

Annual Report

2007– 2008

Strategies

Achievements

Regional Planning

*Infrastructure
Development*

*Community
Education*

*Resource
Recovery*



**Highlands
Regional Waste
Management
Group**

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Chairpersons Message & Declaration

Landfill Closures

Talbot, Mt Egerton and Ballan Landfills were closed this year. The Group has now overseen the closure of 17 of the 19 landfills in the region. The remaining unlicensed landfills are at Rokewood and Teesdale in the Golden Plains Shire.

Best Practise Kerbside Services

All Councils now have commingled kerbside recycling services with four Councils offering a 'Best Practise' service prescription. Central Goldfields Shire Council has advertised tenders for a 'Best Practise' service prescription. Golden Plains is yet to meet a 'Best Practise' prescription but offers access to kerbside recycling to most of its residents, which is quite an achievement for such a rural based municipality. Only Hepburn Shire Council still sorts commingled recyclates in the region at its MRF in Daylesford. Pyrenees use the Ballarat transfer facility as well as an MRF in Stawell. All other commingled recyclates are bulk hauled to MRFs in Melbourne and Geelong.

Achieving TZW Waste Diversion Targets

The latest figures available are for the 2006/07 year. Household waste diversion is at 30.5% in the region, in comparison with a statewide average of 38.6%. The Statewide average excluding a kerbside greenwaste collection is 32.3%. So, overall, the Region is below average in its kerbside performance.

Gathering Data

The Group has been very busy gathering data and other information to assist in the preparation of our new regional waste management plan in 2008/09. Although the projects are yet to be completed they are:

- **Bin Audit** - a survey of over 800 residents' rubbish bins to analyse the contents.
- **Community Survey** – the views of 650 residents on current and future waste management services.
- **Organics Scoping Study** – to determine the feasibility of introducing a kerbside organics service in Highlands.

The Board and Staff

Until the 30 March 2008 the Group was supported by a service contract with Infrastructure and Service Solutions Pty Ltd. (ISS)

ISS provided Philip Clingin as the nominated Executive Officer on a half time basis. Philip had served in this capacity since April 1998 as the Group's first and only Executive Officer.

On the recommendation of the Minister for Environment and Climate Change, Philip now joins the Group as a full time employee, together with our Education Officer, Ms. Rosemary Angus. On behalf of the Management Committee I sincerely thank Philip and Rosemary for a year's good work. I would also like to thank my fellow Directors and their Advisors as well as the Officers of the Department of Sustainability and Environment, Sustainability Victoria and the EPA who have been working with us.

Altogether it has been another year of satisfying achievement for the Group and its Member Councils.

In accordance with *Financial Management Act 1994*, I am pleased to present the Report of Operations for the Highlands Regional Waste Management Group for the year ending 30 June 2008.



Cr. Stephen Jones
Chairperson
18 September 2008

Report of Operations

Objectives and Duties

Our Mission

To foster sustainable uses of resources and best practices in municipal waste management in order to protect and enhance the environmental values of the Highlands Region as we move to a zero waste society.

Our Role

In 1994 the refuse disposal provisions of the Local Government Act (1989) were transferred to the Environment Protection Act (1970). In 1996 the functions of Regional Waste Management Groups (RWMG) were reviewed to clarify their statutory role in planning and co-ordination of waste management. On the 8th of May 1997 the Minister declared the creation of the non-metropolitan Waste Management Regions, including Highlands. The Highlands Waste Management Region comprises the municipal districts of Ballarat, Moorabool, Central Goldfields, Hepburn, Golden Plains and Pyrenees. Consequently, the Highlands Regional Waste Management Group (HRWMG) was formally established in December 1997.

Functions

From Section 50H of the *Environment Protection Act (1970)*:

(1) The functions of a regional waste management group are—

- (a) to plan for the management of municipal waste in its region, working in partnership with the councils in its region; and
- (b) to co-ordinate the activities of its members in its region to give effect in its region to State policies, strategies and programs relating to waste; and
- (c) to facilitate and foster best practices in waste management.

(1A) In carrying out its functions a regional waste management group is—

- (a) to plan for municipal waste management in its region including—
 - (i) preparing and keeping up to date a regional waste management plan;
 - (ii) implementing and promoting the plan;
 - (iii) setting performance targets for municipal waste reduction programs;
 - (iv) developing, implementing, supporting and promoting municipal waste reduction and recycling programs;
 - (b) to co-ordinate the waste management activities of its members including—
 - (i) introducing measures that lead to conformity of standards for waste reduction, waste management and litter prevention and control between its members;
 - (ii) investigating and advising on landfill disposal costs and charges in the region;
 - (iii) encouraging the training of staff involved in municipal waste management;
 - (c) to promote, commission and undertake research into waste management;
 - (d) to advise its members on best practices in municipal waste management;
 - (e) to promote improved waste management technologies;
 - (f) to promote and co-ordinate relevant community education in its region;
 - (g) to mediate disputes between its members.
- (2) A regional waste management group may do any thing that is necessary or convenient to enable it to perform its functions.

The Management Committee

The Directors of the Management Committee are nominated Councillors of their respective Member Councils as required under Section 50 I (c) of the *Environment Protection Act (1970)*.

Table 1
The Directors of the Management Committee for 2007 - 2008

The Management Committee	Dates of Appointment	Position
Cr. Stephen Jones	1/7/2007 – 30/6/2008	Chairperson
Cr. Tom Sullivan	1/7/2007 – 30/6/2008	Deputy Chairperson
Cr. David Vendy	1/7/2007 – 30/6/2008	Director
Cr. Barry Rinaldi	1/7/2007 – 30/6/2008	Director
Cr. Lysette Ashford	1/7/2007 – 30/6/2008	Director
Cr. Kevin Knight	1/7/2007 – 30/6/2008	Director
Cr. William McClenaghan	1/7/2007 – 30/6/2008	Director

The Management Committee generally meets on a bi-monthly basis. The meetings are hosted by the Member Councils on a rotational basis.

Table 2
Meeting Attendance for the 2007 – 2008

Director	Meetings Eligible To Attend	Meetings Attended
Cr. Stephen Jones	9	8
Cr. Tom Sullivan	9	7
Cr. David Vendy	9	1
Cr. Barry Rinaldi	9	8
Cr. Lysette Ashford	9	8
Cr. Kevin Knight	9	6
Cr. William McClenaghan	9	9

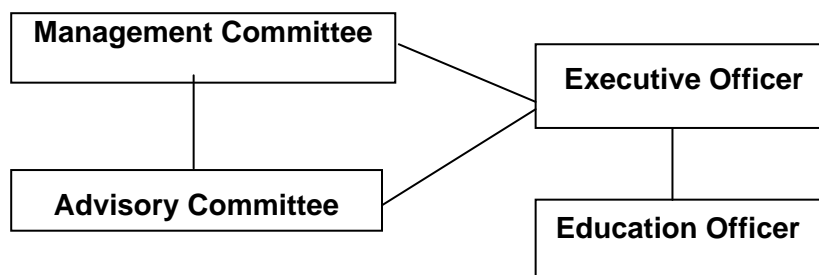
A Senior Officer of each Council supports and advises their Director. The Council Officer normally has direct responsibility for Waste Management Planning.

The Advisors also provide direct input into programmes and projects.

Table 3
Advisors as at 30 June 2008

Member Council	Advisor and Position
Hepburn Shire	Mr Rod Conway, Director Infrastructure and Development
Pyrenees Shire	Mr Bruce Andrews, Manager Infrastructure Development
Moorabool Shire	Mr Ian Stewart, Manager of Works
Golden Plains Shire	Mr Bill Knight, Contracts Engineer.
Central Goldfields Shire	Mr Ron Potter, Manager Engineering and Operations
Ballarat	Mr Ian Rossiter, General Manager Sustainability and Mr Leigh Ditchfield, Manager Operations.

The Organisational Structure of the Group is:



Executive Officer Report

Infrastructure

There has been no Infrastructure Support Program from Sustainability Victoria in the 2007/08 year. There are three Resource Recovery Centre (transfer station) projects commenced late in the 2008 FY that will not be completed until early in the 2009 FY. The projects are shown in Table 4 below.

**Table 4
Sustainability Victoria Infrastructure Grants in Progress in 2007/08**

Applicant	Project Title	SV. Funding Approved	Project Status
MOORABOOL SHIRE COUNCIL	Establishment of Ballan Resource Recovery Centre and Transfer Station	\$175,000	Commenced April 2008
MOORABOOL SHIRE COUNCIL	Establishment of Mt Egerton Resource Recovery Centre and Transfer Station	\$117,000	Commenced March 2008
CENTRAL GOLDFIELDS SHIRE COUNCIL	Establish Resource Recovery Centre and Transfer Station	\$150,000	Commenced March 2008

Kerbside and Resource Recovery Bin Audits

Wastemin Pty Ltd was the successful tenderer to undertake an audit of resident waste bins in May/June of 2008. The purpose of the bin audit is:

- Stage 1 - Through detailed measurement, determine how improved diversion from landfill may be achieved by changing the kerbside service or other initiatives such as improved education.
- Stage 2 - Content audits of the incoming waste stream or filled bulk bins at resource recovery centres in the region and the preparation and presentation of a report on the audit with recommendations on measures to improve diversion from landfill.

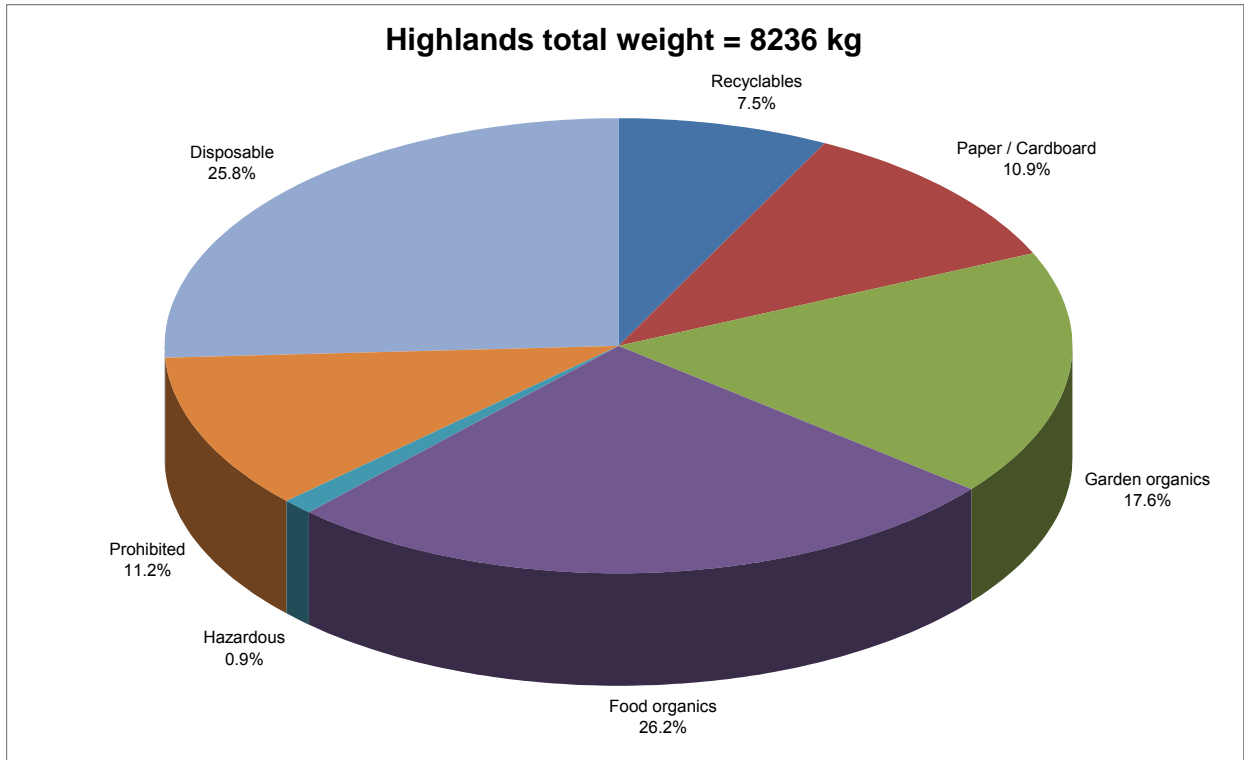
For the kerbside bin audit (stage1) 820 resident bins have been audited. 8.2 tonnes of waste was sorted.

Sorting and Weighing Waste



Overall, the Region's current kerbside recycling performance could be improved up to 18.4% by ensuring recyclable containers, paper and cardboard that are currently being disposed of as rubbish by residents, is instead placed in the recycling bin. This is considered primarily a community education issue. Councils with a strong community education profile scored much better than the average. This would increase our diversion rate from a measured 29% to 41% and have the Group on target for Towards Zero Waste.

**Figure 1
Highlands Kerbside Waste Bin Analysis**



The other significant components in the waste bin that should be diverted from the waste stream are the Garden Organics and Food Waste. Collectively they represent 44% of the current waste stream or, based on the 2006/07 Municipal Waste Audit conducted by Sustainability Victoria, 13,000 tonnes. If all this material could be diverted from landfill, Highlands Region would achieve a diversion rate of 70%. From a greenhouse perspective this is equivalent to 5,180 tonnes of CO₂, or 863 cars off the road per year.

Towards Zero Waste Targets

The Sustainability in Action: Towards Zero Waste Strategy of the State Government sets two major objectives for waste management in the State.

TZW Objective 1 – Generating Less Waste From Our Activities.

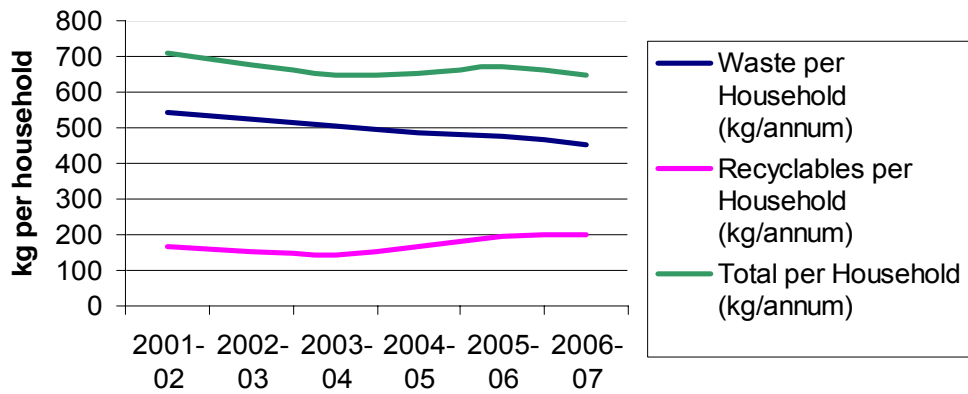
Target 1 – A 1.5 million tonne reduction in the projected quantity of solid waste generated, by 2014. This is equivalent to a 12% reduction in waste generation.

65% of waste generated within the region is from the commercial and industrial sector and outside the capacity of the Group to deal with. If we consider commercial and industrial waste imported to landfill in the region from Melbourne the % of municipal waste is less than 15%.

The Region is experiencing rapid growth. Between 2001 and 2006 our population has increased by 6.2%. More importantly the number of dwellings receiving a kerbside service has increased by 14% from 57,130 to 65,130. Viewed from the perspective of waste per household, the Region is performing well.

Figure 2

Highlands Household Waste



TZW Objective 2 – Increase The Sustainable Recovery Of Materials For Recycling And Reprocessing.

Target 2 – 75% by weight of solid waste recovered for reuse, recycling and/or energy generation by 2014.

Target 3 – Sectoral targets achieved by 2008-09 and 2014.

Table 5 Sectoral Targets for Victoria

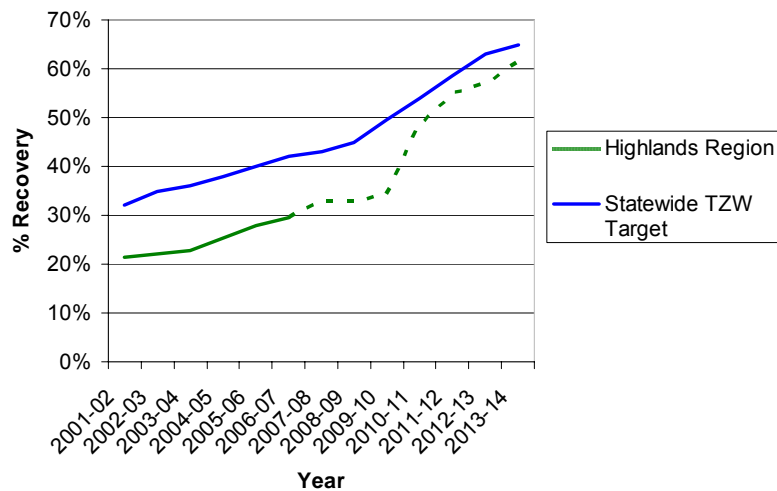
Recovery rate (by weight)	2002-03	2008-09 Interim target	2014 Target
Municipal Waste	35%	45%	65%
Commercial & Industrial Waste	59%	65%	80%
Construction & Demolition Waste	57%	65%	80%
All solid waste streams	51%	60%	75%

Data source: EPA Victoria landfill levy returns 2002-03, EcoRecycle Victoria’s Annual Survey of Victorian Recycling Industries 2002-03 and Nolan ITU, Solid Industrial Waste Plan Data Report (report prepared for EcoRecycle Victoria, 2002)

The Region’s current (and projected) targets for recovery are shown in Figure 5 below. The projections assume that kerbside organics recovery services will be introduced in Ballarat by 2009/10.

Figure 5

TZW Municipal Waste Recovery Targets



Education Officer Report

Introduction

The Waste Wise program continues to provide the foundation for engaging with all sectors of the Highlands community on the issues of waste and litter reduction and resource recovery. A steady increase in program participants clearly demonstrates an increased understanding of the role that waste management plays in the climate change debate.

Key Areas

Key program areas for the Regional Education Officer in 2007/08 have been

- Waste Wise,
- Litter Projects,
- Highlands Sustainability Network, and
- Communicating Success.

Waste Wise

Following the leadership shown last year by Golden Plains Shire in becoming our first Member Council to achieve Waste Wise status, the City of Ballarat and the Shires of Central Goldfields and Pyrenees have accepted the challenge and are becoming Waste Wise. The Waste Reduction Action Plan template developed by the Waste Wise Local Government Steering Committee has been very well received and assisted local government to develop and implement their own action plans.

Waste Wise continues to attract new recruits in the Business Sector, ranging from McPherson's Printing Group in Maryborough, a large manufacturer with over 300 staff, to Peter Lambert Design, a single operator graphic design business. The Highlands Sustainability Network has provided a platform for engaging businesses in waste minimisation. It is also very pleasing to note that all organisations that have come up for renewal are continuing in the program.

Waste Wise Schools has been managed by the Gould League and has not had a high profile in our Region. Despite this, last year saw St. Francis Xavier and Black Hill Primary Schools in Ballarat and St. Augustine's Primary School in Creswick achieve Bronze Level Waste Wise. With the transition to ResourceSmart being introduced in 2008, the responsibility for certification has devolved to RWMGs and it has been very rewarding to work with Ross Creek Primary School as they start on their journey through Waste Wise to ResourceSmart.

In the Events Sector, the RACV Energy Breakthrough and the two iconic music festivals in Meredith, all of which attract over 10,000 visitors continue to be strong supporters of Waste Wise, along with the smaller Ballan Autumn Festival. In addition to these events, Waste Wise organisations such as Sovereign Hill Museum, the City of Ballarat and the University of Melbourne's School of Forest & Ecosystem Science incorporate Waste Wise practices into events that they hold.

Litter Projects

The HRWMG has been involved in a range of litter projects both in partnership with others and stand alone campaigns.

Don't Be A Tosser – Tertiary Butt Litter Campaign

This project involved Barwon and Calder RWMGs and Universities and TAFE campuses in partnership with HRWMG. Cross-regional partnerships provide the opportunity to not only share the load and brainstorm ideas, but, where synergies exist, provide the opportunity to replicate activities across a broad area. University contacts provided local knowledge of smoker's hangouts and 'manpower' for the distribution of posters and access to student mass marketing.

Smoking bans were introduced on 1 July 07 and it was therefore anticipated that there would be increased cigarette butt litter outside licensed venues. This project aimed to reduce cigarette butt litter at tertiary campuses, and contribute to reduced cigarette butt litter outside pubs and clubs frequented by tertiary students.

Consultation with tertiary campuses indicated that tertiary institutions have significant butt litter problems. This project worked to tackle the issue of butt litter on campus- targeting students and staff to promote a

culture of 'butt it and bin it' on campus. By students and staff taking responsibility for correct disposal of their butt bins on campus, it was anticipated that they will maintain this behaviour in other localities.

The project combined educational activities such as posters, stickers, media releases and the distribution of over 3000 personal ashtrays with enforcement and infrastructure. Evaluation showed that a reduction of cigarette butt litter at Universities and TAFE was achieved, as indicated by litter audit photos, counts and the observation of grounds staff.

LESS Litter Toolkit (Litter Education in Secondary Schools)

Leading on from its successful launch in 2007, the Toolkit has now been delivered to 50% of secondary schools in the Region. Schools are inundated with new resources, many of which get sidetracked to the library shelf, and so the strategy for the release of this resource has been personal contact with staff and a demonstration of its key features. It has been extremely well received.

SpringFest Art Mural

The aim of the litter mural project was to engage the community on litter issues by involving patrons at an event in the interactive development of a mural. The project was piloted at the 2007 SpringFest Market Sunday event held on the foreshore of Lake Wendouree and has provided a template for similar projects at subsequent events.

Anecdotal evidence indicated the ready acceptance of this activity by both children and adults. It was pleasing to note that most were able to identify the relevant litter issues such as plastic bags, cigarette butts etc. Visual assessment of the View Point site indicated only minimal litter considering the estimated 35,000 patrons at the event. Whilst this result cannot be directly attributed to this project it is clear evidence that the "Don't Waste Victoria – Put it in the Bin" message is being heard by the community and the impact of litter on the environment is increasingly being understood.

Highlands Sustainability Network

The Highlands Regional Waste Management Group sponsored series of Business Sustainability Breakfasts on the key themes waste, water and energy. One of the outcomes of this project was the clear support for the establishment of an ongoing Sustainable Business Network.

The Highlands Sustainability Network was launched on August 2007 as a partnership program with the Australian Industry Group and the National Centre for Sustainability (University of Ballarat). We have held four events

- Do I have a sustainable future – what's in it for me?
- First steps to sustainability
- How to conduct an environmental review in your business, and
- Emissions Trading Scheme – half day workshop

The topics respond to requests from members and the membership list continues to grow, we average 25 participants at each event.

Communicating Success

The strong support for Waste Wise has been the underpinning theme for "Junk Mail" our quarterly electronic newsletter. Featured articles have included

- Waste Wise UP ▲ – Waste to Landfill down ▼
- Waste Wise UP UP UP
- macGARDENS growing their business for a better environment
- Residents Support Recent Household Chemical Collection
- ChemClear® - Collecting Rural Chemicals for Safe Disposal
- A Season of Waste Wise Events
- Don't Be A Tosser - Tertiary Butt Litter Campaign
- Are you AWARE?

Media releases have been sent to all local papers to promote the presentation of Waste Wise certificates and other projects such as the Don't Be A Tosser - Tertiary Butt Litter Campaign.

Office Based Environmental Impacts

Introduction

The Group, in accord with its statutory function, is conscious of resource conservation and is an accredited Waste Wise organisation. Being Waste Wise requires that the Group integrates sustainable principles into our every day operations to minimise waste and maximise the efficient use of valuable resources.

Waste

The waste generated by processes within the Group is divided into two general classes – landfill and commingled recycling, based on the available municipal kerbside service in Ballarat.

Within the office all work locations are provided with paper recycling and paper reuse bins. The reuse paper is used in the facsimile machine and for draft printing.

The data presented below is from our WasteWise records:

Indicator	2007-08		2006-07	
	Landfill	Commingled recycling	Landfill	Commingled recycling
Total units of waste disposed of by destination (kg/year)	58	123	69	124
Recycling rate (per cent of total waste)	67.9%		64.2%	
Greenhouse gas emissions associated with waste disposal (t CO ₂ -e)	.07 t CO ₂ -e		.079 t CO ₂ -e	
Actions undertaken				
Food utensils	No disposable utensils			
Separation at source	Full complement of recycle and reuse bins			

Energy

The Group consumes energy at it's small office at 5 East Street North, Ballarat.

Indicator	2007-08			2006-07		
	Electricity	Natural Gas	Green Power	Electricity	Natural Gas	Green Power
Total energy usage segmented by primary source (MJ)	13,784.4	67,374	0	18,820	55,569	0
Greenhouse gas emissions associated with energy use, segmented by primary source and offsets (t CO ₂ -e)	5.1	.0043	0	6.9	.0035	0
Units of energy used per FTE (MJ/FTE)	40,579.2			37,194.5		
Units of energy used per unit of office area (MJ/m ²)	359.1			329.15		
Actions undertaken						
Compact Fluorescent Lamps	The landlord has installed CFLs to replace all incandescent bulbs					
Switch Off	Staff switch off all lights in areas not required. No lights are on when office is vacant.					

Target: 1. Reduce energy consumption by 25% by relocating to a modern building.

2. Purchase 25 % green Power in 2008/09

3. Purchase 50% Green Power in 2009/10

Paper

The Group is becoming more efficient in relation to paper utilisation. Programs were commenced during the reporting period which provided additional reductions in consumption.

Indicator	2007-08	2006-07
Total units of copy paper used (reams)	24	30
Units of copy paper used per FTE (reams/FTE)	12	15
Percentage of 100% post consumer recycled content copy paper purchased	95%	85%
Percentage of 75% post consumer recycled content (or 50/50 pcr/ps) copy paper purchased	5%	15%
Actions undertaken		
Reuse Paper - Maximise use of reuse paper for note books, facsimile and draft printing.		
Unwanted FAX Spam - Actively require spammers to cease.		

Target: Reduce paper consumption by 20% in 2008/09 by purchasing an auto double sided printer.

Water

The Office consumes 7 kilolitres per year and is considered the minimum to maintain health and hygiene. There are no perceived opportunities for savings as consumption is less than 20 litres per day.

Transport

The Group has one car, acquired in December 2006, a Falcon Station Wagon on dedicated LPG. The vehicle does limited travel per year and is shared by both employees.

Indicator	2007-08	2006-07
Total LPG consumption (litres)	1,030	514
Total vehicle travel associated with entity operations (km)	7,626	3,807
Total greenhouse gas emissions from vehicle (t CO ₂ -e)	1.55	0.77
Greenhouse gas emissions from vehicle per 1,000km travelled (t CO ₂ -e)	0.20	0.20
Actions undertaken: Travel by train to Melbourne CBD		

Greenhouse gas emissions

The emissions shown below are taken from the previous sections and brought together here to show the Group's greenhouse footprint.

Indicator	2007-08	2006-07
Total greenhouse gas emissions associated with energy use (t CO ₂ -e)	5.1043	6.9035
Total greenhouse gas emissions associated with vehicle use (t CO ₂ -e)	1.55	0.77
Total greenhouse gas emissions associated with waste production (t CO ₂ e)	.07	.079
Total greenhouse gas emissions (t CO₂-e)	6.7243	7.7525

The clear priority for the Group is reducing office energy consumption.

Business Plan Monitor

Our Vision

To lead our community to a future of zero municipal waste to landfill by 2015.

In this context what does zero waste mean? The Group acknowledges that under any foreseeable future, it will be impossible to totally eliminate the need for landfill to accept some small amount of residual material. What the Group envisions is that the entire municipal waste stream will be subject to material recovery or conversion and that the relatively tiny amount of residual material left will not be waste but inert residual that is best managed by landfilling. Whilst we move towards this sustainable future the Group will work to reduce material entering the waste stream.

Our Mission

To foster sustainable uses of resources and best practices in municipal waste management in order to protect and enhance the environmental values of the Highlands Region as we move to a zero waste society.

The Group is required to develop a Business Plan that has four Business Areas:

- 1. Municipal Services and Facilities Program:** Kerbside Services, Resource Recovery Facilities, Market Development, Landfills.
- 2. Community Engagement Program:** Waste Wise, Away from Home Recycling and Litter Prevention.
- 3. Strategy & Performance Monitoring Program:** Strategic Planning, Program Monitoring and Data Collection Systems.
- 4. Organisational Systems and Operations:** Liaison, Professional Development, Leadership and Information Management.

The objectives are:

Municipal Services and Facilities Program

The Municipal Services and Facilities Program is the primary interface between RWMGs, Local Government and Sustainability Victoria for programs and activities related to the provision of waste management services to the community. Regional Business Plans need to demonstrate ongoing planning and progress in taking a strategic, Regional approach which supports the implementation of Regional Waste Management Plans and Sustainability Victoria's strategies, programs and activities.

Community Engagement Program

Build partnerships with key local groups including councils, businesses, schools, event managers and other organisations to encourage them not only to improve their own practices, but also deliver Waste Wise programs and services that support behavioural change.

Strategy and Performance Monitoring

Provide strategic data regarding regional performance including progress towards achieving the targets established in the Towards Zero Waste Strategy and reflected in Regional Waste Management Plans.

Organisational Systems and Operations

Systems management and associated processes are important to help ensure that HRWMG develop and maintain the capacity to provide leadership, strategic advice and information to key stakeholders including member councils, other RWMGs and Sustainability Victoria.

**Table 6
Business Plan Monitor**

MUNICIPAL SERVICES AND FACILITIES PROGRAM				
Objective	KPI	Timing	Actions	Achievements 2007-08
Regional Infrastructure				
Member Councils develop and maintain essential infrastructure. TZW target areas are organics processing and timber recovery	Submissions Prepared	September each year	Assist and support Member Councils to prepare funding submissions for essential infrastructure support from the Sustainability Victoria Infrastructure Support Program.	No Infrastructure Grant Program offered by SV in 2008/09
Resource Recovery Centre Safety Gate Maintenance	Less than 10% fault reports	Twice per Year	Undertake a service inspection and maintenance as specified by the manufacturer	Gates still experiencing warranty issues. Service conducted in June 2008 with less than 10% fault reports.
Municipal Waste Services				
Other Greenwaste Recovery / composting	Maintain or add to greenwaste services	Ongoing	Central Goldfields Shire Council undertakes an at call greenwaste kerbside service that is accessed by free "tip passes" distributed to residents. All Member Councils promote home composting via their waste and recycling handbooks to residents. All member Councils accept greenwaste for free or at a concessionary rate at the RRCs. The Shire of Hepburn offers a free "exchange" service for chipped garden waste. At all RRC greenwaste is chipped and sent for composting at Ballan or used onsite for landfill restoration where that applies.	Commenced a scoping study on the feasibility of an organics collection and processing service for the Region but with an emphasis on the City of Ballarat. Funded by a \$25,000 grant from Sustainability Victoria.

**Table 6 (cont.)
Business Plan Monitor**

MUNICIPAL SERVICES AND FACILITIES PROGRAM				
Objective	KPI	Timing	Actions	Achievements 2007-08
Kerbside Best Practice	All Councils having adopted best practice kerbside recycling services prescription	Central Goldfields July 2008 Golden Plains 2009/2010	Assist Central Goldfields Shire Council to adopt the best practice program. Specific initiatives will include bin lid colours in compliance with Australian Standards and a fully commingled recyclables collection. Assist Golden Plains Shire Council to introduce a 120 Litre MGB for putrescible waste. It is accepted that rural Councils will not achieve the financial indicators of the BPP.	Central Goldfields tendered kerbside services to Best Practise prescription in May 2008.
Mattress Recycling	80% of bedding outlets participate	June 2008	Enhance the existing Mattress Recycling Program by enlisting the bedding retailers to participate by offering a fee for service old mattress disposal.	Posters provided by Barwon RWMG distributed to Councils in October 2007 for customers service centres and Transfer Stations. Bedding outlet project Deferred until 2009
Detox Your Home	10% increase in participation	annually	Negotiate the annual detox Your Home Collection Calendar with Sustainability Victoria to ensure equality of access across the region. Assist Member Councils to coordinate promotion of collection days.	Collections were: <ul style="list-style-type: none"> • Ballarat 24 Nov 07 • Bannockburn 2 Feb 08 • Daylesford 10 May 08 • Bacchus Marsh 31 May 08 • Maryborough 21 June 08 Maryborough collection day, 73 cars attended the collection, compared to 17 in 2006 - an increase of 329%
DrumMuster	60% recovery rate	annually	Coordinate the operation of the DrumMuster Collection points and ensure that the DrumMuster Area Manager arranges regular training and staff certification programs for RRC staff	REO attended refresher training session 11 Dec 2007 with staff from regional transfer stations.

**Table 6 (cont.)
Business Plan Monitor**

COMMUNITY ENGAGEMENT PROGRAM				
Objective	KPI	Timing	Actions	Achievements 2007-08
Waste Wise Local Government				
Waste Wise Certification	All Councils to be accredited Waste Wise	2007 – 1 Council June 2008 – 4 Councils June 2009 – 1 Councils	All six Member Councils to be Waste Wise.	Golden Plains (2006/07) Ballarat 19/11/07 Central Goldfields 03/06/08 Pyrenees 25/06/08 Hepburn and Moorabool still to be accredited.
Promotion and Information Pack for Councils	Pack delivered	As councils become certified	Develop pack to assist in the introduction of Waste Wise. A mini bin “pen holder” with Waste Wise logo for all desks and a range of recycled products such as pens and pencils. A Waste Wise Notice Board. Deliver training sessions and distribute pack.	Promotional pack and training delivered at: <ul style="list-style-type: none"> • Golden Plains • Ballarat • Central Goldfields • Pyrenees
ECO-Buy	100% of Councils Members of ECObuy	June 2008	Assist Member councils to demonstrate leadership in their communities by adopting waste minimisation practices. These should include ongoing support for the ECObuy program and the Waste Wise Community Program.	ECO-Buy is now privatised and charges a membership fee. While membership of Eco-Buy is still encouraged, the Group will now broaden the definition to “sustainable purchasing practises.”
Public Place Recycling	Two Councils have public place recycling	July 2008	Assist member councils to develop and implement public place recycling strategies.	Assisted Ballarat with their successful PPR grant application, project has commenced. No other Councils meet funding criteria (visitors per year)

**Table 6 (cont.)
Business Plan Monitor**

COMMUNITY ENGAGEMENT PROGRAM				
Objective	KPI	Timing	Actions	Achievements 2007-08
Waste Wise Schools (A program managed by the Gould League)				
Schools Certified Waste Wise	N/A (A Gould Group target)	Report annually	<ul style="list-style-type: none"> Encourage schools to attend Waste Wise workshops in line with Gould Group schedule Support schools to become Waste Wise. 	<u>Bronze Level (by Gould League):</u> <ul style="list-style-type: none"> Black Hill PS St. Augustine's Creswick St. Francis Xavier <p>HRWMG is now responsible for the certification and transition to ResourceSmart Schools in 2008</p> <u>Bronze Level:</u> <ul style="list-style-type: none"> Woody Yaloak - Ross Creek Campus
Increase School and Student awareness of Waste Wise	Number of School visits or support initiatives increase by 10% per year	Report annually	Support and promote the implementation of the Waste Wise Schools and Sustainable Schools program. This will include: <ul style="list-style-type: none"> the provision of the Waste Wise Education Trailer, Upgrade the Education trailer to respond to the shift to Resource Smart Schools. Classroom activities 	<ol style="list-style-type: none"> St. Augustine's Creswick Mt. Clear PS Damascus College St Francis Xavier Ross Creek PS Ballarat Catholic PS's environment network Myrniong PS Creswick cluster SETS training St. Thomas Moore St. Michael's Daylesford St. Columba's Ballarat <p>Numbers remain constant on a annual basis</p>

**Table 6 (cont.)
Business Plan Monitor**

COMMUNITY ENGAGEMENT PROGRAM				
Objective	KPI	Timing	Actions	Achievements 2007-08
Waste Wise Businesses and Organisations				
Highlands Sustainability Network	Network established in conjunction with AiGroup Network continues Distribute "Toolbox for Environmental Sustainability" CDs	August 2007 Ongoing December 2007	Coordinate three breakfast sessions and one workshop/site visit per year Actively seek venues to distribute the CDs	Network breakfasts were held on: <ul style="list-style-type: none"> • 17/08/07 • 02/11/07 • 07/03/08 • 05/06/08 The 5 June meeting was a half day workshop on emissions trading schemes (ETS) and carbon neutral business practises. Toolbox packs given to Councils for customer service area
Waste Wise Business Award	Award at Ballarat Regional Business Awards	July 2008	Sponsor a Business Award Category that emphasises waste reduction and sustainability in the Ballarat Regional Business Awards. Encourage Award Ceremony to be Waste Wise.	Our budget was not sufficient to enable us to participate in the 2008 awards but a good relationship has been developed.
Waste Wise Business Participation	Number of Organisations participating	5 new each year	Support business across all sectors to become Waste Wise. Audit report will be submitted to Sustainability Victoria to capture learning outcomes	Five new Waste Wise Businesses are: <ol style="list-style-type: none"> 1. macGARDENS 23/07/07 2. School of Forest & Ecosystem Science (Uni Melb) 14/09/07 3. VicRoads 23/11/07 4. Peter Lambert Design 04/12/07 5. McPherson's Printing Group 22/02/08
	All organisations recertified	Annually	Provide training and support.	Re-drafting commenced with Sovereign Hill and Hepburn Health Service.

**Table 6 (cont.)
Business Plan Monitor**

COMMUNITY ENGAGEMENT PROGRAM				
Objective	KPI	Timing	Actions	Achievements 2007-08
Waste Wise Events	One Waste Wise event per Council per year – six events	Annually	<p>Implement the Waste Wise Event program at priority events in the Region. Continue to support the RACV Energy Breakthrough as a priority Waste Wise event by participation on Management Committee.</p> <p>Audit reports submitted to Sustainability Victoria to capture learning outcomes.</p> <p>Bin Cap trailer available for events.</p> <p>Waste Wise banner and mobile bill board available for events</p> <p>Train and support organisers through the accreditation process.</p>	<p>Ballarat</p> <ul style="list-style-type: none"> Sovereign Hill Music Festival 5- 7 Oct, bin caps & banner, website Innovation Festival <p>Hepburn</p> <ul style="list-style-type: none"> School of Forest & Ecosystem Science celebrations 14 Sept, signage <p>Central Goldfields</p> <ul style="list-style-type: none"> RACV Energy Breakthrough 22-25 Nov, management committee, bin caps & banner, website & newsletters <p>Pyrenees</p> <ul style="list-style-type: none"> Rainbow Serpent Festival Jan 26 – 28 promotion in flyer and during event <p>Golden Plains</p> <ul style="list-style-type: none"> Meredith Music Festival 14 – 16 Dec Golden Plains Festival 8 – 10 March <p>Moorabool</p> <ul style="list-style-type: none"> Ballan Autumn Festival 15 March, excellent diversion
CFA Recycling Project (This is a cross-regional State wide project being coordinated by NevRwaste)	CFA adopt policy on recycling/litter reduction at major fire events	December 2007	<p>Develop protocols in conjunction with CFA headquarters to ensure that recycling occurs at major fire events.</p> <p>Provide bin caps to major fire events.</p>	No major fire events during the 07/08 fire season.

**Table 6 (cont.)
Business Plan Monitor**

COMMUNITY ENGAGEMENT PROGRAM				
Objective	KPI	Timing	Actions	Achievements 2007-08
Litter Prevention & Reduction				
“Don’t be a Tosser” (Tertiary Campus project in partnership with Calder and Barwon RWMGs)	Measured reduction in cigarette butt litter on participating campuses	June 2008	Develop signage suitable for university campuses. Promote message at free lunch days. Provide a support band at “O Week”. Pre and post assessments and evaluation. Final Project Report.	Posters Personal ashtray stickers Project delivered during O-week 2008 Project report presented.
Adopt a Shopping Strip	One project in each Municipality 10% improvement in CCAT score	June 2008	Engage school and retail traders in the project. Develop support materials. Conduct pre and post assessment and evaluation.	Term 2 Ballarat Grammar Junior School/Howitt St <i>Initial support for this project at other schools did not come to fruition and the future of such engagement programs needs to be reviewed.</i>
Clean Communities Assessment Tool Projects	Improve CCAT scores by 10%	Annually	Develop and implement litter reduction projects based on the findings of the report “Benchmarking for Planning Services Efficiently using the Clean Communities Assessment Tool” commissioned by the HRWMG.	On behalf of the Association of Victorian Regional Waste Management Groups, Highlands prepared and submitted an application to the Sustainability Fund to implement CCAT throughout regional Victoria. The project included training for all participating municipalities meaning that CCAT would become self sustaining. As the project was not funded, the Group needs to evaluate further litter measurement projects as it now appears not to be a State priority.
LESS Litter Toolkit for Secondary Schools	100% of Highlands secondary schools receive the Toolkit	June 2010 (50% by June 08) (75% by June 09)	Promote Secondary Schools Litter Toolkit . The Toolkit was developed during 05/06 and is being distributed to Regional Secondary Schools via a series of workshops	New schools in 2008 were: <ul style="list-style-type: none"> • Sebastopol College • Damascus (two campuses) • Beaufort • Maryborough EC • Highview College • Daylesford SC

**Table 6 (cont.)
Business Plan Monitor**

COMMUNITY ENGAGEMENT PROGRAM				
Objective	KPI	Timing	Actions	Achievements 2007-08
Litter Mural (A Community Arts Project)	Pilot project	November 2007	Working with a professional artist/s at an event, engage with the community to make a mural on a banner that identifies litter issues in the community. Post Evaluation and Assessment.	At SpringFest 2007 a professional community artist, as part of the Highlands display, constructed a community sculpture, "A Day by the Lake" using inert waste. A comprehensive report is available.
Community Information Displays	4 Displays	Annually	Ensure community understanding and support for the HRWMG vision by providing a comprehensive range of presentations and displays.	Displays at: <ul style="list-style-type: none"> • SpringFest • Eastern View special accommodation units • Ballarat Environment Awards • World Environment Day Secondary School Challenge Expo
Community Presentations	4 Presentations	Annually	Guest speaking at community meetings such as Probus, Rotary etc.	Soroptimists 04/09/07
Media Communication	Media coverage of identified events	Annually	Develop networks with media outlets in Highlands Region to assist in the promotion of events and the work of the RWMG. Events for promotion in 2007/08 are, Waste Bin Survey, Community Attitudes Survey, Waste Wise Certification, and Regional Waste Management Plan.	<ol style="list-style-type: none"> 1. Waste Wise certifications: <ul style="list-style-type: none"> • Golden Plains Shire • macGARDENS • School of Forest & Ecosystem Science • Peter Lambert Design • VicRoads • McPherson's • Pyrenees Shire • Central Goldfields Shire 2. Don't Be A Tosser – Tertiary Butt Bin Project. 3. Highlands Sustainability Network ETS workshop

**Table 6 (cont.)
Business Plan Monitor**

COMMUNITY ENGAGEMENT PROGRAM				
Objective	KPI	Timing	Actions	Achievements 2007-08
“Junk Mail”	4 issues per Year	Quarterly	Production of a quarterly regional newsletter for distribution to Stakeholders.	Issue 7: <i>Waste Wise UP ▲ – Waste to Landfill down ▼</i> Issue 8: <i>Waste Wise UP UP UP</i> Issue 9: <i>A season of Waste Wise Events</i> Issue 10: <i>New Recruits for Waste Wise</i>
Savvy Sally Roadshow (Joint project with Barwon & Calder RWMGs) project will focus on promoting Reduce Reuse	Savvy Sally Roadshow delivered	Dec 2008	<ul style="list-style-type: none"> • Focus groups • Shopping card • Display 	Joint Sustainability Grant application submitted. Support received from all Member Councils but project not funded by Sustainability Victoria..

**Table 6 (cont.)
Business Plan Monitor**

STRATEGY and PERFORMANCE MONITORING PROGRAM				
Objective	KPI	Timing	Actions	Achievements 2007-08
Regional Waste Management Plan	New RWMP approved by EPA	June 2008	<p>Website to support consultation and submissions.</p> <p>Develop a new RWMP in accord with the legislative requirements, incorporating Education and Litter Strategies.</p> <p>The RWMP should identify and investigate the business viability for future regional infrastructure, to include:</p> <ul style="list-style-type: none"> • Materials Recovery Facilities with particular emphasis on Construction and Demolition. • Organics Processing to facilitate further diversion of garden waste and organics from the kerbside stream. <p>Waste recovery stations (transfer stations) and infrastructure and equipment to reduce the burden of transport costs on rural communities.</p>	<p>Deferred until 2008/09.</p> <p>Preparatory work includes:</p> <ol style="list-style-type: none"> 1. Landfill surveys from all existing and planned landfills in and adjoining the Region. 2. Organics Scoping Study to determine total volumes, processing options and possible sites, 3. Waste bin audit to determine available organic component 4. Community attitudes survey focusing on support for third bin organics service. 5. Statewide benchmarking data for all kerbside services.
	RWMP reviewed and updated	Annually in February	Review and update the RWMP	Not applicable
Community Perceptions	Establish Community Benchmarks	December 2007	Conduct a statistically valid community survey on understanding, attitude and knowledge of appropriate actions to take on waste and litter issues.	Commenced May 2008. Due for completion July 2008.

**Table 6 (cont.)
Business Plan Monitor**

STRATEGY and PERFORMANCE MONITORING PROGRAM				
Objective	KPI	Timing	Actions	Achievements 2007-08
Municipal Waste Stream Survey	Identify contamination levels in kerbside collections Revise prescriptions for kerbside services Increase resource recovery at RRC by 20%	June 2008	Undertake a statistically valid kerbside bin survey in each municipality to measure waste and recycling stream components by mass and volume. Undertake a statistically valid survey of a representative Resource Recovery Centre in each municipality to measure waste and recycling stream components by mass and volume. Produce a report that recommends options for increased resource recovery and reduced contamination.	Kerbside bin audit completed June 2008. Resource Recovery component to be undertaken late July 2008 due to illness on Principal Consultant.
Waste Contract Benchmarks	Statistical returns to member Councils by waste services providers.	Introduce as tenders advertised	Assist Member Councils to ensure that all waste contracts require the contractor to provide regular statistical returns. The measures will be consistent within the region to allow for benchmarking. Work with Member Councils to maintain the current database of physical and financial performance indicators for contract and facility performance in Highlands Region. Collection of benchmark data and performance indicators will utilise the templates provided by Sustainability Victoria.	Prepared statewide benchmarks for all kerbside services using information form all 78 local governments.
Clean Communities Assessment Tool	Improve CCAT scores by 10%	June 2008 June 2010	Conduct a biannual regional survey on litter to maintain the data set and benchmarks of the HRWMG Clean Communities Assessment Tool (CCAT).	Sustainability Fund application was unsuccessful. Group will no longer prioritise CCAT litter measurement.

**Table 6 (cont.)
Business Plan Monitor**

STRATEGY and PERFORMANCE MONITORING PROGRAM				
Objective	KPI	Timing	Actions	Achievements 2007-08
Sustainability Victoria Municipal Survey	Number of reviews and reworks by regional office	Annually	Provide support to Member Councils to ensure that all member councils submit accurate survey results in full and on time. Ensure that all Member Councils understand the benefits of the survey program and actively participate.	Assisted Sustainability Victoria in auditing Member Council returns.

ORGANISATIONAL SYSTEMS and OPERATIONS				
Objective	KPI	Timing	Actions	Achievements 2007-08
Governance				
Internal Audit	Internal Audit Reports to Board	Two per year	Internal auditor to review and report to the Board (acting as an Audit Committee).	No internal audit in 2007-08
Audit Committee Chair Exemption	Exemption Received	Annually in September	Seek Department of Treasury and Finance exemption for the appointment of an external Chair of an Audit Committee.	Not applied for in 2007-08
Charter of Corporate Governance	C. of Corp. Gov. Reviewed	April 2008	Review the Charter of Corporate Governance.	Reviewed.
Draft Business Plan	Business Plan approved	30 September each year	Submitted for ministerial approval	Submitted and approved.
Annual Report	Approved by the Auditor General and endorsed by the DSE	As required by S27D of the <i>Financial Management Act 1994</i> – normally the 15 October	Submitted and reported as received by the Minister for Environment to Parliament.	Submitted as required.

**Table 6 (cont.)
Business Plan Monitor**

ORGANISATIONAL SYSTEMS and OPERATIONS				
Objective	KPI	Timing	Actions	Achievements 2007-08
Training and Professional Development	Every Director undertakes an induction prior to attending their first Board Meeting	Annually in January	Conduct a New Directors Induction Program and provide each new Director with Handbook with Constitution, Charter of Corporate Governance, Contact details and Minutes and Agendas for previous year.	No new directors in 2007/08
	Directors, REO and EO as approved by the Executive	As available	Attend Conferences and Seminars appropriate to skills development and training needs analysis. All training/information sessions organised by Sustainability Victoria are considered compulsory for the nominees.	Various SV forums attended by EO, REO, Chairman as appropriate. AVRWMG meetings, REO Gatherings, SITA Emissions Trading Workshop, CDL Forum.

Benchmarking Services

A range of kerbside service cost and performance comparators are maintained to both compare the effectiveness in service delivery between the member Councils and to establish benchmarks for broader comparison from the Sustainability Victoria Municipal Survey. The comparators use the most recently available survey data from Sustainability Victoria.

Table 7
Regional Kerbside Service Comparators

COMPARATOR	BALLARAT		MOORABOOL		HEPBURN		CENTRAL GOLDFIELDS (Mass for recycling are estimates)		PYRENEES		GOLDEN PLAINS	
	06/07	05/06	06/07	05/06	06/07	05/06	06/07	05/06	06/07	05/06	06/07	05/06
Average Annual Cost of Kerbside Waste per Tenement (\$)	61.62	57.70	67.37	69.07	69.91	59.80	52.75	51.97	72.79	62.38	85.38	75.05
Average Annual Mass Kerbside Waste per Tenement (kg)	459.2	586.2	401	409	309.5	429.7	405.1	406.9	376.3	461	648.8	670.6
Average Annual Cost of Kerbside Recycling per Tenement (\$)	40.87	32.60	56.05	55.05	61.43	54.74	30.06	28.42	34.75	29.22	38.30	35.85
Average Annual Mass Kerbside Recycling per Tenement (kg)	235.1	230.7	261.4	256.7	216.8	226.1	91.7	90.0	155.5	149.4	184	169.7
Average Annual Cost of Kerbside Services per Tenement (\$)	102.49	90.30	123.42	124.12	131.34	114.54	82.81	80.39	107.54	91.60	123.68	110.90
Diversion Rates	30.1%	26.6%	37.5%	38%	37.6	31.5%	19.6%	21.3%	25.1%	24.5%	20.5%	19.7%

Financial Summary

	2008 \$	2007 \$	2006 \$	2005 \$	2004 \$
Revenue	313,713	393,396	471,087	283,600	238,645
Expenditure	307,092	633,569	215,916	205,283	213,453
Operating Result	6,621	(240,175)	255,171	78,317	25,192
Current Assets	353,330	319,786	589,136	324,749	242,051
Non Current Assets	21,542	33,103	3,895	4,914	6,306
Current Liabilities	31,767	16,405	16,374	8,177	5,186
Non Current Liabilities	Nil	Nil	Nil	Nil	Nil
Net Assets	343,105	336,484	576,657	321,486	243,171
Retained Profits	108,011	101,390	341,563	86,392	8,075
Total Equity	343,105	336,484	576,657	321,486	243,169

There were no significant changes in the financial position of the Group during the year.

Statement of Legislative Compliance

Whistleblowers Protection

The *Whistleblowers Protection Act 2001* came into effect on 1 January 2002. The Act is designed to protect people who disclose information about serious wrongdoing within the Victorian Public Sector and to provide a framework for the investigation of these matters.

The protected disclosure co-ordinator for the Department of Sustainability and Environment acts as an agent for HRWMG to receive disclosures under the Act, and applies DSE procedures in managing disclosures.

There were no disclosures under the Act, in relation to HRWMG during the year.

Disclosures of improper conduct by the Authority or its employees may be made to the following:

Michael Guarna
Protected Disclosure Coordinator
Department of Sustainability and Environment
PO Box 500
East Melbourne Vic 3002
Telephone: 03 9637 8873
Facsimile: 03 9637 8128
Email: Michael.Guarna@dse.vic.gov.au

The Ombudsman Victoria
GPO Box 469
Melbourne Vic 3001
Telephone: 03 9613 5212 Toll free: 1800 500 509

Occupational Health and Safety

No new WorkCover claims have been lodged in 2007/08.

Medical (chiropractic) expenses are still being made as a result of injuries sustained in a motor vehicle accident in May 2006.

Industrial Relations

No matters have arisen during the year so no time was lost.

Building Act

HRWMG did not undertake any building works, which fall within the provisions of the *Building Act 1993*.

National Competition Policy

HRWMG adheres to the principles of the National Competition Policy to ensure that any business competition with private entities takes place in an environment where HRWMG has no competitive advantages.

Overseas Travel

No HRWMG director or staff member participated in overseas travel during the reporting year.

Merit and Equity

The Public Administration Act 2004 specifies a number of employment and conduct principles that must be observed by public sector organisations and their employees.

HRWMG is committed to the principles of merit and equity in human resource management.

The Group ensures that:

- Decisions are based on merit;
- Our employee is treated fairly and reasonably;
- Equal employment opportunity is provided;
- There are reasonable avenues of redress against unfair or unreasonable treatment.

Our Employee must:

- Act with impartiality;
- Display integrity, including avoiding real or apparent conflicts of interest;
- Show accountability for actions;
- Provide responsive service.

The Group has two employees, Mr. Philip Clingin and Ms Rosemary Angus.

Work Place Data

	2007/08	2006/07
Males	1	0
Females	1	1

Cultural Diversity

HRWMG is committed to policies, programs and strategies aimed at delivering culturally appropriate services.

Contracts

HRWMG did not enter into any contracts greater than \$10 million in value during the reporting period.

Consultancies

No new consultancies with a value greater than \$100,000 were undertaken during the reporting period.

A Service contract was in place for the provision of Executive Services. The Executive Services contract scope provided for a .5 EFT Executive Officer, accountancy, all accommodation, transport, information technology, furniture, equipment, insurances, routine office supplies, printing postage and stationery. This contract concluded on 30 March 2008.

Freedom of Information

The authority is considered to be a 'Government Agency' under the terms of the Freedom of Information Act 1982. Accordingly, it is required to comply with the procedures that have been prescribed under which members of the public may gain access to information held by agencies. A decision to release information is made by the Chair of the Board. The authority has determined that the Authorised Officer is the Executive Officer. Contact details are:

Mr Philip Clingin
Executive Officer
Highlands Regional waste Management Group
PO Box 1067, Ballarat, 3354
philip@issltd.com.au
Ph. 5333 7770

F.O.I. requests are to be submitted in writing accompanied by a \$22.70 enquiry fee. Further charges may be payable. F.O.I. fees and charges are not subject to GST.

No requests were made in 2006-07 for information under the *Freedom of Information Act 1982*.

Declaration

Information listed in 9.1.3 (iv) of the *Financial Management Act 1994*, is available on request.

The Information Privacy Act 2000

The Information Privacy Act 2000 establishes a regime for the responsible collection and handling of personal information in the Victorian public sector.

The HRWMG complies with the Ten Information Privacy Principles:

IPP 1 Collection

Collect only personal information that is necessary for performance of functions. Advise individuals that they can gain access to personal information.

IPP 2 Use and disclosure

Use and disclose personal information only for the primary purpose for which it was collected or a secondary purpose the person would reasonably expect. Use for secondary purposes should have the consent of the person.

IPP 3 Data quality

Make sure personal information is accurate, complete and up to date.

IPP 4 Data security

Take reasonable steps to protect personal information from misuse, loss, unauthorised access, modification or disclosure.

IPP 5 Openness

Document clearly expressed policies on management of personal information and provide the policies to anyone who asks.

IPP 6 Access and correction

Individuals have a right to seek access to their personal information and make corrections. Access and correction will be handled mostly under the Victorian Freedom of Information Act.

IPP 7 Unique identifiers

A unique identifier is usually a number assigned to an individual in order to identify the person for the purposes of an organisation's operations. Tax File Numbers and Driver's Licence Numbers are examples. Unique identifiers can facilitate data matching. Data matching can diminish privacy. IPP 7 limits the adoption and sharing of unique identifiers.

IPP 8 Anonymity

Give individuals the option of not identifying themselves when entering transactions with organisations, if that would be lawful and feasible.

IPP 9 Transborder data flows

Basically, if your personal information travels, your privacy protection should travel with it. Transfer of personal information outside Victoria is restricted. Personal information may be transferred only if the recipient protects privacy under standards similar to Victoria's IPPs.

IPP 10 Sensitive information

The law restricts collection of sensitive information like an individual's racial or ethnic origin, political views, religious beliefs, sexual preferences, membership of groups or criminal record.

Availability of Other Information

Information relevant to the headings listed in Reporting Direction 22B of the Financial Management Act 1994 is held at the Groups office and is available on request, subject to the Freedom of Information Act 1982.

Attestation on compliance with the Australian/New Zealand Risk Management Standard

I, Stephen Jones certify that the Highlands Regional Waste Management Group has risk management processes in place consistent with the Australian/New Zealand Risk Management Standard and an internal control system is in place that enables the executive to understand, manage and satisfactorily control risk exposures. The Highlands RWMG verifies this assurance and that the risk profile of the Highlands RWMG has been critically reviewed within the last 12 months.



Cr. Stephen Jones
Chairperson
18 September 2008

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Audited Financial Report

INDEPENDENT AUDITOR'S REPORT

To the Board Members of the Highlands Regional Waste Management Group

The Financial Report

The accompanying financial report for the year ended 30 June 2008 of the Highlands Regional Waste Management Group which comprises an operating statement, balance sheet, statement of changes in equity, statement of cash flows, a summary of significant accounting policies and other explanatory notes to and forming part of the financial report, and the statement by chairperson and accountable officer has been audited.

The Board Members Responsibility for the Financial Report

The Board Members of the Highlands Regional Waste Management Group are responsible for the preparation and the fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the financial reporting requirements of the *Financial Management Act 1994*. This responsibility includes:

- establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error
- selecting and applying appropriate accounting policies
- making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. These Standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to internal control relevant to the group's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control. An audit also includes evaluating the appropriateness of the accounting policies used, and the reasonableness of accounting estimates made by the Board Members, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independent Auditor's Report (Continued)

Matters Relating to the Electronic Presentation of the Audited Financial Report

This auditor's report relates to the financial statements published in both the annual report and on the website of the Highlands Regional Waste Management Group for the year ended 30 June 2008. The Board Members of the Highlands Regional Waste Management Group are responsible for the integrity of the web site. I have not been engaged to report on the integrity of the web site. The auditor's report refers only to the statements named above. An opinion is not provided on any other information which may have been hyperlinked to or from these statements. If users of this report are concerned with the inherent risks arising from electronic data communications, they are advised to refer to the hard copy of the audited financial report to confirm the information included in the audited financial report presented on the Highlands Regional Waste Management Group web site.

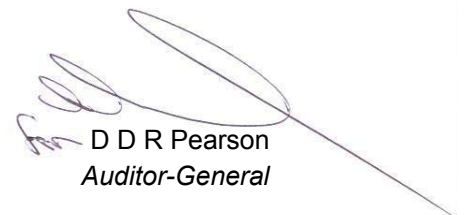
Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. The Auditor-General, his staff and delegates comply with all applicable independence requirements of the Australian accounting profession.

Auditor's Opinion

In my opinion, the financial report presents fairly, in all material respects, the financial position of the Highlands Regional Waste Management Group as at 30 June 2008 and its financial performance and cash flows for the year then ended in accordance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations), and the financial reporting requirements of the *Financial Management Act 1994*.

MELBOURNE
22 September 2008



D D R Pearson
Auditor-General

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**Highlands Regional
Waste Management Group
Financial Report for the
Year ended 30 June 2008**



**Highlands
Regional Waste
Management
Group**

OPERATING STATEMENT

FOR THE REPORTING PERIOD ENDED 30		Notes	2008	2007
JUNE 2008			(\$)	(\$)
REVENUE FROM CONTINUING OPERATIONS				
Revenue From Operating Activities				
Government Grants received	2		64,778	142,438
Land fill levy			235,488	232,222
Project Income				-
Revenue From Non Operating Activities				
Interest Revenue			12,926	18,010
Sundry Income			521	726
			313,713	393,396
EXPENSES FROM ORDINARY ACTIVITIES				
Administration costs	3		233,858	551,285
Depreciation			11,561	5,020
Executive Support			55,473	73,964
Other expenditure	4		6,200	3,300
			307,092	633,569
NET PROFIT / (LOSS)			6,621	(240,173)

THE ABOVE OPERATING STATEMENT SHOULD BE READ IN CONJUNCTION WITH THE ACCOMPANYING NOTES.

BALANCE SHEET

AS AT 30 JUNE 2008	Notes	2008 (\$)	2007 (\$)
CURRENT ASSETS			
Cash and Cash Equivalents	5	292,689	259,208
Receivables	6	60,641	60,578
TOTAL CURRENT ASSETS		353,330	319,786
NON - CURRENT ASSETS			
Plant and Equipment	7	21,542	33,103
TOTAL NON - CURRENT ASSETS		21,542	33,103
TOTAL ASSETS		374,872	352,889
CURRENT LIABILITIES			
Employee Benefits	8	4,118	403
Payables	9	27,649	16,002
TOTAL CURRENT LIABILITIES		31,767	16,405
TOTAL LIABILITIES		31,767	16,405
NET ASSETS		343,105	336,484
EQUITY			
Contributed Capital	11	235,094	235,094
Retained Profits / (Accumulated Losses)	11	108,011	101,390
TOTAL EQUITY		343,105	336,484

THE ABOVE BALANCE SHEET SHOULD BE READ IN CONJUNCTION WITH THE ACCOMPANYING NOTES.

STATEMENT OF CHANGES IN EQUITY

FOR THE REPORTING PERIOD ENDED 30 JUNE 2008
NOTES

	CONTRIBUTED CAPITAL	RETAINED EARNINGS	TOTAL
	(\$)	(\$)	(\$)
Balance 1 July 2007	235,094	101,390	336,484
Net result for the year	-	6,621	6,621
BALANCE 30 JUNE 2008	235,094	108,011	343,105

NOTES TO THE FINANCIAL STATEMENTS ARE INCLUDED ON PAGES 41 to 48.

STATEMENT OF CASH FLOWS

FOR THE REPORTING PERIOD ENDED	Notes	2008	2007
30 JUNE 2008		INFLOWS/(OUTFLOWS)	INFLOWS/(OUTFLOWS)
		(\$)	(\$)
CASH FLOWS FROM OPERATING ACTIVITIES			
Land fill levy contributions		234,412	228,658
Grants received		64,778	217,844
Payments to suppliers		(279,156)	(686,719)
Interest received		12,926	16,996
Sundry Income		521	726
NET CASH FLOWS FROM OPERATING ACTIVITIES	10 (a)	33,481	(222,495)
NET CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of Motor Vehicle		-	(34,228)
CASH FLOW USED IN INVESTING ACTIVITIES		-	(34,228)
NET (DECREASE)/INCREASE IN CASH HELD		33,481	(256,723)
Cash and Cash equivalents at the beginning of the financial year		259,208	515,931
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR	10 (b)	292,689	259,208

THE ABOVE CASH FLOW STATEMENT SHOULD BE READ IN CONJUNCTION WITH THE ACCOMPANYING NOTES.

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2008

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Establishment of Reporting Entity

The Governor-in-Council by Order published in the Government Gazette on 8th of May 1997 declared The Highlands Waste Management Region to be a region pursuant to section 50E of the Environment Protection Act 1970. The constitution of the Highlands Regional Waste Management Group took effect on the 18th of December 1997 by the publication of an Order by the Governor-in-Council in the Government Gazette. The operations of the Highlands Regional Waste Management Group covered in this report are for the year ended the 30th of June 2008. The comparative figures are for the year ended the 30th of June 2007. The Financial report was authorised for issue by the Executive Officer on 14th of September 2008.

1 Significant Accounting Policies

(a) Basis of Accounting

The financial report has been prepared for distribution to Waste Management Group representatives, Sustainability Victoria and the Minister for Environment and Climate Change. The financial report of Highlands Regional Waste Management Group is a general purpose financial report that consists of an Operating Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and notes accompanying these statements. The financial report is a general purpose financial report that has been prepared in accordance with Australian Accounting Standards including Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board and the requirements of the Financial Management Act 1994, and applicable Ministerial Directions.

The financial report has been prepared on an accrual basis and going concern basis.

The financial report has also been prepared under the historical cost convention.

Appropriations and other revenues, which the Highlands Regional Waste Management Group controls to carry on its functions, have been included in this financial report.

(b) Accounting Policies

Unless otherwise stated all accounting policies are consistent with those of the prior year. Where appropriate, comparative figures have been amended to accord with current presentation and disclosure made of material changes to comparatives.

Classification Between Current and Non-Current

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be realised or paid. The asset or liability is classified as current if it is expected to be turned over within the next twelve months, being the Group's operational cycle.

Rounding

Unless otherwise stated, amounts in the report have been rounded to the nearest dollar.

(c) Revenue Recognition

(i) Landfill Levy Income

Landfill levy revenue and other revenue reflect the amounts received and receivable for the financial period by the Group.

(ii) Grants and Contributions

Government grants and contributions are recognised as operating revenue upon receipt or when an entitlement is established, whichever is the sooner and disclosed in the operating statement as government contributions.

(iii) Interest income

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

NOTES TO THE FINANCIAL STATEMENTS

(d) Employee Benefits

(i) Employee Benefits

Provision is made for benefits accruing to employees in respect of salaries, annual leave, long service leave and sick leave when it is probable that settlement will be required and they are capable of being measured reliably.

Provisions made in respect of employee benefits expected to be settled within twelve months, are measured at their nominal values, using the remuneration rate expected to apply at the time of settlement.

Provisions made in respect of employee benefits not expected to be settled within twelve months, are measured at their present value of the estimated future cash outflows to be made by the Group, in respect of services provided by employees up to the reporting date.

(ii) Superannuation

The amount charged to the operating statement in respect of superannuation represents the contributions made by the Group to the superannuation plan in respect to the current services of the current entity staff. Superannuation contributions are made to the plans based on the relevant rules of each plan.

(e) Goods and Services Tax

Revenues, expenses and assets are recognised net of goods and services tax (GST) except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or part of an item of expense.

Receivables and payables are stated inclusive of GST. The net amount of GST recoverable from or payable to the ATO is included as a current asset or liability in the Balance Sheet.

(f) Cash & Cash Equivalents

For the purpose of cash flow statement, cash and cash equivalents include cash on hand, deposits held at call with financial institutions, other short term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts.

(g) Recognition and Measurement of Assets

Acquisition

The purchase method of accounting is used for all acquisitions of assets regardless of whether equity interests or other assets are acquired. Cost is measured as the fair value of the assets given, shares issued or liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition.

Property, plant and equipment represent non-current assets comprising plant and equipment used by the Group in its operations. Items with a cost or value in excess of \$1,000 and a useful life of more than one year are recognised as an asset. All other assets acquired are expensed.

Repairs and Maintenance

Routine maintenance, repair costs and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold, the cost is capitalised and depreciated.

(h) Depreciation and Amortisation of non Current Assets

Plant and Equipment – 30% per annum, diminishing value basis

Motor Vehicles – 15% per annum, straight line basis

(i) Receivables

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of returns and taxes paid. Trade receivables are recognised initially at fair value and subsequently measured at amortised cost, less allowance for doubtful debts.

Collectibility of trade receivables is reviewed on an ongoing basis and debts which are unknown to be collectible are written off. No provision for doubtful debts has been raised because all trade receivables are considered collectible at the reporting date.

(j) Administered Transactions

Landfill Levy Revenue

The Highlands Regional Waste Management Group was not involved in the administration of transactions regarding the collection and receipting of Landfill Levy Revenue on behalf of the Environment Protection Authority.

(k) Provision for Restoration

The Group has no obligation for the restoration of landfill locations.

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2008

2. GRANTS RECEIVED

	2008 (\$)	2007 (\$)
Sustainability Victoria Gap Funding	37,778	-
Transfer Station Safety Gate Project	-	-
- Member Council Project Contributions	-	83,638
- SV Project Contributions	-	58,800
Sustainability Victoria – Organics Scoping Study	25,000	
Litter Prevention Grants	2,000	
	64,778	142,438

3. ADMINISTRATION COSTS

Accountancy	6,140	3,977
Advertising	4,662	749
Bank Charges	23	87
Business & Education Plans	4,641	9,088
Conferences & Seminars	2,584	4,649
Projects		
- Litter Prevention	2,624	-
- Organics Scoping Study	11,260	-
- Kerbside Bin and RRC Audit	59,055	-
- Transfer Station Safety Gate Project	2,955	433,632
Education Program	5,414	6,398
Education Trailer Operating	1,372	1,028
General Expenses	2,491	1,765
Interest	-	379
Insurance	4,849	4,816
Printing & Stationery & Equipment	409	749
Serviced Office Rent	6,240	-
Subscriptions & Registrations	1,186	1,026
Superannuation	7,142	5,716
Travel & Accommodation	7,552	6,895
Wages & Directors Fees	102,110	69,480
WorkCover	1,149	851
	233,858	551,285

4. OTHER EXPENDITURE

Audit Fees	6,200	3,300
	6,200	3,300

5. CASH AND CASH EQUIVALENTS

Cash at bank	292,689	259,208
Deposits at call	-	-
	292,689	259,208

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2008	2008 (\$)	2007 (\$)
6. RECEIVABLES		
Landfill levies	45,641	44,565
GST Refundable	-	-
Other	15,000	16,013
	60,641	60,578
7. NON CURRENT ASSETS		
Plant and Equipment & Motor Vehicles At Cost	45,487	45,487
Less Accumulated Depreciation	23,945	12,384
	21,542	33,103
Reconciliation		
Reconciliation of the carrying amounts of plant and equipment at the beginning and end of the current and previous financial year.		
Carrying amount at Beginning	33,103	3,895
Additions	-	34,228
Depreciation Expense	11,561	5,020
Carrying Amount at End	21,542	33,103
8. PROVISIONS		
Employee Benefits – Annual Leave	4,118	403
Reconciliation		
Carrying amount at beginning of year	403	3,033
Provision made during the year	3,715	-2,630
Settlement made during the year	-	-
Carrying amount at end of year	4,118	403
9. PAYABLES		
Audit Fees -	5,390	3,630
Other Payables	22,259	12,372
	27,649	16,002
10. CASH FLOW STATEMENT		
(a) Reconciliation of the operating result to the net cash flows from operations		
Operating result – Profit(Loss)	6,621	(240,173)
Add: Depreciation	11,561	5,020
Operating Result before Depreciation	18,182	(235,153)
Changes in assets and liabilities		
Decrease/(Increase) in receivables	(63)	12,627
Increase/(Decrease) in payables / provisions	15,362	31
Net cash flow from operating activities	33,481	(222,495)

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2008

(b) Reconciliation of cash

Cash balance comprises:

- Cash at bank
- Cash on Deposit

Closing cash balance

	2008 (\$)	2007 (\$)
	292,689	259,208
	-	-
	292,689	259,208
11. EQUITY		
<u>Contributed Capital</u>		
Balance at the beginning of year	235,094	235,094
Transfer from retained earnings		-
Balance at end of financial year	235,094	235,094
<u>Retained Profits</u>		
Balance at beginning of year	101,390	341,563
Transfers to contributed capital		-
Profit / (Loss) for year	6,621	(240,173)
Total available for appropriation	108,011	101,390
Balance at the end of year	108,011	101,390

11. EQUITY

Contributed Capital

Balance at the beginning of year

Transfer from retained earnings

Balance at end of financial year

Retained Profits

Balance at beginning of year

Transfers to contributed capital

Profit / (Loss) for year

Total available for appropriation

Balance at the end of year

12. FINANCIAL INSTRUMENTS

(a) Accounting Policies, Terms and Conditions

The Group's accounting policies, including terms and conditions of each material class of financial asset and liability, both recognised and unrecognised at the balance date, are as follows:

	Financial Instruments	Note Ref.	Accounting Policy	Terms & Conditions
(i)	<u>Financial Assets</u>			
	Cash at Bank	5	Cash at bank is carried at principal amounts. Interest is recognised as it is earned.	Bank balance is at call earning interest at effective rate of 5% (2007 5%).
	Receivables	6	Amounts receivable are carried out at nominal amounts due.	No interest is chargeable on late payment.
(ii)	<u>Financial Liabilities</u>			
	Payables	9	Liabilities are recognised for amounts to be paid in the future for goods and services received, whether or not billed to the entity.	Liabilities are normally settled on 30 day term.

NOTES TO THE FINANCIAL STATEMENTS

(b) Interest Rate Risk

The Group's exposure to interest rate risks and the effective interest rates of financial assets and liabilities both recognised and unrecognised are as follows:

	Financial Instruments	Floating Interest Rate		Non-Interest Bearing		Total carrying amount as per Balance Sheet		Weighted Average Effective Interest Rate	
		2008	2007	2008	2007	2008	2007	2008	2007
(i)	<u>Financial Assets</u>	\$	\$	\$	\$	\$	\$	%	%
	Cash & Bank	292,689	259,208	--	--	292,689	259,208	5	5
	Receivables	--	--	60,641	60,578	60,641	60,578	0	0
(ii)	<u>Financial Liabilities</u>								
	Payables	--	--	27,649	16,002	27,649	16,002	N/A	N/A

(c) Net Fair Values

The net fair values of the Group's financial assets and financial liabilities are not expected to be significantly different from the class of asset and liability as disclosed above and recognised in the balance sheet as at 30 June, 2008.

(d) Financial Risk Management Objectives and Policies

The Group's activities expose it to a variety of financial risks: market risk, credit risk and liquidity risk. This note presents information about the Group's exposure to each of these risks, and the objectives, policies and processes for measuring and managing risk.

The Group's Board has the overall responsibility for the establishment and oversight of the Group's risk management framework. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group. The Group uses different methods to measure different types of risk to which it is exposed. These methods include sensitivity analysis in the case of interest rate and other price risks and ageing analysis for credit.

Risk management is carried out by the Board under policies approved it for this purpose. The Board identifies and evaluates financial risks and then applies its written principles for overall risk management, as well as policies covering specific areas such as interest rate risk, credit risk and investment of excess liquidity and investment of excess liquidity.

(i) Risk Exposures

The main risks the Group is exposed to through its financial instruments is as follows:

(a) Market Risk

Market risk is the risk that changes in market prices will affect the fair value or future cash flows of the Group's financial instruments. Market risk comprises of foreign exchange risk, interest rate risk and other price risk. The Group's exposure to market risk is primarily through interest rate risk, there is no exposure to foreign exchange risk and insignificant exposure to other price risks.

Objectives, policies and processes used to manage these risks are disclosed in the paragraphs below:

- (i) The Group's exposure to market interest rates relates to the investment of funds on the money market. The Group has minimal exposure to interest rate risk through its holding of cash assets. The Group manages its interest rate risk by restricting the investment of cash to deposits with major banks.
- (ii) The Group has no significant exposure to other price risk.

NOTES TO THE FINANCIAL STATEMENTS

Market Risk Sensitivity Analysis

The sensitivity analysis below has taken into consideration past performance, future expectations, economic forecasts and management's knowledge and experience of the financial markets. The Group believes that a moment of 1 % in interest rates is reasonable over the next 12 months.

30 June 2008	Carrying Amount	Interest Rate Risk			
		-		+1%	
		Result	Equity	Result	Equity
Financial Assets					
Cash At Bank	292,689	(2,927)	(2,927)	2,927	2,927
Total increase/(decrease)		(2,927)	(2,927)	2,927	2,927

(b) Credit Risk

Credit risk is the risk of financial loss to the Group as a result of a customer or counterparty to a financial instrument failing to meet its contractual obligations. Credit risk arises principally from the Group's receivables.

The Group's exposure to credit risk is influenced by the individual characteristics of each customer. Receivable balances are, monitored on an on-going basis to ensure that exposure to bad debts is not significant. The Group has in place a procedure for the collection of overdue receivables.

(c) Liquidity Risk

Liquidity Risk is the risk that the Group will not be able to meet its financial obligations as they fall due. The Group's procedure is to settle financial obligations within 30 days and move to collections action after 60 days.

The group manages liquidity risk by maintaining adequate reserves and by continuously monitoring cash flows and matching the maturity profiles of financial assets and liabilities.

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 30 JUNE 2008

13. EXPENDITURE COMMITMENTS

Other expenditure commitments

Expenditure contracted for at balance date but not provided for in relation to amounts due for consultancy fees and service contracts

- not later than one year
- later than one year not later than two years
- later than two years not later than five years

2008 (\$)	2007 (\$)
46,703	59,913
-	-
-	-
46,703	59,913

14. SUPERANNUATION

The Waste Management Group paid contributions as required to be made in accordance with any legislation.

15. CONTINGENT LIABILITIES

The directors are unaware of any contingent liabilities as at the date of this report.

16. SUBSEQUENT EVENTS

There have been no significant events that have occurred subsequent to 30 June 2008.

17. AUDITOR'S REMUNERATION

Amounts paid and payable to the Auditor-General pursuant to the Audit Act 1994, for the financial audit of the accounts for the year ended 30 June, 2008 amounted to \$4,900.

18. RESPONSIBLE PERSONS DISCLOSURE

The names of persons who were responsible persons at any time during the reporting period are:

Responsible Minister

The Honourable John Thwaites	1/7/2008 – 29/7/2007	Minister for Water, Environment and Climate Change
The Honourable John Brumby	30/7/2007 – 2/8/2007	Minister for Water, Environment and Climate Change
The Honourable Gavin Jennings	3/8/2007 – 30/6/2008	Minister for Environment and Climate Change

Governing Board/Council

Cr. Stephen Jones	1/7/2007 – 30/6/2008	Chairperson
Cr. Tom Sullivan	1/7/2007 – 30/6/2008	Deputy Chairperson
Cr. David Vendy	1/7/2007 – 30/6/2008	Director
Cr. Barry Rinaldi	1/7/2007 – 30/6/2008	Director
Cr. Lysette Ashford	1/7/2007 – 30/6/2008	Director
Cr. Kevin Knight	1/7/2007 – 30/6/2008	Director
Cr. William McClenaghan	1/7/2007 – 30/6/2008	Director

Accountable Officer

Mr. Philip Clingin	1/7/2007 – 30/6/2008	Executive Officer
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19. REMUNERATION OF RESPONSIBLE PERSONS

The remuneration of the Minister is disclosed in the financial statements of the Department of Premier & Cabinet.

20. REMUNERATION OF EXECUTIVE OFFICER

The Executive Officer did not receive remuneration in excess of \$100,000.

NOTES TO THE FINANCIAL STATEMENTS

21. REMUNERATION OF RESPONSIBLE PERSONS

The remuneration of the Minister is disclosed in the financial statements of the Department of Premier and Cabinet. Remuneration received, or due and receivable by the Directors and Accountable Officer of the Highlands Regional Waste Management Group during the year ended 30 June 2008 in relevant income band:

	2008	2007
\$0 - \$10,000	7	7
\$20,000 – \$30,000	1	
Total numbers	8	7

Total remuneration received or receivable by the Responsible Officers was \$32,683 (2007 : \$6,584)

22. RELATED PARTY TRANSACTIONS

Revenue and expense transactions

The Executive Officer's services were paid under an agreement between the Group and a related entity of the officer which includes payments for office accommodation for the Group's education officer. This agreement concluded on the 30 March 2008 and, in accord with a direction from the Minister for Environment and Climate Change, The Executive Officer is now a full time employee.

The amounts paid for these services to 30 March total \$62,147 (2007 \$79,826) and are on normal commercial terms. The Group continued to rent the fully serviced office from the related entity of the Executive Officer on an interim basis until new accommodation is found. The rental assessment was determined by a Certified Practising Valuer.

The Executive Officer received salary and superannuation payments totalling \$22,789 From 1 April 2008 to 30 June 2008.

There were no other transactions of a revenue and expenditure nature with responsible persons and their related parties during the period.

Amounts payable and receivable

There were no other receivables or payables to responsible persons and their related parties during the period.

Loans made to responsible persons and related parties

No loans were made to responsible persons or their related parties during the year.

Other transactions

There were no other amounts attributable to other transactions with responsible persons and their related parties during the year.

STATEMENT BY CHAIRPERSON and ACCOUNTABLE OFFICER

STATEMENT BY CHAIRPERSON, ACCOUNTABLE OFFICER AND FINANCE OFFICER

In our opinion:

- (a) the accompanying financial report comprising the Operating Statement, Balance Sheet, Cash Flow Statement, Statement of Changes in Equity and notes to the financial statements, present fairly the results of the financial transactions of the Highlands Regional Waste Management Group for the year ended 30 June 2008 and sufficiently explain the financial position at that date; and
- (b) the financial report is prepared in accordance with mandatory reporting requirements including applicable Australian Accounting Standards and the requirements of the *Financial Management Act 1994*.

At the date of signing this financial report, we are not aware of any circumstances that would render any particulars included in the financial report to be misleading or inaccurate.



Cr. Stephen Jones
Chairperson Highlands Regional Waste Management Group



Philip Clingin
Accountable Officer and Finance Officer

Signed at Ballarat on the 18 September 2008

Disclosure Index

The Annual Report of the Highlands Regional Waste Management Group is prepared in accordance with all relevant Victorian legislation. This index has been prepared to facilitate identification of the Group's compliance with statutory disclosure requirements.

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HIGHLANDS WASTE MANAGEMENT GROUP
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