

Fleurieu Regional Waste Authority

Business Plan 2024-27



FLEURIEU REGIONAL
WASTE AUTHORITY



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Message

from the Independent Chairperson and Executive Officer

The Fleurieu Regional Waste Authority Business Plan 2024-27 details the services and initiatives the Authority will provide its constituent Councils over the next three years to meet the requirements of its Charter as well as to achieve the vision stated in the FRWA 2020-2030 Strategic Plan being to:

“Providing diverse and flexible resource management services that are affordable, improve environmental outcomes and promote a circular economy that our community is proud of.”

The FRWA 2020-2030 Strategic Plan has four distinct goals:

1. Reduce the impact of the community on the environment through best practice waste management and diversion
2. Advocate and facilitate a local circular economy
3. Provide flexible services that meet the needs of councils, residents and visitors.
4. Provide efficient and effective Regional Subsidiary

To ensure the Authority can measure its performance in meeting these goals a range of KPIs have been adopted.

The Authority continues to achieve its strategic objectives, diverting 62% of kerbside waste from landfill and recently providing additional services such as weekly FOGO collections, free paint drop off.

The Summer Recycling Collections program provided the community with more

opportunity to recycle kerbside waste and the recent change to kerbside collection schedules has increased the focus on recycling while simplifying the collection schedule.

In the future the Authority will focus on areas such as increasing the amount of Food Organics and Garden Organics diverted from landfill, reducing carbon emissions, promoting a circular economy and opportunities to integrate artificial intelligence into our business.

FRWA will also invest in our organisation to ensure it remains resilient and robust to deal with any challenges.

The plan allows for CPI increases in Solid Waste Levy, disposal and processing costs and employee costs. While fees and charges will be based on competitive market pricing and actual costs to deliver the service to minimise the reliance on Council contributions.

The FRWA Board is committed to working with its Member Councils in providing diverse and flexible resource management services that are affordable, improve environmental outcomes and promote a circular economy that our community is proud of.

FRWA Board

FRWA is governed by a skills based, seven member Board lead by an Independent Chairperson, two independent members and a board member from each constituent council. Each Board member brings a unique set of skills to the Authority that guide and focus the direction of the Authority and ensure the strategic objectives of the Authority and community are met.



FRWA Board: Alan Harvey (Alexandrina Council), Vicki Tomlinson (Independent Member), Michael Kelledy (Independent Chairperson), Mayor Michael Pengilly (Kangaroo Island Council), Alex Hammett (Independent Member), Simon Grenfell (Executive Officer) Jodie Summer (District Council of Yankalilla). Cr Carlos Quaremba (City of Victor Harbor) absent.

Our region and the services we provide

The Fleurieu Peninsula and Kangaroo Island region covers an area of 7,341km² and has a resident population of approximately 57,000, which increases by up to 50% in coastal areas during holiday periods.

FRWA provides a range of services that ensure the Fleurieu Peninsula and Kangaroo Island communities waste is sustainably managed and processed to achieve the strategic objectives of the Constituent Councils.

These services include:

- Fortnightly collection of kerbside waste and recycling
- Additional kerbside bin collections for residents and small businesses
- Management and operation of waste and recycling depots
- Financial support for not for profit organisations to assist them managing their waste
- Waste Education activities and promotion
- Waste and recycling solutions for events
- Advocating on behalf of its member Councils on waste management issues

These services are funded through contributions made by constituent councils, grants and income received at our waste and recycling depots and for additional collection services provided to the community.



Link to the Strategic Plan

This 3 year business plan sets out the actions that will be undertaken between 2024 and 2027 to achieve the objectives of the 2020-2030 Strategic Plan.

Mission	To provide best practice waste and resource management services that reduce the impact of our community on the environment.			
Goals	Reduce the impact of the community on the environment through best practice waste management and diversion	Advocate and facilitate a local circular economy	Provide flexible services that meet the needs of councils, residents and visitors.	Provide efficient and effective Regional Subsidiary
Strategies	<p>Facilitate and support initiative's that reduce the impact of the community on the environment.</p> <p>Provide diverse and flexible kerbside waste collection and waste and recycling depot services</p> <p>Develop and implement programs to increase the efficiency and effectiveness of kerbside waste collections.</p> <p>Deliver, targeted best practice waste education.</p>	<p>Develop a research and development fund to investigate emerging technologies that add value to existing waste processes</p> <p>Advocate and support constituent Councils to use recycled products</p> <p>Work with local business and industry to facilitate a circular economy</p>	<p>Continuously improve and increase the range of waste collection services provided to the community.</p> <p>Investigate alternative waste services that meet the objectives of FRWA, its stakeholders and community.</p> <p>Investigate providing alternative services to Councils.</p>	<p>Utilise digital technology to provide easily accessible services and management tools.</p> <p>Develop, encourage and support a high performing board.</p> <p>Provide cost effective services.</p> <p>Provide high standard corporate functions including communications, education, finance and WHS.</p>
Performance Indicators	<p>Increase kerbside diversion rates from 50% to 70% by 2030</p> <p>Reduce the amount of organic waste in the blue bin from 44% to less than 15% by 2025</p> <p>Reduce contamination of the recycling bin to less than 8% by 2025</p> <p>Reduce green house gas emissions of FRWA by 30% by 2030</p>	<p>Value of recovered materials is increased by 10% by 2025</p> <p>Reduce freight kilometres by 5% by 2025</p> <p>Constituent councils purchase recyclable materials equivalent to 30% by weight of material collected in the yellow bin.</p>	<p>Reduce the number of bin banks in rural areas by 15% by 2025</p> <p>Increase range of services provided to customers by 20% by 2025</p> <p>Increase range of services provided to constituent Councils by 2025</p>	<p>Reduce the cost of kerbside collection per property by 5% by 2025. Excluding CPI and solid waste levy.</p> <p>Reduce the cost to councils of waste transfer station operations by 10% by 2025 excluding CPI and solid waste levy</p>

Measuring our performance

FRWA measures its achievements and financial performance through the following processes:

- Regular financial reporting to the Board and Councils
- Regular reporting to the Board on Priority Actions.
- Annual review of the Long Term Financial Plan.
- Production of the Annual Report with audited financial statements.
- Budget reviews in accordance with the FRWA Charter.
- Individual staff performance plans.
- Monitoring and reporting of waste statistics

To be able to demonstrate that we are achieving our Strategic Goals, a range of Key Performance Indicators have been proposed as part of the Strategic Plan.

These include:

- Increase kerbside diversion rates from 58% to 70% by 2030
- Reduce the amount of organic waste in the blue bin from 44% to less than 15% by 2025
- Reduce contamination of the recycling bin to less than 8% by 2025
- Reduce Green House gas emissions of FRWA by 30% by 2030
- Value of recovered materials is increased by 10% by 2025
- Reduce the number of bin banks in rural areas by 15% by 2025
- Increase range of services provided to customers by 20% by 2025

Financial Indicators

Key Financial Indicators provide a robust ready assessment of financial performance and sustainability. They need to be interpreted in the context of an organisation's operating environment and can provide trend data, both historic and projected that may assist in decision making and reviewing financial performance.

The Fleurieu Regional Waste Authority uses four specific indicators to measure its performance.

Key Financial Indicator	Target
Operating Surplus Ratio	0% to 1%
Net Financial Liabilities Ratio	30% to 50%
Asset Renewal Funding Ratio	80% to 100%
Own Source Revenue Ratio	28% to 33%

Operating Surplus Ratio

This ratio expresses the operating surplus/deficit (\$) as a percentage of revenue. It illustrates whether sufficient revenue is being raised from Councils and customers relative to the services being offered.

Net Financial Liabilities Ratio

This ratio expresses total liabilities less financial assets as a percentage of total operating revenue. The ratio indicates whether the Authority can meet its financial liabilities for the year from operating revenue. A higher ratio may indicate higher levels of debt whilst a lower ratio indicates stronger capacity to meet financial obligations.

Asset Renewal Funding Ratio

This ratio is based on expenditure on capital renewal or replacement as a percentage of planned projects detailed in the Authority's Asset Management Plans. The ratio indicates whether assets are being renewed in line with Asset Management Plans, with a ratio of 100% indicating that the budget fully funds infrastructure replacement requirements for that year.

Own Source Revenue Ratio

This ratio expresses, revenue raised outside of Council contributions as a percentage of total revenue. This indicates the reliance the Authority has on Councils. It is planned to increase this percentage over the next ten years.

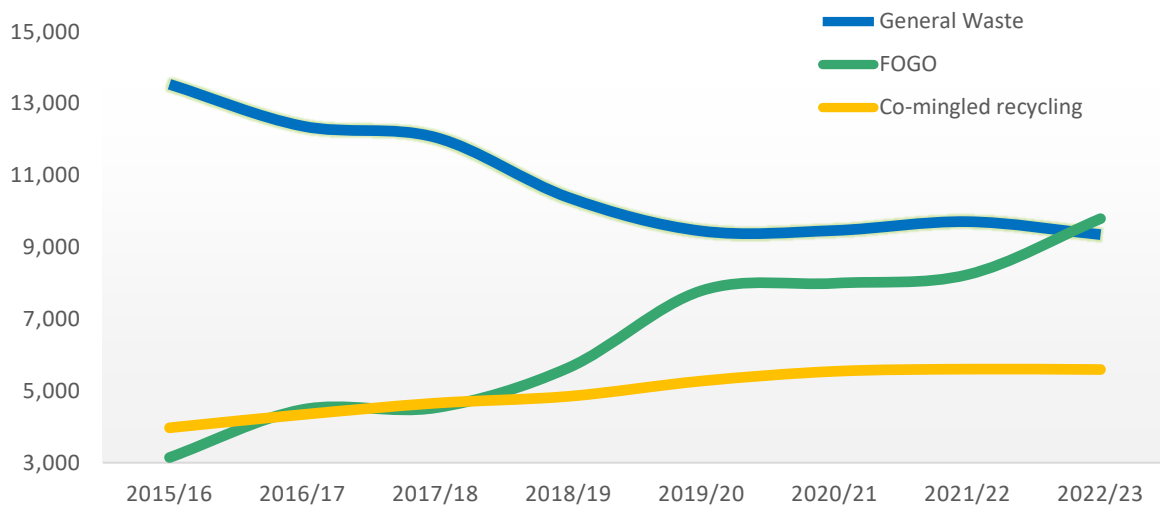
How we are going.

FRWA measures its achievements and financial performance through the following processes:

- Regular financial and operational reporting to the Board and Councils
- Annual reports
- Reports on progress against KPIs

One of the key measures is the amount of material we divert from landfill. For kerbside waste, diverting waste from landfill has been achieved through analysis of community behaviours, amended collection schedules and waste education. Since 2015/16 the amount of waste sent to landfill has reduced by 31% with Food Organics and Garden Organics increasing by 312%. FOGO is now the predominant waste stream within the community.

FRWA - Kerbside Waste 2015-16 to 2022-23 (tonnes)



FRWA REGION	WASTE	FOGO	RECYCLING	DIVERSION from landfill
Kerbside waste since 2015 (tonnes)	-4185 -31%	+312% 6651	+41% 1622	+28% 62%

The FRWA Strategic Plan contains a number of KPI's, below is a qualitative and quantitative report on how we are achieving our KPI's.

Increase the kerbside waste rate from 50% to 70% by 2030	Kerbside diversion rates were 50% at the end of 2018/19 and at the 2022/23 was 62%.
Reduce the amount of organic waste in the blue bin from 44% to less than 15% by 2025	The bin audit undertaken in late 2021 found organic waste made up 32% of waste in the general waste bin.
Reduce contamination of the recycling bin to less than 8% by 2025	The bin audit undertaken in late 2021 found contaminants made up 10% of waste in the recycling bin.
Reduce green house gas emissions of FRWA by 30% by 2030	While a specific measure of FRWA greenhouse gas emissions has not been undertaken, FRWA has made changes to reduce fuel usage and reduce waste to landfill. Fuel use has reduced by 3.3% since 2019/20.
Value of recovered materials is increased by 10% by 2025	FRWA staff have increased focus on salvaged material suitable for resale at our salvage shops, with some material being sent from Goolwa to Strathalbyn. This has increased revenue by over from an average \$112 per month to \$625 per month resulting in an increase in revenue of \$6,156 per year and less materials being sent to landfill.
Reduce freight kilometres by 5% by 2025	Work is still being done in assessing this data.
Constituent councils purchase recyclable materials equivalent to 30% by weight of material collected in the yellow bin.	This hasn't progressed Councils were made aware of the LGA Recycling program but it is yet to be taken up.
Reduce the number of bin banks in rural areas by 15% by 2025	13 bin banks have been removed since 2020 a reduction of 9%.
Increase range of services provided to customers by 20% by 2025	The new services that FRWA have implemented include: <ul style="list-style-type: none"> • Weekly commercial FOGO collections

	<ul style="list-style-type: none"> • New upgraded website including • Painback Scheme that allows residents to dispose of paint for free • ½ price green waste disposal days
Increase range of services provided to constituent Councils by 2025	There has been no change in the services provided to constituent Councils at this stage.
Reduce the cost of kerbside collection per property by 5% by 2025. Excluding CPI and solid waste levy.	Work is still being done in assessing this data.
Reduce the cost to councils of waste transfer station operations by 10% by 2025 excluding CPI and solid waste levy.	Waste Transfer station contributions by Councils has reduced by 11% since 2019/20 including CPI and solid waste levy.

What we will do from 2024-2027

FRWA sets out to achieve its strategic objectives through objectives and strategies. In addition to the regular operations of FRWA the following initiatives are proposed for 2024-27:

Strategy: Facilitate and support initiative's that reduce the impact of the community on the environment.					
No	Action	Description	Measure	Date	Funding
1.1.2	Plastic Free Strategy	Support and advocate for the reduction of soft plastics within society	Information provided to Councils	Ongoing	Existing funding
1.1.3	Waste Free Events	Support and advocate for waste free events.	Events are promoted	Ongoing	Existing funding
1.1.4	Kitchen Caddies in Every Kitchen	Develop programs to increase the number of kitchen caddies used by households across the region.	Program developed and presented to the Board.	Ongoing	Existing funding
1.1.8	Carbon Emissions Reduction Roadmap Implementation	Implement outcomes from the Carbon Emissions Roadmap including solar panels, electric vehicles.	Report to FRWA Board	2024/25	Funding to be determined

Strategy: Provide diverse and flexible kerbside waste collection and waste and recycling depot services.

No	Action	Description	Measure	Date	Funding
1.2.1	Tourism Waste on KI	Review waste collections systems on Kangaroo Island to ensure they meet the needs of the tourism industry on Kangaroo Island	Report to FRWA Board	Ongoing	Existing funding
1.2.3	Increase number of waste materials processed at WRD's.	To increase the level of service to the community FRWA will continue to increase the range of material accepted at our WRD's	Number of types of materials for sale at WRD's increased	ongoing	Existing funding
1.2.10	Develop depot improvement plan for Strathalbyn WRD	Develop improvement plans for the depot to ensure the facilities meet the objectives of the strategic plan, the needs of the community and legislative requirements.	Report to the FRWA Board	2024/25	\$50,000
1.2.10	Develop depot improvement plan for Yankalilla WRD	Develop improvement plans for the depot to ensure the facilities meet the objectives of the strategic plan, the needs of the community and legislative requirements.	Report to the FRWA Board	2025/26	\$50,000
1.2.10	Develop depot improvement plan for Goolwa WRD	Develop improvement plans for the depot to ensure the facilities meet the objectives of the strategic plan, the needs of the community and legislative requirements.	Report to the FRWA Board	2026/27	\$20,000
1.2.10	Develop depot improvement plan for KI Resource Recovery Centre	Develop improvement plans for the depot to ensure the facilities meet the objectives of the strategic plan, the needs of the community and legislative requirements.	Report to the FRWA Board	2026/27	\$20,000

Strategy: Develop and implement programs to increase the efficiency and effectiveness of kerbside waste collections.

No	Action	Description	Measure	Date	Funding
1.3.6	Undertake Regional Bin Audit	Bin Audits reflect what the community is placing in it's bins and provide important information as too how the community is performing in the area of waste management. The last bin audit was undertaken in Dec 2017.	Report to FRWA Board	2025/26	\$30,000
1.3.7	FOGO Action Plan 1	Increase the number of businesses subscribed to the weekly FOGO collection service	Number of businesses increases by 20%	2024/25	\$1,500
1.3.8	FOGO Action Plan 2	Research, cost and implement cost effective FOGO collection to several hamlet clusters to improve customer service and reduce landfill.	Provide information to Councils for budget consideration.	2024/25	Existing funding
1.3.9	FOGO Action Plan 3	To increase the number of households in selected areas effectively using the fortnightly FOGO collection service. Promote through free kitchen caddies and 1/2 price green bins.	Increase kerbside diversion rates	2024/25	\$44,100
1.3.10	FOGO Action Plan 4	Increase overall FOGO bin presentation rates, reduce FOGO contamination and decrease MSW bin rates across the region.	Increase kerbside diversion rates	2024/25	\$1,500

Strategy: Deliver, targeted best practice waste education.

No	Action	Description	Measure	Date	Funding
1.4.7	Recycling Education	Promote the "The best recycling happens at home" message throughout the community.	Provision of ongoing message. Reduction in public litter bins in public places	Ongoing	\$3,000
1.4.8	Waste Education	Develop a waste education video for Sealink to display on their in-house video presentation	Provision of video within Sealink ferries.	2025/26	\$15,000
1.4.9	Waste Education presentations	Develop waste education presentations that can be used by Council staff and members for presentations to community groups.	Provision of presentations	2024/25	Existing funding

Strategy: Develop a research and development fund to investigate emerging technologies that add value to existing waste processes

No	Action	Description	Measure	Date	Funding
2.1.1	Bio Char	Investigate the opportunity to process organic waste into bio-char	Report to FRWA Board	Beyond 2027	\$15,000
2.1.2	Bio digester	Investigate the opportunity to process organic waste via a bio-digester	Report to FRWA Board	Beyond 2027	\$15,000
2.1.3	Increasing value of bio solids	Bio solids processed at the site are currently used for agricultural purposes and doesn't provide a return to FRWA	Revenue for Bio-solids increased above 2020/21 levels	2024/25	\$7,000
2.1.4	Study of current materials received and how can we add value.		Report to FRWA Board	Ongoing	Existing funding

Strategy: Continuously improve and increase the range of waste collection services provided to the community..

No	Action	Description	Measure	Date	Funding
3.1.2	Review and develop improvement plan for Bin Banks	Waste collections in rural areas in some instances via bin banks there is opportunity to remove these bin banks and provide more kerbside collections	Improvement Plan Developed	Ongoing	Existing funding
3.1.3	Public Place Recycling Trials	Trial Public Place Recycling and FOGO to determine community use and acceptance	Undertake trial	2025/26	\$40,000

Strategy Investigate alternative waste services for the community that meet FRWA's objectives.

No	Action	Description	Measure	Date	Funding
3.2.1	Deliveries of recycled products (mulch, crushed rock, bins)	Establish systems and processes to be able to deliver products to the public	Report to the FRWA Board	2024/25	

Strategy: Investigate providing alternative services to Councils.

No	Action	Description	Measure	Date	Funding
3.3.1	Assess and review services currently purchased by Councils that could be undertaken by FRWA	Investigate undertaking other contract services for Councils	Report to FRWA Board	Ongoing	Existing funding
3.2.4	Fee for service hard waste collections	Call for tenders for a fee for service hard waste collection service.	Tender released and contractor appointed.	2024/25	\$10,000
3.2.5	Investigate voucher system for free waste disposal	Councils still want to provide a free service for the community via a voucher system. Provide a report and estimate as to how a voucher system can be provided for member Councils.	Report provided to the FRWA Board	2025/26	Existing funding

Strategy: Provide easily accessible services and management tools through modern digital technology.

No	Action	Description	Measure	Date	Funding
4.1.2	Implement Digital Time sheets	transition to digital timesheets for FRWA staff to increase efficiencies and reduce processing costs	Digital Timesheets are implemented	2025/26	\$7,000
4.1.6	Bin in/out App	Investigate a community driven mobile application that facilitates property owners to seek other interested parties to put their bin out and in. Similar to Air tasker.	Report to FRWA Board	Beyond 2027	\$8,000
4.1.10	Investigate use of AI technology and how FRWA may benefit	AI is becoming a part of the way businesses operate with opportunities arising regularly. There may be opportunity for FRWA to benefit from AI.	Report to FRWA Board	2024/25	Existing funding

Strategy: Provide high standard corporate functions including communications, education, finance and WHS.

No	Action	Description	Measure	Date	Funding
4.4.2	Review and implement new finance system	Installation and commissioning of a new finance system for FRWA	Finance System installed.	2024/25	\$150,000
4.4.4	Develop an Enterprise Agreement for administration staff	Administration staff are employed via individual contracts not an Enterprise Agreement.	Enterprise Agreement endorsed by all parties.	2025/26	\$15,000
4.4.5	Document Organisation Values	To strengthen the culture within FRWA a process to document our organisational values will be undertaken.	Report to the FRWA Board	2024/25	\$10,000
4.4.6	Staff Satisfaction Survey	To strengthen the culture within FRWA and identify any areas for improvement FRWA will undertake a staff satisfaction survey.	Report to the FRWA Board	2024/25	\$7,000
4.4.7	Review records management system	Implement outcomes from the records management review	System implemented	2024/25	\$12,000

Long Term Financial Plan

In addition to the goals and objectives of the FRWA Strategic Plan 2020-2030. Financially FRWA also sets out to:

- Reduce it's reliance on constituent Council contributions
- Maintain cost effective services that are accessible to all the community
- Increase the efficiency of our operations.
- Reduce the negative equity of the Authority by 2035.

The factors that impact the cost of providing waste management services into the future are:

- Diversion of waste from landfill
- Cost of processing waste and recyclables
- South Australian Solid Waste Levy
- Labour costs
- Fuel costs
- Growth of the population

Given the above the following assumptions have been made:

- Waste to landfill increases by 1% per annum
- Kerbside FOGO increases by 3% per annum
- Recycling increases by 1.5% per annum
- Waste streams due to growth increase by 1%
- The SA Solid Waste Levy, employee costs, fuel costs and fuel costs will increase in line with CPI.

The Plan is based on information available at the time of collation and the outcomes can be affected by external influences of which FRWA has little or no control including:

- Federal and State Government funding decisions
- Inflation, insurance, interest rates
- Legislative changes and cost shifting
- National / International economic environment.

Council Contributions 2024-25

Council / Activity	2023/24 \$000s	2024/25 \$000s	Variance \$ \$000s	Variance %
Alexandrina Council				
Waste & Recycling Depot				
Goolwa	0	106	106	
Strathalbyn	0	120	120	
Kerbside	2528	2781	253	10.0%
Corporate	523	595	72	13.8%
ACM	413	421	8	1.9%
Total	3464	4023	559	16.1
City of Victor Harbor				
Kerbside	1482	1531	49	3.3%
Corporate	440	455	15	3.4%
ACM	258	263	5	1.9%
Total	2180	2249	69	3.2%
DC Yankalilla				
WRD	70	133	63	90.0%
Kerbside	659	681	22	3.3%
Corporate	270	279	9	3.3%
ACM	87	89	2	2.3%
Total	1086	1182	96	8.8%
Kangaroo Island Council				
WRD	854	933	79	9.3%
Kerbside	695	673	-22	-3.2%
Corporate	285	295	10	3.5%
ACM	103	105	2	1.9%
Total	1937	2006	69	3.6%

Plant Replacement Program

Plant and machinery costs (including depreciation) make up 21% of the FRWA annual operating budget.

To ensure this plant is operating in an efficient and effective manner it is maintained and renewed in line with the Asset Management Plan. The long term costs of replacing and maintaining this fleet has been including in the Long Term Financial Plan.

Capital Budget	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
New Assets	\$254,000	\$0	\$0	\$568,000	\$0	\$0	\$0	\$0	\$0	\$0
Replacement Assets	\$1,325,000	\$2,257,100	\$2,296,000	\$963,000	\$914,000	\$940,000	\$773,000	\$1,606,000	\$3,323,000	\$2,648,000
Total Expenses	\$1,579,000	\$2,257,100	\$2,296,000	\$1,531,000	\$914,000	\$940,000	\$773,000	\$1,606,000	\$3,323,000	\$2,648,000

	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
FRWA STATEMENT OF COMPREHENSIVE INCOME	FY23	FY24 OB	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
INCOME												
Council Contributions	7,170	7,808	8,580	8,846	9,287	9,529	9,777	10,031	10,292	10,559	10,834	11,115
User Charges	3,238	3,435	3,750	3,866	3,967	4,070	4,176	4,284	4,396	4,510	4,627	4,748
Grants, subsidies and contributions - Operating	(3)	0	33	34	35	36	37	38	39	40	41	42
Investment Income	1	1	1	1	1	1	1	1	1	1	1	1
Reimbursements	14	27	71	73	75	77	79	81	83	86	88	90
Other Revenues	10	22	15	15	15	16	16	17	17	17	18	18
Total Income	10,430	11,293	12,450	12,835	13,380	13,729	14,086	14,452	14,828	15,213	15,609	16,014
EXPENDITURE												
Employee costs	3,542	3,622	4,026	4,180	4,305	4,425	4,548	4,674	4,805	4,940	5,079	5,223
Materials, contracts & other expenses	6,812	6,640	6,865	6,956	7,153	7,358	7,569	7,789	8,016	8,253	8,502	8,757
Depreciation, amortisation & impairment	889	900	1,174	1,198	1,474	1,518	1,542	1,615	1,561	1,616	1,668	1,776
Finance costs	137	104	372	453	450	436	391	345	334	334	391	403
Total Expenses	11,380	11,266	12,437	12,787	13,382	13,737	14,050	14,423	14,716	15,143	15,640	16,159
Operating Surplus (Deficit)	(950)	27	13	48	(2)	(8)	36	29	112	70	(31)	(145)
Asset disposal & fair value adjustments	(8)	0	0	0	0	0	0	0	0	0	0	0
Net Surplus (Deficit)	(958)	27	13	48	(2)	(8)	36	29	112	70	(31)	(145)
ACM Project Income	675	860	877	877	877	877	877	877	877	877	877	877
ACM Finance Costs	(183)	(196)	(242)	(239)	(232)	(232)	(232)	(232)	(185)	(166)	(166)	(166)
Total Comprehensive Income	(466)	691	648	686	643	637	681	674	804	781	680	566

	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
FRWA STATEMENT OF FINANCIAL POSITION	FY23	FY24 OB	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Current Assets												
Cash and cash equivalents	1,378	450	241	240	251	262	269	257	240	264	261	257
Trade & Other Receivables	158	235	158	158	158	158	158	158	158	158	158	158
Inventories	65	70	65	65	65	65	65	65	65	65	65	65
Total Current Assets	1,601	755	464	463	474	485	492	480	463	487	484	480
Non-Current Assets												
Financial assets	0	0	3,051	2,819	2,588	2,357	2,126	1,894	1,663	1,432	1,200	969
Infrastructure, property, plant & equipment	4,267	4,203	4,980	6,271	7,324	7,569	7,172	6,728	6,171	6,392	8,279	9,382
Total Non-Current Assets	4,267	4,203	8,031	9,090	9,912	9,926	9,298	8,622	7,834	7,824	9,479	10,351
TOTAL ASSETS	5,868	4,958	8,495	9,553	10,386	10,411	9,790	9,102	8,297	8,311	9,963	10,831
Current Liabilities												
Trade & other payables	2,627	2,343	2,627	2,627	2,627	2,627	2,627	2,627	2,627	2,627	2,627	2,627
Borrowings (current)	3,123	682	402	318	306	926	717	342	1,131	368	382	396
Provisions (current)	3,495	340	1,352	368	385	402	421	442	463	487	512	538
Total Current Liabilities	9,245	3,365	4,381	3,313	3,318	3,955	3,765	3,411	4,221	3,482	3,521	3,561
Non-Current Liabilities												
Borrowings (non-current)	5,436	8,948	8,473	10,055	10,399	9,323	8,407	7,615	5,434	5,666	6,884	7,456
Provisions (non-current)	37	114	3,192	3,051	2,894	2,719	2,524	2,310	2,073	1,814	1,529	1,218
Total Non-Current Liabilities	5,473	9,062	11,665	13,106	13,293	12,042	10,931	9,925	7,507	7,480	8,413	8,674
TOTAL LIABILITIES	14,718	12,427	16,046	16,419	16,611	15,997	14,696	13,336	11,728	10,962	11,934	12,235
NET EQUITY	(8,850)	(7,469)	(7,551)	(6,866)	(6,225)	(5,586)	(4,906)	(4,234)	(3,431)	(2,651)	(1,971)	(1,404)
Equity												
Accumulated Surplus	(8,850)	(7,469)	(7,551)	(6,866)	(6,225)	(5,586)	(4,907)	(4,234)	(3,431)	(2,651)	(1,970)	(1,404)
NET EQUITY	(8,850)	(7,469)	(7,551)	(6,866)	(6,225)	(5,586)	(4,907)	(4,234)	(3,431)	(2,651)	(1,970)	(1,404)

FRWA STATEMENT OF CHANGES IN EQUITY Showing Net Surplus by Council	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	FY23	FY24 OB	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Accumulated Surplus												
Balance at end of previous reporting period	(8,384)	(8,158)	(8,200)	(7,552)	(6,868)	(6,227)	(5,588)	(4,907)	(4,234)	(3,430)	(2,650)	(1,970)
Net Surplus (Deficit) for year Alexandrina	(432)	8	5	30	(46)	(48)	14	9	66	35	(7)	(28)
Net ACM Contribution Alexandrina	257	338	327	331	334	338	337	334	353	358	358	357
Net Surplus (Deficit) for year Yankalilla	(62)	(3)	6	3	5	2	36	2	18	0	(16)	(22)
Net ACM Contribution Yankalilla	36	53	48	48	49	49	49	49	58	61	61	61
Net Surplus (Deficit) for year Victor Harbor	(297)	(7)	16	(9)	12	(2)	3	16	26	1	(21)	(36)
Net ACM Contribution Victor Harbor	152	204	196	197	199	199	199	199	212	217	217	217
Net Surplus (Deficit) for year Kangaroo Island	(169)	27	(12)	23	25	36	(22)	0	(3)	33	12	(58)
Net ACM Contribution Kangaroo Island	49	69	63	63	64	64	64	64	73	76	76	76
Balance at the end of period	(8,850)	(7,469)	(7,551)	(6,866)	(6,226)	(5,589)	(4,908)	(4,234)	(3,431)	(2,649)	(1,970)	(1,403)

FRWA STATEMENT OF CASH FLOWS	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	FY23	FY24 OB	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
CASH FLOWS FROM OPERATING ACTIVITIES												
<u>Receipts</u>												
Council Contributions to operations	7,845	8,667	9,457	9,723	10,164	10,406	10,653	10,907	11,168	11,436	11,710	11,992
User charges	2,712	3,433	3,750	3,866	3,967	4,070	4,176	4,284	4,396	4,510	4,627	4,748
Investment receipts	1	1	1	1	1	1	1	1	1	1	1	1
Subsidies	(3)	0	33	34	35	36	37	38	39	40	41	42
Reimbursements	14	27	71	73	75	77	79	81	83	86	88	90
Other Revenue	51	22	15	15	15	16	16	17	17	17	18	18
<u>Payments</u>												
Employee costs	(3,559)	(3,622)	(4,026)	(4,180)	(4,305)	(4,425)	(4,548)	(4,674)	(4,805)	(4,940)	(5,079)	(5,223)
Materials, contracts & other expenses	(8,119)	(8,039)	(8,162)	(8,263)	(7,468)	(7,682)	(7,901)	(8,129)	(8,366)	(8,612)	(8,869)	(9,135)
Finance payments	(307)	(300)	(425)	(510)	(507)	(501)	(466)	(430)	(384)	(377)	(448)	(475)
Net Cash provided by (or used in) Operating Act	(1,365)	189	714	759	1,977	1,998	2,047	2,095	2,149	2,161	2,089	2,058
CASH FLOWS FROM INVESTING ACTIVITIES												
<u>Receipts</u>												
Proceeds from sale of replaced assets	90	28	0	0	0	0	0	0	0	0	0	0
Proceeds from sale of surplus assets	0	0	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>												
Expenditure on renewal/replacement of assets	(280)	(702)	(1,325)	(2,257)	(2,296)	(963)	(914)	(940)	(773)	(1,606)	(3,323)	(2,648)
Expenditure on new/upgraded of assets	(438)	(164)	(254)	0	0	(568)	0	0	0	0	0	0
Net Cash provided by (or used in) Investing Act	(628)	(838)	(1,579)	(2,257)	(2,296)	(1,531)	(914)	(940)	(773)	(1,606)	(3,323)	(2,648)
CASH FLOWS FROM FINANCING ACTIVITIES												
<u>Receipts</u>												
Proceeds from borrowings	1,380	2,177	900	1,900	650	0	0	0	0	600	1,600	2,200
<u>Payments</u>												
Repayments of borrowings	(599)	(1,529)	(522)	(402)	(318)	(456)	(1,126)	(1,167)	(1,392)	(1,131)	(368)	(1,614)
Net Cash provided by (or used in) Financing Act	781	648	378	1,498	332	(456)	(1,126)	(1,167)	(1,392)	(531)	1,232	586
Net Increase (Decrease) in cash held	(1,212)	(1)	(487)	0	13	11	7	(12)	(16)	24	(2)	(4)
Cash & cash equivalents at beginning of period	2,590	451	728	239	239	251	262	269	256	240	263	261
Cash & cash equivalents at end of period	1,378	450	241	239	252	262	269	257	240	264	261	257

FRWA UNIFORM PRESENTATION OF FINANCES	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	FY23	FY24 OB	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Income												
User charges	11,083	12,103	13,207	13,589	14,131	14,476	14,830	15,192	15,565	15,946	16,338	16,740
Grants, subsidies and contributions - Operating	(3)	0	33	34	35	36	37	38	39	40	41	42
Investment income	1	1	1	1	1	1	1	1	1	1	1	1
Reimbursements	14	27	71	73	75	77	79	81	83	86	88	90
Other income	10	22	15	15	15	16	16	17	17	17	18	18
	11,105	12,153	13,327	13,712	14,257	14,606	14,963	15,329	15,705	16,090	16,486	16,891
Expenses												
Employee costs	3,542	3,622	4,026	4,180	4,305	4,425	4,548	4,674	4,805	4,940	5,079	5,223
Materials, contracts & other expenses	6,812	6,640	6,865	6,956	7,153	7,358	7,569	7,789	8,016	8,253	8,502	8,757
Depreciation, amortisation & impairment	889	900	1,174	1,198	1,474	1,518	1,542	1,615	1,561	1,616	1,668	1,776
Finance costs	320	300	614	692	682	668	623	577	519	500	557	569
	(11,563)	(11,462)	(12,679)	(13,026)	(13,614)	(13,969)	(14,282)	(14,655)	(14,901)	(15,309)	(15,806)	(16,325)
Operating Surplus / (Deficit)	(458)	691	648	686	643	637	681	674	804	781	680	566
Net Outlays on Existing Assets												
Capital expenditure on renewal and replacen	(281)	(674)	(1,325)	(2,257)	(2,296)	(963)	(914)	(940)	(773)	(1,606)	(3,323)	(2,648)
Add back Depreciation, Amortisation and Impr	889	900	943	967	1,243	1,287	1,311	1,384	1,330	1,385	1,437	1,545
Proceeds from Sale of Replaced Assets	90	28	0	0	0	0	0	0	0	0	0	0
	698	254	(382)	(1,290)	(1,053)	324	397	444	557	(221)	(1,886)	(1,103)
Net Outlays on New and Upgraded Assets												
Capital expenditure on new and upgraded a:	(438)	(164)	(254)	0	0	(568)	0	0	0	0	0	0
Proceeds from sale of surplus asset	0	0	0	0	0	0	0	0	0	0	0	0
	(438)	(164)	(254)	0	0	(568)	0	0	0	0	0	0
Annual Net Impact to Financing Activities	(198)	781	12	(604)	(410)	393	1,078	1,118	1,361	560	(1,206)	(537)

	Actual	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Budget
FRWA FINANCIAL INDICATORS	FY23	Original	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Operating Surplus Ratio <i>being operating surplus (after tax) divided by operating surplus</i>	-4.1%	5.7%	4.9%	5.0%	4.5%	4.4%	4.6%	4.4%	5.1%	4.9%	4.1%	3.4%
TARGET: 0% to 1% *												
Operating Surplus Ratio adjusted for ACM project	-9.1%	0.2%	0.1%	0.4%	0.0%	-0.1%	0.3%	0.2%	0.8%	0.5%	-0.2%	-0.9%
* FRWA is forecasting a surplus for the life of the LTFP in order to pay off the ACM Project loan												
Net Financial Liabilities Ratio												
- Including ACM Borrowings	119%	97%	95%	96%	95%	91%	81%	72%	62%	57%	63%	64%
- Excluding ACM Borrowings	80%	61%	60%	50%	49%	47%	40%	34%	26%	20%	20%	19%
<i>being total liabilities less financial assets (excluding equity accounted investments in Council business), divided by total operating revenue</i>												
TARGET: 30% to 50%												
Asset Renewal Funding Ratio	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<i>Asset renewals expenditure is defined as capital expenditure on the renewal and replacement of existing assets relative to the optimal level planned, and excludes new capital expenditure on the acquisition of additional assets. The optimal level planned refers to the Council's Asset Management Plan (AMP) which forecasts the activities/projects that need to be undertaken in order to maintain the Council's assets.</i>												
TARGET: 80% to 100%												
Own Source Revenue Ratio	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%
<i>being the Non-Council revenue divided by the total operating revenue</i>												
TARGET: 23% to 28%												

**FLEURIEU REGIONAL WASTE AUTHORITY (FRWA)
LONG TERM FINANCIAL PLAN BY COUNCIL**

ALEXANDRINA

	Actual FY23 \$000s	Budget Original \$000s	Budget FY25 \$000s	Forecast FY26 \$000s	Forecast FY27 \$000s	Forecast FY28 \$000s	Forecast FY29 \$000s	Forecast FY30 \$000s	Forecast FY31 \$000s	Forecast FY32 \$000s	Forecast FY33 \$000s	Forecast FY34 \$000s
INCOME: COUNCIL CONTRIBUTIONS												
Waste and Recycling Depots: Goolwa	0	0	106	109	112	115	118	121	124	127	130	134
Waste and Recycling Depots: Strathalbyn Kerbside	0	0	120	124	127	130	134	137	141	145	148	152
Administration / Corporate	2,243	2,528	2,781	2,868	3,012	3,091	3,171	3,253	3,338	3,425	3,514	3,605
TOTAL INCOME: COUNCIL CONTRIBUTIONS	537	523	595	614	630	646	663	680	698	716	735	754
NON-COUNCIL INCOME												
Waste and Recycling Depots: Goolwa	2,066	2,276	2,442	2,518	2,583	2,650	2,719	2,790	2,862	2,937	3,013	3,092
Waste and Recycling Depots: Strathalbyn Kerbside	463	416	467	481	494	506	520	533	547	561	576	591
Administration / Corporate	86	114	154	159	163	167	171	176	180	185	190	195
TOTAL NON-COUNCIL INCOME	2,615	2,806	3,063	3,158	3,240	3,323	3,410	3,499	3,589	3,683	3,779	3,878
TOTAL INCOME	5,395	5,857	6,665	6,873	7,121	7,305	7,496	7,690	7,890	8,096	8,306	8,523
Council contribution (excluding ACM contribu	52%	52%	54%	54%	55%	55%	55%	54%	55%	55%	55%	54%
EXPENDITURE												
Waste and Recycling Depots: Goolwa	2,011	2,176	2,506	2,577	2,636	2,681	2,733	2,806	2,862	2,929	3,009	3,083
Waste and Recycling Depots: Strathalbyn Kerbside	389	414	603	558	567	575	553	593	594	601	615	624
Administration / Corporate	2,564	2,637	2,872	3,004	3,246	3,373	3,453	3,518	3,581	3,722	3,859	4,003
Administration / Corporate	840	622	679	704	718	724	743	764	787	809	830	841
TOTAL EXPENDITURE	5,804	5,849	6,660	6,843	7,167	7,353	7,482	7,681	7,824	8,061	8,313	8,551
OPERATING SURPLUS / (DEFICIT)	-409	8	5	30	-46	-48	14	9	66	35	-7	-28
Net gain (loss) from sale of assets	-23	0	0	0	0	0	0	0	0	0	0	0
NET SURPLUS / (DEFICIT)	-432	8	5	30	-46	-48	14	9	66	35	-7	-28
ACM Project Income (from rates)	324	413	421	421	421	421	421	421	421	421	421	421
ACM Project Expenditure (from rates)	67	72	88	87	85	85	85	85	68	60	60	60
TOTAL COMPREHENSIVE INCOME	-175	349	338	364	290	288	350	345	419	396	354	333

**FLEURIEU REGIONAL WASTE AUTHORITY (FRWA)
LONG TERM FINANCIAL PLAN BY COUNCIL**

ALEXANDRINA	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	FY23	Original	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
NET SURPLUS (DEFICIT) BREAKDOWN												
Waste and Recycling Depots: Goolwa	55	100	42	50	59	84	104	105	124	135	134	143
Waste and Recycling Depots: Strathalbyn	74	2	-16	47	54	61	101	77	94	105	109	119
Kerbside	-235	5	63	23	-71	-115	-111	-89	-63	-112	-155	-203
Administration / Corporate	-326	-99	-84	-90	-88	-78	-80	-84	-89	-93	-95	-87
Excluding ACM contributions and expenses	-432	8	5	30	-46	-48	14	9	66	35	-7	-28
ACM Surplus (deficit)	257	341	333	334	336	336	336	336	353	361	361	361
Including ACM contributions and expenses	-175	349	338	364	290	288	350	345	419	396	354	333
EQUITY IMPACT												
Opening Equity	-4,073	-3,934	-3,947	-3,610	-3,248	-2,960	-2,671	-2,320	-1,974	-1,555	-1,161	-808
Surplus / (Deficit) for the year	-175	349	338	364	290	288	350	345	419	396	354	333
Closing Equity	-4,248	-3,585	-3,609	-3,246	-2,958	-2,672	-2,321	-1,975	-1,555	-1,159	-807	-475

**FLEURIEU REGIONAL WASTE AUTHORITY (FRWA)
LONG TERM FINANCIAL PLAN BY COUNCIL**

YANKALILLA	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	FY23	Original	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
INCOME: COUNCIL CONTRIBUTIONS												
Waste and Recycling Depots: Yankalilla	66	70	133	137	140	144	148	151	155	159	164	168
Kerbside	608	659	681	702	761	780	801	822	843	865	887	910
Administration / Corporate	258	270	279	288	295	303	311	319	327	336	344	353
TOTAL INCOME: COUNCIL CONTRIBUTIONS	932	999	1,093	1,127	1,196	1,227	1,260	1,292	1,325	1,360	1,395	1,431
NON-COUNCIL INCOME												
Waste and Recycling Depots: Yankalilla	282	275	335	345	354	363	373	383	392	403	413	424
Kerbside	62	68	73	75	77	79	82	84	86	88	90	93
TOTAL NON-COUNCIL INCOME	344	343	408	420	431	442	455	467	478	491	503	517
TOTAL INCOME	1,276	1,342	1,501	1,547	1,627	1,669	1,715	1,759	1,803	1,851	1,898	1,948
Council contribution (excluding ACM contributio	73%	74%	73%	73%	74%	74%	73%	73%	73%	73%	73%	73%
EXPENDITURE												
Waste and Recycling Depots: Yankalilla	323	320	432	440	452	462	444	495	495	514	532	546
Kerbside	642	727	738	766	826	858	879	896	913	949	984	1,021
Administration / Corporate	403	298	325	338	344	347	356	366	377	388	398	403
TOTAL EXPENDITURE	1,368	1,345	1,495	1,544	1,622	1,667	1,679	1,757	1,785	1,851	1,914	1,970
OPERATING SURPLUS / (DEFICIT)	-92	-3	6	3	5	2	36	2	18	0	-16	-22
Net gain (loss) from sale of assets	30	0	0	0	0	0	0	0	0	0	0	0
NET SURPLUS / (DEFICIT)	-62	-3	6	3	5	2	36	2	18	0	-16	-22
ACM Project Income (from rates)	68	87	89	89	89	89	89	89	89	89	89	89
ACM Project Expenditure (from rates)	32	34	41	41	40	40	40	40	31	28	28	28
TOTAL COMPREHENSIVE INCOME	-26	50	54	51	54	51	85	51	76	61	45	39

**FLEURIEU REGIONAL WASTE AUTHORITY (FRWA)
LONG TERM FINANCIAL PLAN BY COUNCIL**

YANKAILLA	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	FY23	Original	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
NET SURPLUS (DEFICIT) BREAKDOWN												
Waste and Recycling Depots: Yankailla	25	25	36	42	42	45	77	39	52	48	45	46
Kerbside	28	0	16	11	12	1	4	10	16	4	-7	-18
Administration / Corporate	-115	-28	-46	-50	-49	-44	-45	-47	-50	-52	-54	-50
Excluding ACM contributions and expenses	-62	-3	6	3	5	2	36	2	18	0	-16	-22
ACM Surplus (deficit)	36	53	48	48	49	49	49	49	58	61	61	61
Including ACM contributions and expenses	-26	50	54	51	54	51	85	51	76	61	45	39
EQUITY IMPACT												
Opening Equity	-858	-795	-861	-810	-761	-708	-659	-577	-529	-456	-397	-354
Surplus / (Deficit) for the year	-26	50	54	51	54	51	85	51	76	61	45	39
Closing Equity	-884	-745	-807	-759	-707	-657	-574	-526	-453	-395	-352	-315

**FLEURIEU REGIONAL WASTE AUTHORITY (FRWA)
LONG TERM FINANCIAL PLAN BY COUNCIL**

VICTOR HARBOR	Actual FY23 \$000s	Budget Original \$000s	Budget FY25 \$000s	Forecast FY26 \$000s	Forecast FY27 \$000s	Forecast FY28 \$000s	Forecast FY29 \$000s	Forecast FY30 \$000s	Forecast FY31 \$000s	Forecast FY32 \$000s	Forecast FY33 \$000s	Forecast FY34 \$000s
INCOME: COUNCIL CONTRIBUTIONS												
Kerbside	1,335	1,482	1,531	1,578	1,720	1,765	1,811	1,858	1,906	1,956	2,007	2,059
Administration / Corporate	405	440	455	469	481	493	506	519	533	547	561	576
TOTAL INCOME: COUNCIL CONTRIBUTIONS	1,740	1,922	1,986	2,047	2,201	2,258	2,317	2,377	2,439	2,503	2,568	2,635
NON-COUNCIL INCOME												
Kerbside	56	59	94	96	99	101	104	107	110	112	115	118
TOTAL NON-COUNCIL INCOME	56	59	94	96	99	101	104	107	110	112	115	118
TOTAL INCOME	1,796	1,981	2,080	2,143	2,300	2,359	2,421	2,484	2,549	2,615	2,683	2,753
Council contribution (excluding ACM contributio	97%	97%	95%	96%	96%	96%	96%	96%	96%	96%	96%	96%
EXPENDITURE												
Kerbside	1,453	1,519	1,553	1,621	1,747	1,815	1,858	1,893	1,930	2,005	2,078	2,155
Administration / Corporate	633	469	511	531	541	546	560	575	593	609	626	634
TOTAL EXPENDITURE	2,086	1,988	2,064	2,152	2,288	2,361	2,418	2,468	2,523	2,614	2,704	2,789
OPERATING SURPLUS / (DEFICIT)	-290	-7	16	-9	12	-2	3	16	26	1	-21	-36
Net gain (loss) from sale of assets	-7	0	0	0	0	0	0	0	0	0	0	0
NET SURPLUS / (DEFICIT)	-297	-7	16	-9	12	-2	3	16	26	1	-21	-36
ACM Project Income (from rates)	202	258	263	263	263	263	263	263	263	263	263	263
ACM Project Expenditure (from rates)	50	54	67	66	64	64	64	64	51	46	46	46
TOTAL COMPREHENSIVE INCOME	-145	197	212	188	211	197	202	215	238	218	196	181

**FLEURIEU REGIONAL WASTE AUTHORITY (FRWA)
LONG TERM FINANCIAL PLAN BY COUNCIL**

VICTOR HARBOR

	Actual FY23 \$000s	Budget Original \$000s	Budget FY25 \$000s	Forecast FY26 \$000s	Forecast FY27 \$000s	Forecast FY28 \$000s	Forecast FY29 \$000s	Forecast FY30 \$000s	Forecast FY31 \$000s	Forecast FY32 \$000s	Forecast FY33 \$000s	Forecast FY34 \$000s
NET SURPLUS (DEFICIT) BREAKDOWN												
Kerbside	-62	22	72	53	72	51	57	72	86	63	44	22
Administration / Corporate	-235	-29	-56	-62	-60	-53	-54	-56	-60	-62	-65	-58
Excluding ACM contributions and expenses	-297	-7	16	-9	12	-2	3	16	26	1	-21	-36
ACM Surplus (deficit)	152	204	196	197	199	199	199	199	212	217	217	217
Including ACM contributions and expenses	-145	197	212	188	211	197	202	215	238	218	196	181
EQUITY IMPACT												
Opening Equity	-2,510	-2,437	-2,416	-2,205	-2,017	-1,806	-1,607	-1,403	-1,188	-950	-732	-535
Surplus / (Deficit) for the year	-145	197	212	188	211	197	202	215	238	218	196	181
Closing Equity	-2,655	-2,240	-2,204	-2,017	-1,806	-1,609	-1,405	-1,188	-950	-732	-536	-354

**FLEURIEU REGIONAL WASTE AUTHORITY (FRWA)
LONG TERM FINANCIAL PLAN BY COUNCIL**

KANGAROO ISLAND

	Actual FY23 \$000s	Budget Original \$000s	Budget FY25 \$000s	Forecast FY26 \$000s	Forecast FY27 \$000s	Forecast FY28 \$000s	Forecast FY29 \$000s	Forecast FY30 \$000s	Forecast FY31 \$000s	Forecast FY32 \$000s	Forecast FY33 \$000s	Forecast FY34 \$000s
INCOME: COUNCIL CONTRIBUTIONS												
Waste and Recycling Depots: KIRRC	801	854	933	961	986	1,012	1,038	1,065	1,093	1,122	1,151	1,181
Kerbside	646	695	673	693	711	730	749	768	788	809	830	852
Administration / Corporate	272	285	295	304	312	320	328	337	345	354	363	373
TOTAL INCOME: COUNCIL CONTRIBUTIONS	1,719	1,834	1,901	1,958	2,009	2,062	2,115	2,170	2,226	2,285	2,344	2,406
NON-COUNCIL INCOME												
Waste and Recycling Depots: KIRRC	210	221	228	235	241	247	254	261	267	274	281	289
Kerbside	23	34	62	64	66	67	69	71	73	75	77	79
TOTAL NON-COUNCIL INCOME	233	255	290	299	307	314	323	332	340	349	358	368
TOTAL INCOME	1,952	2,089	2,191	2,257	2,316	2,376	2,438	2,502	2,566	2,634	2,702	2,774
Council contribution (excluding ACM contribution)	88%	88%	87%	87%	87%	87%	87%	87%	87%	87%	87%	87%
EXPENDITURE												
Waste and Recycling Depots: KIRRC	973	1,022	1,135	1,170	1,201	1,227	1,266	1,299	1,332	1,332	1,385	1,410
Kerbside	712	723	722	705	724	744	815	814	836	858	882	994
Administration / Corporate	428	317	346	359	366	369	379	389	401	411	423	428
TOTAL EXPENDITURE	2,113	2,062	2,203	2,234	2,291	2,340	2,460	2,502	2,569	2,601	2,690	2,832
OPERATING SURPLUS / (DEFICIT)	-161	27	-12	23	25	36	-22	0	-3	33	12	-58
Net gain (loss) from sale of assets	-8	0	0	0	0	0	0	0	0	0	0	0
NET SURPLUS / (DEFICIT)	-169	27	-12	23	25	36	-22	0	-3	33	12	-58
ACM Project Income (from rates)	81	103	105	105	105	105	105	105	105	105	105	105
ACM Project Expenditure (from rates)	32	34	42	42	41	41	41	41	32	29	29	29
TOTAL COMPREHENSIVE INCOME	-120	96	51	86	89	100	42	64	70	109	88	18

**FLEURIEU REGIONAL WASTE AUTHORITY (FRWA)
LONG TERM FINANCIAL PLAN BY COUNCIL**

KANGAROO ISLAND

	Actual	Budget	Budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
	FY23	Original	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
NET SURPLUS (DEFICIT) BREAKDOWN												
Waste and Recycling Depots: KIRRC	38	53	26	26	26	32	26	27	28	64	47	60
Kerbside	-43	6	13	52	53	53	3	25	25	26	25	-63
Administration / Corporate	-164	-32	-51	-55	-54	-49	-51	-52	-56	-57	-60	-55
Excluding ACM contributions and expenses	-169	27	-12	23	25	36	-22	0	-3	33	12	-58
ACM Surplus (deficit)	49	69	63	63	64	64	64	64	73	76	76	76
Including ACM contributions and expenses	-120	96	51	86	89	100	42	64	70	109	88	18
EQUITY IMPACT												
Opening Equity	-942	-992	-977	-928	-841	-750	-650	-606	-542	-470	-361	-272
Surplus / (Deficit) for the year	-120	96	51	86	89	100	42	64	70	109	88	18
Closing Equity	-1,062	-896	-926	-842	-752	-650	-608	-542	-472	-361	-273	-254

