



AHRWMA

ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY

2022-23

ANNUAL BUSINESS PLAN & BUDGET



A landscape photograph showing a rural scene. In the foreground, there is a weathered wooden fence post and a wire fence running across the frame. The ground is covered in dry, yellowish-brown grass. In the background, a wide valley stretches out, featuring a mix of green trees and brown, open fields. A small cluster of buildings is visible in the distance. The sky is a clear, bright blue.

Sustainable Waste Management Through Shared Services

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ABOUT AHRWMA

The Adelaide Hills Region Waste Management Authority (the Authority) is a Local Government Regional Subsidiary established by its Constituent Councils – the Adelaide Hills Council, The Alexandrina Council, The Mount Barker District Council and The Rural City of Murray Bridge.

Waste management and recycling services for local ratepayers, residents and visitors is a key Local Government function. The Constituent Councils resolved to work together through the Authority to coordinate waste management and recycling within the region.

The Authority undertakes landfill operations, resource recovery facility management, hooklift truck transport services and mobile concrete crushing for the benefit of its Constituent Councils. The Authority provides an avenue for Constituent Councils to be represented in relevant forums and provides technical waste and resource management advice to Constituent Councils when required.

The Authority continues to focus on evaluating waste and recycling services throughout the region to determine where it can add value to Constituent Councils by applying a resource sharing model.



INTRODUCTION AND BACKGROUND

Welcome to the Authority's Annual Business Plan and Budget for the 2022/23 financial year. In accordance with the requirements set out in the Local Government Act, this business plan outlines the performance targets that the Authority aims to pursue, performance measures and an associated budget.

THE CHARTER

The process of preparing and adopting the Annual Business Plan and Budget meets the requirements included within the Authority's Charter and the Local Government Act. The Authority's Charter includes the following sections regarding the budget;

- **Section 4** the Authority is required to adopt the annual budget after 31 May and provide a copy to the CEO of Constituent Councils within 5 days after adoption.
- **Section 4.2.1** The Board will determine annually and will include within the budget submitted to the Constituent Councils for approval the funds required to enable the Authority to operate and to fulfil its objects and purposes.
- **Section 5.2.2** the Authority is to consult with Constituent Councils to review its business plan annually.

Section 24 (5) (6) of the Local Government Act specifies that the Business Plan is to be developed following consultation with Constituent Councils and is to include;

- Performance targets
- Statement of financial and resources
- Performance measures

The Authority has undertaken a review of its Charter, which has been adopted by Constituent Councils and is in the process of being implemented. The revised Charter includes the following clauses in relation to the annual budget and business plan;



SECTION 4.2 BUSINESS PLAN

The Authority:

- 4.2.1** must in consultation with the Constituent Councils prepare and adopt an annual business plan linking the core business activities of the Authority to strategic, operational and organisational requirements with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period;
- 4.2.2** must before 31 March of each year submit a draft business plan and draft budget to the Constituent Councils for the ensuing financial year in accordance with the Act and obtain approval of the draft budget by an absolute majority of the Constituent Councils;
- 4.2.2.1** following approval of the draft business plan by the Constituent Councils, after 31 May and before 30 June each year, the Authority must adopt the draft business plan as the business plan for the ensuing financial year;
- 4.2.2.2** may, after consultation with the Constituent Councils, amend its business plan at any time; and
- 4.2.2.3** must ensure the contents of the business plan are in accordance with the Act.

SECTION 5.2 ANNUAL BUDGET

- 5.2.1** The Board will determine annually, and will include within the draft budget submitted to the Constituent Councils for approval, the funds required to enable the Authority to operate and to fulfil its purpose and undertake its functions.
- 5.2.2** The Authority must before 31 March of each year prepare and submit a draft budget (including proposed fees and financial contributions) to the Constituent Councils for the ensuing financial year in accordance with the Act and obtain approval of the draft budget by an absolute majority of the Constituent Councils.
- 5.2.3** Following approval of the draft budget by the Constituent Councils, after 31 May and before 30 June each year, the Authority must adopt the draft budget as the budget for the ensuing financial year in accordance with the Act.
- 5.2.4** The Authority may in a financial year, after consultation with the Constituent Councils, incur spending before adoption of its budget for the year, but the spending must be provided for in the appropriate budget for the year.
- 5.2.5** The Authority must each financial year provide a copy of its budget to the Constituent Councils within five (5) business days after adoption by the Authority.
- 5.2.6** Reports summarising the financial position and performance of the Authority against the budget shall be prepared and presented to the Board at each ordinary meeting of the Board and copies provided to the Constituent Councils.
- 5.2.7** The Authority must reconsider its budget in accordance with the Act in a manner consistent with the Act and may with the approval of the Constituent Councils amend its budget for a financial year at any time before the financial year ends.



SECTION 5.3 FINANCIAL CONTRIBUTIONS

- 5.3.1** The Authority may include in the budget submitted to the Constituent Councils for approval financial contributions to be paid by the Constituent Councils.
- 5.3.2** The Authority may during any financial year for purposes of genuine emergency, extraordinary circumstances or hardship determine that additional financial contributions are required by the Authority for the continuing functioning of the Authority and request these funds from the Constituent Councils.
- 5.3.3** Any additional financial contributions to be paid by the Constituent Councils will be submitted to the Constituent Councils for approval.

It is likely that the revised Charter will come into effect late 2021/22 and therefore the 22/23 budget and business planning process and approvals aim to meet the requirements set out in both Charters.

BUDGET ASSUMPTIONS

The Authority aims to achieve economies of scale and provide cost effective waste and resource recovery services for Constituent Councils. Fees for landfilling services for 2022/23 are proposed to increase by CPI of 3.3%, as per Government of South Australia – Department of Treasury and Finance December 2021 quarter.

In addition to this increase the Authority's budget also includes the recovery of the Solid Waste Disposal Levy on behalf of State Government, which is paid on every tonne of waste disposed to landfill. At the time of preparing the budget we have predicted a levy increase of 3.3%. This levy will be subject to change in accordance with State Budget announcements.



OUR VISION, MISSION AND OBJECTIVES

THE VISION

“Sustainable Waste Management through Shared Services for the communities of Adelaide Hills, Alexandrina, Mt Barker and Murray Bridge”

THE MISSION

- To meet the Zero Waste SA Resource Recovery Targets across the region where economically and environmentally justified.
- To continue to develop and manage The Authority’s landfill as an EPA compliant model regional landfill that provides the most cost-effective disposal option for Constituent Councils and commercial customers.
- To educate the regional community on responsible waste choices that enhance and maintain their environment.

THE OBJECTIVES

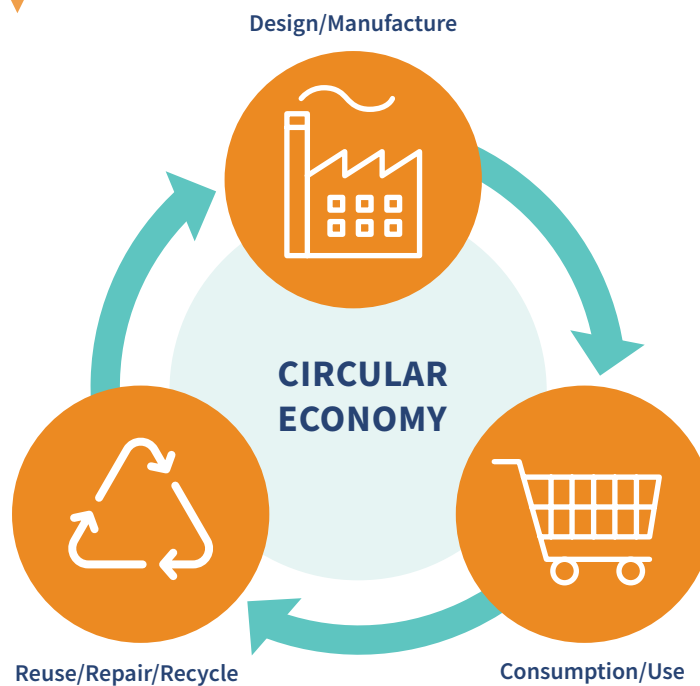
The Authority’s vision and mission will be achieved through five key objectives:

1. To take a leadership role in resource recovery and community education.
2. Responsibly develop and manage the Authority’s landfill to be a model regional landfill meeting all legislative requirements and operating benchmarks.
3. Financial sustainability in waste services for Constituent Councils by pursuing a shared services model.
4. Advocate, research and promote best practice waste management and actively represent Constituent Councils in all forums.
5. A fully compliant regional subsidiary that meets the highest standards in governance, financial and human resource management.

WASTE HIERARCHY



The principles of the waste hierarchy and circular economy are key drivers for the Authority. We will embrace these principles within our operations wherever we can.



GOVERNANCE

The Authority and our Constituent Councils have finalised a significant review of our Charter which will see a change in the composition of the Authority's Board.

The Authority's current Board consists of eight (8) Constituent Council representatives, including one Elected Member and one Council staff member from each Constituent Council. The Chair appointed by the board must be a Board Member and an Elected Member. The Authority also has an Audit Committee, consisting of an Independent Chair and two Board Members.

With the introduction of the revised Charter the Authority's Board will be comprised of five (5) members appointed as follows:

- One (1) person (who may be an Elected Member, an employee or an Independent Member) appointed by each Constituent Council with skills and/or knowledge in any of the following:
 - a. financial management
 - b. legal / corporate governance
 - c. marketing and promotion
 - d. waste management
 - e. business management

The 2022/23 financial year will see the new Charter and Board structure implemented.

- One (1) person appointed jointly by absolute majority of the Constituent Councils, with relevant professional expertise, who is not a member or officer of a Constituent Council to be the chairperson of the Board.

The Authority will continue to maintain an Audit Committee in accordance with Schedule 2 of the Local Government Act.

At the time of preparing the Annual Business Plan and Budget the Board and Independent Chair recruitment process is underway. It is anticipated that the new Board will be implemented prior to the commencement of the 22/23 financial year.



PERFORMANCE TARGETS AND OBJECTIVES

IN 2022/23 THE AUTHORITY WILL:

1. Embrace the waste hierarchy and circular economy principles. The Authority will aim to assist and positively influence the recycling markets as much as possible via its operations and services.
2. Represent Constituent Councils in the Waste and Resource Recovery sector.
3. Induct the newly appointed Board and independent Chair.
4. Finalise the 10-year Strategic Plan.
5. Consider landfill gas management at the Brinkley Landfill site.
6. Implement staged capping and closure of Brinkley Landfill cells in accordance with capping and closure plan.
7. Continue to manage the Brinkley Landfill site and cell construction to maintain adequate airspace for waste disposal needs.
8. Manage the Brinkley Landfill as a compliant facility.
9. Establish the landfill to be a model and leading-edge regional facility. Utilise the landfill and Resource Recovery Centres as educational tools where possible.
10. Continue to establish itself as an expert in the field of waste and resource management and act as an information source for Constituent Councils and their communities.
11. Continue to implement media and advertising programs aiming to increase education across the region.
12. Continue to explore options to coordinate Constituent Council waste services where cost savings can be identified and progressively implement approved shared services across Constituent Councils.
13. Hold quarterly meetings with key senior staff from each of the Constituent Councils to consider Council priorities.
14. Continue to operate the Resource Recovery Centres efficiently, with a focus on resource recovery, waste hierarchy and cost effectiveness.
15. Continue to review and update WHS policies and systems.
16. Work with the LGA Mutual Liability Scheme to ensure the Authority is meeting requirements.
17. Implement the Waste and Resource Management Plan and action the initiatives identified within this plan.
18. Create a Waste and Resource Recovery Officer Position within the Authority – providing Strategic Support for Constituent Councils.

KEY FINANCIAL INDICATORS

Key financial indicators enable an assessment of the Authority's long-term financial performance and position and will place the Authority on a path to deliver long term sustainability of operations.

The key financial indicators support a positive forward outlook and adherence over the longer term to the Authority's financial sustainability. The Authority 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.

Indicator	Short Term Target	Long Term Target (Average over 10 year LTFP)
Operating Surplus Ratio Indicator	>0%	2%
Net Financial Liabilities Ratio	70%	55%
Interest Cover Ratio	1.5%	1%
Asset Renewal Funding Ratio	100%	100%

INDICATOR 1: OPERATING SURPLUS RATIO INDICATOR

A positive ratio indicates the percentage of total revenue available (from commercial customers and Constituent Councils) to help fund proposed capital expenditure. If the relevant amount is not required for this purpose in a particular year, it can be held for future capital expenditure needs by either increasing financial assets or preferably, where possible, reducing debt in the meantime.

A negative ratio indicates the percentage increase in total revenue (or additional financial input from Constituent Councils) would be required to achieve a break-even operating result.

If the Authority consistently achieves operating surpluses and estimates that it can do so in future, having regard to asset management and Constituent Council service level needs, then it is financially sustainable. Favourable trend results measured against the other financial indicators described below will assist, but not in themselves ensure, that the Authority operates sustainably.

The Authority's operating surplus ratio for the 2022/23 budget is 1% and the operating surplus ratio averages 5% over the 10-year financial plan period.





INDICATOR 2: NET FINANCIAL LIABILITIES RATIO

This ratio indicates the extent to which net financial liabilities of the Authority can be met by its operating revenue.

Where the ratio is falling over time it indicates that the Authority's capacity to meet its financial obligations from operating revenue is strengthening.

An increase in the net financial liabilities ratio will sometimes mean that the Authority is incurring higher net operating costs (e.g. as a result of additional maintenance and depreciation costs associated with acquiring new assets). This will detract from the Authority's overall operating result.

Nevertheless, if the Authority has a healthy operating surplus it could quite appropriately decide to allow its net financial liabilities ratio to increase in order to provide additional services to its community and Constituent Councils through acquisition of additional assets without detracting from its financial sustainability.

The Authority's net financial liabilities ratio for the 2022/23 budget is 29% and averages 7% over the 10-year financial plan period. This ratio falls over time which indicates the Authority is meeting financial obligation from operating revenue.

INDICATOR 3: INTEREST COVER RATIO

This ratio indicates the extent to which the Authority's operating revenues are committed to interest expenses.

The Authority's interest cover ratio for 2022/23 is 0.2% and remains steady until loans are paid out.

Targets have been set at 1.5% in the short term and 1% longer term.

INDICATOR 4: ASSET RENEWAL FUNDING RATIO

This ratio indicates whether the Authority is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out.

The ratio is calculated by measuring capital expenditure on renewal or replacement of assets relative to the expenditure estimates as set out in the Asset Management Plan.

The Authority asset renewal funding ratio for 2022/23 is 45% and averages a ratio of 110% over the long term. The short term target of 100% is not met for 2022/23 as an asset is not being replaced due to the asset no longer being used.

ACTIONS SUMMARY TABLE

TARGETS AND MEASURES

Action	Rationale	Target Date	Responsibility	Measurable outcomes
1 Embrace the waste hierarchy and circular economy principles - the Authority will aim to assist and positively influence the recycling markets as much as possible via its operations and services.	The Waste Hierarchy and Circular Economy principles focus on reducing consumption, increasing recycling and reducing waste to landfill, which directly aligns with The Authority and its Constituent Councils objectives. The Authority has some ability to influence markets and will ensure these principles are considered within our operations and services.	Ongoing	EO, Ops Manager, W&RRO	Authority activities, operations and projects align with waste hierarchy and circular economy.
2 Represent Constituent Councils in the waste and resource recovery sector.	The Authority is to establish itself as a credible Regional Waste Authority reflecting the views of its Constituent Councils in all forums.	Ongoing	EO, W&RRO	Provide responses on behalf of Constituent Councils to State, Federal and other communications regarding legislation/policy changes etc. Attend WMRR meetings and actively participate in State and Federal waste/resource recovery LGA/State/Federal/industry groups.
3 Induct the newly appointed Board and independent Chair.	The newly appointed Board and Independent Chair will be inducted.	July 2022	EO	New Board inducted.
4 Finalise the 10-year Strategic Plan.	The Authority's 10 Year Strategic Plan will be finalised with the newly established Board.	September 2022	EO, Board	Final plan adopted and implemented.
5 Consider landfill gas management at the Brinkley Landfill site.	The Authority will finalise a LFG feasibility study and consider landfill gas requirements for the site.	September 2022	Ops Manager, EO	Final Draft 10 year Strategic Plan presented to Constituent Councils for approval.

Action	Rationale	Target Date	Responsibility	Measurable outcomes
6 Implement staged capping and closure of Brinkley landfill cells in accordance with capping and closure plan.	Completing this action ensures a compliant and best practice landfill.	Ongoing	Ops Manager, EO	Capping completed in accordance with plan.
7 Continue to manage the Brinkley Landfill site and cell construction to maintain adequate airspace for waste disposal needs.	The Authority will continue to consider construction stages to ensure the landfill is developed in a financially responsible manner.	Ongoing	EO, Ops Manager	Ongoing review and assessment completed.
8 Manage the Brinkley Landfill as a compliant facility.	The Brinkley Landfill meets EPA compliance requirements.	Ongoing	EO, Ops Manager	All EPA compliance requirements are met.
9 Establish the landfill to be a model and leading-edge regional facility. Utilise the landfill and transfer stations as educational tools where possible.	The Authority aims to take a leadership role in resource recovery and community education and will utilise its sites for educational purposes where possible.	Ongoing	EO, W&RRO	Site used for educational purposes (tours/presentations/photos and articles).
10 Continue to establish itself as an expert in the field of waste and resource management and act as an information source for Constituent Councils and their communities.	The Authority will ensure it is well informed and monitor trends and policies in Local Government waste management. The Authority will provide advice on waste matters to its Constituent Councils and establish itself as an information source for Constituent Council communities.	Ongoing	EO, W&RRO	Information provided to Constituent Councils and communities on an ongoing basis.

Action	Rationale	Target Date	Responsibility	Measurable outcomes
11 Continue to implement media and advertising programs aiming to increase education across the region.	The Authority will continue to establish itself as a leader in the waste and resource recovery industry and will increase its presence within the sector and community.	Ongoing	EO, W&RRO	Manage an updated website and increase social media presence.
12 Continue to explore options to coordinate Constituent Council waste services where cost savings can be identified and progressively implement approved shared services across Constituent Councils.	The Authority will continue to assess opportunities for collaboration across the Constituent Councils and will address this within its Waste and Resource Management Plan and 10 Year Strategic Plan.	Ongoing	EO, W&RRO, Ops Manager, Constituent Council senior staff	W&RRO is established. Shared services implemented, where there is benefit to Constituent Councils.
13 Hold quarterly meetings with key senior staff from each of the Constituent Councils to consider Council priorities.	The W&RRO and EO will hold quarterly meetings with key senior staff from Constituent Councils to ensure adequate communication and consider Councils priorities.	Ongoing	EO, W&RRO, Ops Manager	A minimum of four meetings held.
14 Continue to operate the Resource Recovery Centres efficiently, with a focus on resource recovery, waste hierarchy and cost effectiveness.	The Authority operates the Brinkley and Heathfield Resource Recovery Centres and will continue to manage these facilities and in economic and environmentally sustainable manner.	Ongoing	EO, Ops Manager, W&RRO	Continue to divert waste from landfill where possible. Maintain the net result where possible and work towards a break-even position.

Action	Rationale	Target Date	Responsibility	Measurable outcomes
15 Continue to review and update WHS policies and systems.	The Authority aims to be a compliant Regional Subsidiary that meets the highest standards in governance, financial and human resource management. Reviewing WHS, policies and systems will ensure the Authority meets this aim.	Ongoing	EO, WHS Officer	WHS and policies reviewed.
16 Work with the LGA Mutual Liability Scheme to ensure the Authority is meeting requirements.	The Authority is insured via the LGA Mutual Liability Scheme. The Authority will work with the scheme to ensure we are meeting scheme requirements and undertaking assessments etc. that are encouraged via the scheme.	Ongoing	EO, WHS Officer, Ops Manager	Meeting held with scheme reps and programs implemented where required.
17 Implement the Waste and Resource Management Plan and action the initiatives identified within this plan.	The Authority drafted a Waste and Resource Recovery Plan in 21/22 and will address the actions within this plan.	June 2023	EO, Ops Manager, W&RRO	Waste and Resource Recovery Plan implemented.
18 Create a Waste and Resource Recovery Officer Position within the Authority – providing Strategic Support for Constituent Councils.	In 2021/22 the shared position of SRRC was discontinued. In accordance with an initiative identified within the Waste and Resource Recovery Plan it is proposed to implement a position of Waste and Resource Recovery Officer working within the Authority.	July 2022	EO, Finance & Business Manager	Waste and Resource Recovery Officer Position implemented.

2022/2023 BUDGET

KEY BUDGETARY ASSUMPTIONS

1. Indexation estimated at 3.3 % for 2022/23 as per Government of South Australia – Department of Treasury and Finance December 2021 QTR.
2. Gate rate (landfill fee) increased by 3.3%.
3. Interest rate on short term borrowings estimated at 2.3% for 2022/23.
4. Employee costs increase in line with current EB's and increase as per SA wage price index thereafter.
5. Superannuation increase annually as per current legislation.
6. An estimate of 3.3% has been used for the increase in the solid waste disposal levy. This is an estimate only and will be adjusted in line with State Government budget announcements.
7. The position of Strategic Resource Recovery Coordinator (SRRC) across Adelaide Hills, Mount Barker and Murray Bridge Councils has been discontinued, at Council direction.
8. A Waste and Resource Recovery Officer is proposed to be employed by the Authority. One day is proposed to be charged to RCMB for management of enquiries that RCMB do not have resourcing to undertake.
9. An Admin Support Officer is proposed for 3 days per week (18 hours a week).
10. A shared \$30,000 education budget, 100% directly charged to Councils (if and when it is used).
11. Resource Recovery Centre Operations (RRC) for AHC and RCMB – 100% directly charged to those Councils cost neutral to the Authority.



2022/2023 CAPITAL



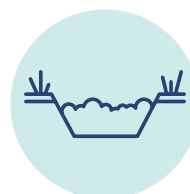
Vehicles change over
\$50,000



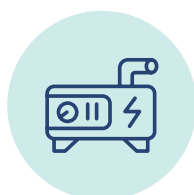
IT renewal
\$7,500



Skidsteer renewal
\$45,000



Cell expansion
\$700,000



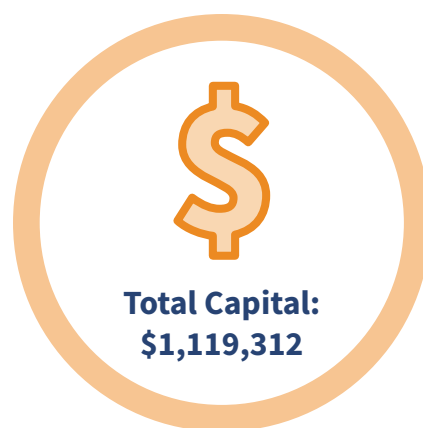
General Plant renewal
(generator, air compressor,
trailer with fuel tank)
\$19,626



Hooktruck bins
replenishment and
replacement (2 bins)
\$47,186



Site office/building
expansion
\$250,000



SERVICES

The 2022/23 Budget is based on the following fees from Constituent Councils for service provisions.

	Constituent Council Waste Disposal	Solid Waste Disposal Levy (collected on behalf of State Government)**	Resource Recovery Centre operation	Regional Education Budget	Waste Management Support	Strategic Management Contribution
RCMB	\$237,979*	\$440,934	\$34,000	\$10,000	\$15,000	\$22,000
AHC	\$376,538*	\$1,136,317**	\$50,000	\$10,000	N/A	\$46,750
MBDC	\$413,278	\$765,731	N/A	\$10,000	N/A	\$44,625
Alexandrina	\$98,143	\$181,842	N/A	N/A	N/A	\$11,625
Total	\$1,125,938	\$2,524,824		\$30,000	\$15,000	\$125,000

* Includes RRC waste disposal fees, which the Councils do not pay directly. The AHRWMA pays for RRC waste disposal expenses and recovers costs from RRC user fees and the RRC Council contribution.

**The Adelaide Hills Council includes the non-metro and metro waste disposal levy and therefore their levy contribution is higher than the other non-metro Constituent Councils.

Constituent Councils also have access to the following services on an at cost basis;

- Concrete crushing service
- Hooklift truck transport services
- Green organics services (Eg. Free greens at the Adelaide Hills Council). Specific pricing for Constituent Councils is available on a job by job basis.

UNIFORM PRESENTATION OF FINANCES

	2022/23 \$000
OPERATING ACTIVITIES	
Operating Revenues	8,206
less Operating Expenses	(8,094)
Operating Surplus/(Deficit)	112
CAPITAL ACTIVITIES	
Net Outlays on Existing Assets	
Capital Expense on renewal and replacement of Existing Assets	(169)
less Depreciation, Amortisation and Impairment	708
less Proceeds from Sale of Replaced Assets	20
Net Outlays on Existing Assets	559
Net Outlay on New and Upgraded Assets	
Capital Expenditure on New and Upgraded Assets	(950)
less Amounts received specifically for New and Upgraded Assets	-
less Proceeds from Sale of Surplus Assets	-
Net Outlays on New and Upgraded Assets	(950)
Net Lending/(Borrowing) for Financial Year	503
Financing transactions associated with the above net overall deficit, or applying the overall net funding surplus are as follows:	
New Borrowings	-
Repayment of Principal	-
(Increase)/Decrease in Cash and Investments	(13)
Net Balance Sheet funding (debtors & creditors etc)	(490)
Financing Transactions	(503)

STATEMENT OF COMPREHENSIVE INCOME

	2022/23 \$000
INCOME	
User Charges	5,641
Grants, subsidies and contributions	15
Other Income	2,550
Total Income	8,206
EXPENSES	
Employee Costs	1,993
Materials, contracts & other expenses	5,378
Depreciation, amortisation & impairments	708
Finance Costs	15
Total Expenses	8,094
Operating Surplus/(Deficit)	112
Amounts specifically for new or upgraded assets	-
Asset disposal & fair value adjustments	-
Physical resources received free of charge	-
Net Surplus/(Deficit)	112



ADELAIDE HILLS REGION WASTE MANAGEMENT AUTHORITY
2022/2023 Budget

STATEMENT OF FINANCIAL POSITION

	2022/23 \$000
ASSETS	
Current Assets	
Cash & Cash Equivalents	32
Trade & Other Receivables	831
Inventories	-
Total Current Assets	863
Non-current Assets	
Infrastructure, Property, Plant & Equipment	5,540
Total Non-Current Assets	5,540
Total Assets	6,403
LIABILITIES	
Current Liabilities	
Trade and Other Payables	687
Short Term Borrowings	652
Short Term Provisions	194
Total Current Liabilities	1,533
Non-Current Liabilities	
Long Term Provisions	1,745
Total Non-Current Liabilities	1,745
Total Liabilities	3,278
Net Assets	3,125
EQUITY	
Accumulated Surplus	3,125
Total Equity	3,125

STATEMENT OF CHANGES IN EQUITY

	2022/23 \$000
ACCUMULATED SURPLUS	
Balance at Beginning of Period	3,013
Change in financial position resulting from operations	112
Balance at End of Period	3,125
Total Equity at End of Reporting Period	3,125





STATEMENT OF CASH FLOWS

	2022/23 \$000
CASH FLOWS FROM OPERATING ACTIVITIES	
Receipts	8,663
Payments	(7,401)
Net Cash provided by (or used in) Operating Activities	1,262
CASH FLOWS FROM INVESTMENT ACTIVITIES	
Receipts	
Sale of replaced assets	20
Payments	
Purchase of Renewal/Replacement Assets	(169)
Purchase of New/Expansion Assets	(950)
Capping payments	(150)
Net Cash provided by (or used in) Investing Activities	(1,249)
CASH FLOWS FROM FINANCING ACTIVITIES	
Receipts	
Proceeds from Borrowings	-
Payments	
Repayment of Borrowings	-
Net Cash provided by (or used in) Financing Activities	-
Net Increase (Decrease) in Cash Held	13
Cash & cash equivalents at beginning of period	19
Cash & cash equivalents at end of period	32





AHRWMA

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