

2020-21

ANNUAL BUSINESS PLAN & BUDGET



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About AHRWMA

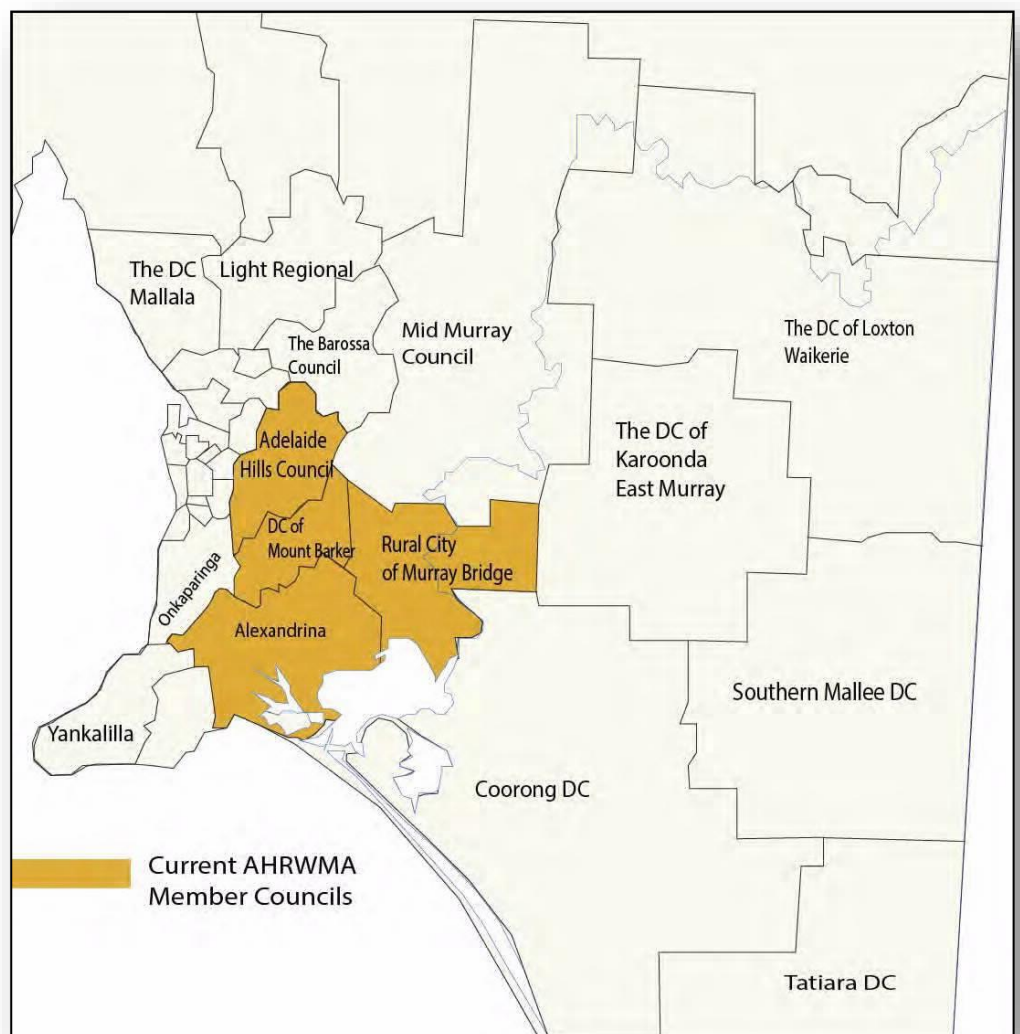
The Adelaide Hills Region Waste Management Authority (AHRWMA) is a Local Government Regional Subsidiary established by its Constituent Councils – the Adelaide Hills Council, The Alexandrina Council, The Mount Barker District Council and The Rural City of Murray Bridge (Member Councils).

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

The Authority undertakes landfill operations, transfer station management, hooklift truck transport services, mobile crushing and recyclables baling for the benefit of its Member Councils. The AHRWMA provides an avenue for Member Councils to be represented in relevant forums and provides technical waste and resource management advice to Member Councils when required, along with coordinated education services to Member Council communities.

The Authority also facilitates a shared Strategic Resource Recovery Coordinator for three of the Member Councils.

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



Introduction

Welcome to the AHRWMA Annual Business Plan and Budget for the 2020/21 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 plan builds on the Authority's 10-year Strategic Plan, which is currently under review, however still highly relevant in terms of our vision, mission and objectives.

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 AHRWMA Charter includes the following sections regarding the budget;

- Section 4: the AHRWMA 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 AHRWMA is to consult with 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 Member Councils and is to include;

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

The Authority aims to achieve economies of scale and provide cost effective waste and resource recovery services for Member Councils. Fees for landfilling services for 2020/21 are proposed to increase by CPI in accordance with Access Economics December 2019 forecast 20/21 SA CPI. In addition to the CPI 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%.

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.

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”

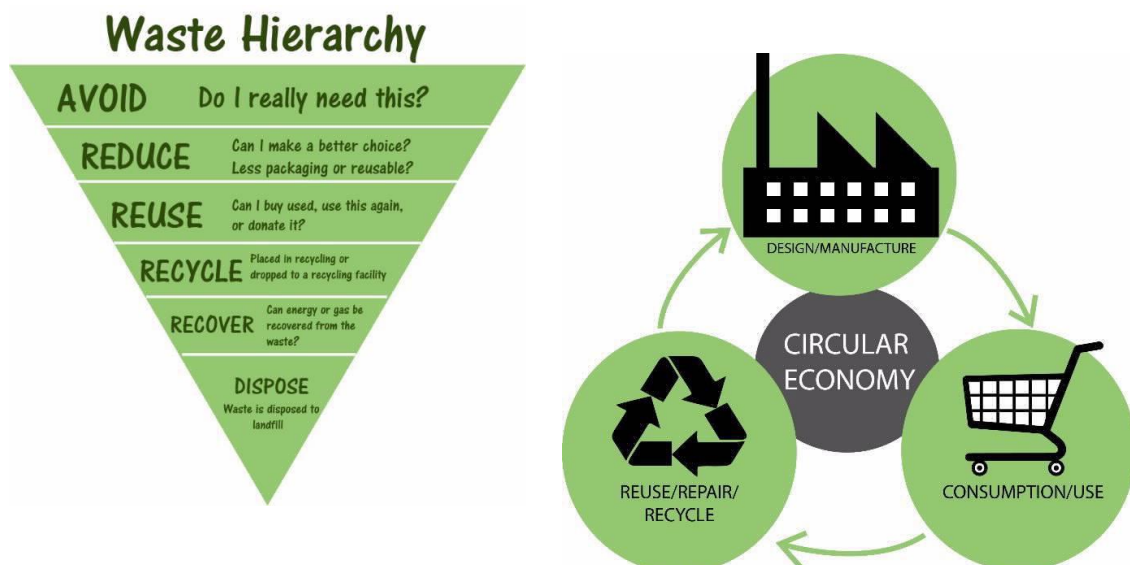
THE MISSION

- 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 Member 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 Member Councils by pursuing a shared services model.
4. Advocate, research and promote best practice waste management and actively represent Member Councils in all forums.
5. A fully compliant Regional Subsidiary that meets the highest standards in governance, financial and human resource management.





Performance Targets & Measures

In 2020/21 the AHRWMA will

1. Embrace the waste hierarchy and circular economy principles - the AHRWMA will aim to assist and positively influence the recycling markets as much as possible via its operations and services.
2. Represent Member Councils in the Waste and Resource Recovery sector.
3. Finalise the Charter review.
4. Develop a regional waste and resources management plan.
5. Finalise the 10-year Strategic Plan.
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 transfer stations 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 Member Councils and their communities.
11. Continue to implement media and advertising programs aiming to increase education across the region.
12. In conjunction with Member Councils continue services across Member Councils via the Strategic Resource Recovery Coordinator role and implement an additional shared resource across the Members that require this service.
13. Continue to explore options to coordinate Member Council waste services where cost savings can be identified and progressively implement approved shared services across Member Councils.
14. Maintain quarterly meetings with key senior staff from each of the Member Councils to consider Member Council priorities.
15. Maintain CEO catch up meetings, with at least two meetings of Member Council and AHRWMA CEOs/EO annually.
16. Continue to provide quarterly key outcomes summary to Member Councils, following Board Meetings.
17. Continue to operate the Resource Recovery Centres efficiently, with a focus on resource recovery, waste hierarchy and cost effectiveness.
18. Review and update WHS policies and systems.
19. Work with the LGA Mutual Liability Scheme to ensure the AHRWMA is meeting requirements.
20. Undertake a customer and charging review.

21. Work with Member Councils to consider upcoming opportunities for kerbside collection and recycling contracts – particularly across Mount Barker and Murray Bridge 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 Member 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 Member 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 Member 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 2020/21 budget is 0% and the surplus ratio averages 2% 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/Member Councils through acquisition of additional assets without detracting from its financial sustainability.

The Authority's Net Financial Liabilities Ratio is 43% for the 2020/21 budget and falls to 13% in 2030. Targets have been set slightly higher at 70% in the short term and 55% longer term, to enable some flexibility.

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 2020/21 is 0.6% and this stays relatively 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 Authority has recently drafted its Asset Management Plan and therefore the expenditure estimates included within this Draft AMP, which align with our LTFP have been used in calculating this indicator.

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

The Authority aims for 100% Asset Renewal Funding Ratio and will monitor actuals compared to LTFP/AMP.

Actions Summary Table – Targets and Measures

Action	Rationale	Target Date	Responsibility	Measurable outcomes
1. Embrace the waste hierarchy and circular economy principles - the AHRWMA 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 Member Councils objectives. With the current uncertainty in the recycling market, these principles are highly relevant. The Authority has some ability to influence markets and will ensure these principles are considered within our operations and services.	Ongoing	EO, Ops Manager, WSC	AHRWMA activities, operations and projects align with waste hierarchy and circular economy.
2. Represent Member 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 Member Councils in all forums.	Ongoing	EO	Provide responses on behalf of Member 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. Finalise the Charter review.	The Authority's Board has approved a revised Charter, which will be presented to Member Councils for adoption.	August 2020	EO	Final draft Charter approved by Constituent Councils.
4. Develop a Regional Waste and Resources Management Plan.	The Authority will develop a regional waste and resources management plan.	October 2020	EO/Project & WHS Officer	Final plan completed
5. Finalise the 10 Year Strategic Plan.	The Authority's 10 Year Strategic Plan is currently under review. Completion of this review will ensure a compliant Regional Subsidiary that meets the highest standards in governance, financial and human resource management.	August 2020	EO	Final Draft 10 year Strategic Plan presented to Constituent Councils for approval.
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	Operations 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.	Cell 8 is currently in use and we will soon progress to lining stage 2 of this cell. The Authority will 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, WSC	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 Member Councils and their communities.	The Authority will ensure it is well informed and monitor trends & policies in Local Government waste management. The Authority must provide advice on waste matters to its Member Councils and establish itself as an information source for Member Councils communities.	Ongoing	EO, WSC	Information provided to Member Councils and communities on an ongoing basis.
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. The Authority will use avenues, such as social media, web and print and will take advantage of the Green Industries SA state wide education campaign currently being developed for advertising and education purposes.	Ongoing	EO, WSC	Facebook page established, website reviewed and advertising undertaken.

12. In conjunction with Member Councils continue services across Member Councils via the Strategic Resource Recovery Coordinator role and consider resourcing requirements in relation to this service provision.	The Authority provides a Waste Strategy Coordinator who works across three of the Member Councils and is 90% funded by those Councils. The Authority will continue to coordinate this role and will communicate with Councils regarding adequately resourcing this position.	Ongoing	EO, WSC, Member Council senior staff	WSC role in place and adequately resourced to meet Councils needs.
13. Continue to explore options to coordinate Member Council waste services where cost savings can be identified and progressively implement approved shared services across Member Councils.	The Authority will continue to assess opportunities for collaboration across the Member Councils and will address this within its Regional Plan and 10 Year Strategic Plan.	Ongoing	EO, WSC, Ops Manager	Shared services implemented, where there is benefit to Member Councils.
14. Maintain quarterly meetings with key senior staff from each of the Member Councils to consider Member Council priorities	The SRRC & EO will establish quarterly meetings with key senior staff from Member Councils to ensure adequate communication and consider Member Council priorities.	Ongoing	SRRC/EO	Quarterly meetings established and undertaken.
15. Continue CEO catch up meetings, with at least two meetings of Member Council and AHRWMA CEOs/EO annually.	The EO will continue CEO catch up meetings, with at least two meetings between the EO and Member Council CEOs held annually.	Ongoing	EO	Two meetings held with CEOs annually.
16. Continue to provide quarterly key outcomes summary to Member Councils, following Board meetings.	The EO will continue to provide quarterly update reports to Member Councils, following quarterly Board meetings. These reports can be presented to Council meetings.	Ongoing	EO	Quarterly reports provided to Member Councils.

17. 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 Centers and will continue to manage these facilities and in economic and environmentally sustainable manner.	Ongoing	EO, Ops Manager, WSC	Achieve a 75% recovery rate across the sites. Maintain the net result where possible and work towards a break-even position.
18. 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 and policies reviewed.
19. Work with the LGA Mutual Liability Scheme to ensure the AHRWMA 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, Ops Manager	Meeting held with scheme reps and programs implemented where required.
20. Undertake a customer charging review.	The Authority considers its budget annually and assesses charging at this time, however a thorough charging review in line with the strategic plan and LTFP would be advantageous.	Jan 2021	EO/Finance and Business Support Officer	Charging review completed.
21. 21. Work with Member Councils to consider upcoming opportunities for kerbside collection and recycling contracts – particularly across Mount Barker and Murray Bridge Councils.	Planning must commence regarding the RCMB and MBDC kerbside contracts prior to their expiry and this will include considering opportunities for recycling services.	Jan 2021	SRRC/ EO/ Projects & WHS Officer	Review and scoping / planning study completed.

Budget 2020/2021

Key Budgetary Assumptions

1. CPI estimated at 1.8% for 2020/21 based on predictions from Deloitte Access Economics from December 2019.
2. Interest rate on short term borrowings estimated at 2.5% for 2020/21.
3. Employee Costs increase in line with current EB's and increase as per SA wage price index thereafter.
4. Superannuation increase annually as per current legislation.
5. Inclusion of a Project and WHS Officer position.
6. Gate rate (landfill fees) increased by CPI.
7. Tonnes based on actuals, with growth based on previous years trends.
8. 3% increase in the solid waste disposal levy and CPI applied thereafter.
9. Inclusion of Strategic Operations fee in addition to the landfill fees.
10. Continued shared Strategic Resource Recovery Coordinator (SRRC) across Adelaide Hills, Mount Barker and Murray Bridge Councils – 90% directly charged to those Councils with 10% paid by AHRWMA.
11. A new shared Waste to Resources Officer across Mount Barker and Murray Bridge Councils, 100% directly charged to those Councils.
12. A shared \$30,000 SRRC education budget, 100% directly charged to those Councils.
13. Resource Recovery Centre Operations (RRC) for AHC and RCMB – 100% directly charged to those Councils – cost neutral to the Authority.

*The budget has been developed prior to COVID-19 and does not include potential impacts this event.

2020/2021 Capital

The budget includes the following capital items;

- Installation of a hanger shelter area at Brinkley Landfill: \$6,000
- Vehicles - replacement of the Strategic Resource Recovery Coordinators vehicle and a new site vehicle: \$84,000.
- Information Technology– includes computers etc. for staff: \$5,000.
- Fuel tank, pumps and tools/toolbox: \$13,500.
- Hooktruck waste bins – ongoing replenishing program of bins, 3 per year: \$45,000.
- Replacement of a dump truck: \$240,000.

Total Capital: \$393,500

The Budget 2020/21 is based on the following fees from Member Councils for services provisions.

	Member Council Waste Disposal	Solid Waste Disposal Levy (collected on behalf of State Government)**	Transfer Station Operation	SRRC Contribution	WTR Officer	WSC Education Budget	Strategic Management Contribution
RCMB	\$210,233	\$392,080	\$34,000	\$50,697	\$41,149	\$10,000	\$21,250
AHC	\$354,319	\$1,083,735*	\$30,000	\$50,697	N/A	\$10,000	\$47,375
MBDC	\$344,925	\$643,276	N/A	\$50,697	\$61,724	\$10,000	\$44,625
Alexandrina	\$95,104	\$177,366	N/A	N/A	N/A	N/A	\$11,750
Total	\$1,004,580	\$2,296,457					\$125,000

**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 Member Councils.*

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

- Concrete crushing service
- Hooklift truck transport services
- Mobile bailing services
- Green organics services (Eg. Free greens at the Adelaide Hills Council)

Specific pricing for Members is available on a job by job basis.

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UNIFORM PRESENTATION OF FINANCES

	YTD Dec 19 2020 \$000	BR2 2020 \$000	Y1 2021 \$000	Y2 2022 \$000	Y3 2023 \$000	Y4 2024 \$000	Y5 2025 \$000	Y6 2026 \$000	Y7 2027 \$000	Y8 2028 \$000	Y9 2029 \$000	Y10 2030 \$000
OPERATING ACTIVITIES												
Operating Revenues	2,998	6,593	7,627	7,926	8,232	8,548	8,875	9,237	9,614	10,001	10,408	10,856
less Operating Expenses	(2,918)	(6,584)	(7,622)	(7,899)	(8,191)	(8,483)	(8,765)	(9,054)	(9,364)	(9,723)	(10,147)	(10,283)
Operating Surplus/ (Deficit)	80	9	5	27	41	65	110	183	250	278	261	573
CAPITAL ACTIVITIES												
Net Outlays on Existing Assets												
Capital Expense on renewal and replacement of Existing Assets	(123)	(370)	(394)	(1,310)	(276)	(1,041)	(1,012)	(112)	(146)	(1,702)	(231)	(336)
less Depreciation, Amortisation and Impairment	250	500	658	728	752	773	774	773	775	793	869	928
less Proceeds from Sale of Replaced Assets	53	78	40	293	20	339	313	21	30	342	49	88
Net Outlays on Existing Assets	180	208	304	(289)	496	71	75	682	659	(567)	687	680
Net Outlay on New and Upgraded Assets												
Capital Expenditure on New and Upgraded Assets	(223)	(500)	-	-	(400)	-	-	-	-	(600)	(600)	(600)
less Amounts received specifically for New and Upgraded Assets	-	-	-	-	-	-	-	-	-	-	-	-
less Proceeds from Sale of Surplus Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Outlays on New and Upgraded Assets	(223)	(500)	-	-	(400)	-	-	-	-	(600)	(600)	(600)
Net Lending/ (Borrowing) for Financial Year	37	(283)	309	(262)	137	136	185	865	909	(889)	348	653
Financing transactions associated with the above net overall deficit, or applying the overall net funding surplus are as follows:												
New Borrowings	-	-	-	-	-	-	-	-	-	250	-	-
Repayment of Principal	(100)	150	-	-	(50)	(150)	(150)	(850)	(450)	-	(100)	(150)
(Increase)/Decrease in Cash and Investments	106	283	(168)	290	(57)	2	(47)	(29)	(473)	626	(12)	(518)
Net Balance Sheet funding (debtors & creditors etc)	(43)	(150)	(141)	(28)	(30)	12	12	14	14	13	(236)	15
Financing Transactions	(37)	283	(309)	262	(137)	(136)	(185)	(865)	(909)	889	(348)	(653)

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STATEMENT OF COMPREHENSIVE INCOME

	YTD Dec 19	BR2	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2020	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
INCOME												
User Charges	2,180	4,625	5,353	5,603	5,856	6,117	6,389	6,694	7,012	7,340	7,685	8,070
Other Income	818	1,968	2,274	2,323	2,376	2,431	2,486	2,543	2,602	2,661	2,723	2,786
Net gain - joint ventures & associates												
TOTAL INCOME	2,998	6,593	7,627	7,926	8,232	8,548	8,875	9,237	9,614	10,001	10,408	10,856
EXPENSES												
Employee Costs	543	1,169	1,504	1,551	1,608	1,666	1,727	1,792	1,853	1,918	1,989	2,060
Materials, contracts & other expenses	2,102	4,872	5,415	5,570	5,781	5,999	6,224	6,475	6,736	7,004	7,284	7,295
Depreciation, amortisation & impairments	250	500	658	728	752	773	774	773	775	793	869	928
Finance Costs	23	43	45	50	50	45	40	14	-	8	5	-
TOTAL EXPENSES	2,918	6,584	7,622	7,899	8,191	8,483	8,765	9,054	9,364	9,723	10,147	10,283
OPERATING SURPLUS/(DEFICIT)	80	9	5	27	41	65	110	183	250	278	261	573
Asset disposal & fair value adjustments	-	18	5	7	-	(14)	1	-	-	5	-	-
NET SURPLUS/(DEFICIT)	80	27	10	34	41	51	111	183	250	283	261	573
Abnormal Items - Legal Fees	-	150	-	-	-	-	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME EXCLUDING ABNORMAL	80	177	10	34	41	51	111	183	250	283	261	573

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STATEMENT OF FINANCIAL POSITION

	YTD Dec 19	BR2	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
	2020	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
ASSETS												
Current Assets												
Cash & Cash Equivalents	203	26	322	32	89	87	135	164	636	10	22	540
Trade & Other Receivables	552	404	415	425	435	446	456	467	478	490	502	514
Inventories	7	4	-	-	-	-	-	-	-	-	-	-
TOTAL CURRENT ASSETS	762	434	737	457	524	533	591	631	1,114	500	524	1,054
Non-current Assets												
Infrastructure, Property, Plant & Equipment	4,357	4,524	4,253	4,580	4,515	4,462	4,420	3,773	3,148	4,354	4,303	4,255
TOTAL NON-CURRENT ASSETS	4,357	4,524	4,253	4,580	4,515	4,462	4,420	3,773	3,148	4,354	4,303	4,255
Total Assets	5,119	4,958	4,990	5,037	5,039	4,995	5,011	4,404	4,262	4,854	4,827	5,309
LIABILITIES												
Current Liabilities												
Trade and Other Payables	853	661	673	689	708	724	740	760	777	793	812	833
Short Term Borrowings	1,483	1,730	1,650	1,650	1,600	1,450	1,300	450	-	250	150	-
Short Term Provisions	294	244	248	254	260	266	273	279	286	293	300	307
TOTAL CURRENT LIABILITIES	2,630	2,635	2,571	2,593	2,568	2,440	2,313	1,489	1,063	1,336	1,262	1,140
Non-Current Liabilities												
Long Term Provisions	1,514	1,401	1,280	1,271	1,257	1,290	1,322	1,356	1,390	1,425	1,211	1,242
TOTAL NON-CURRENT LIABILITIES	1,514	1,401	1,280	1,271	1,257	1,290	1,322	1,356	1,390	1,425	1,211	1,242
Total Liabilities	4,144	4,036	3,851	3,864	3,825	3,730	3,635	2,845	2,453	2,761	2,473	2,382
NET ASSETS	975	922	1,139	1,173	1,214	1,265	1,376	1,559	1,809	2,093	2,354	2,927
EQUITY												
Accumulated Surplus	975	922	1,139	1,173	1,214	1,265	1,376	1,559	1,809	2,092	2,353	2,926
TOTAL EQUITY	975	922	1,139	1,173	1,214	1,265	1,376	1,559	1,809	2,092	2,353	2,926

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STATEMENT OF CHANGES IN EQUITY

	YTD Dec 19 2020 \$000	BR2 2020 \$000	Y1 2021 \$000	Y2 2022 \$000	Y3 2023 \$000	Y4 2024 \$000	Y5 2025 \$000	Y6 2026 \$000	Y7 2027 \$000	Y8 2028 \$000	Y9 2029 \$000	Y10 2030 \$000
Accumulated Surplus												
Balance at Beginning of Period	895	895	1,129	1,139	1,173	1,214	1,265	1,376	1,559	1,809	2,092	2,353
Change in financial position resulting from operations	80	27	10	34	41	51	111	183	250	283	261	573
Balance at End of Period	975	922	1,139	1,173	1,214	1,265	1,376	1,559	1,809	2,092	2,353	2,926
TOTAL EQUITY AT END OF REPORTING PERIOD	975	922	1,139	1,173	1,214	1,265	1,376	1,559	1,809	2,092	2,353	2,926

STATEMENT OF CASH FLOWS

	YTD Dec 19 2020 \$000	BR2 2020 \$000	Y1 2021 \$000	Y2 2022 \$000	Y3 2023 \$000	Y4 2024 \$000	Y5 2025 \$000	Y6 2026 \$000	Y7 2027 \$000	Y8 2028 \$000	Y9 2029 \$000	Y10 2030 \$000
CASH FLOWS FROM OPERATING ACTIVITIES												
Receipts	871	6,593	7,619	7,917	8,222	8,537	8,864	9,226	9,602	9,988	10,396	10,844
Payments	(584)	(6,084)	(6,947)	(7,149)	(7,416)	(7,686)	(7,968)	(8,257)	(8,563)	(8,905)	(9,252)	(9,328)
Net Cash provided by (or used in) Operating Activities	287	509	672	767	806	850	896	970	1,039	1,084	1,144	1,516
CASH FLOWS FROM INVESTMENT ACTIVITIES												
Receipts												
Sale of replaced assets	53	78	40	293	20	339	313	21	30	342	49	88
Payments												
Purchase of Renewal/Replacement Assets	(123)	(370)	(394)	(1,310)	(276)	(1,041)	(1,012)	(112)	(146)	(1,702)	(231)	(336)
Purchase of New/Expansion Assets	(223)	(500)	-	-	(400)	-	-	-	-	(600)	(600)	(600)
Capping payments	-	(150)	(150)	(40)	(43)	-	-	-	-	-	(250)	-
Net Cash provided by (or used in) Investing Activities	(293)	(942)	(504)	(1,057)	(699)	(702)	(699)	(91)	(116)	(1,960)	(1,032)	(848)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Proceeds from Borrowings	-	-	-	-	-	-	-	-	-	250	-	-
Payments												
Repayment of Borrowings	(100)	150	-	-	(50)	(150)	(150)	(850)	(450)	-	(100)	(150)
Net Cash provided by (or used in) Financing Activities	(100)	150	-	-	(50)	(150)	(150)	(850)	(450)	250	(100)	(150)
Net Increase (Decrease) in Cash Held	(106)	(283)	168	(290)	57	(2)	47	29	473	(626)	12	518
Cash & cash equivalents at beginning of period	309	309	154	322	32	89	87	135	164	636	10	22
Cash & cash equivalents at end of period	203	26	322	32	89	87	135	164	636	10	22	540

AHRWMA

2020/21 Draft Budget & LTFP

Assumptions

CPI estimated at 1.8% for 2020/21 (Access Economics December 2019)

IR on short term borrowings estimated at 2.5% for 2020/21

Gate rate increased by CPI

Employee Costs increase in line with current EB's and increase as per SA wage price index thereafter

Inclusion of proposed Project/WHS Officer, Waste to Resource Officer

Superannuation increase annually as per current legislation

Inclusion of strategic operations fees

EPA rate increased by 3% 2020/21