2026/27 ANNUAL BUSINESS PLAN & BUDGET

Adelaide Hills Council

Alexandrina

Mount Barker District Council

The Rural City of Murray Bridge

AHRWMA
Adelaide Hills Region Waste Management Authority

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ABOUT AHRWMA

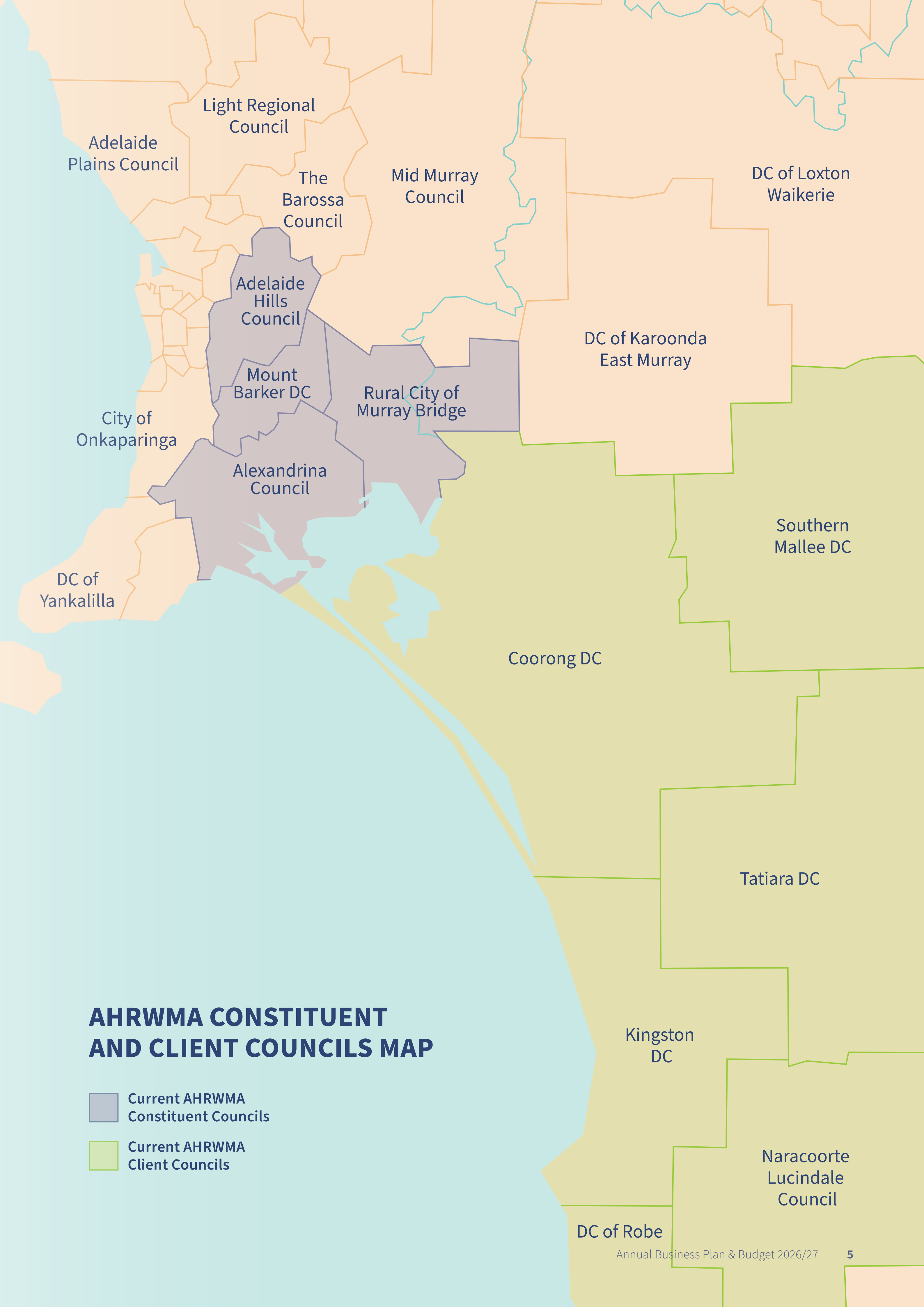
The Adelaide Hills Region Waste Management Authority (AHRWMA) is a local government regional subsidiary established by its Constituent Councils - Adelaide Hills Council, Alexandrina Council, Mount Barker District Council and Rural City of Murray Bridge.

AHRWMA undertakes landfill operations, management of resource recovery centres, processing of selected resources, waste and resources transport and ancillary waste services, for the benefit of its Constituent Councils and for a suite of client councils.

AHRWMA provides a coordinated avenue for Constituent Councils to be represented in relevant regional and sector forums and offers technical waste and resource management advice as required.

Governed by its Charter, Board and Audit and Risk Committee, AHRWMA is committed to continually evaluating and elevating waste and recycling services to the community across the region.

AHRWMA CONSTITUENT AND CLIENT COUNCILS MAP



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INTRODUCTION AND BACKGROUND

Welcome to AHRWMA's Annual Business Plan and Budget for the 2026/27 financial year. In accordance with the requirements set out in the *Local Government Act 1999* (the Act), this Plan outlines the key activities AHRWMA proposes to undertake during 2026/27, along with the associated performance measures and budget.

The plan provides a clear framework for how AHRWMA will deliver services, manage resources, and support its client and Constituent Councils over the coming financial year, consistent with the 2034 Strategic Plan and AHRWMA's vision.

THE CHARTER

The preparation and adoption of AHRWMA's Annual Business Plan and Budget is undertaken in accordance with the requirements of AHRWMA's **Charter** and the Act. The Annual Business Plan sits within AHRWMA's broader strategic framework and is informed by the **2024–2034 Strategic Plan**, which establishes a series of bold and ambitious targets grouped across four key goal areas. In 2025/26, AHRWMA shaped a modernised, clearer and more flexible Charter that better supports the delivery of our 2024–2034 Strategic Plan and vision. The Strategic Plan provides the long-term direction for AHRWMA, with the Annual Business Plan translating these strategic priorities into actions and activities for the year ahead.

A summary of the 2024–2034 Strategic Plan is provided on the following pages.

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STRATEGIC PLAN

PURPOSE

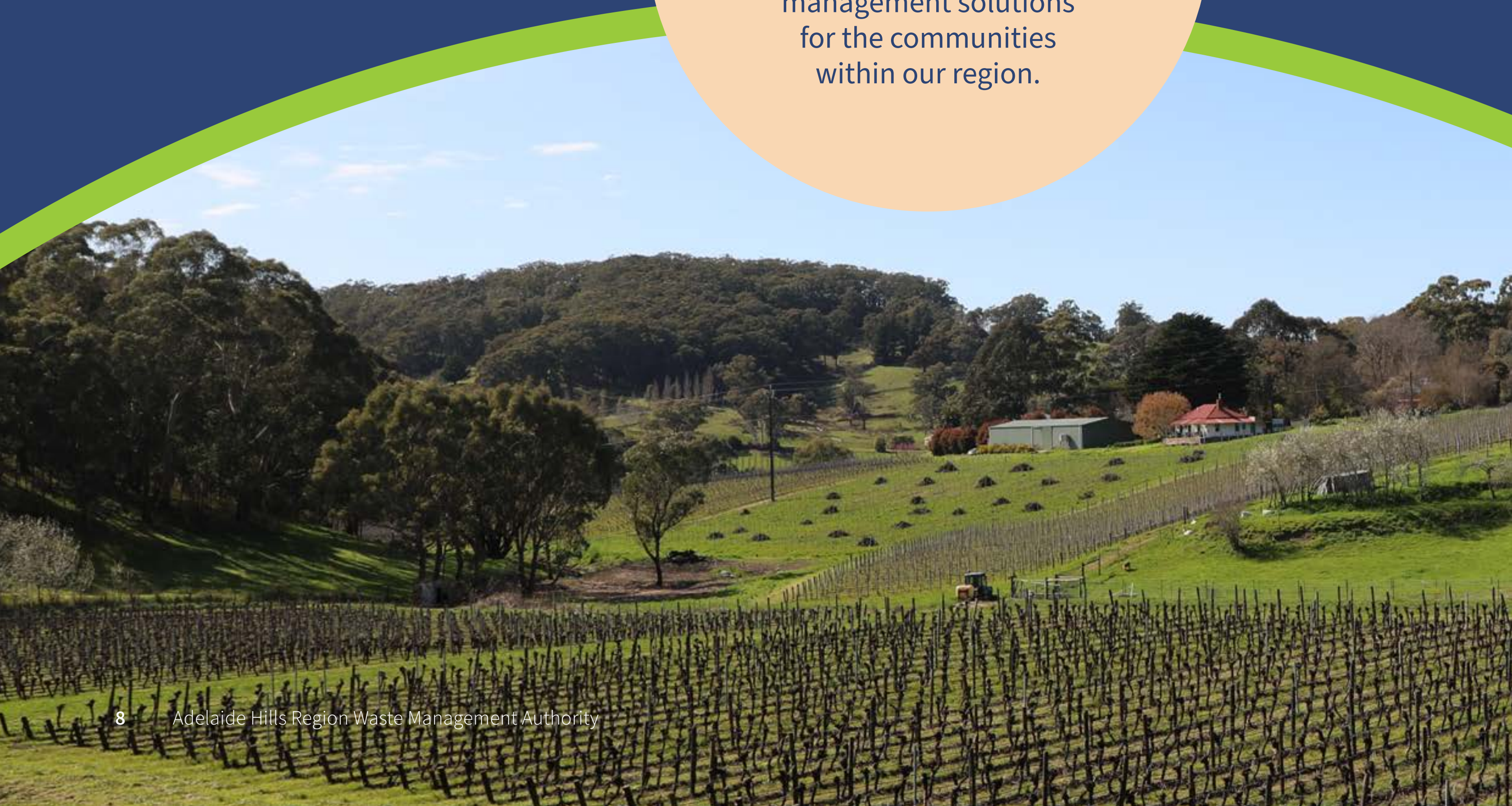
To facilitate, co-ordinate and provide waste and resource management services, including waste collection, treatment, disposal and recycling within the region.

VISION

To work together with our Constituent Councils to provide cost effective, progressive, and best practice waste and resource management services across our region.

MISSION

To provide leadership and management services to deliver best practice waste and resource management solutions for the communities within our region.



GUIDING PRINCIPLES

ENVIRONMENTAL SUSTAINABILITY AND CIRCULAR ECONOMY

We encourage the reduction of waste to landfill and maximise diversion.

We lead the shift towards a circular economy.

We meet environmental compliance requirements in our operations.

COST EFFECTIVENESS AND FINANCIAL SUSTAINABILITY

We provide value for money waste and resource management solutions through economies of scale and shared services.

We ensure financial sustainability by charging adequate fees for service.

BEST PRACTICE AND INNOVATION

We actively seek out best practice in the industry and bring it back to our region.

We are agile and responsive to industry changes, innovation, and new technology.

We advocate for positive change throughout the entire waste management process.

COLLABORATION AND COMMUNITY

We are in touch with our Constituent Councils and community needs and provide value adding services.

We empower our communities with a strong education program targeting positive behaviour change.

GOAL AREAS

GOAL 1: BEST PRACTICE

We aim to establish our facilities as best practice community hubs for waste and resource management across the region with circular economy, waste diversion and local employment at the forefront. We will consider new and emerging technology that may benefit Constituent Councils and achieve common goals to increase diversion rates, reduce waste to landfill and reduce our ecological footprint, while balancing costs for service provision. We will advise and encourage our Constituent Councils to implement best practice systems and services, where appropriate.

GOAL 2: COLLABORATE

AHRWMA will maximise engagement and leadership across the region. We will coordinate and communicate with our Constituent Councils and beyond, to meet the needs of our stakeholders in all areas of waste and resource management.

GOAL 3: EMPOWERED COMMUNITY

AHRWMA will take a leading role in planning and implementing community engagement and education strategies across the region. This will reinforce effective behaviours relating to waste management and strengthen positive attitudes towards Constituent Council, state and federal waste management and resource recovery actions.

GOAL 4: GOOD GOVERNANCE

We will ensure good governance practices, including WHS, landfill management, strategic and financial management.


Community
Constituent Councils
Adelaide Hills COUNCIL
ALEXANDRINA
MOUNT BARKER DISTRICT COUNCIL
THE RURAL CITY OF MURRAY BRIDGE
AHRWMA
Adelaide Hills Region Waste Management Authority
Board
Strategic Plan
Audit and Risk Committee
The Charter
Administration
LG Act

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2026/27 **TARGET ACTIVITIES**

The proposed 2026/27 Annual Plan Delivery Schedule represents the next stage in AHRWMA's ongoing evolution under the 2024-2034 Strategic Plan. Collectively, the projects cover the four goal areas of the Strategic Plan and demonstrate the organisation's continued shift toward best practice operations, stronger regional collaboration, more effective community engagement, and disciplined governance.

Each activity directly links to one or more strategic objectives and continues to build AHRWMA's capability, resilience, and long-term sustainability.

The 2026/27 Schedule advances AHRWMA's strategic direction and vision in a structured and deliberate way, balancing delivery with ongoing investigation, asset stewardship, and risk management. The planned activities strengthen AHRWMA's operational foundation, extend key initiatives commenced in 2025/26, and prepare AHRWMA for future growth, industry transition and increasing expectations from regional and Constituent Councils.

A significant number of projects within the Schedule are a natural extension of foundational work undertaken in 2025/26—reflecting the momentum generated in the second year of the Strategic Plan and the consolidation of systems, processes and the strategic thinking and visioning introduced. The continued themes of circularity, waste diversion, organisational governance, safety and operational compliance show a clear progression from investigation and planning toward more mature and structured implementation efforts. For example, long-term asset planning, commercial waste intelligence, schools based education, and WHS program alignment all build directly on work commenced and ensure continuity and measurable advancement toward the wider 2034 vision.

2026/27 ANNUAL PLAN DELIVERY SCHEDULE

GOAL 1: BEST PRACTICE

	Activity	Overview	Strategy	Performance Indicator	Proposed Completion
1	**Undertake a detailed business case for the establishment of a regional resource recovery centre.**	A detailed business case is essential to clearly define the operational, financial and strategic merits of establishing a regional resource recovery centre. It will deliver the evidence needed for informed investment decisions and importantly determine the project's alignment with stakeholder expectations, regional demand, and long-term sustainability and viability.	1.1 Invest and implement	Delivery of a detailed business case to the Board and Constituent Councils.	Quarter 3
2	**Build our business intelligence to better understand the commercial waste stream and support targeted growth.**	A deeper understanding of commercially received tonnes is essential for identifying growth opportunities and strengthening long-term financial sustainability. Building this intelligence will enable more targeted engagement with commercial customers and ensures services remain competitive and responsive to market demand.	1.1 Invest and implement	Report presented to the Board on potential opportunities, investments required and implications on airspace.	Quarter 1
3	**Develop long-term site maintenance plans for the Resource Recovery Centres.**	The maintenance of assets (typically council owned) at the Resource Recovery Centres requires a more structured and rigorous assessment and maintenance regime. The dilapidation of assets reflects poorly on AHRWMA and Constituent Councils and addressing this is necessary to ensure the ongoing safety and welfare of customers and staff.	1.1 Invest and implement	Site maintenance plans developed in unison with the Adelaide Hills Council and Rural City of Murray Bridge for Heathfield Resource Recovery Centre and Brinkley Resource Recovery Centre respectively.	Quarter 2
4	**Implementation of landfill gas management infrastructure.**	Establishment of infrastructure to manage methane levels from the landfill is critical to satisfy EPA licensing requirements.	1.5 Prioritise projects that minimise carbon emissions and assist Constituent Councils to meet emissions reductions targets.	Installation of infrastructure and ongoing landfill gas management agreement.	Quarter 3

GOAL 2: COLLABORATE

	Activity	Overview	Strategy	Performance Indicator	Proposed Completion
5	**Board briefing and selection pack.**	Production of a concise pack that sets out required skills, role expectations, time commitments and consistent selection criteria for Board roles. It will equip Constituent Councils to run merit based appointments and support recruitment of two independent Board Members to ensure the most capable individuals are selected to drive delivery of the Strategic Plan and vision.	2.3 Implement projects that engage with Constituent Councils and within the waste and Local Government sectors.	Disseminate a Constituent Council and Board representation information and skills identification pack ahead of the 2026 Local Government elections.	Quarter 1
6	**Support Constituent Councils with the trial of alternate collection models.**	Several Constituent Councils are in the process of trailing and rolling out alternate collection models. AHRWMA will support these councils and utilise the information gathered to assist other councils.	2.4 Support Constituent Councils to utilise AHRWMA and the services we offer and collaborate regionally to achieve economies of scale.	Provision of resource and knowledge support to Constituent Councils requesting support.	Ongoing
7	**Regional partnership initiative.**	Continue proactive engagement with regional councils to position AHRWMA as a trusted partner in supporting best practice waste operations and logistics with a view to securing additional revenue streams. In the event no formal agreements eventuate, this work builds relationships, highlights capability, and strengthens future collaboration opportunities.	2.7 Pursue considered opportunities to expand the scope of input streams to the Brinkley Landfill and identify alternate revenue streams.	Response to public tender processes and preparation of a regional engagement brief and capability pack.	Ongoing Quarter 1

GOAL 3: **EMPOWERED COMMUNITY**

	Activity	Overview	Strategy	Performance Indicator	Proposed Completion
8	**Implement and undertake preliminary measure of new school-based offering.**	Implementation of school-wide education program to engage students, teachers and the broader school community to build long-term and more effective behavioural change.	3.2 Collaborate with stakeholders to implement education services across the region.	Engagement of at least 3 schools to participate in the new school-wide waste education program.	Quarter 2
9	**Construction and demolition waste recovery exploration.**	Rapid residential and commercial growth at locations such as Gifford Hill and across the Mount Barker region is driving an increase in construction and demolition (C&D) waste, presenting both environmental and operational challenges for councils. Investigating a more active role for AHRWMA in C&D recycling and disposal will identify opportunities to improve regional recovery rates, reduce landfill pressure, and strengthen future service offerings in high growth areas.	3.2 Collaborate with stakeholders to implement education services across the region.	Delivery to the Board of an options report assessing AHRWMA's potential role in C&D waste management – including market needs, service models, cost implications, infrastructure requirements and partnership opportunities.	Quarter 4

The continued themes of circularity, waste diversion, organisational governance, safety and operational compliance show a clear progression from investigation and planning toward more mature and structured implementation efforts.

GOAL 4: GOOD GOVERNANCE

	Activity	Overview	Strategy	Performance Indicator	Proposed Completion
10	**Deliver an approved risk management action plan.**	AHRWMA will implement the 2026 Risk Management Action Plan in accordance with performance standards for self-insurers to integrate risk management into governance, strategy, and operations. The plan will help strengthen organisational resilience, ensure compliance with legislative and regulatory obligations, and provide the Board with clear visibility and assurance over the management of strategic and operational risks.	4.1 Continue to implement and improve WHS and governance programs.	Full implementation of the 2026 calendar year Risk Management Action Plan and commencement of the 2027 calendar year Risk Management Action Plan.	Quarter 2 Quarter 4
11	**WHS program alignment and future direction review.**	With base self insurer requirements underway and AHRWMA's WHS management system transitioning from One-System to LG Safe, it is timely to reposition risk management within AHRWMA operations to strengthen workplace safety outcomes and to ensure the program supports the maturity and capability required for our evolving operations.	4.1 Continue to implement and improve WHS and governance programs.	Complete a comprehensive WHS program review – assessing current practices, identifying operational gaps, and developing a 3-5 year WHS roadmap that prioritises proactive risk management, practical tools, and improved operational alignment.	Quarter 1
12	**Asbestos disposal infrastructure assessment.**	The safe management of asbestos waste is a growing operational, regulatory and fiscal challenge. Establishing an asbestos pit at Brinkley may provide a more reliable, compliant and cost effective disposal pathway for the region. A structured investigation will assess feasibility, environmental and licensing needs, and AHRWMA's ability to provide a more reliable long-term service for regional and Constituent Councils.	4.2 Operate a compliant and well-planned landfill.	Development of a feasibility report and onsite implementation if deemed viable.	Quarter 4
13	**Asbestos register validation and risk assurance review.**	While AHRWMA maintains a compliant asbestos register, a structured review is required to verify the accuracy, completeness and contemporary relevance of all documented assets to ensure the highest level of staff safety. This targeted project will strengthen hazard identification, improve risk control confidence, and ensure our safety systems remain robust as operations evolve.	4.1 Continue to implement and improve WHS and governance programs.	Complete a validated asbestos risk assurance report – including site checks, register verification, updated risk ratings and recommended control improvements – to strengthen staff safety and ensure ongoing compliance with asbestos management obligations.	Quarter 4

	Activity	Overview	Strategy	Performance Indicator	Proposed Completion
14	**Asset management plan enhancement project.**	Existing Asset Management Plan provides a solid and responsible foundation for long-term asset stewardship, ensuring decisions to date have been financially sound and operationally prudent. Building on this strength, a deeper assessment is proposed to incorporate more sophisticated lifecycle forecasting, risk modelling and renewal planning to guide sustainable investment over the next decade.	4.3 Ensure sound financial management.	Present to the Board, an enhanced Asset Management Plan incorporating detailed asset condition analysis, improved lifecycle and cost to serve modelling, and refined renewal and upgrade priorities, ensuring stronger financial forecasting and more informed long-term decision-making.	Quarter 2
15	**Commence trial of phytocap.**	Cell capping is required to control environmental risk, support landfill closure obligations and inform future capping of additional landfill cells. With the base assessment complete, undertaking required earthworks is the next step.	4.2 Operate a compliant and well-planned landfill.	Undertake construction of earthworks required to establish a phytocap trial plot on Cell 6A.	Quarter 3
16	**Continuation of Cell 10 planning.**	With the location and design of Cell 10 now confirmed, a detailed assessment of the most cost effective construction model is required to inform the long-term financial plan and asset renewal program. This analysis will ensure capital investment decisions are financially responsible, strategically aligned and support sustainable long-term operations.	4.2 Operate a compliant and well-planned landfill.	Develop a comparative evaluation report outlining the preferred, most cost effective construction model for Cell 10 - complete with capital cost estimates, lifecycle implications, proposed build schedule, and integration requirements for inclusion in the long-term financial plan and asset renewal program.	Quarter 2
17	**Investigate and implement value-add sustainability measures associated with the new Administration Centre.**	Investigate options to position AHRWMA new Administration Centre as a living example of sustainability through measures such as renewable energy and storage, EV Charging, water capture and reuse and native gardens.	4.2 Operate a compliant and well-planned landfill.	Implementation of at least two sustainability focused measures.	Quarter 4
18	**Undertake internal audit to address key risks and strengthen controls.**	Internal audits not only address key control gaps but also help improve processes, ensure compliance, assess risk management effectiveness, and support informed decisions. They further enhance transparency, accountability, and the organisation's integrity.	4.3 Ensure sound financial management.	Present to the Board report on outcome of internal audit.	Quarter 4
19	**Develop a proposal for alternate Resource Recovery Centre financial model.**	An opportunity exists to modernise the financial models upon which the Resource Recovery Centres are based on, to incentivise improved performance.	4.3 Ensure sound financial management.	Delivery of a proposed financial model to the Board, and Constituent Councils.	Quarter 2
20	**Fleet replacement.**	Undertake fleet replacement as set out in the Asset Management Plan, to ensure fit for purpose plant for required activities.	4.2 Operate a compliant and well-planned landfill.	Replace all plant as outlined in Asset Management Plan.	Quarter 4

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KEY FINANCIAL INDICATORS

Key financial indicators enable an assessment of AHRWMA's long-term financial performance and guide the Authority on a path to deliver long-term sustainability.

The key financial indicators support a positive forward outlook and adherence over the longer-term to AHRWMA's financial sustainability. AHRWMA has set targets for its key financial indicators to guide revenue and expenditure decisions, overall budget strategies and future decision making. Where changes result in a variance from these targets they will be considered and reported to the Board.

Financial Indicator	Adopted Target	2026/27 Budget	Long-term Average
Operating Surplus Ratio	2% to 6%	2%	5%
Net Financial Liabilities Ratio	<55%	26%	6%
Asset Renewal Funding Ratio	90 to 110%	108%	102%

FINANCIAL INDICATOR 1:
OPERATING SURPLUS RATIO

The operating surplus ratio for the budget is 2% and is forecast to grow over the next 10 years, averaging out at 5%. This indicates growing capacity to fund day-to-day operating costs from operating revenues and deliver operating surpluses that can be directed towards renewing assets, building remediation reserves and assisting in delivering strategic goals. The operating surplus ratio for the budget is within the adopted target and remains strong over the LTFP.

FINANCIAL INDICATOR 2:
NET FINANCIAL LIABILITIES RATIO

The net financial liabilities ratio for the budget sits strongly at 26%. The forecast ratio, averaging 6% over the next 10 years, is a positive indicator of the organisation's balance sheet resilience and overall financial sustainability. The declining ratio reflects improved liquidity and a growing buffer of financial assets relative to liabilities, which supports the progressive accumulation of remediation reserves and enhances the ability to absorb financial shocks and manage risk. Importantly, this position preserves future borrowing capacity and provides flexibility to prudently utilise debt when required to fund major capital investments, respond to emerging priorities, and support the delivery of agreed strategic and long-term infrastructure objectives without placing undue pressure on operating budgets.

FINANCIAL INDICATOR 3:
ASSET RENEWAL FUNDING RATIO

The asset renewal funding ratio indicates whether AHRWMA is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. The budget reflects an asset renewal funding ratio of 108%. The recent operational review of asset useful lives and residual values has influenced future asset renewal funding projections. Despite these changes, the long-term average remains within the approved target, demonstrating that funding levels are sufficient to maintain asset sustainability. The asset renewal funding ratio indicates that AHRWMA is reasonably optimising the timing of capital outlays on the replacement of assets.

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2026/27 **BUDGET**

KEY BUDGETARY ASSUMPTIONS

The budget has been prepared to meet the service delivery expectations of our Constituent Councils and the community. Additionally, it allocates resources necessary to implement the proposed Annual Plan Delivery Schedule 2026/27, along with the myriad of smaller activities and day-to-day operations.
A CPI of 3.3% applies to relevant income and expenses and the budget projects a net surplus of $247K.

REVENUE

Waste tonnage projections are derived from current-year actuals and historical growth trends, with Constituent Council tonnes factoring in anticipated population growth and any changes to kerbside models. Efforts to build relationships with non-member councils have resulted in an increase in waste tonnes from this sector. Modelling of commercial waste tonnes remains conservative, until further investigative work is undertaken in this space.

The landfill gate rate has been adjusted in line with CPI (3.3%), with an assumption on the solid waste levy increase, in line with past two years, being made - metropolitan increase of $5.00 to $171/tonne and non-metropolitan by $2.50 to $85.50/tonne.

EXPENDITURE

Wage increases for employees are generally consistent with enterprise bargaining agreements for Rural City of Murray Bridge (AWU) and Mount Barker District Council (ASU). Since both agreements are in negotiations, wage increases have been projected at 2.5% per year. The current Circular Economy Officer position has been evaluated and updated to better support the strategic plan and workforce growth, resulting in the new role of Coordinator Strategic Delivery. Additionally, a Waste Operations Officer (1 FTE) has joined the team to assist with Mount Barker District Council's (MBDC) waste management, with funding provided by MBDC to cover this position.

In 2020/21 a contribution from Constituent Councils, based on their equity percentage, was introduced so that strategic services are not funded via the landfill rate per tonne. To deliver the 2034 Strategic Plan, the business must be appropriately resourced and funded. The strategic contribution will facilitate the development of a comprehensive business case for the Brinkley Resource Recovery Centre, support targeted behaviour change initiatives, and enable the appointment of new independent Board and Audit and Risk members to guide the implementation of the Strategic Plan. Additionally, a portion of this contribution will provide co-funding in relation to the grant received from GISA for the next phase of advancing the proposed regional resource recovery centre at Brinkley.

CAPITAL

The following capital expenditure is planned for 2026/27.

Item	Renewal	New
Buildings	100,000	-
Vehicle	173,250	-
IT	5,750	-
Hook-lift truck	493,977	-
Hook-lift bins	42,175	-
General Plant	-	15,000

A review and subsequent update of the estimated useful lives and residual values of major assets has been undertaken by the operations team. This ongoing process ensures the AHRWMA's resources are used efficiently and is guided by the introduction of detailed repair and maintenance programs for key equipment. The budget considers planned capital expenditure, including a refresh of the boardroom exterior to match the new administration building and the relocation of the site office to the weighbridge for improved site functionality.

Vehicle renewal funding will focus on replacing operations passenger vehicles as planned. In the IT space, two laptops are scheduled for replacement in line with standard hardware cycling. Market analysis also indicates that the cost to replace a hooklift truck will increase by roughly $14,000. Acquisition of two new hooklift bins will proceed as planned. Additionally, $15,000 is allocated for a new caged tipper trailer to improve the movement of recyclables between sites, supporting enhanced operational efficiency.

UNIFORM PRESENTATION OF FINANCES

	2026/27 $000
OPERATING ACTIVITIES	
Operating Revenues	11,807
less Operating Expenses	(11,560)
Operating Surplus/ (Deficit)	**247**
CAPITAL ACTIVITIES	
Net Outlays on Existing Assets	
Capital Expense on Renewal/ Replacement of Existing Assets	(815)
less Depreciation, Amortisation and Impairment	1,318
less Proceeds from Sale of Replaced Assets	110
Net Outlays on Existing Assets	**613**
Net Outlay on New and Upgraded Assets	
Capital Expenditure on New and Upgraded Assets	(15)
Net Outlays on New and Upgraded Assets	**(15)**
Net Lending/ (Borrowing) for Financial Year	**(351)**
Financing transactions associated with the above net overall deficit, or applying the overall net funding surplus are as follows:	
(Increase)/Decrease in Cash and Investments	(741)
Net Balance Sheet funding (debtors & creditors etc)	1,150
Financing Transactions	**351**

STATEMENT OF COMPREHENSIVE INCOME

	2026/27 $000
INCOME	
User charges	7,771
Investment income	47
Other income	3,989
Total Income	**11,807**
EXPENSES	
Employee costs	3,045
Materials, contracts & other expenses	7,176
Depreciation, amortisation & impairments	1,318
Finance costs	21
Total Expenses	**11,560**
Operating Surplus/(Deficit)	**247**
Asset disposal & fair value adjustments	-
Net Surplus/(Deficit)	**247**

ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY
2026/27 Budget

STATEMENT OF FINANCIAL POSITION

	2026/27 $000
ASSETS	
Current Assets	
Cash & Cash Equivalents	2,122
Trade & Other Receivables	544
Inventories	15
Total Current Assets	**2,681**
Non-current Assets	
Infrastructure, Property, Plant & Equipment	7,981
Total Non-Current Assets	**7,981**
Total Assets	**10,662**
LIABILITIES	
Current Liabilities	
Trade and Other Payables	922
Short Term Borrowings	37
Short Term Provisions	313
Total Current Liabilities	**1,272**
Non-Current Liabilities	
Long Term Borrowings	538
Long Term Provisions	3,969
Total Non-Current Liabilities	**4,507**
Total Liabilities	**5,779**
Net Assets	**4,883**
EQUITY	
Accumulated Surplus	4,883
Total Equity	**4,883**

STATEMENT OF CHANGES IN EQUITY

	2026/27 $000
ACCUMULATED SURPLUS	
Balance at beginning of period	4,636
Change in financial position resulting from operations	247
Total Equity at End of Reporting Period	**4,883**

STATEMENT OF CASH FLOWS

	2026/27 $000
CASH FLOWS FROM OPERATING ACTIVITIES	
Receipts	11,807
Payments	(10,212)
Net Cash provided by (or used in) Operating Activities	**1,594**
CASH FLOWS FROM INVESTMENT ACTIVITIES	
Receipts	
Sale of replaced assets	110
Payments	
Expenditure on renewal/replacement of assets	(815)
Expenditure on new/upgraded assets	(15)
Capping payments	(75)
Net Cash provided by (or used in) Investing Activities	**(795)**
CASH FLOWS FROM FINANCING ACTIVITIES	
Receipts	
Proceeds from Borrowings	-
Payments	
Repayment of Lease Liabilities	(58)
Net Cash provided by (or used in) Financing Activities	**(58)**
Net Increase (Decrease) in Cash Held	**741**
Cash & cash equivalents at beginning of period	1,380
Cash & cash equivalents at end of period	**2,122**

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Brinkley Resource Recovery Centre
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