

# EastWaste



## 2024/25 Annual Plan

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# VISION

## **The Destination**

To be the leading waste logistics company in Australia through the delivery of innovative collection and resource management services.

# MISSION

## **The Vehicle**

Delivering leading-edge solutions and services for a cleaner and sustainable future.

# Executive Summary

The FY24 year has been a year of evolution for East Waste with three weekly FOGO (Food Organics, Green Organics) trials rolled out across Member Councils. The initial success and momentum more broadly of this approach, is likely to see an extension of existing, and the rollout of further trials being a core focus of East Waste in the FY25 year. Albeit, a supportive legislative approach is required, which at the time of adopting the Annual Plan is unclear due to a planned review of the Environment Protection Policy and possible constraints on Local Government's ability to drive behaviour change and achieve diversion targets.

A preliminary review of the East Waste 2030 Strategic Plan has identified the need to undertake a comprehensive review of the document to raise the strategic nature and outlook of the document. This process is reflective of the evolving maturity of East Waste as an Organisation over the past decade and the trajectory we are currently on.

Other key focusses of the FY25 Annual Plan include an East Waste led co-mingled recycling, organics and landfill contracts being placed into the market throughout the FY24/25 year. Through these contracts East Waste will deliver aggregated savings to Member Councils wishing to participate and can kick start significant circular economy and higher use material resource benefits. With the benefit of experience and lessons learned from recent joint approaches to the market, East Waste can position for strong contemporary market approach and contract.

# Background

East Waste is the trading name of Eastern Waste Management Authority, which was established in 1928. The Authority is a regional subsidiary of the Adelaide Hills Council, City of Burnside, Campbelltown City Council, City of Norwood Payneham & St Peters, City of Mitcham, City of Prospect, City of Unley and Town of Walkerville.

East Waste is governed by a Charter ([the Charter](#)) pursuant to *Section 43* of the *Local Government Act 1999* and administered by a [Board](#), which includes a director appointed by each Council and an Independent Chair.

Clause 51 of the Charter requires the Authority each year to have an Annual Plan which supports and informs the budget. Specifically, it is to include an outline of East Waste's objectives, the activities intended to be pursued, and the measurement tools defined to assess performance. It must also assess and summarise the financial requirements of East Waste and set out the proposals to recover overheads and costs from the Member Councils.

Sitting above the Annual Plan is the *East Waste 2030 Strategic Plan* which sets out a series of bold and ambitious targets (Key Performance Indicators) which we aspire to meet through five Key Objectives and a series of Strategies. The *2030 Strategic Plan* is summarised on the following page.

For full context this Plan should be read in conjunction with East Waste's broader strategic planning framework including the *Strategic Plan 2030*, Long-Term Financial Plan, and Risk Management Planning Framework.

As a regional subsidiary, East Waste recognises that success from this Annual Plan is not possible without the continued support, integration and active working partnership of all our Member Councils and key Strategic Partners. East Waste is committed to developing and continuing partnerships which ultimately drive value back to the communities we serve. The value East Waste offers is unique, in that we are continually working with our Member Councils to drive down costs. East Waste have established a model where we are nimble and respond swiftly to external impacts and Member Council requests, in a far more timely manner than industry counterparts. East Waste takes much of the worry and pressures associated with waste away from the Member Councils, allowing them to focus on other key matters of importance to them and their communities.

# East Waste 2030 Strategic Plan Vision, Objectives & Strategies

## VISION

To be the leading waste logistics company in Australia through the delivery of innovative collection and resource management services to our Member Councils & their Communities.

## OBJECTIVES

1. Deliver cost-effective and efficient services facilities

2. Maximise source separation and recycling

3. Provide leading and innovative behaviour change and education

4. Help develop a local circular economy

5. Provide leadership

## STRATEGIES

- 1.1 Attract additional services and/or new councils where further economies of scale can be achieved
- 1.2 Offer a single contract for the management of the residual waste to all member councils
- 1.3 Partner with other councils and organisations to achieve greater synergies and economies of scale in service delivery
- 1.4 Investigate and implement collection technologies and innovation
- 1.5 Provide a consistently high standard of Customer Service

- 2.1 Provide more service choice and flexibility to residents on kerbside services to support them to increase their recycling levels
- 2.2 Provide a tailored 3-stream service to Multi-Unit Dwellings (MUDs) to support waste reduction and increased recycling
- 2.3 Pilot a tailored service delivery model across a business precinct(s) to support waste reduction and increased recycling

- 3.1 Engage in research and projects delivering evidence-based data which increases behaviour change decision making
- 3.2 Develop an integrated and tailored long-term community behaviour change and education program
- 3.3 Identify and trial behaviour change programs aimed at reducing contamination
- 3.4 Encourage and support councils to introduce an incentive(s) to households to reduce their landfill volumes
- 3.5 Engage schools in behaviour change & waste education

- 4.1 Support local reprocessing and procurement of recycled content products
- 4.2 Encourage and support councils to procure and use recycled content products
- 4.3 Support councils to implement sharing economy and reuse initiatives
- 4.4 Investigate options to process and extract the highest value from collected resources

- 5.1 Implement best practice safety standards
- 5.2 Advocate on behalf of our Member Councils
- 5.3 Invest in our people
- 5.4 Quality and transparent Corporate (Governance & Financial) Activities

## KPIs

We will measure our success in reaching our objectives through the following KPIs...

At least 75 percent (by weight) of total kerbside materials are separately collected and recycled by 2030

54% 60% 66% 75%

100 percent (by weight) of total food waste is separately collected and recycled by 2030

13% 40% 75% 100%

At least 60 percent (by weight) of kerbside materials from MUDs are separately collected and recycled by 2030

- 45% 50% 60%

At least 60 percent (by weight) of materials from businesses serviced are separately collected and recycled by 2030

- 45% 50% 60%

Reduce average contamination of kerbside commingled recycling stream to less than 7 percent (by weight)

12.5% <11% <9% <7%

BASELINE 2023 2027 2030

## 2024/25 Focus

While the Strategic Plan undergoes a review, East Waste will still maintain a focus and pursue progression towards the Vision and objectives of the 2030 Strategic Plan. Regardless of the future direction settled upon, it is highly likely that the current objectives will, at the very least, underpin our thinking and operational aspirations into the future.

East Waste continues to pursue innovation and be at the forefront of service delivery changes for the betterment of our Councils and the Community. East Waste exists to create financial and efficiency savings, not to generate a profit to return to shareholders. This is an important and fundamental distinction of East Waste compared to the private sector and key benefit of being within the East Waste subsidiary.

The review of the Strategic Plan is likely to result in a new suite of KPIs (Key Performance Indicators), but for now the focus and agreed actions will work towards the existing agreed group of indicators. As a partnership Organisation, East Waste requires the support and engagement with our Member Councils and external Organisations in order to work closer to them.

*Objective 1: Deliver cost-effective and efficient services & facilities* ensure East Waste remains true to its core function of providing high quality and fiscally efficient services to Member Councils, while at the same time seeking external opportunities which add value to the East Waste model. In addition, ensuring that we continue to have contemporary modes of engagement and facilities to deliver services is paramount.

*Objective 2: Maximise Source Separation and Recycling* and *Objective 3: Provide leading and innovative behaviour change and education* are centred on improving material efficiency, diversion from landfill and actively working towards the Key Performance Indicators listed within the 2030 Strategic Plan. The actions are also designed to help East Waste as an entity, achieve the State Government 2025 diversions targets (specifically Municipal Solid Waste and Food). Within these targets are specific actions centred around improving food waste efficiency and the preliminary result undertaken through the FY24 weekly Food Organics and Garden Organics (FOGO) trails are very promising and warrant further exploration and expansion.

*Objective 4: Help Drive a Local Circular Economy*, recognises that East Waste has a role to play in assisting and supporting our Members to be more engaged and active within the local circular economy space.

*Objective 5: Provide Leadership*, actions assist East Waste to continue to strengthen the integrity of internal systems, processes and framework and invest in our people, in order to reduce risk and improve our already high Governance levels.

The actions are far from a prescriptive list, rather the key projects East Waste intends to undertake over the 2024/25 year and more detail on each is provided below. East Waste provides unique and valuable benefits back to our Member Councils far beyond financial savings which cannot be generated through traditional waste contracts. East Waste exists to create financial and efficiency savings, not to generate a profit to return to shareholders. And East Waste achieves this, whilst maintaining a high-level and high-quality service. This has been clearly

demonstrated through the weekly FOGO collection trials undertaken in the past 6 months, where the logistical approach and focus designed by East Waste, has generated a far greater uptake by the community and generated economic and environmental savings not previously realised in other trials implemented in metropolitan Adelaide. The short payback periods that East Waste have shown we can achieve are predominately driven by East Waste's focus to drive efficiency savings to our Member Councils, not profit to shareholders and to match household waste generation with the most appropriate waste collection regime.

The success of implementation of the East Waste-led FOGO trails, coupled with the preliminary results has generated significant interest and excitement amongst several other Member Councils. East have developed a weekly FOGO collection framework which demonstrates an ability to significantly increase diversion and has a high level of community acceptance. The proposed review of the Environment Protection Policy by the State Government and the extent to which constraints are placed on kerbside collection will impact on this and at the time of adoption remain unclear.

East Waste led co-mingled recycling, organics and landfill contracts will be placed into the market throughout the FY24/25 year. Building on recent experiences in this space, East Waste will deliver an aggregated saving to Member Councils wishing to participate and can kick start significant circular economy and higher use material resource benefits.

It is an exciting time to be a part of East Waste with the operational shifts that are occurring, the collaboration being generated from within and interest from external parties to partner. The review of the Strategic Plan will undoubtedly reflect this through a higher-level, less operational focus than it has historically been. The evolution, maturity and growth of East Waste is set to continue throughout the FY25 financial year.

This Annual Plan is to be effective from 1 July 2024.

NO.	ACTIVITY/PROJECT	OVERVIEW	OBJECTIVE	STRATEGY	MAIN KPI/TARGET	BUDGET
<b>DELIVER COST EFFECTIVE AND EFFICIENT SERVICES AND FACILITIES</b>						
1.	Continue & Expand Core services	East Waste optimisation will come from providing a full suite of services to Member Councils. Where this doesn't occur, East Waste will present detailed business cases for the Council's consideration in a bid to secure these services.	Deliver Cost Effective and efficient services and facilities	1.1	Vision Target	Recurrent
2.	Investigate opportunities outside of existing Member Councils.	When potential opportunities arise, East Waste will investigate service provision to non-member Councils and subsidiaries where the benefit and/or the fostering of partnerships can drive value to Member Councils.	Deliver Cost Effective and efficient services and facilities	1.1	Vision Target	Recurrent
3.	'Landfill' Bin Contract	Member Councils have historically held their own contracts for the disposal/processing of the red/blue bin. As a subsidiary focussed on aggregation, East Waste will investigate, and if feasible, pursue an East Waste-led red/blue bin processing contract.	Deliver Cost Effective and efficient services and facilities	1.2	At least 75% of kerbside material separately collected & recycled	Recurrent
4.	Increase Customer Engagement Opportunities	East Waste has implemented a number of customer service engagement systems in recent years and this work will continue with the consolidation of Customer Service Systems; ultimately creating an improved work management flow.	Deliver Cost Effective and efficient services and facilities	1.5	Vision Target	Recurrent + Service Initiative \$0.075M

## MAXIMISE SOURCE SEPARATION & RECYCLING

5.	Advance trials and rollout of weekly organics collections	Through the success of current trials undertaken by East Waste and more broadly across metropolitan Adelaide, East Waste will pursue the design and implementation of at least one further weekly organics collection trial and a full Council rollout.	Maximise Source separation and recycling	2.1	<ul style="list-style-type: none"> <li>• At least 75% of kerbside material separately collected &amp; recycled</li> <li>• 100% of food waste separately collected and recycled.</li> </ul>	Recurrent + Service Initiative \$0.025k
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• **PROVIDE LEADING AND INNOVATIVE BEHAVIOUR CHANGE AND EDUCATION**

6.	Delivery of the “Why Waste It?” behaviour change program and associated social media.	Utilising the results of the reviews and biennial kerbside audits undertaken over the past 6 years, refine and deliver the ongoing successful “Why Waste It?” program, with a strong food waste separation focus.	Provide leading and innovative behaviour change and education	3.2	• Vision Target	Recurrent + Service Initiative \$0.195M
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## HELP DRIVE A LOCAL CIRCULAR ECONOMY

7.	Develop and Procure high value processing contracts.	East Waste on behalf of engaged Member Councils will procure new long-term organic and co-mingled recycling contracts with a focus on ensuring the collected material is processed in a manner which retains and utilises the material at its highest order and so far as possible, locally.	Help Drive a Local Circular Economy	4.4	Vision Target	Recurrent
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## PROVIDE LEADERSHIP

8.	Fleet Replacement	In line with the Long-Term Financial Plan, undertake the replacement of five (5) collection vehicles.	Provide Leadership	5.4	Vision Target	Capital \$2.200M
9.	WHS System Responsibility and Accountability	Continuation of ongoing Risk Management and Work Health & Safety systems and processes to provide a safe and healthy workplace for all employees and those which interact with us.	Provide Leadership	5.1	Implement best practice safety standards	Recurrent
10.	Develop Carbon Accounting	With a strong focus on emissions and carbon reporting, East Waste will undertake a project to identify the extent of its carbon emissions and future projects to target reduction. .	Provide Leadership	5.4	Quality, transparent Corporate Activities.	Recurrent + Service Initiative \$0.025M



# Budget Management

East Waste operates its waste collection services on a Common Fleet Costing methodology, whereby each respective Member Council is charged directly according to the proportionate time it takes to undertake their respective collection services. This is achieved through the utilisation of a specialised, highly accurate and powerful cloud-based, real-time GPS based system, supported and cross-checked by detailed reporting capabilities. As a result of this, minor variations in the common fleet percentages (and therefore apportioning of Common Fleet costs) occur from year-to-year to account for realised efficiencies, changes in the number of collections undertaken and movement in collection operating costs (e.g. housing inf-fill and developments, Fire Ban days and events).

The Tables on the following page provide a detailed summary of the key business activities undertaken by East Waste on behalf of its Member Councils. Table 1 provides a summary of the operating and capital income and expenditure elements forecasted for waste collection activities for 2024/25. Unsurprisingly the most significant expenditure relates to the logistical requirements of serving the kerbside collections across eight Councils and over 25% of Adelaide's residential population. Fleet replacement, which occurs on a cyclical annual basis, is currently funded via external loan borrowings.

As can be seen from Tables 2 and 3, one of the significant benefits of being an East Waste member is that on top of the highly competitive prices received as a result of aggregated buying power, no administrative, handling or on-costs are charged in relation to resource processing contracts held by East Waste or bin maintenance services. All are charged at-cost.

Labour, fuel costs and fleet maintenance remain the largest operation costs associated with collections (accounting for almost 80% of the common fleet costs). The labour market has been challenging over past 18 months and particularly the last six, requiring East Waste to undertake a market reset in order to attract and retain appropriate staff to carry out our service each day. This has impacted upon higher than CPI year on year increase required for FY25. Fuel has stabilised somewhat over the past 6 months, however the threat of volatility in this market is ever present. Borrowings are based on the most recent Local Government Finance Authority (LGFA) forecasts.

The FY25 increase to Member Councils has been reduced in the FY25 year through a Board decision to not apply the 1% common Fleet Costing Surplus. While this provides relief to Member Council fees, it results in the FY26 budget process commencing in a deficit position (assuming all costs and income remain equal). The net result is an increase marginally higher than CPI, which is unusual for East Waste, however is 1.2% lower than the projected increase forecasted within the East Waste Long Term Financial Plan.

The budget to deliver this Annual Plan, along with all East Waste's Services and legislative requirements is detailed in the following proposed 2024/25 Financial Papers (refer Attachment 1 – 5).

**Table 1: 2024/25 Budget Summary - Waste Collection Services**

	Income	Expenditure	Net Surplus /Deficit
	\$	\$	\$
Recurrent- Waste Collection	17,586,287	17,577,708	8,579
Recurrent - Corporate Administration	426,421	-	426,421
Service Initiatives	-	435,000	(435,000)
Capital Program	-	2,308,500	(2,308,500)
<b>Total</b>	<b>18,012,708</b>	<b>20,321,208</b>	<b>(2,308,500)</b>

**Table 2: 2024/25 Budget Summary - Bin Maintenance Services**

	Income	Expenditure	Net Surplus /Deficit
	\$	\$	\$
Recurrent	1,543,605	1,543,605	-
Service Initiatives	-	-	-
Capital Program	-	-	-
<b>Total</b>	<b>1,543,605</b>	<b>1,543,605</b>	<b>-</b>

**Table 3: 2024/25 Budget Summary - Waste Processing Services**

	Income	Expenditure	Net Surplus /Deficit
	\$	\$	\$
Recurrent	5,827,332	5,827,332	-
Service Initiatives	-	-	-
Capital Program	-	-	-
<b>Total</b>	<b>5,827,332</b>	<b>5,827,332</b>	<b>-</b>

# Financial Statements

## EAST WASTE

Projected Statement of Comprehensive Income (Budgeted)  
for the Financial Year Ending 30 June 2025

<b>FY2023</b>		<b>FY2024</b>	<b>FY2024</b>	<b>FY2025</b>
<b>Audited</b>		<b>Adopted</b>	<b>BR2</b>	<b>Proposed</b>
<b>Actuals</b>		<b>Budget</b>		<b>Budget</b>
<b>\$'000</b>		<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
	<b>Income</b>			
21,188	User Charges	22,747	22,747	23,704
46	Investment income	20	55	48
-	Grants, subsidies and contributions	50	50	-
1,078	Other	1,322	1,372	1,552
<b>22,312</b>	<b>Total</b>	<b>24,139</b>	<b>24,224</b>	<b>25,304</b>
	<b>Expenses</b>			
7,476	Employee Costs	7,675	7,885	8,865
12,184	Materials, contracts & other expenses	13,275	13,514	13,118
2,108	Depreciation, amortisation & impairment	2,657	2,566	2,707
354	Finance costs	384	430	694
<b>22,122</b>	<b>Total</b>	<b>23,991</b>	<b>24,395</b>	<b>25,384</b>
<b>190</b>	<b>Operating Surplus / (Deficit)</b>	<b>148</b>	<b>(171)</b>	<b>(80)</b>
143	Asset disposals & fair value adjustments	18	60	80
<b>333</b>	<b>Net Surplus / (Deficit)</b>	<b>166</b>	<b>(111)</b>	<b>-</b>
-	Other Comprehensive Income	-	-	-
<b>333</b>	<b>Total Comprehensive Income</b>	<b>166</b>	<b>(111)</b>	<b>-</b>

## EAST WASTE

Projected Balance Sheet (Budgeted)  
for the Financial Year Ending 30 June 2025

FY2023		FY2024	FY2024	FY2025
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
<b>Assets</b>				
<b>Current</b>				
3,953	Cash & Cash Equivalents	3,001	2,100	2,508
746	Trade & Other Receivables	935	746	746
43	Inventory	50	43	43
<b>4,742</b>	<b>Total</b>	<b>3,986</b>	<b>2,889</b>	<b>3,297</b>
<b>Non-Current</b>				
9,510	Infrastructure, Property, Plant & Equipment	10,490	11,066	13,721
<b>9,510</b>	<b>Total</b>	<b>10,490</b>	<b>11,066</b>	<b>13,721</b>
<b>14,252</b>	<b>Total Assets</b>	<b>14,476</b>	<b>13,955</b>	<b>17,018</b>
<b>Liabilities</b>				
<b>Current</b>				
1,266	Trade & Other Payables	1,311	1,216	1,227
2,306	Borrowings	2,200	2,355	2,285
871	Provisions	893	931	991
<b>4,443</b>	<b>Total</b>	<b>4,404</b>	<b>4,502</b>	<b>4,503</b>
<b>Non-Current</b>				
8,490	Borrowings	8,402	8,185	11,187
136	Provisions	229	196	256
<b>8,626</b>	<b>Total</b>	<b>8,631</b>	<b>8,381</b>	<b>11,443</b>
<b>13,069</b>	<b>Total Liabilities</b>	<b>13,035</b>	<b>12,883</b>	<b>15,946</b>
<b>1,183</b>	<b>Net Assets</b>	<b>1,441</b>	<b>1,072</b>	<b>1,072</b>
<b>Equity</b>				
1,183	Accumulated Surplus	1,441	1,072	1,072
<b>1,183</b>	<b>Total Equity</b>	<b>1,441</b>	<b>1,072</b>	<b>1,072</b>

## EAST WASTE

Projected Statement of Cash Flows (Budgeted)  
for the Financial Year Ending 30 June 2025

FY2023		FY2024	FY2024	FY2025
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
<b>Cash Flows from Operating Activities</b>				
<b>Receipts</b>				
22,455	Operating Receipts	24,069	24,119	25,256
46	Investment Receipts	20	55	48
<b>Payments</b>				
(7,361)	Employee costs	(7,565)	(7,765)	(8,745)
(12,397)	Materials, contracts & other expenses	(13,275)	(13,514)	(13,118)
(304)	Interest Payments	(384)	(433)	(683)
<b>2,439</b>	<b>Net Cash Flows from Operating Activities</b>	<b>2,865</b>	<b>2,462</b>	<b>2,758</b>
<b>Cash Flows from Investing Activities</b>				
<b>Receipts</b>				
145	Sale of Replaced Assets	50	92	80
<b>Payments</b>				
(587)	Expenditure on Renewal/Replaced Assets	(2,115)	(4,111)	(2,249)
(2,484)	Expenditure of New/Upgraded Assets	(40)	(40)	(60)
<b>(2,926)</b>	<b>Net Cash Flows from Investing Activities</b>	<b>(2,105)</b>	<b>(4,059)</b>	<b>(2,229)</b>
<b>Cash Flow from Financing Activities</b>				
<b>Receipts</b>				
4,525	Proceeds from Borrowings	2,115	2,115	2,114
<b>Payments</b>				
(271)	Repayment of Lease Liabilities	(285)	(285)	(170)
(1,815)	Repayment of Borrowings	(1,944)	(2,086)	(2,065)
<b>2,439</b>	<b>Net Cash Flow from Financing Activities</b>	<b>(114)</b>	<b>(256)</b>	<b>(122)</b>
<b>1,952</b>	<b>Net Increase (Decrease) in cash held</b>	<b>646</b>	<b>(1,853)</b>	<b>408</b>
<b>2,001</b>	<b>Cash &amp; cash equivalents at beginning of period</b>	<b>2,355</b>	<b>3,953</b>	<b>2,100</b>
<b>3,953</b>	<b>Cash &amp; cash equivalents at end of period</b>	<b>3,001</b>	<b>2,100</b>	<b>2,508</b>

## EAST WASTE

Projected Statement of Changes in Equity (Budgeted)  
for the Financial Year Ending 30 June 2025

<b>FY2023</b>	<b>FY2024</b>	<b>FY2024</b>	<b>FY2025</b>
<b>Audited Actuals</b>	<b>Adopted Budget</b>	<b>BR2</b>	<b>Proposed Budget</b>
<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
850 <b>Balance at Start of Period - 1 July</b>	1,275	1,183	1,072
333 Net Surplus / (Deficit) for Year	166	(111)	-
- Contributed Equity	-	-	-
- Distribution to Councils	-	-	-
<b>1,183 Balance at End of Period - 30 June</b>	<b>1,441</b>	<b>1,072</b>	<b>1,072</b>

## EAST WASTE

Projected Uniform Presentation of Finances (Budgeted)  
for the Financial Year Ending 30 June 2025

FY2023		FY2024	FY2024	FY2025
Audited Actuals		Adopted Budget	BR2	Proposed Budget
\$'000		\$'000	\$'000	\$'000
Income				
21,188	User Charges	22,747	22,747	23,704
46	Investment income	20	55	48
-	Grants, subsidies and contributions	50	50	-
1,078	Other	1,322	1,372	1,552
22,312		24,139	24,224	25,304
Expenses				
7,476	Employee Costs	7,675	7,885	8,865
12,184	Materials, contracts & other expenses	13,275	13,514	13,118
2,108	Depreciation, amortisation & impairment	2,657	2,566	2,707
354	Finance costs	384	430	694
22,122		23,991	24,395	25,384
190	Operating Surplus / (Deficit)	148	(171)	(80)
Net Outlays on Existing Assets				
(587)	Capital Expenditure on Renewal and Replacement of Existing Assets	(2,115)	(4,111)	(2,249)
2,108	Depreciation, Amortisation and Impairment	2,657	2,566	2,707
145	Proceeds from Sale of Replaced Assets	50	92	80
1,666		592	(1,453)	538
Net Outlays on New and Upgraded Assets				
(2,484)	Capital Expenditure on New and Upgraded Assets	(40)	(40)	(60)
-	Amounts Specifically for New and Upgraded Assets	-	-	-
-	Proceeds from Sale of Surplus Assets	-	-	-
(2,484)		(40)	(40)	(60)
(628)	Annual Net Impact to Financing Activities (Surplus/(Deficit))	700	(1,664)	398