the community on waste and resource recovery education and engagement

Objective 5: RWRRIP Implementation

Ensure Grampians Central West Waste and Resource Recovery Implementation Plan is implemented, promoted, monitored and evaluated in partnership with local and state government, business and community and inform state-wide waste and resource recovery planning and programs.

Objective 6: Good Governance

Ensure transparency and accountability for all corporate practices to demonstrate we are a reputable organisation that can provide accurate factual and timely advice and data to our stakeholders.

3.1 Objective 1 – Increase Resource Recovery and Market Development

Priority action 1. Assess and, where viable, support the development of solutions and systems to increase the recovery of priority materials

Priority action 2. Facilitate the development of regional partnerships to produce efficiencies in resource recovery, materials transport and disposal.

We will know we are successful when:

- Specific waste streams that are currently not diverted are identified and solutions created
- Local governments have effectively implemented the e-waste landfill ban
- Successful collaborative procurements are in place

SHORT-TERM ACTIVITIES (5 years)	WHEN	DELIVERABLE
1.1 Investigate viable and innovative opportunities to increase recovery of food and garden organics as feedstock for regional w2e options	2018–2020	Support the implementation of Waste to energy projects through the w2e consultative group & work with local government & industry to attract or expand reprocessing operations in the region. Undertake feasibility study on sorting and processing infrastructure for the region Identify organics processing infrastructure opportunities across the region.
1.2 Facilitate discussions with the waste and resource recovery industry to investigate opportunities for resource recovery improvements	2018–2020	Review and implement industry engagement plan
1.3 Conduct waste audit to inform pre-sort viability assessment	2018-2019	Develop a plan for consistent audits across the region to provide a consistent baseline for data. Deliver collaborative audit project in partnership with local councils
1.5 Investigate and, where viable, inform and facilitate opportunities to increase recovery of priority materials, including organics, timber, tyres, aggregates, e-waste, glass, and textiles	2018–2021	Develop understanding of key waste streams and flows across the region Undertake organics feasibility study Evaluate the potential for a glass crusher in the west of the region Support implementation of the e-waste ban across the region
1.6 Identify appropriate co-location sites, that have the appropriate buffers and social license to operate to receive, process or treat organic waste	2018-2020	Undertake feasibility study on sorting and processing infrastructure for the region Identify organics processing infrastructure opportunities across the region. Support the development of a social licence for reprocessing facilities across the region
1.7 Work with councils and state authorities to develop mechanisms to appropriately manage waste and recover resources during and after emergency events	2018–2019	Review and update contingency plan in partnership with local government
1.8 Consider, inform and facilitate any future material diversion requirements from landfill in line with government commitments	2018+	Support councils to prepare for and manage the e-waste landfill ban implementation
2.2 Facilitate collaborative procurements to maximise waste and resource recovery outcomes, where viable and providing cost effective solutions to optimise resource recovery	Ongoing	Develop and implement procurement strategy for the region and identify collaborative procurement opportunities in partnership with local government

2.4	Assist councils to procure waste and resource recovery services and infrastructure that will achieve the goals and objectives of the State Infrastructure Plan and the Grampians Central West Implementation Plan	Ongoing	Promote and support the use of the council waste plan template that aligns with the WRRIP and SWRRIP Research and document alternative service delivery models for the region
2.5	For collaborative procurements, encourage councils to notify the Australian Competition and Consumer Commission (ACCC) or initiate authorisation	Ongoing	Develop and implement procurement strategy for the region and identify collaborative procurement opportunities in partnership with local government (including ACCC procurement requirements)

3.2 Objective 2 – Improve Infrastructure and Operations

Priority action 3. Work across all levels of government, industry and investors to explore innovative and technological advancements that could inform future infrastructure development and investment.

Priority action 4. Work with councils and industry to upgrade (and rationalise) infrastructure, improve operations and engage communities.

Priority action 5. Facilitate work between councils and/or industry and the EPA to progress any rehabilitation assessments and requirements for closed landfills.

We will know we are successful when:

- Local governments adopt a standard waste and resource recovery plan template
- Our key stakeholders understand the strategic directions of the plan
- Local governments are actively including innovation in infrastructure upgrades and development

SHORT-TERM ACTIVITIES (5 years)	WHEN	DELIVERABLE
3.1 Assist councils to establish policy and strategies for resource recovery, waste management, infrastructure, the environment and sustainability which are aligned with the Grampians Central West Implementation Plan and the State Infrastructure Plan	Ongoing	Promote and support the use of the council waste plan template that aligns with the WRRIP and SWRRIP Convene and implement actions from Council Technical Working Groups
3.3 Investigate and evaluate service delivery models and any associated infrastructure in rural and remote regional areas to facilitate cost-effective resource recovery	2018–2020	Support the implementation of problematic waste trailer in the east of the region. Research and document alternative service delivery models for the region
3.4 Monitor and provide advice on opportunities and advances in the waste and resource recovery sector and consider their application and viability for the region	Ongoing	Innovations in waste and resource recovery are regularly presented to TARG and LG Waste Forums Support the implementation of Waste to energy projects through the w2e consultative group & work with local government & industry to attract or expand reprocessing operations in the region.
3.5 Foster innovation, economic development and employment initiatives as they relate to the waste and resource recovery industry	Ongoing	Engage the region in the w2e procurement for western Melbourne. Support the development of a social licence for w2e across the region
3.6 Assist councils and industry in responding to key waste and resource recovery issues and topics to foster enhanced relationships and continuous infrastructure and operational improvement	Ongoing	Link industry with the development of new initiatives and potential programs & encourage additional infrastructure and capacity for reprocessing in the region.

4.1	Work with councils to establish best practice storage and handling of materials such as hardstand areas to reduce contamination of organics at RRCs, shelters, etc., where appropriate	2018–2020	Update and implement RRC training manual with councils and industry in the region Assist in the delivery of training on best practice to transfer station staff/contractors
4,2	Investigate and consider options for asset rationalisation, consolidation and upgrade of landfill and RRC infrastructure, primarily in rural and remote areas.		Research and document alternative service delivery models for the region Promote and support the development of a mobile transfer station in the west of the region. Support implementation of the e-waste ban across the region
4.3	Facilitate training opportunities to assist councils to continuously improve landfill and RRC operations to meet best practice and optimise recovery	Ongoing	Convene and implement actions from the landfill operators working group and the Local Government TARG working groups to best practice through training and infrastructure facilitate improvement in infrastructure and service delivery at RRC operations. Facilitate tours of active landfills, transfer stations and reprocessing facilities
5.1	Facilitate work between operators/duty holders and the EPA to develop risk-based assessments for closed landfills and develop management strategies for future rehabilitation implementation	2018–2021	Promote and support the implementation of the state-wide risk assessment tool for closed landfills.

3.3 Objective 3 – Advance Data Collection and Planning

Priority action 6. Work with councils and relevant state planning authorities to site new infrastructure appropriately and protect existing facilities and hubs from encroachment.

Priority action 7. Contribute to the development and application of a reliable state and regional integrated data system to inform waste and resource recovery decisions.

Priority action 8. Share information across government on regional infrastructure and market development needs and priorities.

We will know we are successful when:

- Waste and resource recovery facilities are recognised in planning schemes and have appropriate buffers in place.
- There is accurate and timely data consistently recorded and accessible
- Information is readily shared and easily accessible across key stakeholders to facilitate improved waste and resource recovery outcomes across the region
- Industry and local government are collaborating to develop and implement projects

SHORT-TERM ACTIVITIES (5 years)	WHEN	DELIVERABLE
6.1 Work with councils to discuss potential planning mechanisms to protect buffers for existing and proposed facilities and hubs where required	2018–2019	Stage 2 of the buffer protection project developed and implemented in partnership with MWWRG
6.2 Work with industry and councils to identify possible sites for new infrastructure including mechanisms to consider this plan in relation to relevant planning scheme amendments and planning permit applications for new waste and resource recovery infrastructure	2018–2019	Undertake feasibility study on sorting and processing infrastructure for the region Work with local government and industry on W2E infrastructure Identify organics processing infrastructure opportunities across the region.
7.1 Work with SV and other WRRGs to develop and support an integrated data system that responds to state and regional needs	2018–2020	Develop and implement a consistent integrated data system by advocating for improvements through the GCW data working group and statewide data group Advocate for a master data collection template Develop a plan for consistent audits across the region to provide a consistent baseline for data.
7.2 Work with industry and SV to receive more timely, consistent and reliable data through building relationships	2018–2020	Review and implement an industry engagement plan Continue to work with local government to standardise data collection for a more consistent approach.
7.3 Analyse and share data and information to assist evidence-based decision-making and operations	2018–2020	Develop and implement a consistent integrated data system by advocating for improvements through the GCW data working group and statewide data group
8.1 Consult with industry and councils to gather information on innovation and market development needs and priorities	Ongoing	Deliver collaborative audit project in partnership with local councils Convene and implement actions from Forum, TARG and council working groups Review and implement Industry engagement plan

8.2 Inform and participate in the development of state policies and co-regulatory programs by communicating regional needs and priorities for infrastructure, innovation opportunities and market development for materials	Ongoing	Innovations in waste and resource recovery are regularly presented to TARG and Local Government and Industry waste forums Participate in State Government policy development in waste to energy and recycling. Participate in statewide and regional forums as they relate to waste and resource recovery.
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3.4 Objective 4 – Foster Relationships to Optimise Diversion from Landfill

Priority action 9. Continue to work with relevant agencies, councils, industry, schools and the community on waste and resource recovery education and engagement

We will know we are successful when

- Our key stakeholders regularly and consistently engage with us to deliver improved waste and resource recovery outcomes

SHORT-TERM ACTIVITIES (5-years)	WHEN	DELIVERABLE
9.1 Play a role in assisting SV, the Victorian Litter Action Alliance (VLAA) and councils in facilitating the development and implementation of best practice litter prevention programs	Ongoing	Deliver litter prevention education through social media programs, Community Events, Resource Smart Schools and key sustainability promotional awareness programs. Implement the “Litter Superheros” project
9.2 Implement community education and engagement activities in conjunction with councils, schools, industry and communities.	Ongoing	Develop and implement a regional engagement plan for waste and resource recovery Continue to develop up-to-date resources for the delivery of effective communications and engagement across the region. Deliver the ResourceSmart Schools contract milestones
9.3 Provide assistance to industry to ensure infrastructure, facilities and services are operated and managed to protect the community, environment and public health	Ongoing	Review and implement an industry engagement plan Document and share case studies of industry best practice

3.5 Objective 5 – RWRRIP Implementation

RWRRIP Implementation. Ensure Grampians Central West Waste and Resource Recovery Implementation Plan is implemented, promoted, monitored and evaluated in partnership with local and state government, business and community and inform state-wide waste and resource recovery planning and programs.

We will know we are successful when

- Our key stakeholders are engaged and understand the strategic directions of the plan
- Priority actions are being implemented according to the plan timeframes
- The progress of the plan is regularly reported and promoted to key stakeholders

SHORT-TERM ACTIVITIES (5-years)	WHEN	DELIVERABLE
1. Promote the strategic directions of this plan to key stakeholders across the region	Ongoing	Implement education and community engagement programs across the region Convene and implement actions from Local Government forum, TARG and working groups Implement Industry Engagement Plan.
2. Develop monitoring and evaluation framework for the Implementation plan	Ongoing	Approved monitoring and evaluation framework for GCWWRRG implementation plan developed in partnership with SV and other WRRG's
3. Implement the priority actions in the Regional Implementation Plan	Ongoing	Regional Implementation Priority actions incorporated into staff work plans
4. Demonstrate the plan is being implemented through appropriate reporting and promotion to key stakeholders (DELWP, SV, Local Government and Industry)	Ongoing	Reports developed and submitted as required Plan progress promoted to key stakeholders

3.6 Objective 6 – Good Governance

Good governance. Ensure transparency and accountability for all corporate practices to demonstrate we are a reputable organisation that can provide accurate factual and timely advice and data to our stakeholders.

We will know we are successful when

- Our compliance requirements are consistently met
- We have a consistent corporate brand in place
- Appropriate data bases and knowledge sharing frameworks are in place
- Our board charter and appropriate audit programs are in place and operating well

SHORT-TERM ACTIVITIES (5-years)	WHEN	DELIVERABLES
1. Develop, revise and review all corporate policies and procedures so they are fit for purpose and comply with all legislative requirements	Ongoing	Inventory of statutory requirements developed. Required annual and financial reporting undertaken
2. Build Grampians Central West WRRG corporate brand and develop effective knowledge sharing arrangements within the organisation.	Ongoing	A suite of corporate branding tools and templates regularly reviewed and updated Website reviewed and updated Tools and guidance notes developed to manage intellectual property
3. Establish and maintain a strong governance framework	Ongoing	Board charter regularly reviewed and adopted Review the need for an Internal audit function.

4. Three Year Budget

	2018-19	2019-20	2020-21	Ref
Income				
Operational Income				
Municipal Industrial Landfill Levy	967,984	992,180	1,016,984	
Bank Interest Income	7,800	7,995	8,195	
Total Operational Income	975,784	1,000,175	1,025,179	
Project Income				
ResourceSmart Schools	153,748	-	-	
Total Project Income	153,748	-	-	
Total Income	1,129,532	1,000,175	1,025,179	
Expenses				
General	95,994	97,899	104,523	
Utilities	7,987	8,187	8,392	
Social & Digital	196,482	122,519	124,082	
Travel & Accom	40,200	41,205	42,235	
Payroll	784,168	773,578	805,341	1
Motor Vehicles	16,600	17,015	17,440	
Insurances	7,950	8,149	8,352	
Depreciation	30,000	32,000	34,000	
Total Operational Expenditure	1,179,380	1,100,551	1,144,365	2
Project Expenditure				
ResourceSmart Schools	227,634	-	-	3
DELWP Project Funding	-	-	-	
Total Project Expenditure	227,634	-	-	
Total Expenditure	1,407,014	1,100,551	1,144,365	
Surplus / Deficit				
Office Expenditure	-203,596	-100,376	-119,186	
Project Expenditure	-73,886	--	--	
Total Surplus / Deficit	-277,482	-100,376	-119,186	4

Notes

1. EBA negotiations are currently underway. It is not yet clear what salary increases will be, but we have been advised to estimate a 3.25% pa increase as a maximum.
2. Operational expenditure appears higher than income due to an anticipated carry forward from the 17-18 financial year, and due to the as yet unconfirmed salary increases.
3. RSS project expenditure is higher than income due to an anticipated carry forward from the 17-18 financial year.
4. Deficit is anticipated to be covered by the 17-18 carry forward. A break-even position is anticipated for the 18-19 financial year. A deficit is predicted for the future years. Actions to bring operations back to a surplus post 2019 will be decided in due course.

5. Three Year Balance Sheet

	As at 30/6/18**	As at 30/6/19	As at 30/6/20	As at 30/6/21
Assets				
Current Assets				
Bank Accounts	\$760,206	\$772,178	\$636,244	\$527,530
Other Current Assets	\$249,083	\$254,083	\$259,083	\$264,083
Total Current Assets	\$1,009,289	\$1,026,261	\$895,327	\$791,613
Non-Current Assets				
Motor Vehicles	\$123,755	\$123,755	\$123,755	\$123,755
MV Depreciation	-\$35,967	-\$54,530	-\$18,563	-\$37,126
Plant & Equipment	\$58,555	\$68,555	\$78,555	\$88,555
P&E Depreciation	-\$29,186	-\$41,095	-\$53,004	-\$64,913
Non-Current Assets	\$117,157	\$96,685	\$130,743	\$110,271
Total Assets	\$1,126,446	\$1,122,946	\$1,026,070	\$901,884
Liabilities				
Current Liabilities				
Total Credit Cards	\$8,206	\$6,706	\$6,206	\$7,206
Total GST Liabilities	\$1,736	\$1,736	\$1,736	\$1,736
Payroll Liabilities	\$16,967	\$17,967	\$18,967	\$15,967
Other Current Liabilities	\$110,952	\$105,952	\$110,952	\$105,952
Total Current Liabilities	\$137,861	\$132,361	\$137,861	\$130,861
Non-Current Liabilities				
Accrued LSL - Non Current	\$4,546	\$4,546	\$4,546	\$4,546
Accrued Annual Leave - Non Current	\$16,967	\$18,967	\$16,967	\$18,967
Total Non-Current Liabilities	\$21,513	\$23,513	\$21,513	\$23,513
Total Liabilities	\$159,374	\$155,874	\$159,374	\$154,374
Net Assets	\$967,072	\$967,072	\$866,696	\$747,510
Equity				
Accumulated funds	\$402,720	\$402,720	\$302,344	\$183,158
Contributed Capital	\$564,352	\$564,352	\$564,352	\$564,352
Total Equity	\$967,072	\$967,072	\$866,696	\$747,510
Equity check	\$0	\$0	\$0	\$0

Please note, figures as at 30 June 2018 are taken from 2017-18 projections. Confirmed figures will not be available until the VAGO audit process is completed, and the 2017-18 Annual Report is received by the Minister.