



SUPPLEMENTARY AGENDA

Notice is hereby given that an Ordinary Meeting of Council will be held at the Civic Centre, Dee Why on

Tuesday 24 September 2013

Beginning at 6:00pm for the purpose of considering and determining matters included in this agenda.

Rik Hart
General Manager

**Supplementary Agenda for an Ordinary Meeting of Council
to be held on Tuesday 24 September 2013
at the Civic Centre, Dee Why
Commencing at 6:00pm**

5.0	MAYORAL MINUTES	
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ITEM 5.2	MAYORAL MINUTE NO 22/2013 - HOUSING PUBLIC FORUM
TRIM FILE REF	2013/270058
ATTACHMENTS	NIL

BACKGROUND

The issue of an ever increasing population, predominantly the baby boom here on the Northern Beaches, and the lack of housing choices is becoming a real concern for residents and our governments continually bury their head in the sand on dealing with the big issues. Simply, there is neither a vision or a direct action plan to tackle the many housing problems facing us now which continue to increase and cause even more concern for not only the community but for local councils in planning for the future.

The Affordable Housing SEPP legislation that I and many others in the local community have been very critical of and continue to be so, is not the solution. It may in appropriate areas form part of a solution, but where are these areas. Affordable Housing seems to have attracted a stigma, rightly or wrongly, with the way our community views it. For example, they do not want to be next to a boarding house yet there is a huge demand for this style of living right now, along with other forms of affordable housing such as seniors living.

I believe we need to ask the community, where can we provide affordable housing? I have suggested parts of Pittwater Road in Brookvale but we need more options. In speaking to members of the community, it is so apparent we are desperate for accommodation for low to medium earning workers. Recently I spoke to a local restaurant owner who told me he struggles to get good staff or retain them as none can afford to work and live in the area. He has a chef and two waiters living in a two bed unit in Dee Why as they simply cannot afford to live here on their minimum wages let alone pay the rental rates we have on the northern beaches. I know of other examples where people drive from the Central Coast to work long shifts here on the Northern Beaches in the hospitality industry and at our various factories. Indeed, our local Police Force has staff who live as far away as Newcastle. On top of this, I don't need to remind you that our public transport options are limited at best and now becoming increasingly expensive.

Lastly, what will be the housing options for our children in the future? From what I understand, many are being forced out of the area to enable them to complete their University studies or their place of employment as there is a lack of public transport options. They certainly cannot afford to move out of home and study here on the northern beaches. We also need to consider our seniors who are looking to downsize and maximise their retirement benefits.

What can be done to address this increasingly complex issue?

I want to start a real discussion and address these problems now from at least at the local government level. It is true we are hamstrung by State Government legislation and there is an absence of any new direction from the State or Federal Government. So rather than commissioning report after report with no real action, I ask this Council to support a range of recommendations so we can address these pressing issues. I believe it can include a combination of direct action and policy development both in the short and long term. I ask this Council to endorse a Working Party comprising local business leaders from the small to large business sector, representatives from our senior community and our local youth and any other interested parties to work up and develop a number of options and actions for this Council to endorse and get on with.

I envisage two public forums would be a starting point consisting of ideas and information forums in Council Chambers to be held one night and on one day. Council can invite a range of speakers to discuss the issues impacting on our community now and possible solutions. Speakers invited will

be (but not limited to) local business, local TAFE, local developers, and local residents as a minimum.

RECOMMENDATION

That Council

- A. Host two ideas and information forums in Council Chambers to be held on one evening and on one day and invite a range of speakers to discuss the issue of housing affordability, the current requirements under State Legislation and possible solutions.
 - B. Draft a report based on feedback from both sessions including the feasibility for a working party to be formed to be chaired by myself and or alternatively establish a Community Committee. The role of this working party would be to review and look to implement some of the recommendations from the forums. Staff may only be required to give presentations on existing planning frameworks and interaction with the working party will be limited.
 - C. Seek the support of the Manly Daily in promoting the forum along with promotion within Council's full page advertisement on Saturdays.
 - D. Use the outcomes of the information forums and community committee to inform the development of the Warringah Planning Strategy issues papers.
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Michael Regan
MAYOR

ITEM 5.3	MAYORAL MINUTE NO 23/2013 - LOCAL GOVERNMENT REFORM - STRATEGIC PARTNERSHIPS
TRIM FILE REF	2013/275068
ATTACHMENTS	NIL

BACKGROUND

Since the NSW Government announced in 2011 its agenda for Local Government reform at Destination 2036 in Dubbo, there has been considerable effort by a number of councils to stymie debate. Whilst on the one hand, they've lobbied for more revenue and grants, they've also stated that structural reform of local government is not necessary and the current system is working.

In contrast to this, I am pleased to advise residents of our community that Warringah Council is proactively participating in the local government reform debate. We do this to deliver better value to our ratepayers.

We have publicly released independent evidence demonstrating that there would be considerable financial benefits in reforming local government in a manner that preserves local identity and local representation. I believe that this Council should continue to lead this discussion for the benefit of all ratepayers. While the figures and the structures need to be debated, we cannot simply ignore them.

Following discussions in regards to possibly merging NSROC and SHOROC, I am pleased to advise that the General Manager and I recently met with the Mayors and General Managers of The Hills and Hornsby Councils to discuss the issue of local government reform. As Councillors would be aware, both The Hills and Hornsby Councils have similar sized populations to Warringah and we each recognise that our communities have many common aspirations.

It was interesting to note that both Mayors expressed to me their disappointment in the general tone of the debate on local government reform. Both Mayors advised me that they would prefer to see structural changes to councils that increase the strategic capacity of local government. However, we recognise that it may be some time before meaningful reform eventuates and a mature debate can be held in our communities.

Accordingly, we have each asked our respective General Managers to consider options to enable us to form a cooperative strategic alliance that identifies mutually beneficial opportunities to improve efficiencies within our existing Council structures. This would be an interim measure until such time as more meaningful reform can be implemented. As each Council presently has different Region Of Council (ROC) arrangements, General Managers have been asked to consider whether an alliance could exist outside the traditional ROC framework. On initial analysis, it does appear very possible and, very positive.

Warringah Council is part of the SHOROC group and has received many benefits in terms of advocacy at a regional level on issues such as health and transport infrastructure. In addition, Council also makes a contribution to developing shared service and procurement arrangements.

The creation of a new strategic alliance with The Hills and Hornsby would mean greater savings for the residents of Warringah through increased buying power that would be greater than under the current SHOROC contribution model.

I believe Warringah should withdraw from the current procurement model within SHOROC but still contribute on advocacy and regional plans. This would enable the functions of lobbying the State and Federal government for key regional infrastructure to be maintained which is in the best interests for all SHOROC Councils.

Suggestions of a new model within the existing framework have been proposed by SHOROC during the discussions in relation to a possible merger of NSROC and SHOROC. It was proposed to Warringah that new models should be considered within SHOROC that could satisfy our desire

to withdraw from the procurement side of the existing model yet remain part of a strong advocacy model which was the basis on which SHOROC was originally formed. We have agreed and as such now seek to advise SHOROC of our intention to withdraw from the existing model (specifically around procurement and shared services) and as suggested by SHOROC, seek an alternate model based on advocacy such as the suggested Council of Mayors model.

A Council of Mayors is a regular meeting between neighbouring Mayors in order to reach strategic outcomes. It has been successful in other parts of Australia such as South East Queensland .

SHOROC has been effective at working together on regional outcomes and has been successful in lobbying our State Government MPs for better transport, health, planning and environment. This should not be lost and that body of work needs to be commended and the focus maintained in the short to medium term to see many of these projects to fruition.

I commend Council to agree to enter into a strategic alliance with The Hills and Hornsby Councils with the aim of achieving further efficiencies under the existing local government framework. Further I ask you to support me in requesting a report to Council in six months outlining the progress and any achievements made after entering into such an alliance with said Councils.

I understand funding for this can be found within existing operational budgets.

RECOMMENDATION

That Council:

- A. Writes to the Minister for Local Government to express our ongoing support of its agenda to reform local government in partnership with Local Councils.
 - B. Write to the Mayors of The Hills and Hornsby Councils expressing Council's support to enter into a cooperative strategic alliance that identifies mutually beneficial opportunities to improve efficiencies in areas of procurement, policy development and resource allocation.
 - C. Receive a progress report from the General Manager within six months and sets out the framework for the strategic alliance with The Hills and Hornsby Councils for Council's endorsement.
 - D. Advise SHOROC of its intention to withdraw participation in the joint procurement business unit and shared services business improvement program by the end of this financial year but state our continued support for regional advocacy and strategic planning.
 - E. Request further advice from the SHOROC Executive Director regarding alternative models that can support Warringah's advocacy and strategic planning role such as proposed Council of Mayors model.
 - F. Endorse the work completed to date by SHOROC in advocacy and planning for regional outcomes.
 - G. Note that the Mayor and General Manager will continue to be involved in discussions about closer cooperation and a potential merger of SHOROC and NSROC in the areas of advocacy and strategic planning.
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Michael Regan
MAYOR

8.0 ENVIRONMENT DIVISION REPORTS

ITEM 8.18	PUBLIC EXHIBITION OF REVISED DELIVERY PROGRAM AND REVISED LONG TERM FINANCIAL PLAN
REPORTING MANAGER	GROUP MANAGER STRATEGIC PLANNING & CHIEF FINANCIAL OFFICER
TRIM FILE REF	2013/263789
ATTACHMENTS	1 Project Implementation - Special Rate Variations 2014-2018 2 Long Term Financial Plan - Scenario Modelling 3 Consolidated Financial Statements 4 Delivery Program and Sensitivity Analysis 5 Community Engagement Plan

EXECUTIVE SUMMARY

PURPOSE

To approve for exhibition the revised Delivery Program 2013-2017 and Long Term Financial Plan 2013-2023, outlining the Council's plans for the next 10 years and funding options based on a Special Rate Variation (SRV).

SUMMARY

Council resolved at its meeting of 25 June 2013:

That the community be consulted on a special rate increase over the rate cap of 3% per annum in each of the four years from 2014-2015 to 2017-2018 to increase the level of services to be delivered to the community. (Agenda item 6.4, recommendation O).

As part of this consultation, the current Delivery Program 2013-2017 and Long Term Financial Plan 2013-2023 have been revised for exhibition. This allows for community consultation on proposed additional operational and capital projects and also includes four rate path scenarios to inform our community of the options. The revisions are available at Attachments 2, 3 and 4 and online through Council's Application (eServices) at www.warringah.nsw.gov.au on Tuesday 24 September for approval for public exhibition.

The option which incorporates the service level improvements identified by the community is scenario 1. This would maintain existing service levels and allow for a mixture of increased operational services and new capital projects to further improve targeted service levels. The increase is:

Year	2014/15	2015/16	2016/17	2017/18
Estimated Rate Cap	3.1%	3.0%	3.0%	2.9%
Special Rate Variation	3.0%	3.0%	3.0%	3.0%
Total Rate Increase	6.1%	6.0%	6.0%	5.9%

The rate cap is the increase to rates determined annually for the State Government by the Independent Pricing and Regulatory Tribunal (IPART).

Improvements proposed under scenario 1 include:

- Increased cleaning and maintenance of our neighbourhood centres
- Improved maintenance of our roads
- New and better maintained footpaths
- Improving the appearance of our gardens, parks and reserves
- Upgrading playgrounds and building a new outdoor youth facility
- Increased support for local business
- Bushland improvement program
- Waterway improvement program
- Promoting Sustainability
- Reinstating the pedestrian and recreational horse riding trail at Anembo reserve
- Redeveloping the Aquatic Centre
- Recreational dredging of Narrabeen Lagoon
- Building a new synthetic sportsfield
- Creating the Glen Street Theatre Cultural Hub
- Redevelopment of Long Reef Surf Club
- Installing public art and new cultural events

The revised Delivery Program and Long Term Financial Plan form the basis of engaging our community on a SRV and details the increased operational and new capital projects proposed to further improve service levels. It will be exhibited for 28 days and the community will be consulted during October and November. The attached Community Engagement Plan outlines the range of engagement activities to be undertaken.

Following community engagement, Council will consider on 10 December 2013 whether to revise the Delivery Program and Long Term Financial Plan and apply to IPART for a SRV. An SRV would support an expanded program of works and services.

FINANCIAL IMPACT

The cost of the community engagement has been budgeted for in 2013/14.

POLICY IMPACT

Nil

RECOMMENDATION OF GENERAL MANAGER

That Council endorse the revised Delivery Program and Long Term Financial Plan for public exhibition for 28 days, commencing 19 October 2013, in accordance with the Community Engagement Plan.

REPORT

BACKGROUND

Maintaining service levels and assets

Since 2010 the Council has been informing the community of the need to increase rates in future years as part of its annual budget consultation. The increased funding will support improvements already undertaken and provide for further improvements by the provision of new assets whilst ensuring Council is financially sustainable over the longer term.

There has been a significant investment in capital works over the last five years. Once built, additional expenditure is needed to maintain the service level and appearance of new assets. Approximately \$68.8 million in new capital works have been completed and a further \$89 million is planned over the next five years. Completed works include improvements to village centres at Freshwater and The Strand Dee Why, a new Occasional Care Centre at Brookvale, additional sections of the Narrabeen Lagoon Multi-use Trail, new sportsfield as well as synthetic playing surface at Cromer Park and improvements to community centres. As previously indicated in the Long Term Financial Plan it will not be possible to balance Council's Operating budget after 2017/18.

In 2010 it was estimated that an SRV would be needed in 2014/15 to maintain financial sustainability. Ongoing cost containment and productivity improvements have allowed this to be deferred to 2017/18, requiring a 6.5% rate increase above the rate cap. This position was exhibited in the draft Delivery Program and Long Term Financial Plan in April 2013.

Responding to growing demands

Consultation with the community on the draft Delivery Program and Long Term Financial Plan and feedback provided to Councillors has demonstrated some support for further improvements to service levels beyond what was proposed in the Delivery Program. Council considered this at its meeting on 25 June 2013, and resolved to bring forward the rate increase as follows:

That the community be consulted on a special rate increase over the rate cap of 3% per annum in each of the four years from 2014-2015 to 2017-2018 to increase the level of services to be delivered to the community.

(25 June 2013, Agenda item 6.4, recommendation O).

The adopted Delivery Program shows additional revenue from the proposed SRV commencing in 2014/15. Recognising the need for additional community consultation before identifying specific capital and operational projects, the adopted Plan fully allocated the increased funds to "New Capital Works" and this was also reflected in the Long Term Financial Plan.

SPECIAL RATE VARIATION

The Independent Pricing and Regulatory Tribunal (IPART) determine applications for special rate variations. In making an application Councils needs to address the following criteria:

1. The need for and purpose of a different revenue path is clearly articulated and identified in the council's IP&R documents, including its Delivery Program and Long Term Financial Plan
2. Evidence that the community is aware of the need for and extent of a rate rise
3. The impact on affected ratepayers must be reasonable, having regard to both the current rate levels, existing ratepayer base and the proposed purpose of the variation
4. The proposed Delivery Program and Long Term Financial Plan must show evidence of realistic assumptions

5. An explanation of the productivity improvements and cost containment strategies the council has realised in past years, and plans to realise over the proposed special variation period

A detailed list of projects to be funded from the SRV is needed to be able to respond to criteria 1 and 2 above. This has been developed from the community's priorities expressed through the annual community survey, Community Strategic Plan development, customer requests and feedback provided to Councillors. It includes a mix of operational and capital projects which will lift certain service levels and improve the general appearance of the area.

To support the community engagement on the special rate variation, the Delivery Program and Long Term Financial Plan need to be revised to reflect these projects and proposed revenue paths. Community engagement on the special rate variation and the revised Delivery Program and Long Term Financial Plan will take place at the same time.

REVISED LONG TERM FINANCIAL PLAN

The revisions proposed to the Long Term Financial Plan include showing four rate path scenarios as follows:

- Scenario 1 (Increased Service Levels – Financially Sustainable). – Multi-year SRV: maintains existing service levels and allows for a mixture of improved operational and new capital projects to further improve service levels. The increase is:

Year	2014/15	2015/16	2016/17	2017/18
Estimated Rate Cap	3.1%	3.0%	3.0%	2.9%
Special Rate Variation	3.0%	3.0%	3.0%	3.0%
Total Rate Increase	6.1%	6.0%	6.0%	5.9%

- Scenario 2 (Financially Unsustainable) – The Base Case: where rates only increase in line with the estimated rate cap set by IPART with no increases in service levels in either operational or capital projects to further improve service levels. Whilst this maintains service levels to the community it is not sustainable as Council's budget would be in an operating deficit from 2018/19. The increase is:

Year	2014/15	2015/16	2016/17	2017/18
Estimated Rate Cap	3.1%	3.0%	3.0%	2.9%
Special Rate Variation				
Total Rate Increase	3.1%	3.0%	3.0%	2.9%

- Scenario 3 - (Maintain Service Levels - Financially Sustainable) – Single SRV: a single-year ongoing rate increase in 2017/18. Whilst this enables Council to maintain financial sustainability it does not provide for increases in service levels. The increase is:

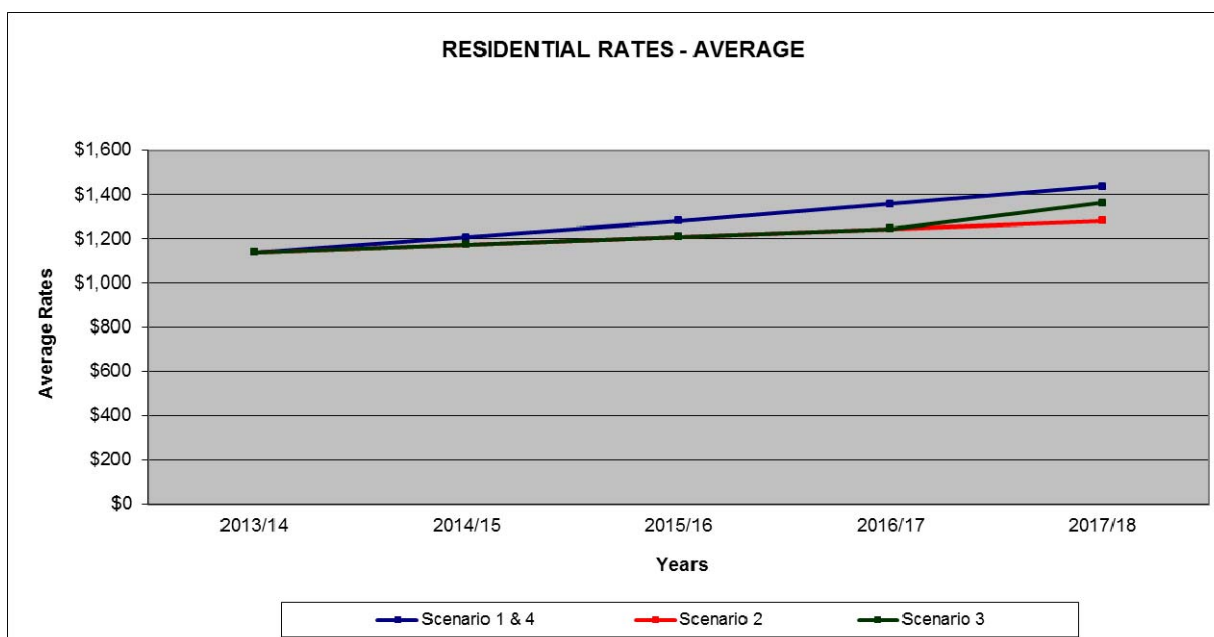
Year	2014/15	2015/16	2016/17	2017/18
Estimated Rate Cap	3.1%	3.0%	3.0%	2.9%
Special Rate Variation				6.5%
Total Rate Increase	3.1%	3.0%	3.0%	9.4%

- Scenario 4 – (Existing Plan - Financially Sustainable) – Multi-year SRV: maintains existing service levels and allows for additional capital projects to further improve service levels. It does not allow for any increase to additional operational service levels nor include operational costs associated with the additional capital works. This is the model adopted by Council on 25 June 2013 to allow for subsequent community engagement. The increase is:

Year	2014/15	2015/16	2016/17	2017/18
Estimated Rate Cap	3.1%	3.0%	3.0%	2.9%
Special Rate Variation	3.0%	3.0%	3.0%	3.0%
Total Rate Increase	6.1%	6.0%	6.0%	5.9%

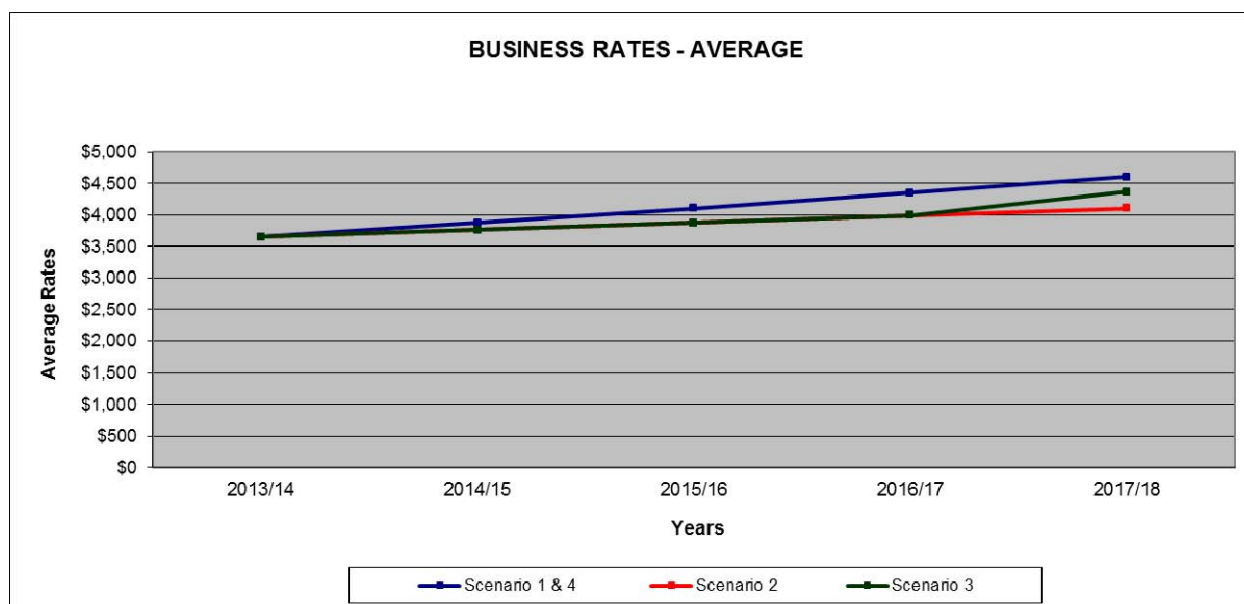
The impact on the average residential rate under the proposed scenarios is as follows:

	2013/14	2014/15	2015/16	2016/17	2017/18
Scenario 1	\$1,138	\$1,208	\$1,280	\$1,357	\$1,437
Scenario 2	\$1,138	\$1,174	\$1,208	\$1,245	\$1,281
Scenario 3	\$1,138	\$1,174	\$1,208	\$1,245	\$1,362
Scenario 4	\$1,138	\$1,208	\$1,280	\$1,357	\$1,437



The impact on the average business rate under the proposed scenarios is as follows:

	2013/14	2014/15	2015/16	2016/17	2017/18
Scenario 1	\$3,647	\$3,869	\$4,101	\$4,348	\$4,604
Scenario 2	\$3,647	\$3,760	\$3,873	\$3,989	\$4,105
Scenario 3	\$3,647	\$3,760	\$3,873	\$3,989	\$4,364
Scenario 4	\$3,647	\$3,869	\$4,101	\$4,348	\$4,604



The revised Long Term Financial Plan takes into account the effect of the funding scenarios on Warringah's longer term financial sustainability. The implications of each scenario are shown in the revised Consolidated Financial Statements at Attachment 3 and in eServices under the Long Term Financial Plan.

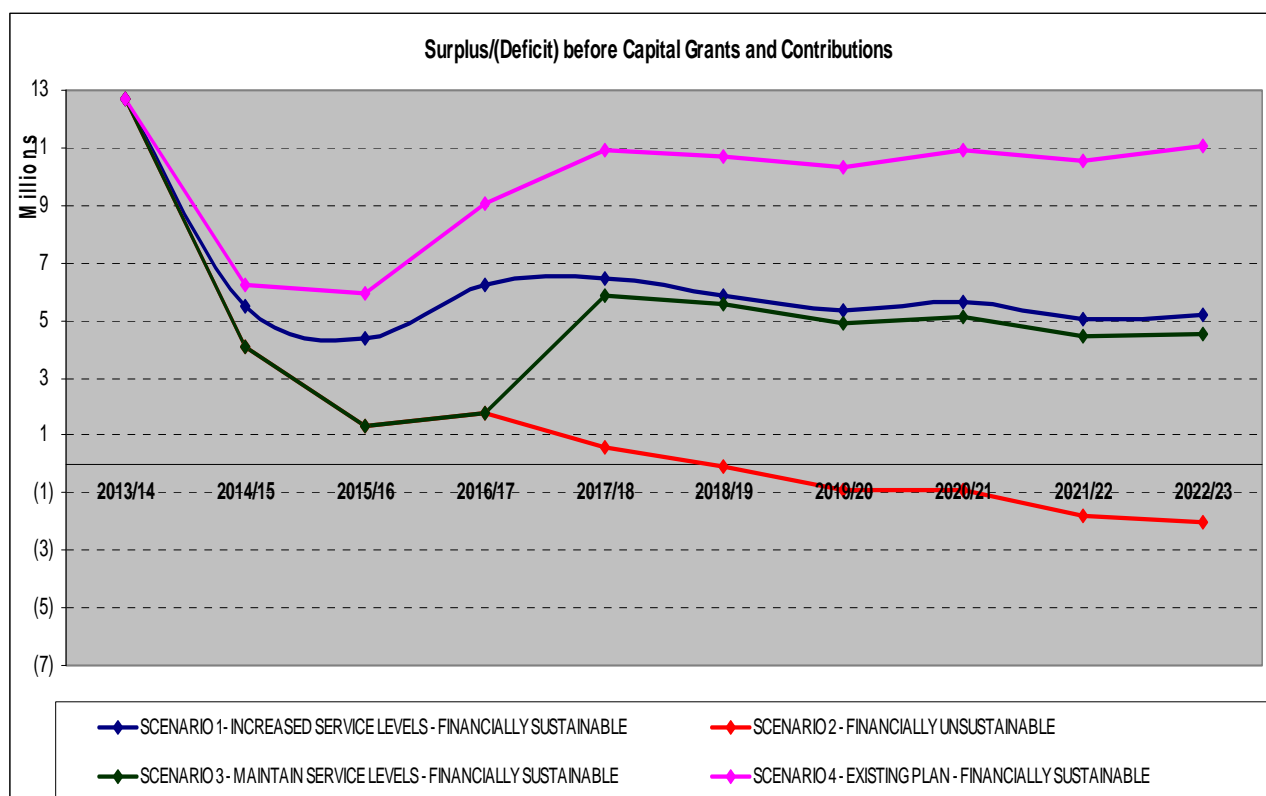
In brief the main long-term outcomes of each scenario are:

Scenario 1 - (Increased Service Levels – Financially Sustainable) - Ongoing financial sustainability, with increased works and services. Once the rate increase has reached a peak in 2017/18, it will continue to provide an additional \$4.8m in the operational budget ongoing. This includes a loan of \$10 million to redevelop the Aquatic Centre, to be repaid over 10 years.

Scenario 2 - (Financially Unsustainable) - Financial decline by 2018/19. Council will be financially unsustainable and there will be no increase in works or services.

Scenario 3 - (Maintain Service Levels - Financially Sustainable) – Maintain financial sustainability, some extra capital works, but no increased services.

Scenario 4 – (Existing Plan - Financially Sustainable) – Maintains financial sustainability, but no increase in works or services.



The creation of a surplus is vital to ensuring financial sustainability and to fund capital works for new and upgraded assets. Other funding sources, such as Section 94 developer funds, are inadequate to keep pace with community needs. The maintenance of a healthy surplus is embedded into Warringah's Financial Planning and Sustainability Policy.

Scenario 1 addresses the growing community expectations for improvement in operational service standards and additional capital works whilst retaining long-term responsible financial management.

REVISED DELIVERY PROGRAM

Attachment 4 is the revised Delivery Programs 2013-2017 for scenarios 1, 2 and 3. The current Delivery Program approved on 25 June 2013 is scenario 4.

The only change to the Delivery Program in scenarios 2 and 3 is the income line for Rates and Annual Charges in a revised Operational Budget for the Corporate Support key service area.

The revised Delivery Program for scenario 1 includes an updated Operational Budget for each key service area plus the new operational and capital projects to be funded by the SRV. The new works and service levels will be progressively phased-in across the four years (see table 1), with the bulk of the funding available in 2017-2018. As this is beyond the scope of the Delivery Program 2013-2017 a full list of project implementation across all four years of the SRV (2014-2018) is shown at Attachment 1.

Table 1 – Funds available for new operational and capital works each year

Year	Available additional expenditure	
	Operational (30%)	Capital (70%)
2014/15	\$750,000	\$1,750,000

2015/16	\$1,500,000	\$1,750,000
2016/17	\$2,700,000	\$2,800,000
2017/18	\$4,800,000	\$4,900,000

Scenario 1's mixture of one off capital items as well as ongoing funding to lift service standards will include:

- Increased cleaning and maintenance of our neighbourhood centres
- Improved maintenance of our roads
- New and better maintained footpaths
- Improving the appearance of our gardens, parks and reserves
- Upgrading playgrounds and building a new outdoor youth facility
- Increased support for local business
- Bushland improvement program
- Waterway improvement program
- Promoting Sustainability
- Reinstating the pedestrian and recreational horse riding trail at Anembo reserve
- Redeveloping the Aquatic Centre
- Recreational dredging of Narrabeen Lagoon
- Building a new synthetic sportsfield
- Creating the Glen Street Theatre Cultural Hub
- Redevelopment of Long Reef Surf Club
- Installing public art and new cultural events

The rate increase will provide a one-off amount of \$11.2m for new capital works and recurrent funding of \$4.8m per annum (by 2017-2018) for new ongoing operational initiatives. Some of the major capital works include

- Glen Street Cultural Hub \$2 million – Stage 2 of this project is in the current Delivery Program and will cost \$5.5 million. It involves building works to create a community meeting space for a restaurant/café and community lounge to house the new Belrose Library. Funding for the works was from the sale of land (the Belrose Library site and an adjoining road reserve). The road reserve is owned by the Crown and recent advice is that the proceeds of the sale of \$2 million will not be available to Council. Stage 2 of the development will not proceed if it is not fully funded
- Redevelopment of Long Reef Surf Club \$1 million – the current building is in poor condition. The new building will be single storey and occupy the existing footprint of the building
- Redevelopment of the Aquatic Centre \$10 million – this will be loan funded with loan repayments from the SRV. The redevelopment will deliver a modern leisure facility appealing to a broad range of ages and activities which includes a new pool with water slide

- Recreational dredging of Narrabeen Lagoon \$1.3 million – to provide more opportunities for recreational use of the lagoon
- Accelerated footpath program \$2.25 million - nine km of new footpath across the area, and new wider shared pathways linking Dee Why Town Centre with The Strand
- A new synthetic playing surface \$1.5 million – to the meet the demands of our sporting groups
- Accelerated playground program \$1.28 million – to allow for upgrading of 16 additional playgrounds

CONSULTATION

The revised plans will be exhibited from 19 October for 28 days, with detailed plans available online on Warringah's eServices. Hard copies will also be available in Council libraries and Civic Centre, and drop-in sessions will be conducted in three locations. Other engagement activities are outlined in the Community Engagement Plan at Attachment 5.

This is designed to raise a high level of awareness in the community of the scenarios and implications for ratepayers to enable their informed feedback to Council. The consultation will determine community support for increased works and services, and their willingness to fund this from a SRV and a moderate loan. This engagement will meet IPART requirements for making the community aware of the need for and extent of a rate rise.

After considering community feedback on the scenarios, Council will decide on 10 December whether to adopt the revised plan and apply to IPART for a SRV.

TIMING

Date	Description
19 October to 18 November 2013	Community Exhibition
10 December 2013	Council considers submissions on the Delivery Program, Long Term Financial Plan and the Special Rate Variation

FINANCIAL IMPACT

The cost of the community engagement has been budgeted for in 2013/14.

POLICY IMPACT

Nil

Project Implementation - Special Rate Variations 2014-2018

	2014-15		2015-16		2016-17		2017-18	
	Capital	Operational	Capital	Operational	Capital	Operational	Capital	Operational
IMPROVING OUR NEIGHBOURHOODS								
Increased cleaning and maintenance of our neighbourhood centres	\$200,000	\$560,000		\$630,000		\$780,000		\$780,000
Improved maintenance of our roads				\$111,500	\$500,000	\$621,500	\$310,000	\$626,500
New and better maintained footpaths	\$550,000	\$7,600	\$590,000	\$97,000	\$1,110,000	\$147,000		\$280,000
Improving the appearance of our gardens, parks and reserves		\$82,400		\$140,000	\$200,000	\$411,500		\$611,500
Upgrading playgrounds and building a new outdoor youth facility			\$160,000		\$790,000		\$730,000	\$5,000
Increased support for local business				\$71,500		\$75,000		\$75,000
	\$750,000	\$650,000	\$750,000	\$1,050,000	\$2,600,000	\$2,035,000	\$1,040,000	\$2,378,000

	2014-15		2015-16		2016-17		2017-18	
	Capital	Operational	Capital	Operational	Capital	Operational	Capital	Operational
CARING FOR OUR ENVIRONMENT								
Bushland improvement program		\$100,000		\$200,000		\$200,000		\$200,000
Waterway improvement program				\$250,000		\$350,000		\$880,000
Promoting Sustainability						\$30,000		\$30,000
		\$100,000		\$450,000		\$580,000		\$1,110,000

	2014-15		2015-16		2016-17		2017-18	
	Capital	Operational	Capital	Operational	Capital	Operational	Capital	Operational
ENHANCING OUR RECREATION FACILITIES								
Reinstating the pedestrian and recreational horse riding trail at Anembo reserve						\$60,000		\$2,000
Redeveloping the Aquatic Centre							\$1,300,000	\$1,200,000
Recreational dredging of Narrabeen Lagoon							\$1,500,000	\$25,000
Building a new synthetic sportsfield							\$2,860,000	\$1,227,000

Redevelopment of the Aquatic Centre would be funded by a \$10,000,000 loan. The loan repayment would be funded by the Special

	2014-15		2015-16		2016-17		2017-18	
	Capital	Operational	Capital	Operational	Capital	Operational	Capital	Operational
STIMULATING OUR CULTURAL LIFE								
Creating the Glen Street Theatre Cultural Hub	\$1,000,000		\$1,000,000					
Redevelopment of Long Reef Surf Club							\$1,000,000	
Installation of public art and new cultural events					\$200,000	\$85,000		\$85,000
	\$1,000,000		\$1,000,000		\$200,000	\$85,000	\$1,000,000	\$85,000

Projects to be funded from the Special Rate Variation

IMPROVING OUR NEIGHBOURHOODS	Details of the projects involved:
Increased cleaning and maintenance of our neighbourhood centres	<ul style="list-style-type: none"> Increased public space cleansing Increased paver scrubbing Improved paving repairs Increased litter bin service Increased graffiti removal
Improved maintenance of our roads	<ul style="list-style-type: none"> Improved pothole repairs Improved road pavement maintenance New kerbs and gutters
New and better maintained footpaths	<ul style="list-style-type: none"> New footpaths Increased footpath maintenance
Improving the appearance of our gardens, parks and reserves	<ul style="list-style-type: none"> Planting more trees Increased frequency of reserve mowing Improved maintenance of road reserve vegetation Renovation of gardens and improved maintenance of vegetation Increased maintenance of reserves
Upgrading playgrounds and building a new outdoor youth facility	<ul style="list-style-type: none"> Accelerate upgrade of playgrounds New outdoor youth recreation facility
Increased support for local business	<ul style="list-style-type: none"> Support for local business and economic development
CARING FOR OUR ENVIRONMENT	Details of the projects involved:
Bushland improvement program	<ul style="list-style-type: none"> Increased cleansing in bushland areas and waterways Increase weed management and bush regeneration in bushland of local significance Increased bushland restoration program Increased bush regeneration works in coastal dunes
Waterway improvement program	<ul style="list-style-type: none"> Proactive maintenance of stormwater pits Increased condition surveys of stormwater assets Increased cleaning of our water quality devices Increased street sweeping frequency
Promoting Sustainability	<ul style="list-style-type: none"> Enhanced education for sustainability program
ENHANCING OUR RECREATION FACILITIES	Details of the projects involved:
Anembo reserve fire trail and track	<ul style="list-style-type: none"> Reinstating the pedestrian and recreational horse riding trail at Anembo reserve
Redeveloping the Aquatic Centre	<ul style="list-style-type: none"> Redeveloping the Aquatic Centre
Recreational dredging of Narrabeen Lagoon	<ul style="list-style-type: none"> Recreational dredging of Narrabeen Lagoon
Building a new synthetic sportsfield	<ul style="list-style-type: none"> Building a new synthetic sportsfield
STIMULATING OUR CULTURAL LIFE	Details of the projects involved:
Glen Street Theatre Cultural Hub	<ul style="list-style-type: none"> Funds to support stage 2 redevelopment of Glen Street Theatre Cultural Hub
Redevelopment of Long Reef Surf Club	<ul style="list-style-type: none"> Redevelopment of Long Reef Surf Club
Public art and new cultural events	<ul style="list-style-type: none"> Installation of public art at key sites Providing additional support for cultural events

Long Term Financial Plan – Scenario Modelling

As part of the scenario analysis four financial models are proposed to inform Council's Long Term Financial Plan.

- Scenario 1 (Increased Service Levels) – Multi-year Special Rate Variation: A four-year ongoing cumulative rate increase from 2014/15 to 2017/18 of 6.1%, 6.0%, 6.0% and 5.9% including the estimated rate cap. In addition to maintaining existing service levels this allows for a mixture of new operational and capital projects to further improve service levels.

In order to provide an effective point of comparison including modelling previously provided to the community the following additional scenarios which detail rates paths, works and sustainability outcomes are also included:

- Scenario 2 (Financially Unsustainable) – The Base Case: where rates only increase in line with the estimated rate cap set by IPART with no increases in service levels in either new operational and capital projects to further improve service levels. Whilst this maintains service levels to the community it is not sustainable as Council's budget would be in an operating deficit from 2018-2019.
- Scenario 3 – (Financially Sustainable) – Single Special Rate Variation: a single-year ongoing rate increase in 2017/18, of 9.4% including the estimated rate cap. Whilst this enables Council to maintain financial sustainability it does not provide for increases in service levels.
- Scenario 4 – (Existing Plan) – Multi-year Special Rate Variation: A four-year ongoing cumulative rate increase from 2014/15 to 2017/18 of 6.1%, 6.0%, 6.0% and 5.9% including the estimated rate cap. Whilst this maintains existing service levels and allows for additional capital projects to further improve service levels it does not allow for any increase to additional operational service levels nor include operational costs associated with the additional capital works. This is the Model adopted by Council on 25 June 2013 to allow for subsequent community engagement.

The models in the four scenarios provide an effective point of comparison including the against modelling previously provided to the community for a period of 10 years. They detail rates paths, works and sustainability outcomes and each considers current services and service levels, workforce planning and asset management. The scenarios also include increases in income and expenditure as a result of growth. For effective analysis of the scenarios consideration must be given to principles included in Council's Financial Planning a Sustainability Policy:

- Council will maintain its existing service levels to residents.
- Any changes to future service levels will be determined in consultation with the community.
- Budgets will aim to maintain assets to at least the same condition as they were at the start of each financial year.
- Management will continually look for ways to structurally realign resources and/or increase income opportunities without changes to service standards.
- Consideration of the financial effects of Council decisions on future generations. The Council shall strive to achieve equity between generations of ratepayers (intergenerational equity) whereby the mechanisms to fund specific capital expenditure and operations take into account the ratepayers who benefit from the expenditure and therefore on a user pay basis who should pay for the costs associated with such expenditure.
- Asset management plans must be linked to the Long Term Financial Plan.
- Future lifecycle costs will be reported and considered in all decisions relating to new services, upgrading of existing services, asset renewal and new capital works.
- Council must achieve a fully funded operating position reflecting that Council collects enough revenue to fund operational expenditure, the repayment of debt and depreciation.

- Council must have a fully funded capital program, where the source of funding is identified and secured for both capital renewal and new capital works.
- Funding for capital and infrastructure projects will be by a combination of revenue sources including operating surpluses, rates and service charges, working capital, asset sales, borrowings and other asset financing arrangements.
- Council must maintain sufficient cash and investments to ensure that it can meet its short-term working capital requirements
- Council must maintain its asset base, by renewing ageing infrastructure and by ensuring working capital is set aside for those works.

Council must budget and prioritise the allocation of resources and through consultation it has identified the community's priorities. Since 2010 the Council has been informing the community of the need to increase rates in future years as part of its annual budget consultation. Council resolved at its meeting of 25 June 2013 that the community be consulted on a special rate increase over the rate cap of 3% per annum in each of the four years from 2014/15 to 2017/18 to increase the level of services to be delivered to the community and this analysis has been provided for this purpose.

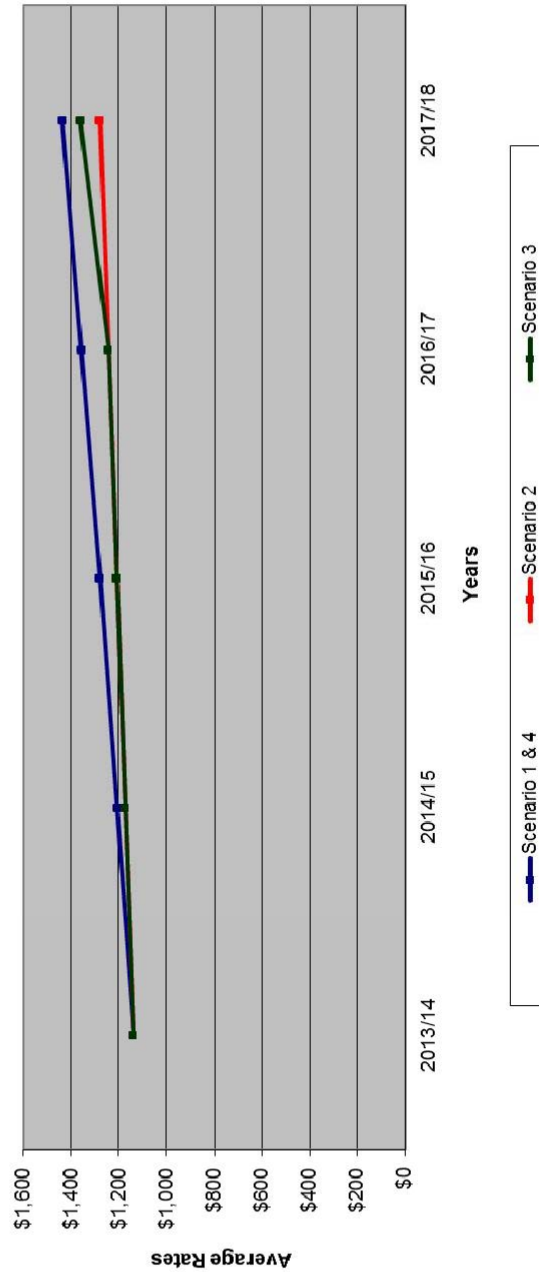
In each of the scenarios with the exception of any income arising from the cumulative impact of a special rate variation the following assumptions included in the Long Term Financial Plan adopted by Council on 25 June 2013:

- Between 2013/14 and 2016/17 the Consumer Price Index (CPI) for goods and services is forecast to be 2.6%, 2.8%, 2.7% and 2.7% respectively;
- The increase in rates is capped by the State Government at 3.4% for 2013/14 and increases over the following three years assumed to be 3.10%, 3% and 3% respectively;
- Between 2014 and 2017 Interest and Investment Revenues are forecasted at 4%, 4.19%, 4.44% and 4.55% respectively;
- Wages comprise approximately 39.2% of our operating costs (excluding capital works) from year to year. Wages are expected to grow by 3.5% in 2013/14 after taking into account productivity savings of 0.2% per annum. This is anticipated to increase to 3.75% per annum in 2014/15, 4.25% in 2015/16 and to 4.75% in 2016/17. This takes into account the Australian Government's proposed increase to the Superannuation Guarantee Levy;
- Materials & Contracts and Other Expenses are forecast to increase in line with the Consumer Price Index. Whilst the rate of growth projected is uneven, it is forecast to average 2.6% per annum;
- Irrespective of the timing of instalment payments of the Financial Assistance Grant, forecast revenues are based on a full year's entitlement being included in each budget year;
- An increase in the Domestic Waste Management Charge of \$164 per annum for an 80 litre bin (\$243) in 2015/16 to cover anticipated collection and disposal cost increases and a new bin system rollout associated with the closure of the Belrose landfill site;
- The funding of the Dee Why Town Centre Parking and Community Facility will be partially funded from the proceeds from the disposal of the Kiah site in 2013/14 which is estimated at \$9 million;
- The creation of a cultural hub at Glen Street will be funded by the disposal of part of the library site which is estimated at \$5 million and a further \$2 million in proceeds are estimated from the sale of the adjoining access roads.

The impact on the average residential rate under the proposed scenarios is as follows:

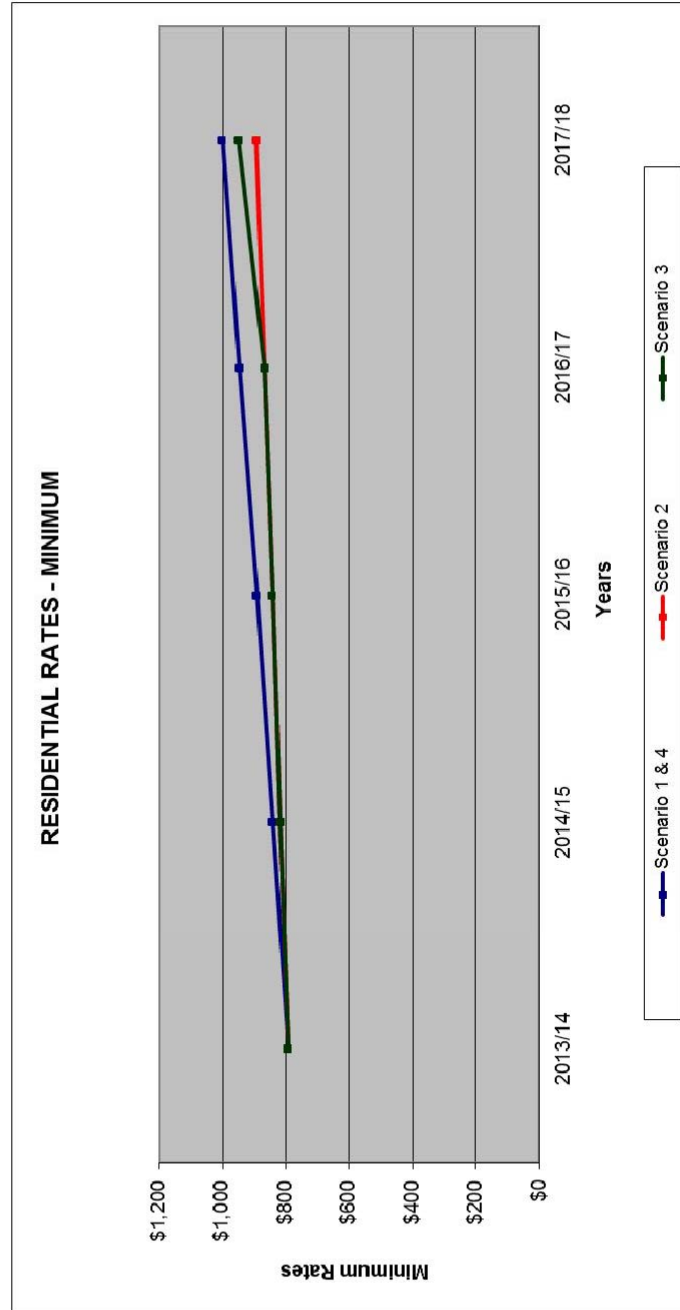
	2013/14	2014/15	2015/16	2016/17	2017/18
Scenario 1	\$ 1,138.23	\$ 1,207.66	\$ 1,280.12	\$1,356.93	\$ 1,436.99
Scenario 2	\$ 1,138.23	\$ 1,173.52	\$ 1,208.72	\$1,244.98	\$ 1,281.09
Scenario 3	\$ 1,138.23	\$ 1,173.52	\$ 1,208.72	\$1,244.98	\$ 1,362.01
Scenario 4	\$ 1,138.23	\$ 1,207.66	\$ 1,280.12	\$1,356.93	\$ 1,436.99

RESIDENTIAL RATES - AVERAGE



The impact on the minimum residential rate under the proposed scenarios is as follows:

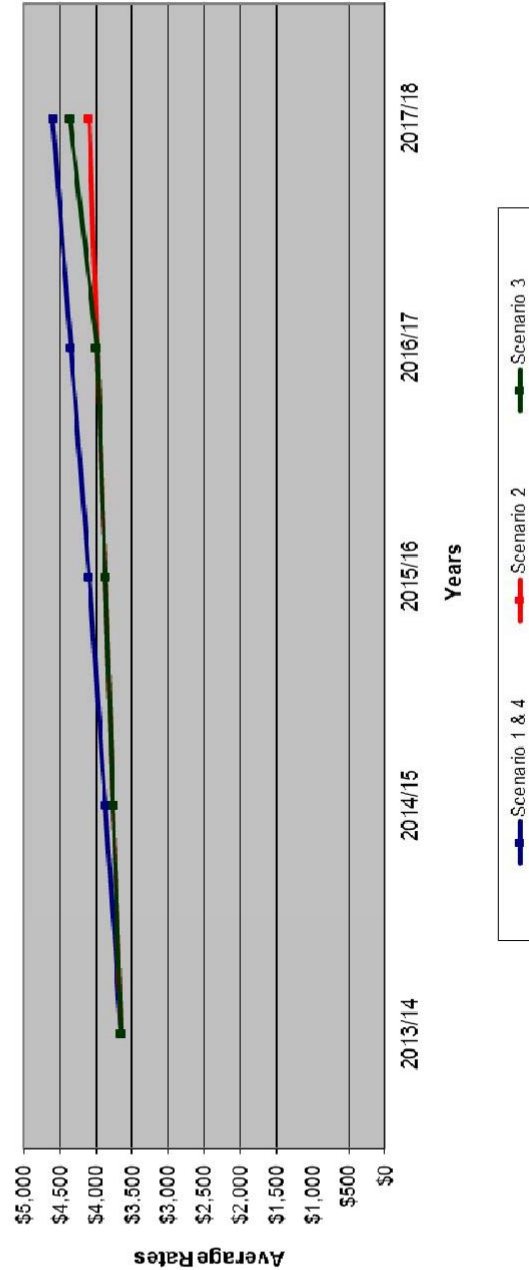
	2013/14	2014/15	2015/16	2016/17	2017/18
Scenario 1	\$793.17	\$841.55	\$892.05	\$945.57	\$1,001.36
Scenario 2	\$793.17	\$817.76	\$842.29	\$867.56	\$892.72
Scenario 3	\$793.17	\$817.76	\$842.29	\$867.56	\$949.11
Scenario 4	\$793.17	\$841.55	\$892.05	\$945.57	\$1,001.36



The impact on the average business rate under the proposed scenarios is as follows:

	2013/14	2014/15	2015/16	2016/17	2017/18
Scenario 1	\$3,646.85	\$3,869.31	\$4,101.46	\$4,347.55	\$4,604.06
Scenario 2	\$3,646.85	\$3,759.90	\$3,872.70	\$3,988.88	\$4,104.55
Scenario 3	\$3,646.69	\$3,759.74	\$3,872.53	\$3,988.71	\$4,363.65
Scenario 4	\$3,646.85	\$3,869.31	\$4,101.46	\$4,347.55	\$4,604.06

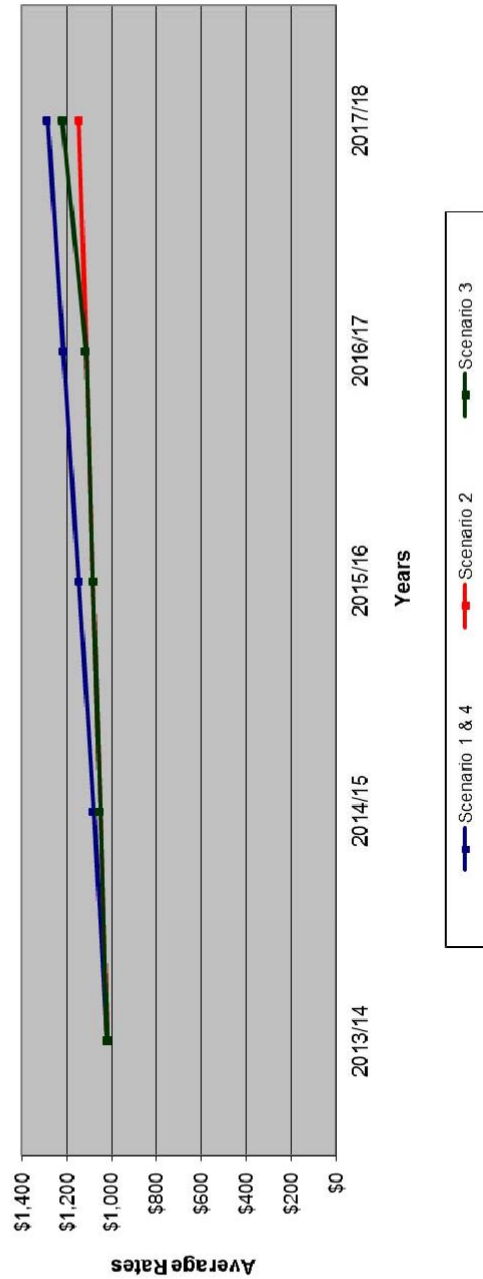
BUSINESS RATES - AVERAGE



The impact on the minimum business rate under the proposed scenarios is as follows:

	2013/14	2014/15	2015/16	2016/17	2017/18
Scenario 1	\$1,018.32	\$1,080.44	\$1,145.26	\$1,213.98	\$1,285.60
Scenario 2	\$1,018.32	\$1,049.89	\$1,081.38	\$1,113.83	\$1,146.13
Scenario 3	\$1,018.32	\$1,049.89	\$1,081.38	\$1,113.83	\$1,218.53
Scenario 4	\$1,018.32	\$1,080.44	\$1,145.26	\$1,213.98	\$1,285.60

BUSINESS RATES - MINIMUM



Scenario 1 (Increased Service Levels – Financially Sustainable) – Multi-year SRV

In adopting its 2013 Community Strategic Plan Council resolved that the community be consulted on a special rate increase over the rate cap of 3% per annum in each of the four years from 2014-2015 to 2017-2018 to increase the level of services to be delivered to the community.

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Anticipated Rate Cap	3.4%	3.1%	3.0%	3.0%	2.9%	2.8%	2.8%	3.0%	3.0%	3.0%
Special Rate Variation		3.0%	3.0%	3.0%	3.0%					
Total Rate Increase	3.4%	6.1%	6.0%	6.0%	5.9%	2.8%	2.8%	3.0%	3.0%	3.0%

This model provides for increases in the levels of services through both operational and capital expenditure which are summarised below.

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Operational Expenditure		750,000	1,500,000	2,700,000	4,800,000					
Capital Expenditure		1,750,000	1,750,000	2,800,000	4,900,000	5,017,600	5,138,022	5,276,749	5,419,221	5,565,540

The projected Surplus before Capital Grants and Contributions under this Model are as follows:

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Surplus before Capital Grants & Contributions	12,676,680	5,496,064	4,408,820	6,232,164	5,748,422	5,255,683	4,626,080	4,819,703	4,127,432	4,148,327

This model will ensure that Council maintains its positive outlook in terms of financial sustainability whilst also providing a significant increase in the level of service in those areas prioritised by the community.

The Income Statement, Balance Sheet, Statement of Cash Flows and Financial Performance Indicators for this Scenario are provided as Appendix 3

Scenario 2 (Financially Unsustainable) – The Base Case

In its 2013 Community Strategic Plan Council presented graphically its Base Case which assumed Council's Rates Path would be limited to the Rate Cap with no increase the level of services to be delivered to the community.

In this model rates only increase in line with the estimated rate cap set by IPART with no increases in service levels in either new operational and capital projects to further improve service levels. Whilst this maintains service levels to the community it is not sustainable as Council's budget would be in an operating deficit from 2018/19.

There has been a significant investment in capital works over the last five years. Once built additional expenditure is needed to maintain the service level and appearance of new assets. Approximately \$68.8 million in new capital works have been completed and a further \$89 million is planned over the next five years. Completed works include improvements to village centres at Freshwater and The Strand Dee Why, a new Occasional Care Centre at Brookvale, additional sections of the Narrabeen Lagoon multiuse trail, new sportsfields as well as synthetic playing surface at Cromer Park and improvements to community centres. It will not be possible in these circumstances to balance Council Operating budget after 2017/18.

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Anticipated Rate Cap	3.4%	3.1%	3.0%	3.0%	2.9%	2.8%	2.8%	3.0%	3.0%	3.0%
Special Rate Variation										
Total Rate Increase	3.4%	3.1%	3.0%	3.0%	2.9%	2.8%	2.8%	3.0%	3.0%	3.0%

The projected Surplus before Capital Grants and Contributions under this Model are as follows:

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Surplus/(Deficit) before Capital Grants & Contributions	12,676,680	4,070,064	1,360,708	1,772,098	596,540	(82,875)	(900,141)	(913,200)	(1,816,945)	(2,030,760)

The Income Statement, Balance Sheet, Statement of Cash Flows and Financial Performance Indicators for this Scenario are provided as Appendix 3

Scenario 3 - (Maintain Service Levels - Financially Sustainable) – Single SRV

In 2010 it was estimated that a Special Rate Variation would be needed in 2014/15 to maintain financial sustainability. Ongoing cost containment and productivity improvements have allowed this to be deferred to 2017/18 with an estimated increase of 6.5% rate above the rate cap. This position was exhibited in the draft Delivery Program and Long Term Financial Plan in April 2013 and enabled Council to maintain a positive financial sustainability outlook and provide a modest increase in service levels from 2018/19.

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Anticipated Rate Cap	3.4%	3.1%	3.0%	3.0%	2.9%	2.8%	2.8%	3.0%	3.0%	3.0%
Special Rate Variation					6.5%					
Total Rate Increase	3.4%	3.1%	3.0%	3.0%	9.4%	2.8%	2.8%	3.0%	3.0%	3.0%

This model provides for increases in the levels of services through both capital expenditure only which is summarised below.

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Operational Expenditure										
Capital Expenditure						5,500,000	5,632,000	5,784,064	5,940,234	6,100,620

The projected Surplus before Capital Grants and Contributions under this Model are as follows:

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Surplus before Capital Grants & Contributions	12,676,680	4,070,064	1,360,708	1,772,098	5,882,878	5,556,622	4,930,446	5,135,666	4,451,983	4,489,698

The Income Statement, Balance Sheet, Statement of Cash Flows and Financial Performance Indicators for this Scenario are provided as Appendix 3

Scenario 4 – (Existing Plan – Financially Sustainable) – Multi-year SRV

In adopting its 2013 Community Strategic Plan Council resolved that the community be consulted on a special rate increase over the rate cap of 3% per annum in each of the four years from 2014-2015 to 2017-2018 to increase the level of services to be delivered to the community.

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Anticipated Rate Cap	3.4%	3.1%	3.0%	3.0%	2.9%	2.8%	2.8%	3.0%	3.0%	3.0%
Special Rate Variation		3.0%	3.0%	3.0%	3.0%					
Total Rate Increase	3.4%	6.1%	6.0%	6.0%	5.9%	2.8%	2.8%	3.0%	3.0%	3.0%

This model provides for increases in the levels of services through capital expenditure only which is summarised below.

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Operational Expenditure										
Capital Expenditure		2,500,000	2,500,000	4,000,000	7,000,000	7,168,000	7,340,032	7,538,213	7,741,745	7,950,772

The projected Surplus before Capital Grants and Contributions under this Model are as follows:

Year	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Surplus before Capital Grants & Contributions	12,676,680	6,251,890	5,954,027	9,078,512	10,888,505	10,684,600	10,356,560	10,901,936	10,574,352	11,030,923

The Income Statement, Balance Sheet, Statement of Cash Flows and Financial Performance Indicators for this Scenario are provided as Appendix 3

Long term Financial Plan - Consolidated Financial Statements
Scenario 1 (Increased Service Levels - Financially Sustainable) - Multi-year SRV

Projected Income Statement for the Years Ending 30 June 2013/14 to 2022/23	Adopted Budget 2013/14	Long Term Financial Plan Forward Estimates									
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Income from Continuing Operations											
Rates & Annual Charges	93,232,714	98,725,621	114,547,143	120,407,953	126,661,662	130,701,140	134,637,387	139,042,807	143,586,203	148,287,104	153,042,741
User Charges & Fees	44,319,794	45,560,748	46,790,888	48,054,242	49,255,598	50,437,733	51,646,238	52,879,966	54,147,895	55,454,717	56,795,263
Interest & Investment Revenues	3,403,000	3,724,769	2,887,176	2,474,572	2,214,022	2,483,569	2,475,996	2,594,487	2,626,704	2,745,263	2,864,339
Other Revenues	7,276,619	7,462,420	7,684,446	7,912,345	8,151,428	8,397,563	8,648,593	8,904,633	9,165,673	9,431,713	9,697,753
Grants & Contributions - Operating Purposes	7,377,248	7,782,951	8,120,594	8,486,038	8,861,583	9,248,128	9,645,673	10,054,218	10,473,763	10,903,308	11,342,853
Grants & Contributions - Capital Purposes	4,033,877	3,502,913	3,597,491	3,694,623	3,796,969	3,899,315	3,999,661	4,097,007	4,192,353	4,285,699	4,377,045
Gains on Disposal of Assets	8,393,911	314,328	322,814	331,530	339,819	347,974	356,236	364,500	372,764	381,028	389,292
Share of Interests in Joint Venture using Equity Method	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	168,035,163	167,093,949	183,950,553	191,874,304	199,920,102	205,880,352	211,991,081	217,961,841	224,608,486	231,654,627	238,701,871
Expenses from Continuing Operations											
Employee Benefits & On-Costs	(59,374,744)	(61,514,841)	(63,721,458)	(65,039,584)	(66,484,968)	(67,961,239)	(69,468,584)	(70,996,000)	(72,543,516)	(74,111,132)	(75,707,748)
Borrowing Costs	(1,003,297)	(1,037,526)	(1,330,544)	(1,322,327)	(1,357,567)	(1,392,807)	(1,428,047)	(1,463,287)	(1,498,527)	(1,533,767)	(1,569,007)
Materials & Contracts	(57,525,912)	(60,644,931)	(74,929,053)	(77,615,273)	(81,633,800)	(84,365,719)	(87,413,672)	(90,238,781)	(92,837,699)	(95,200,626)	(97,431,544)
Depreciation & Amortisation	(15,166,909)	(15,864,582)	(16,679,926)	(17,130,284)	(17,568,541)	(17,979,546)	(18,413,655)	(18,908,575)	(19,419,106)	(19,943,422)	(20,480,943)
Other Expenses	(17,955,852)	(18,422,756)	(18,966,576)	(19,517,294)	(19,974,851)	(20,474,608)	(20,965,878)	(21,526,822)	(22,108,046)	(22,704,964)	(23,317,882)
Loss on Disposal of Assets	-	(310,335)	(318,714)	(327,319)	(335,502)	(343,554)	(351,799)	(360,251)	(368,900)	(377,753)	(386,711)
Share of Interests in Joint Venture using Equity Method	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	(151,328,606)	(158,094,973)	(175,946,270)	(181,952,081)	(189,855,067)	(196,156,733)	(202,704,992)	(208,261,251)	(215,368,067)	(222,143,078)	(228,561,071)
Surplus/(Deficit) from Continuing Operations	16,710,557	8,998,976	8,004,283	9,922,223	10,265,035	9,723,619	9,286,089	9,700,590	9,240,419	8,281,549	7,139,799
Minority Interests	(893,862)	(1,014,140)	(1,038,710)	(1,066,764)	(1,093,433)	(1,119,675)	(1,146,547)	(1,177,504)	(1,209,297)	(1,241,948)	(1,274,700)
Surplus/(Deficit) attributable to Council	15,726,695	7,984,836	6,965,573	8,855,459	9,171,602	8,603,944	8,139,541	8,523,086	8,031,122	7,039,601	5,864,899
Surplus/(Deficit) before Capital Grants & Contributions	12,676,880	5,496,064	4,406,792	6,227,599	6,478,046	5,845,742	5,315,143	5,622,429	5,052,147	4,297,652	3,589,194

Capital Expenditure Schedule for the Years Ending 30 June 2013/14 to 2022/23	Adopted Budget 2013/14	Long Term Financial Plan Forward Estimates									
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Capital - Renewal	21,938,929	27,078,411	18,410,604	17,550,410	18,678,944	19,332,038	19,854,003	20,360,061	20,840,593	21,300,100	21,740,632
Capital - New	1,428,002	31,166,543	21,623,605	19,467,398	11,952,074	11,952,074	9,429,440	9,624,935	9,825,100	10,030,978	10,236,853
Total Capital Expenditure	36,366,931	58,244,954	40,034,209	37,017,808	42,551,468	30,831,018	28,761,478	29,478,638	30,215,161	30,971,571	31,977,485

Projected Balance Sheet for the Years Ending 30 June 2013/14 to 2022/23				Long Term Financial Plan Forward Estimates						
Adopted Budget 2013/14 \$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000	2018/19 \$ '000	2019/20 \$ '000	2020/21 \$ '000	2021/22 \$ '000	2022/23 \$ '000	
ASSETS										
Current Assets										
22,451	14,544	11,147	9,101	8,995	8,481	8,476	8,512	8,367	8,222	
67,354	43,631	33,441	27,302	26,985	25,444	25,427	25,535	25,102	24,867	
7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	
90	90	90	90	90	90	90	90	90	90	
862	862	862	862	862	862	862	862	862	862	
2,862	2,862	2,862								
Non-current assets classified as "held for resale"										
101,119	69,488	55,902	47,716	44,432	42,377	42,354	42,499	41,921	41,341	
Total Current Assets										
Non-Current Assets										
1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	
497	497	497	497	497	497	497	497	497	497	
-	-	-	-	-	-	-	-	-	-	
2,415,823	2,456,554	2,478,258	2,496,496	2,519,839	2,531,040	2,539,740	2,548,660	2,557,806	2,567,184	
700	700	700	700	700	700	700	700	700	700	
2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	
1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	
2,422,190	2,462,921	2,484,625	2,502,863	2,526,206	2,537,407	2,546,107	2,555,027	2,564,173	2,573,551	
Total Non-Current Assets										
2,523,310	2,532,409	2,540,527	2,550,579	2,570,637	2,573,783	2,588,461	2,597,526	2,606,093	2,614,892	
TOTAL ASSETS										
LIABILITIES										
Current Liabilities										
13,044	13,044	13,044	13,044	13,044	13,044	13,044	13,044	13,044	13,044	
1,025	1,025	1,025	1,722	2,419	2,419	2,419	2,419	2,419	1,792	
11,267	11,409	11,555	11,705	11,860	12,019	12,183	12,353	12,529	12,710	
25,336	25,478	25,624	26,471	27,323	27,482	27,646	27,816	27,992	27,546	
Total Current Liabilities										
Non-Current Liabilities										
400	400	400	400	400	400	400	400	400	400	
6,643	6,033	5,389	4,011	12,244	10,745	9,150	7,452	5,645	4,348	
17,956	18,918	19,934	21,010	22,145	23,345	24,615	25,966	27,396	28,910	
24,999	25,351	25,723	25,421	34,789	34,490	34,165	33,818	33,441	33,658	
50,335	50,829	51,347	51,892	62,112	61,972	61,811	61,634	61,433	61,203	
TOTAL LIABILITIES										
NET ASSETS										
2,472,975	2,481,580	2,489,180	2,498,687	2,508,525	2,517,811	2,526,650	2,535,892	2,544,661	2,553,689	
EQUITY										
2,353,752	2,361,739	2,368,705	2,377,560	2,386,732	2,395,336	2,403,475	2,411,998	2,420,030	2,428,299	
110,929	110,929	110,929	110,929	110,929	110,929	110,929	110,929	110,929	110,929	
2,464,881	2,472,668	2,479,634	2,488,488	2,497,661	2,506,265	2,514,404	2,522,927	2,530,969	2,539,228	
8,294	8,912	9,546	10,198	10,864	11,517	12,245	12,964	13,702	14,461	
2,472,975	2,481,580	2,489,180	2,498,687	2,508,525	2,517,811	2,526,650	2,535,892	2,544,661	2,553,689	
TOTAL EQUITY										

Projected Statement of Cash Flows for the Years Ending 30 June 2013/14 to 2022/23	Adopted Budget 2013/14	Long Term Financial Plan Forward Estimates									
	\$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000	2018/19 \$ '000	2019/20 \$ '000	2020/21 \$ '000	2021/22 \$ '000	2022/23 \$ '000	
Cash Flows from Operating Activities	Receipts										
	Rates & Annual Charges	93,233	98,726	114,547	120,408	126,862	130,701	134,637	139,043	143,586	
	User Charges & Fees	44,320	45,561	46,791	48,054	49,256	50,438	51,648	53,043	54,475	
	Interest & Investment Revenues	3,403	3,725	2,887	2,475	2,214	2,484	2,476	2,584	2,627	
	Grants & Contributions	11,411	11,286	11,718	11,483	11,898	12,334	13,067	12,855	13,203	
	Other	15,673	7,797	8,007	9,455	9,691	9,924	10,162	10,456	10,718	
	Payments										
	Employee Benefits & On-Costs	(68,326)	(60,411)	(62,559)	(64,813)	(67,205)	(69,681)	(72,244)	(74,893)	(76,766)	
	Materials & Contracts	(57,526)	(60,645)	(74,929)	(77,615)	(81,634)	(84,366)	(87,414)	(89,239)	(92,838)	
	Borrowing Costs	(894)	(922)	(950)	(979)	(1,006)	(1,032)	(1,060)	(1,091)	(1,123)	
	Other	(18,288)	(18,733)	(19,285)	(19,845)	(20,310)	(20,818)	(21,318)	(21,888)	(22,479)	
	Net cash provided by (or used in) Operating Activities	33,036	26,383	26,227	28,622	29,765	29,983	29,955	30,851	30,877	31,645
	Cash Flows from Investing Activities	Receipts									
		Sale of Investments	-	-	-	-	-	-	-	-	-
		Sale of Investment Property	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment		3,098	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	
Sale of Non-current assets classified as "held for sale"		6,448	-	-	-	2,862	-	-	-	-	
Payments											
Purchase of Investment Securities		-	-	-	-	-	-	-	-	-	
Purchase of Investment Property		-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment		(36,367)	(59,245)	(40,034)	(37,018)	(42,551)	(30,631)	(28,761)	(29,479)	(30,215)	
Purchase of Intangibles		-	-	-	-	-	-	-	-	-	
Net cash provided by (or used in) Investing Activities		(26,821)	(56,595)	(38,384)	(35,368)	(39,039)	(29,081)	(27,111)	(27,829)	(28,565)	(29,322)
Cash Flows from Financing Activities		Receipts									
		Proceeds from Borrowings & Advances	7,815	-	-	-	10,000	-	-	-	-
		Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-
		Payments									
	Repayment of Borrowings & Advances	(256)	(1,025)	(1,025)	(1,025)	(1,722)	(2,419)	(2,419)	(2,419)	(2,419)	
	Repayment of Finance Lease Liabilities	(441)	-	-	-	-	-	-	-	-	
	Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	
	Dividend Paid to Minority Interests	(384)	(394)	(405)	(415)	(427)	(437)	(448)	(459)	(471)	
	Net cash provided by (or used in) Financing Activities	6,734	(1,419)	(1,430)	(1,440)	7,851	(2,856)	(2,867)	(2,878)	(2,890)	(2,903)
	Net Increase/(Decrease) in Cash & Investments										
		12,949	(31,631)	(13,587)	(8,186)	(423)	(2,954)	(23)	145	(678)	(679)
		78,657	91,606	59,975	46,389	38,203	37,779	35,725	35,702	35,847	35,270
	Add: Cash & Investments - beginning of year										
		94,506	60,975	46,390	29,202	27,270	26,725	25,202	24,917	25,270	24,800

Projected Financial Performance Indicators for the Years Ending 30 June 2013/14 to 2022/23		Adopted Budget 2013/14	Long Term Financial Plan Forward Estimates								
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
1.	Unrestricted Current Ratio	4.22	2.74	2.29	2.06	2.01	2.04	2.04	2.05	2.01	2.05
2.	Result from Continuing Operations before Capital Grants & Contributions	5,496	4,407	6,228	6,478	5,846	5,315	5,622	5,052	5,210	10,094
3.	Asset Renewal Ratio	1.71	1.10	1.02	1.30	1.05	1.05	1.05	1.05	1.05	1.05
4.	Debt Service Ratio	0.16%	0.63%	0.58%	0.55%	0.89%	1.21%	1.18%	1.14%	1.11%	1.08%
5.	Collection Performance Ratio	3.90%	3.90%	3.90%	3.90%	3.90%	3.90%	3.90%	3.85%	3.80%	3.75%

Scenario 2 (Financially Unsustainable) - The Base Case

Projected Income Statement for the Years Ending 30 June 2013/14 to 2022/23	Adopted Budget 2013/14	Long Term Financial Plan Forward Estimates									
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Income from Continuing Operations											
Rates & Annual Charges	93,232,714	96,580,874	110,020,240	113,310,414	116,977,376	120,540,084	124,191,831	128,283,885	132,504,513	136,872,964	136,872,964
User Charges & Fees	44,319,794	45,580,748	46,730,888	48,054,242	49,255,588	50,437,733	51,648,238	53,042,741	54,474,895	55,945,717	55,945,717
Interest & Investment Revenues	3,403,000	3,713,717	2,845,765	2,350,947	2,131,751	2,227,963	2,175,319	2,224,971	2,205,892	2,235,314	2,235,314
Other Revenues	7,278,619	7,482,420	7,684,446	9,123,345	9,351,428	9,575,863	9,805,683	10,070,437	10,342,339	10,621,562	10,621,562
Grants & Contributions - Operating Purposes	7,377,248	7,782,951	8,120,594	7,788,038	8,110,583	8,456,197	8,906,506	9,377,261	9,814,247	10,247,632	10,247,632
Grants & Contributions - Capital Purposes	4,033,877	3,502,913	3,597,491	3,684,623	3,785,989	3,877,877	3,970,946	4,078,161	4,188,272	4,301,355	4,301,355
Gains on Disposal of Assets	8,393,911	314,328	322,814	331,530	339,819	347,974	355,326	365,946	375,827	385,974	385,974
Share of interests in Joint Venture using Equity Method	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	168,039,163	164,917,950	175,382,239	184,653,141	189,953,544	195,463,690	201,244,849	206,843,402	213,105,764	219,730,538	219,730,538
Expenses from Continuing Operations											
Employee Benefits & On-Costs	(59,374,744)	(61,154,841)	(63,297,338)	(65,501,680)	(68,042,852)	(70,573,409)	(73,196,581)	(75,915,717)	(78,382,978)	(80,930,425)	(80,930,425)
Borrowing Costs	(1,003,297)	(1,337,528)	(1,330,544)	(1,322,327)	(1,310,621)	(1,296,269)	(1,280,219)	(1,265,860)	(1,251,702)	(1,237,702)	(1,237,702)
Materials & Contracts	(67,525,912)	(60,254,931)	(73,830,943)	(75,287,514)	(78,347,847)	(81,000,903)	(83,968,101)	(85,700,179)	(89,203,555)	(92,266,360)	(92,266,360)
Depreciation & Amortisation	(15,166,909)	(15,864,582)	(16,679,926)	(17,130,284)	(17,558,541)	(17,979,946)	(18,411,465)	(19,008,575)	(19,419,105)	(19,943,422)	(19,943,422)
Other Expenses	(17,955,882)	(18,422,756)	(18,966,576)	(19,517,294)	(19,974,851)	(20,474,608)	(20,995,878)	(21,526,822)	(22,108,046)	(22,704,964)	(22,704,964)
Loss on Disposal of Assets	-	-	-	-	(335,502)	(343,554)	(351,799)	(361,298)	(371,053)	(381,071)	(381,071)
Share of interests in Joint Venture using Equity Method	(301,882)	(310,335)	(318,714)	(327,319)	(335,502)	(343,554)	(351,799)	(361,298)	(371,053)	(381,071)	(381,071)
Total Expenses from Continuing Operations	(151,328,806)	(157,344,873)	(174,424,040)	(179,866,419)	(185,570,015)	(191,668,889)	(198,174,044)	(203,678,441)	(210,734,457)	(217,459,943)	(217,459,943)
Surplus/(Deficit) from Continuing Operations	16,710,357	7,572,977	4,958,199	5,466,722	4,383,530	3,795,001	3,070,805	3,164,961	2,371,327	2,270,595	2,270,595
Minority Interests	(893,862)	(1,011,410)	(1,038,718)	(1,066,764)	(1,093,433)	(1,119,675)	(1,146,547)	(1,177,504)	(1,209,297)	(1,241,948)	(1,241,948)
Surplus/(Deficit) attributable to Council	15,816,495	6,561,567	3,919,481	4,399,958	3,290,097	2,675,326	1,924,258	1,987,457	1,162,030	1,028,647	1,028,647
Surplus/(Deficit) before Capital Grants & Contributions	12,676,680	4,070,064	1,360,708	1,772,098	596,540	(82,875)	(900,141)	(913,200)	(1,816,945)	(2,030,760)	(2,030,760)

Capital Expenditure Schedule for the Years Ending 30 June 2013/14 to 2022/23	Adopted Budget 2013/14	Long Term Financial Plan Forward Estimates									
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Capital - Renewal	21,938,929	27,078,411	18,410,604	17,550,410	18,951,468	18,876,944	19,332,038	19,854,003	20,380,061	20,940,593	20,940,593
Capital - New	14,428,002	31,916,543	22,373,605	20,687,398	15,700,000	14,620,074	12,161,472	12,430,432	12,706,854	12,990,334	12,990,334
Total Capital Expenditure	36,366,931	58,994,954	40,784,209	38,237,808	34,651,468	33,496,018	31,493,510	32,284,435	33,086,915	33,930,927	33,930,927

Projected Balance Sheet for the Years Ending 30 June 2013/14 to 2022/23				Long Term Financial Plan Forward Estimates							
Adopted Budget 2013/14	\$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000	2018/19 \$ '000	2019/20 \$ '000	2020/21 \$ '000	2021/22 \$ '000	2022/23 \$ '000	
ASSETS											
Current Assets											
Cash & Cash Equivalents	22,451	14,625	10,904	8,444	8,180	7,494	7,284	7,081	6,862	6,198	
Investments	67,354	43,874	32,712	25,331	24,540	22,481	21,852	21,244	19,985	18,594	
Receivables	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	
Inventory	90	90	90	90	90	90	90	90	90	90	
Other	862	862	862	862	862	862	862	862	862	862	
Non-current assets classified as "held for resale"	2,862	2,862	2,862	2,862	-	-	-	-	-	-	
Total Current Assets	101,119	69,812	54,930	45,089	41,172	38,427	37,588	36,778	35,089	33,244	
Non-Current Assets											
Investments	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	
Receivables	497	497	497	497	497	497	497	497	497	497	
Inventory	-	-	-	-	-	-	-	-	-	-	
Infrastructure, Property, Plant & Equipment	2,415,823	2,454,804	2,474,758	2,490,196	2,498,639	2,505,340	2,509,432	2,513,619	2,517,905	2,522,292	
Investments Accounted for using the equity method	700	700	700	700	700	700	700	700	700	700	
Investment Property	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	
Intangible	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	
Total Non-Current Assets	2,422,190	2,461,171	2,481,125	2,496,563	2,505,006	2,511,707	2,515,799	2,519,986	2,524,272	2,528,659	
TOTAL ASSETS	2,523,310	2,530,983	2,536,055	2,541,651	2,546,178	2,550,134	2,553,387	2,556,764	2,559,371	2,561,903	
LIABILITIES											
Current Liabilities											
Payables	13,044	13,044	13,044	13,044	13,044	13,044	13,044	13,044	13,044	13,044	
Borrowings	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	
Provisions	11,267	11,409	11,555	11,705	11,860	12,019	12,183	12,353	12,529	12,710	
Total Current Liabilities	25,336	25,478	25,624	25,774	25,929	26,088	26,252	26,422	26,598	26,762	
Non-Current Liabilities											
Payables	400	400	400	400	400	400	400	400	400	400	
Borrowings	6,643	6,033	5,389	4,708	3,988	3,227	2,423	1,573	674	1	
Provisions	17,956	18,918	19,934	21,010	22,145	23,345	24,615	25,966	27,396	28,910	
Total Non-Current Liabilities	24,999	25,351	25,723	26,118	26,533	26,972	27,438	27,939	28,470	29,311	
TOTAL LIABILITIES	50,335	50,829	51,347	51,892	52,462	53,060	53,690	54,361	55,068	55,812	
NET ASSETS											
	2,472,975	2,480,154	2,484,708	2,489,759	2,493,716	2,497,074	2,499,697	2,502,403	2,504,303	2,506,090	
EQUITY											
Retained Earnings	2,353,752	2,360,313	2,364,233	2,368,633	2,371,923	2,374,598	2,376,522	2,378,510	2,379,672	2,380,701	
Revaluation Reserves	110,929	110,929	110,929	110,929	110,929	110,929	110,929	110,929	110,929	110,929	
Council Equity Interest	2,464,881	2,471,242	2,475,162	2,479,562	2,482,852	2,485,527	2,487,451	2,489,439	2,490,601	2,491,630	
Minority Equity Interest	8,294	8,912	9,546	10,198	10,864	11,547	12,245	12,964	13,702	14,461	
TOTAL EQUITY	2,472,975	2,480,154	2,484,708	2,489,759	2,493,716	2,497,074	2,499,697	2,502,403	2,504,303	2,506,090	

Projected Statement of Cash Flows for the Years Ending 30 June 2013/14 to 2022/23	Adopted Budget 2013/14	Long Term Financial Plan Forward Estimates										
	\$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000	2018/19 \$ '000	2019/20 \$ '000	2020/21 \$ '000	2021/22 \$ '000	2022/23 \$ '000		
Cash Flows from Operating Activities	Receipts	93,233	96,561	110,020	113,310	116,977	120,540	124,192	128,284	132,505	136,873	
		44,320	45,561	46,791	48,054	49,256	50,438	51,648	53,043	54,475	55,946	
		3,403	3,714	2,846	2,132	2,132	2,228	2,175	2,225	2,206	2,236	
		11,411	11,266	11,718	11,483	11,898	12,334	13,067	12,855	13,203	13,669	
		15,673	7,797	8,007	9,455	9,691	9,924	10,162	10,436	10,718	11,008	
	Payments	(68,336)	(60,051)	(62,135)	(64,375)	(66,753)	(69,214)	(71,762)	(74,395)	(76,778)	(79,235)	
		(57,526)	(60,255)	(73,831)	(75,288)	(78,348)	(81,001)	(83,968)	(86,700)	(89,204)	(92,268)	
		(894)	(922)	(950)	(979)	(1,006)	(1,032)	(1,060)	(1,091)	(1,123)	(1,157)	
		(18,258)	(18,733)	(19,285)	(19,845)	(20,310)	(20,818)	(21,318)	(21,868)	(22,479)	(23,066)	
		33,036	24,957	23,181	24,167	23,536	23,398	23,137	23,769	23,523	23,984	
		Net cash provided by (or used in) Operating Activities										
	Cash Flows from Investing Activities	Receipts	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-
			3,098	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650
		6,448	-	-	-	2,862	-	-	-	-	-	-
Payments		-	-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	-	
		(36,367)	(56,495)	(38,284)	(34,218)	(27,651)	(26,331)	(24,153)	(24,746)	(25,355)	(25,990)	
-		-	-	-	-	-	-	-	-	-		
Net cash provided by (or used in) Investing Activities		(26,821)	(54,845)	(36,634)	(32,568)	(23,139)	(24,681)	(22,503)	(23,096)	(23,705)	(24,330)	
Cash Flows from Financing Activities		Receipts	-	-	-	-	-	-	-	-	-	-
			7,815	-	-	-	-	-	-	-	-	-
		Payments	(256)	(1,025)	(1,025)	(1,025)	(1,025)	(1,025)	(1,025)	(1,025)	(1,025)	(1,025)
			(441)	-	-	-	-	-	-	-	-	-
			(384)	(394)	(405)	(415)	(427)	(437)	(448)	(459)	(471)	(484)
		6,734	(1,419)	(1,430)	(1,440)	(1,432)	(1,462)	(1,473)	(1,484)	(1,496)	(1,509)	
		Net Increase/(Decrease) in Cash & Investments	12,949	(31,307)	(14,883)	(9,842)	(1,055)	(2,745)	(840)	(811)	(1,678)	(1,855)
	Add: Cash & Investments - beginning of year	78,657	91,606	60,299	45,417	35,575	34,520	31,775	30,935	30,125	28,447	
	Cash & Investments - end of year	91,606	60,299	45,417	35,575	34,520	31,775	30,935	30,125	28,447	26,591	

Projected Financial Performance Indicators for the Years Ending 30 June 2013/14 to 2022/23		Adopted Budget 2013/14	2014/15	2015/16	2016/17	2017/18	Long Term Financial Plan Forward Estimates					2022/23
							2018/19	2019/20	2020/21	2021/22		
1. Unrestricted Current Ratio		4.22	2.76	2.24	1.99	1.98	1.98	1.92	1.88	1.78		1.69
2. Result from Continuing Operations before Capital Grants & Contributions		12,677	4,070	1,361	1,772	597	(63)	(900)	(913)	(1,817)		(2,031)
3. Asset Renewal Ratio		1.45	1.71	1.10	1.02	1.08	1.05	1.05	1.05	1.05		1.05
4. Debt Service Ratio		0.16%	0.64%	0.59%	0.57%	0.56%	0.54%	0.53%	0.51%	0.50%		0.48%
5. Collection Performance Ratio		3.90%	3.90%	3.90%	3.90%	3.90%	3.90%	3.90%	3.85%	3.80%		3.75%

Scenario 3 - (Maintain service Levels - Financially Sustainable) - Single SRV

Projected Income Statement for the Years Ending 30 June 2013/14 to 2022/23		Adopted Budget 2013/14	Long Term Financial Plan Forward Estimates								
			2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Income from Continuing Operations											
Rates & Annual Charges	93,232,714	96,560,874	110,020,240	113,310,414	122,108,026	125,814,402	129,613,820	133,868,533	138,256,701	142,797,717	
User Charges & Fees	44,319,794	45,580,748	46,730,888	48,054,242	49,255,588	50,437,733	51,608,238	52,768,741	54,014,895	55,246,717	
Interest & Investment Revenues	3,403,000	3,713,717	2,845,765	2,350,947	2,287,439	2,593,142	2,689,188	2,689,188	2,722,432	2,831,019	
Other Revenues	7,278,619	7,482,420	7,684,446	9,123,345	9,351,428	9,575,863	9,805,663	10,070,437	10,342,339	10,621,562	
Grants & Contributions - Operating Purposes	7,377,248	7,782,951	8,120,594	7,788,038	8,110,583	8,456,197	8,806,506	9,177,261	9,514,247	9,867,632	
Grants & Contributions - Capital Purposes	4,033,877	3,502,913	3,597,491	3,684,623	3,785,989	3,877,877	3,970,946	4,078,161	4,188,272	4,301,355	
Gains on Disposal of Assets	8,393,911	314,328	322,814	331,530	339,819	347,974	356,326	365,946	375,827	385,974	
Share of interests in Joint Venture using Equity Method	-	-	-	-	-	-	-	-	-	-	
Total Income from Continuing Operations	168,039,163	164,917,950	179,382,239	184,653,141	195,235,882	201,103,187	207,075,135	212,882,268	219,374,712	226,250,996	
Expenses from Continuing Operations											
Employee Benefits & On-Costs	(59,374,744)	(61,154,841)	(63,297,338)	(65,501,680)	(68,042,852)	(70,573,409)	(73,196,581)	(75,915,717)	(78,382,978)	(80,930,425)	
Borrowing Costs	(1,003,297)	(1,337,528)	(1,330,544)	(1,322,327)	(1,310,621)	(1,296,269)	(1,280,219)	(1,265,860)	(1,249,719)	(1,231,702)	
Materials & Contracts	(67,525,912)	(60,254,931)	(73,830,943)	(75,287,514)	(78,347,847)	(81,000,903)	(83,968,101)	(86,700,179)	(89,203,555)	(92,266,360)	
Depreciation & Amortisation	(15,166,909)	(15,864,582)	(16,679,926)	(17,130,284)	(17,558,541)	(17,979,946)	(18,411,465)	(18,908,575)	(19,418,106)	(19,943,422)	
Other Expenses	(17,955,882)	(18,422,756)	(18,966,576)	(19,517,294)	(19,974,851)	(20,474,608)	(20,995,878)	(21,526,822)	(22,108,046)	(22,704,964)	
Loss on Disposal of Assets	-	-	(318,714)	(327,319)	(335,502)	(343,554)	(351,799)	(361,298)	(371,053)	(381,071)	
Share of interests in Joint Venture using Equity Method	(301,882)	(310,335)	(318,714)	(327,319)	(335,502)	(343,554)	(351,799)	(361,298)	(371,053)	(381,071)	
Total Expenses from Continuing Operations	(151,328,606)	(157,344,973)	(174,424,040)	(179,886,419)	(185,570,015)	(191,668,889)	(198,174,044)	(203,678,441)	(210,734,457)	(217,459,943)	
Surplus/(Deficit) from Continuing Operations	16,710,557	7,572,977	4,958,199	5,466,722	9,665,867	9,434,498	8,901,392	9,213,827	8,640,255	8,791,053	
Minority Interests	(983,862)	(1,011,410)	(1,038,718)	(1,066,764)	(1,093,433)	(1,119,675)	(1,146,547)	(1,177,504)	(1,209,297)	(1,241,948)	
Surplus/(Deficit) attributable to Council	15,726,695	6,561,567	3,919,481	4,399,958	8,576,434	8,314,823	7,754,844	8,036,323	7,430,958	7,549,105	
Surplus/(Deficit) before Capital Grants & Contributions	12,676,680	4,070,064	1,360,708	1,772,098	5,882,878	5,556,822	4,930,446	5,135,666	4,451,983	4,489,698	

Capital Expenditure Schedule for the Years Ended 30 June 2013/14 to 2022/23	Adopted Budget 2013/14	Long Term Financial Plan Forward Estimates								
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Capital - Renewal	21,938,929	27,078,411	18,410,604	17,550,410	18,951,468	18,876,944	19,332,038	19,854,003	20,380,061	20,940,593
Capital - New	14,428,002	29,416,543	19,873,605	16,687,398	8,200,000	12,440,074	9,929,152	10,137,839	10,352,161	10,572,269
Total Capital Expenditure	36,366,931	56,494,954	38,284,209	34,237,808	27,151,468	31,316,018	29,261,190	29,991,842	30,742,222	31,512,862

Projected Balance Sheet for the Years Ending 30 June 2013/14 to 2022/23				Long Term Financial Plan Forward Estimates						
	Adopted Budget 2013/14 \$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000	2018/19 \$ '000	2019/20 \$ '000	2020/21 \$ '000	2021/22 \$ '000	2022/23 \$ '000
ASSETS										
Current Assets										
Cash & Cash Equivalents	22,451	14,625	10,904	8,444	9,627	9,103	9,074	9,072	8,873	8,666
Investments	67,354	43,874	32,712	25,331	28,860	27,310	27,223	27,217	26,619	25,969
Receivables	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Inventory	90	90	90	90	90	90	90	90	90	90
Other	862	862	862	862	862	862	862	862	862	862
Non-current assets classified as "held for resale"	2,862	2,862	2,862	2,862						
Total Current Assets	101,119	69,812	54,930	45,069	46,959	44,885	44,749	44,742	43,944	43,077
Non-Current Assets										
Investments	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Receivables	497	497	497	497	497	497	497	497	497	497
Inventory	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	2,415,823	2,454,804	2,474,758	2,490,196	2,498,139	2,509,828	2,519,027	2,528,461	2,538,134	2,548,063
Investments Accounted for using the equity method	700	700	700	700	700	700	700	700	700	700
Investment Property	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Intangible	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270
Total Non-Current Assets	2,422,190	2,461,171	2,481,125	2,496,563	2,504,506	2,516,195	2,525,394	2,534,828	2,544,501	2,554,420
TOTAL ASSETS	2,523,310	2,530,983	2,536,055	2,541,651	2,551,464	2,561,069	2,570,143	2,579,569	2,588,445	2,597,497
LIABILITIES										
Current Liabilities										
Payables	13,044	13,044	13,044	13,044	13,044	13,044	13,044	13,044	13,044	13,044
Borrowings	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025
Provisions	11,267	11,409	11,555	11,705	11,860	12,019	12,183	12,353	12,529	12,710
Total Current Liabilities	25,336	25,478	25,624	25,774	25,929	26,088	26,252	26,422	26,598	26,762
Non-Current Liabilities										
Payables	400	400	400	400	400	400	400	400	400	400
Borrowings	6,643	6,033	5,389	4,708	3,988	3,227	2,423	1,573	674	1
Provisions	17,956	18,918	19,934	21,010	22,145	23,345	24,615	25,966	27,396	28,910
Total Non-Current Liabilities	24,999	25,351	25,723	26,118	26,533	26,972	27,438	27,939	28,470	29,311
TOTAL LIABILITIES	50,335	50,829	51,347	51,892	52,462	53,060	53,690	54,361	55,068	55,812
NET ASSETS	2,472,975	2,480,154	2,484,708	2,489,759	2,499,002	2,507,989	2,516,453	2,525,208	2,533,377	2,541,685
EQUITY										
Retained Earnings	2,353,752	2,360,313	2,364,233	2,368,633	2,377,209	2,385,524	2,393,279	2,401,315	2,408,746	2,416,295
Revaluation Reserves	110,929	110,929	110,929	110,929	110,929	110,929	110,929	110,929	110,929	110,929
Council Equity Interest	2,464,881	2,471,242	2,475,162	2,479,562	2,483,138	2,486,453	2,504,208	2,512,244	2,519,675	2,527,224
Minority Equity Interest	8,294	8,912	9,546	10,198	10,864	11,547	12,245	12,964	13,702	14,461
TOTAL EQUITY	2,472,975	2,480,154	2,484,708	2,489,759	2,499,002	2,507,989	2,516,453	2,525,208	2,533,377	2,541,685

Projected Statement of Cash Flows for the Years Ending 30 June 2013/14 to 2022/23	Adopted Budget 2013/14	Long Term Financial Plan Forward Estimates									
	\$ '000	2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000	2018/19 \$ '000	2019/20 \$ '000	2020/21 \$ '000	2021/22 \$ '000	2022/23 \$ '000	
Cash Flows from Operating Activities	Receipts										
	Rates & Annual Charges	93,233	96,561	110,020	113,310	122,108	125,814	129,614	133,869	138,257	
	User Charges & Fees	44,320	45,561	46,791	48,054	49,256	50,436	51,648	53,043	54,475	
	Interest & Investment Revenues	3,403	3,714	2,846	2,351	2,267	2,593	2,584	2,689	2,722	
	Grants & Contributions	11,411	11,266	11,718	11,483	11,898	12,334	13,067	12,855	13,203	
	Other	15,673	7,797	8,007	9,455	9,691	9,924	10,162	10,436	10,718	
	Payments										
	Employee Benefits & On-Costs	(68,326)	(60,051)	(62,135)	(64,375)	(66,753)	(69,214)	(71,762)	(74,395)	(76,778)	
	Materials & Contracts	(57,526)	(60,255)	(73,831)	(75,288)	(78,348)	(81,001)	(83,968)	(86,700)	(89,204)	
	Borrowing Costs	(894)	(922)	(950)	(979)	(1,006)	(1,032)	(1,060)	(1,091)	(1,123)	
	Other	(18,269)	(18,733)	(19,285)	(19,845)	(20,310)	(20,818)	(21,318)	(21,888)	(22,479)	
	Net cash provided by (or used in) Operating Activities	33,036	24,957	23,181	24,167	28,823	29,038	28,967	29,818	29,792	30,504
	Cash Flows from Investing Activities	Receipts									
		Sale of Investments	-	-	-	-	-	-	-	-	-
		Sale of Investment Property	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment		3,098	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	
Sale of Non-current assets classified as "held for resale"		6,448	-	-	-	2,862	-	-	-	-	
Payments											
Purchase of Investment Securities		-	-	-	-	-	-	-	-	-	
Purchase of Investment Property		-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment		(36,367)	(56,495)	(38,284)	(34,218)	(27,151)	(31,319)	(29,261)	(29,992)	(30,742)	
Purchase of Intangibles		-	-	-	-	-	-	-	-	-	
Net cash provided by (or used in) Investing Activities		(26,821)	(54,845)	(36,634)	(32,568)	(22,539)	(29,689)	(27,611)	(28,342)	(29,092)	(29,863)
Cash Flows from Financing Activities		Receipts									
		Proceeds from Borrowings & Advances	7,815	-	-	-	-	-	-	-	-
		Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-
		Payments									
	Repayment of Borrowings & Advances	(256)	(1,025)	(1,025)	(1,025)	(1,025)	(1,025)	(1,025)	(1,025)	(1,025)	
	Repayment of Finance Lease Liabilities	(441)	-	-	-	-	-	-	-	-	
	Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	
	Dividend Paid to Minority Interests	(384)	(394)	(405)	(415)	(427)	(437)	(448)	(459)	(464)	
	Net cash provided by (or used in) Financing Activities	6,734	(1,419)	(1,430)	(1,440)	(1,432)	(1,462)	(1,473)	(1,484)	(1,496)	(1,509)
	Net Increase/(Decrease) in Cash & Investments	12,949	(31,307)	(14,883)	(9,842)	4,732	(2,094)	(117)	(7)	(937)	(867)
		Add: Cash & Investments - beginning of year	78,657	91,606	60,299	45,417	35,575	40,307	38,213	38,096	37,292
		Cash & Investments - end of year	91,606	60,299	45,417	35,575	40,307	38,213	38,096	38,089	37,292

Projected Financial Performance Indicators for the Years Ending 30 June 2013/14 to 2022/23										
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
1. Unrestricted Current Ratio	4.22	2.76	2.24	1.99	2.32	2.35	2.34	2.34	2.30	2.29
2. Result from Continuing Operations before Capital Grants & Contributions	12,677	4,070	1,361	1,772	5,883	5,557	4,930	5,136	4,452	4,490
3. Asset Renewal Ratio	1.45	1.71	1.10	1.02	1.08	1.05	1.05	1.05	1.05	1.05
4. Debt Service Ratio	0.16%	0.64%	0.59%	0.57%	0.54%	0.53%	0.51%	0.50%	0.48%	0.47%
5. Collection Performance Ratio	3.90%	3.90%	3.90%	3.90%	3.90%	3.90%	3.90%	3.85%	3.80%	3.75%

Scenario 4 – (Existing Plan - Financially Sustainable) - Multi-year SRV

Projected Income Statement for the Years Ending 30 June 2013/14 to 2022/23	Adopted Budget 2013/14	Long Term Financial Plan Forward Estimates									
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Income from Continuing Operations											
Rates & Annual Charges	93,232,714	96,725,621	114,547,143	120,407,953	126,861,662	130,701,140	134,637,387	139,042,807	143,586,203	148,287,104	153,042,741
User Charges & Fees	44,319,794	45,550,748	46,790,888	48,054,242	49,255,588	50,437,733	51,614,238	52,786,238	53,948,238	55,104,238	56,259,238
Interest & Investment Revenues	3,403,000	3,730,596	2,912,181	2,559,822	2,539,429	2,634,382	2,986,464	3,281,185	3,516,239	3,882,857	4,162,562
Other Revenues	7,278,619	7,482,426	7,684,446	7,912,345	8,110,583	8,456,197	8,906,506	9,377,261	9,864,427	10,367,632	10,882,272
Grants & Contributions - Operating Purposes	7,377,248	7,792,951	8,120,594	7,788,038	8,110,583	8,456,197	8,906,506	9,377,261	9,864,427	10,367,632	10,882,272
Grants & Contributions - Capital Purposes	4,033,877	3,502,913	3,597,491	3,684,623	3,785,989	3,877,974	3,970,946	4,074,161	4,182,272	4,301,355	4,424,444
Gains on Disposal of Assets	8,393,911	314,328	322,814	331,530	339,819	347,974	356,326	365,946	375,827	385,974	396,328
Share of interests in Joint Venture using Equity Method	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	168,039,163	167,099,776	183,975,558	191,959,554	200,245,509	206,231,165	212,501,549	218,658,538	225,497,061	232,792,221	239,942,221
Expenses from Continuing Operations											
Employee Benefits & On-Costs	(59,374,744)	(61,154,841)	(63,297,338)	(65,501,680)	(68,042,852)	(70,573,409)	(73,196,581)	(75,915,717)	(78,832,978)	(81,849,425)	(84,966,872)
Borrowing Costs	(1,003,297)	(1,337,528)	(1,330,544)	(1,322,327)	(1,310,621)	(1,296,269)	(1,280,219)	(1,265,860)	(1,251,719)	(1,237,702)	(1,223,702)
Materials & Contracts	(67,525,912)	(60,254,931)	(73,830,943)	(75,287,514)	(78,347,847)	(81,000,903)	(83,968,101)	(87,000,179)	(90,203,555)	(93,582,360)	(97,046,360)
Depreciation & Amortisation	(15,166,909)	(15,864,582)	(16,679,926)	(17,130,284)	(17,558,541)	(17,979,946)	(18,411,465)	(18,908,575)	(19,411,105)	(19,943,422)	(20,496,422)
Other Expenses	(17,955,882)	(18,422,756)	(18,966,576)	(19,517,294)	(19,974,851)	(20,474,608)	(20,995,878)	(21,526,822)	(22,108,046)	(22,739,964)	(23,422,964)
Loss on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Share of interests in Joint Venture using Equity Method	(301,882)	(310,335)	(318,714)	(327,319)	(335,502)	(343,554)	(351,799)	(361,298)	(371,053)	(381,071)	(391,328)
Total Expenses from Continuing Operations	(151,328,806)	(157,344,973)	(174,424,040)	(179,186,419)	(185,570,015)	(191,668,889)	(198,174,044)	(203,678,441)	(210,734,457)	(218,459,943)	(226,849,943)
Surplus/(Deficit) from Continuing Operations	16,710,357	9,754,803	9,551,518	12,773,136	14,675,494	14,562,277	14,327,505	14,980,097	14,762,624	15,332,278	15,092,278
Minority Interests	(893,862)	(1,011,410)	(1,038,718)	(1,066,764)	(1,093,433)	(1,119,675)	(1,146,547)	(1,177,504)	(1,209,297)	(1,241,948)	(1,274,948)
Surplus/(Deficit) attributable to Council	15,816,495	8,743,393	8,512,800	11,706,372	13,582,061	13,442,601	13,180,930	13,802,593	13,553,327	14,090,330	13,817,330
Surplus/(Deficit) before Capital Grants & Contributions	12,676,680	6,251,890	5,954,027	9,078,512	10,886,505	10,684,800	10,356,560	10,901,936	10,574,352	11,030,923	10,542,383

Capital Expenditure Schedule for the Years Ending 30 June 2013/14 to 2022/23	Adopted Budget 2013/14	Long Term Financial Plan Forward Estimates									
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Capital - Renewal	21,938,929	27,078,411	18,410,604	17,550,410	18,951,468	18,876,944	19,332,038	19,854,003	20,380,061	20,940,593	21,540,593
Capital - New	14,428,002	31,916,543	22,373,605	20,687,398	15,700,000	14,620,074	12,161,472	12,430,432	12,706,654	12,990,334	13,280,334
Total Capital Expenditure	36,366,931	58,994,954	40,784,209	38,237,808	34,651,468	33,497,018	31,493,510	32,284,435	33,086,715	33,930,927	34,820,927

Projected Balance Sheet for the Years Ending 30 June 2013/14 to 2022/23											
	Adopted Budget		Long Term Financial Plan Forward Estimates								
	2013/14 \$ '000		2014/15 \$ '000	2015/16 \$ '000	2016/17 \$ '000	2017/18 \$ '000	2018/19 \$ '000	2019/20 \$ '000	2020/21 \$ '000	2021/22 \$ '000	2022/23 \$ '000
ASSETS											
Current Assets											
Cash & Cash Equivalents	22,451	14,545	11,348	9,714	10,274	10,487	11,256	12,123	12,866	13,680	
Investments	67,354	43,635	34,043	29,142	30,821	31,461	33,769	36,369	38,597	41,039	
Receivables	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	
Inventories	90	90	90	90	90	90	90	90	90	90	
Other	862	862	862	862	862	862	862	862	862	862	
Non-current assets classified as "held for resale"	2,862	2,862	2,862	2,862	2,862	2,862	2,862	2,862	2,862	2,862	
Total Current Assets	101,119	69,494	56,705	50,170	49,546	50,400	53,478	56,944	59,915	63,171	
Non-Current Assets											
Investments	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	
Receivables	497	497	497	497	497	497	497	497	497	497	
Inventories	-	-	-	-	-	-	-	-	-	-	
Infrastructure, Property, Plant & Equipment	2,415,823	2,457,304	2,479,758	2,499,196	2,514,639	2,528,508	2,539,940	2,551,665	2,563,693	2,576,031	
Investments Accounted for using the equity method	700	700	700	700	700	700	700	700	700	700	
Investment Property	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	
Intangible	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	1,270	
Total Non-Current Assets	2,422,190	2,463,671	2,486,125	2,505,563	2,521,006	2,534,875	2,546,307	2,561,032	2,570,060	2,582,398	
TOTAL ASSETS	2,523,310	2,533,165	2,542,830	2,555,733	2,570,552	2,585,275	2,599,784	2,614,977	2,629,975	2,645,568	
LIABILITIES											
Current Liabilities											
Payables	13,044	13,044	13,044	13,044	13,044	13,044	13,044	13,044	13,044	13,044	
Borrowings	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	1,025	
Provisions	11,267	11,409	11,555	11,705	11,860	12,019	12,183	12,353	12,529	12,710	
Total Current Liabilities	25,336	25,478	25,624	25,774	25,929	26,088	26,252	26,422	26,598	26,780	
Non-Current Liabilities											
Payables	400	400	400	400	400	400	400	400	400	400	
Borrowings	6,643	6,033	5,389	4,708	3,988	3,227	2,423	1,573	674	1	
Provisions	17,956	18,918	19,934	21,010	22,145	23,345	24,615	25,966	27,396	28,910	
Total Non-Current Liabilities	24,999	25,351	25,723	26,118	26,533	26,972	27,438	27,939	28,470	29,311	
TOTAL LIABILITIES	50,335	50,829	51,347	51,892	52,462	53,060	53,690	54,361	55,068	55,812	
NET ASSETS	2,472,975	2,482,336	2,491,483	2,503,841	2,518,090	2,532,215	2,546,094	2,560,616	2,574,907	2,589,756	
EQUITY											
Retained Earnings	2,353,752	2,362,495	2,371,008	2,382,714	2,396,296	2,409,739	2,422,920	2,436,723	2,450,276	2,464,366	
Revaluation Reserves	110,929	110,929	110,929	110,929	110,929	110,929	110,929	110,929	110,929	110,929	
Council Equity Interest	2,464,881	2,473,424	2,481,937	2,489,643	2,507,225	2,520,668	2,533,849	2,547,652	2,561,205	2,575,295	
Minority Equity Interest	8,294	8,912	9,546	10,198	10,864	11,547	12,245	12,964	13,702	14,461	
TOTAL EQUITY	2,472,975	2,482,336	2,491,483	2,503,841	2,518,090	2,532,215	2,546,094	2,560,616	2,574,907	2,589,756	

Projected Statement of Cash Flows for the Years Ending 30 June 2013/14 to 2022/23	Adopted Budget 2013/14 \$ '000	Long Term Financial Plan Forward Estimates										
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23		
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000		
Cash Flows from Operating Activities	Receipts	93,233	98,726	114,547	120,408	126,862	130,701	134,637	139,043	143,586	148,287	
		44,320	45,561	46,791	48,054	49,256	50,438	51,648	53,043	54,475	55,946	
		3,403	3,731	2,912	2,560	2,539	2,834	2,886	3,281	3,515	3,883	
		11,411	11,286	11,718	11,483	11,898	12,334	13,067	12,865	13,203	13,669	
		15,673	7,797	8,007	9,455	9,691	9,924	10,162	10,436	10,718	11,008	
	Payments	(68,326)	(60,051)	(62,135)	(64,375)	(66,753)	(69,214)	(71,762)	(74,395)	(76,778)	(79,235)	
		(57,526)	(60,255)	(73,831)	(75,288)	(78,348)	(81,001)	(83,968)	(86,700)	(89,204)	(92,268)	
		(894)	(922)	(950)	(979)	(1,006)	(1,032)	(1,060)	(1,091)	(1,123)	(1,157)	
		(18,258)	(18,733)	(19,285)	(19,845)	(20,310)	(20,818)	(21,318)	(21,888)	(22,479)	(23,066)	
		33,036	27,139	27,774	31,473	33,828	34,166	34,393	35,584	35,914	37,045	
	Net cash provided by (or used in) Operating Activities											
	Cash Flows from Investing Activities	Receipts	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-
			3,098	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650
		6,448	-	-	-	2,862	-	-	-	-	-	-
Payments		-	-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	-	
		(36,367)	(58,995)	(40,784)	(38,218)	(34,651)	(33,499)	(31,494)	(32,284)	(33,097)	(33,931)	
		-	-	-	-	-	-	-	-	-	-	
Net cash provided by (or used in) Investing Activities		(26,821)	(57,345)	(39,134)	(36,568)	(30,139)	(31,849)	(29,844)	(30,534)	(32,281)		
Cash Flows from Financing Activities		Receipts	-	-	-	-	-	-	-	-	-	-
			7,815	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-
		Payments	(256)	(1,025)	(1,025)	(1,025)	(1,025)	(1,025)	(1,025)	(1,025)	(1,025)	(1,025)
			(441)	-	-	-	-	-	-	-	-	-
	-		-	-	-	-	-	-	-	-	-	
	(384)		(394)	(405)	(415)	(427)	(437)	(448)	(459)	(471)	(484)	
	6,734		(1,419)	(1,430)	(1,440)	(1,432)	(1,462)	(1,473)	(1,484)	(1,496)	(1,509)	
	Net cash provided by (or used in) Financing Activities											
	Net Increase/(decrease) in Cash & Investments	12,949	(31,625)	(12,789)	(6,535)	2,237	854	3,077	3,466	2,971	3,256	
		78,657	91,606	59,881	47,192	40,657	42,894	43,748	46,825	50,291	53,263	
		91,606	59,981	47,192	40,657	42,894	43,748	46,825	50,291	53,263	56,518	

Projected Financial Performance Indicators for the Years Ending 30 June 2013/14 to 2022/23		Adopted Budget 2013/14	Long Term Financial Plan Forward Estimates								
		2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
1. Unrestricted Current Ratio		4.22	2.74	2.34	2.29	2.47	2.67	2.85	3.06	3.24	3.50
2. Result from Continuing Operations before Capital Grants & Contributions		12,677	6,252	5,954	9,079	10,889	10,685	10,367	10,902	10,574	11,031
3. Asset Renewal Ratio		1.45	1.71	1.10	1.02	1.08	1.05	1.05	1.05	1.05	1.05
4. Debt Service Ratio		0.16%	0.63%	0.58%	0.55%	0.53%	0.51%	0.50%	0.48%	0.47%	0.45%
5. Collection Performance Ratio		3.90%	3.90%	3.90%	3.90%	3.90%	3.90%	3.90%	3.85%	3.80%	3.75%

ATTACHMENT 4 – DELIVERY PROGRAM AND SENSITIVITY ANALYSIS

The attachment contains revisions to the Delivery Programs 2013-2017 and Sensitivity Analysis for:

- Scenario 1 (Increased Service Levels – Financially Sustainable) – Multi-year Special Rate Variations (SRV): A four-year ongoing cumulative rate increase from 2014/15 to 2017/18 of 6.1%, 6.0%, 6.0% and 5.9% including the estimated rate cap. In addition to maintaining existing service levels this allows for a mixture of new operational and capital projects to further improve service levels.
- Scenario 2 (Financially Unsustainable) – The Base Case: where rates only increase in line with the estimated rate cap set by IPART with no increases in service levels in either new operational and capital projects to further improve service levels. Whilst this maintains service levels to the community it is not sustainable as Council's budget would be in an operating deficit from 2018/19.
- Scenario 3 - (Maintain Service Levels - Financially Sustainable) – Single SRV: a single-year ongoing rate increase in 2017/18, of 9.4% including the estimated rate cap. Whilst this enables Council to maintain financial sustainability it does not provide for increases in service levels.

Revisions to the Delivery Program 2013-2017 for Scenario 1 include an updated Operational Budget for each key service area plus the new operational and capital projects to be funded by the SRV. The new works and service levels will be progressively phased-in across the four years, with the bulk of the funding available in 2017-2018. As this is beyond the scope of the Delivery Program 2013-2017 the first three years of expenditure are shown.

The only revision to the Delivery Program in Scenarios 2 and 3 is the income line for Rates and Annual Charges for the Operational Budget for the Corporate Support key service area.

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Scenario 1 - Delivery Program Operational Budgets 2013-2017

Certification

Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	430,270	445,760	463,098	481,090
User Charges & Fees	434,120	446,275	458,325	470,700
Interest & Investment Revenues	-	-	-	-
Other Revenues	-	-	-	-
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
Total Income from Continuing Operations	864,390	892,035	921,423	951,789
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(501,404)	(518,885)	(538,198)	(558,218)
Borrowing Costs	-	-	-	-
Materials & Contracts	(6,750)	(6,939)	(7,126)	(7,319)
Depreciation & Amortisation	-	-	-	-
Other Expenses	(10,550)	(10,845)	(11,138)	(11,439)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(56,132)	(57,704)	(59,262)	(60,862)
Overhead Allocation	(289,554)	(297,662)	(305,698)	(313,952)
Total Expenses from Continuing Operations	(864,390)	(892,035)	(921,423)	(951,789)
Surplus/(Deficit) from Continuing Operations	-	-	-	-

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Children's Services

Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	1,890,788	1,983,622	2,098,632	2,218,901
User Charges & Fees	5,996,057	6,163,947	6,330,373	6,501,293
Interest & Investment Revenues	-	-	-	-
Other Revenues	18,000	18,504	19,004	19,517
Grants & Contributions - Operating Purposes	614,618	631,827	648,887	666,407
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
Total Income from Continuing Operations	8,519,463	8,797,899	9,096,895	9,406,117
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(5,810,898)	(6,013,495)	(6,237,311)	(6,469,325)
Borrowing Costs	-	-	-	-
Materials & Contracts	(864,759)	(888,972)	(912,975)	(937,625)
Depreciation & Amortisation	-	-	-	-
Other Expenses	(245,067)	(251,929)	(258,731)	(265,717)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(136,689)	(140,516)	(144,310)	(148,207)
Overhead Allocation	(1,462,050)	(1,502,987)	(1,543,568)	(1,585,244)
Total Expenses from Continuing Operations	(8,519,463)	(8,797,899)	(9,096,895)	(9,406,117)
Surplus/(Deficit) from Continuing Operations	-	-	-	-

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Community Services

Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	4,526,087	4,614,039	4,878,768	5,052,736
User Charges & Fees	1,103,283	1,134,175	1,164,798	1,196,247
Interest & Investment Revenues	-	-	-	-
Other Revenues	44,119	45,354	46,579	47,837
Grants & Contributions - Operating Purposes	170,718	234,498	131,830	135,389
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
Total Income from Continuing Operations	5,844,207	6,028,066	6,221,974	6,432,209
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(2,945,552)	(3,048,249)	(3,161,702)	(3,279,309)
Borrowing Costs	-	-	-	-
Materials & Contracts	(837,550)	(861,001)	(884,248)	(918,123)
Depreciation & Amortisation	(354,096)	(364,011)	(373,839)	(383,933)
Other Expenses	(350,810)	(360,633)	(370,370)	(380,370)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(107,395)	(110,402)	(113,383)	(116,444)
Overhead Allocation	(1,248,804)	(1,283,771)	(1,318,432)	(1,354,030)
Total Expenses from Continuing Operations	(5,844,207)	(6,028,066)	(6,221,974)	(6,432,209)
Surplus/(Deficit) from Continuing Operations	-	-	-	-

NEW EXPENDITURE FUNDED BY THE SRV

Program - Community Connections						
Group Manager – Community Service						
	2014-2015		2015-2016		2016-2017	
	Capital	Operational	Capital	Operational	Capital	Operational
Installation of public art at key sites					\$200,000	\$10,000
Total					\$200,000	\$10,000

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Compliance

Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	1,396,982	1,458,243	1,531,731	1,608,398
User Charges & Fees	1,564,830	1,608,645	1,652,079	1,696,685
Interest & Investment Revenues	-	-	-	-
Other Revenues	2,889,080	2,969,974	3,050,164	3,132,518
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
Total Income from Continuing Operations	5,850,892	6,036,863	6,233,973	6,437,601
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(3,225,912)	(3,338,383)	(3,462,635)	(3,591,437)
Borrowing Costs	-	-	-	-
Materials & Contracts	(677,835)	(696,814)	(715,628)	(734,950)
Depreciation & Amortisation	-	-	-	-
Other Expenses	(79,574)	(81,802)	(84,011)	(86,279)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(413,933)	(425,523)	(437,012)	(448,812)
Overhead Allocation	(1,453,638)	(1,494,340)	(1,534,687)	(1,576,124)
Total Expenses from Continuing Operations	(5,850,892)	(6,036,863)	(6,233,973)	(6,437,601)
Surplus/(Deficit) from Continuing Operations	-	-	-	-

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Cultural Services

Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	1,070,958	1,103,674	1,137,678	1,247,747
User Charges & Fees	27,300	28,064	28,822	29,600
Interest & Investment Revenues	-	-	-	-
Other Revenues	77,000	79,156	81,293	83,488
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
Total Income from Continuing Operations	1,175,258	1,210,895	1,247,793	1,360,836
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(397,586)	(411,448)	(426,762)	(442,636)
Borrowing Costs	-	-	-	-
Materials & Contracts	(451,550)	(464,193)	(476,727)	(564,598)
Depreciation & Amortisation	-	-	-	-
Other Expenses	(110,601)	(113,698)	(116,768)	(119,920)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(13,932)	(14,322)	(14,709)	(15,106)
Overhead Allocation	(201,589)	(207,233)	(212,829)	(218,575)
Total Expenses from Continuing Operations	(1,175,258)	(1,210,895)	(1,247,793)	(1,360,836)
Surplus/(Deficit) from Continuing Operations	-	-	-	-

NEW EXPENDITURE FUNDED BY THE SRV

Program - Community Festivals						
Group Manager – Cultural Services						
	2014-2015		2015-2016		2016-2017	
	Capital	Operational	Capital	Operational	Capital	Operational
New cultural events						\$75,000
Total						\$75,000

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Development Assessments

Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	3,495,950	3,616,532	3,749,139	3,886,552
User Charges & Fees	1,909,482	1,962,947	2,015,947	2,070,378
Interest & Investment Revenues	-	-	-	-
Other Revenues	-	-	-	-
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
Total Income from Continuing Operations	5,405,432	5,579,479	5,765,086	5,956,930
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(3,305,913)	(3,421,173)	(3,548,506)	(3,680,502)
Borrowing Costs	-	-	-	-
Materials & Contracts	(135,420)	(139,212)	(142,970)	(146,831)
Depreciation & Amortisation	-	-	-	-
Other Expenses	(85,049)	(87,430)	(89,791)	(92,215)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(300,716)	(309,136)	(317,483)	(326,055)
Overhead Allocation	(1,578,334)	(1,622,527)	(1,666,336)	(1,711,327)
Total Expenses from Continuing Operations	(5,405,432)	(5,579,479)	(5,765,086)	(5,956,930)
Surplus/(Deficit) from Continuing Operations	-	-	-	-

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Glen Street Theatre

Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	1,143,812	1,182,551	1,224,820	1,268,593
User Charges & Fees	1,466,817	1,507,888	1,548,601	1,590,413
Interest & Investment Revenues	-	-	-	-
Other Revenues	335,901	345,306	354,629	364,204
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
Total Income from Continuing Operations	2,946,530	3,035,745	3,128,051	3,223,211
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(977,768)	(1,011,858)	(1,049,518)	(1,088,558)
Borrowing Costs	-	-	-	-
Materials & Contracts	(1,144,328)	(1,176,369)	(1,208,131)	(1,240,751)
Depreciation & Amortisation	(102,848)	(105,728)	(108,582)	(111,514)
Other Expenses	(111,697)	(114,825)	(117,925)	(121,109)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(30,308)	(31,157)	(31,998)	(32,862)
Overhead Allocation	(579,581)	(595,809)	(611,896)	(628,417)
Total Expenses from Continuing Operations	(2,946,530)	(3,035,745)	(3,128,051)	(3,223,211)
Surplus/(Deficit) from Continuing Operations	-	-	-	-

NEW EXPENDITURE FUNDED BY THE SRV

Program - Cultural Hub						
Group Manager – Glen Street						
	2014-2015		2015-2016		2016-2017	
	Capital	Operational	Capital	Operational	Capital	Operational
Additional funds to support stage 2 redevelopment of Glen Street Theatre	\$1,000,000		\$1,000,000			
Total	\$1,000,000		\$1,000,000			

Stage 2 of this project is in the current Delivery Program at \$5.5 million. It involves building works to create a community meeting space for a restaurant/café and community lounge to house the new Belrose Library. Funding for the works was from the sale of land (the Belrose Library site and an adjoining road reserve). The road reserve is owned by the Crown and recent advice is that the proceeds of the sale of \$2 million will not be available to Council. Stage 2 of the development will not proceed if it is not fully funded

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Information & Library

Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	5,699,963	5,834,264	6,029,567	6,231,467
User Charges & Fees	186,820	192,051	197,236	202,562
Interest & Investment Revenues	-	-	-	-
Other Revenues	135,000	138,780	142,527	146,375
Grants & Contributions - Operating Purposes	89,644	92,154	94,642	97,198
Grants & Contributions - Capital Purposes	271,950	279,565	287,113	294,865
Gains on Disposal of Assets	-	-	-	-
Total Income from Continuing Operations	6,383,377	6,536,813	6,751,085	6,972,466
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(3,598,236)	(3,673,688)	(3,810,656)	(3,952,645)
Borrowing Costs	-	-	-	-
Materials & Contracts	(633,529)	(651,268)	(668,852)	(686,911)
Depreciation & Amortisation	(609,115)	(626,170)	(643,077)	(660,440)
Other Expenses	(102,139)	(104,999)	(107,834)	(110,745)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(41,150)	(42,302)	(43,444)	(44,617)
Overhead Allocation	(1,399,208)	(1,438,386)	(1,477,222)	(1,517,107)
Total Expenses from Continuing Operations	(6,383,377)	(6,536,813)	(6,751,085)	(6,972,466)
Surplus/(Deficit) from Continuing Operations	-	-	-	-

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Kimbriki Waste & Recycling

Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	-	-	-	-
User Charges & Fees	23,009,269	23,653,529	24,292,174	24,948,062
Interest & Investment Revenues	450,000	450,000	450,000	450,000
Other Revenues	2,304,837	2,369,372	2,433,345	2,499,046
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
Total Income from Continuing Operations	25,764,106	26,472,901	27,175,519	27,897,108
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(3,353,416)	(3,470,333)	(3,599,495)	(3,733,388)
Borrowing Costs	(1,000,000)	(1,028,000)	(1,055,756)	(1,084,261)
Materials & Contracts	(10,655,349)	(10,953,699)	(11,249,449)	(11,553,184)
Depreciation & Amortisation	(342,000)	(351,576)	(361,069)	(370,817)
Other Expenses	(7,813,469)	(8,032,246)	(8,249,117)	(8,471,843)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	-	-	-	-
Overhead Allocation	-	-	-	-
Total Expenses from Continuing Operations	(23,164,234)	(23,835,854)	(24,514,885)	(25,213,493)
Surplus/(Deficit) from Continuing Operations	2,599,872	2,637,047	2,660,634	2,683,615

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Natural Environment

Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	10,465,583	11,021,617	11,365,477	11,355,545
User Charges & Fees	44,246	45,485	46,713	47,974
Interest & Investment Revenues	-	-	-	-
Other Revenues	-	-	-	-
Grants & Contributions - Operating Purposes	487,860	641,660	895,489	367,855
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
Total Income from Continuing Operations	10,997,689	11,708,762	12,307,678	11,771,374
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(2,489,133)	(2,575,916)	(2,671,790)	(2,718,965)
Borrowing Costs	-	-	-	-
Materials & Contracts	(2,392,087)	(2,796,985)	(3,157,095)	(2,365,067)
Depreciation & Amortisation	(3,576,607)	(3,676,752)	(3,776,024)	(3,877,977)
Other Expenses	(90,455)	(141,118)	(116,793)	(153,567)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(1,139,563)	(1,171,471)	(1,203,100)	(1,235,584)
Overhead Allocation	(1,309,844)	(1,346,520)	(1,382,876)	(1,420,213)
Total Expenses from Continuing Operations	(10,997,689)	(11,708,762)	(12,307,678)	(11,771,374)
Surplus/(Deficit) from Continuing Operations	-	-	-	-

NEW EXPENDITURE FUNDED BY THE SRV

Program – Biodiversity Management						
Group Manager - Natural Environment						
	2014-2015		2015-2016		2016-2017	
	Capital	Operational	Capital	Operational	Capital	Operational
Bushland improvement program		\$100,000		\$200,000		\$200,000
Total		\$100,000		\$200,000		\$200,000

Program – Waterways						
Group Manager - Natural Environment						
	2014-2015		2015-2016		2016-2017	
	Capital	Operational	Capital	Operational	Capital	Operational
Waterway improvement program						\$100,000
Total						\$100,000

Program – Education for Sustainability						
Group Manager - Natural Environment						
	2014-2015		2015-2016		2016-2017	
	Capital	Operational	Capital	Operational	Capital	Operational
Enhanced education for sustainability program						\$30,000
Total						\$30,000

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Parks, Reserves, Foreshores

Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	10,555,443	10,959,253	11,352,587	11,871,837
User Charges & Fees	686,072	705,282	724,325	743,881
Interest & Investment Revenues	-	-	-	-
Other Revenues	-	-	-	-
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	30,000	30,840	31,673	32,528
Gains on Disposal of Assets	-	-	-	-
Total Income from Continuing Operations	11,271,515	11,695,376	12,108,585	12,648,246
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(3,766,683)	(3,898,008)	(4,043,089)	(4,193,482)
Borrowing Costs	-	-	-	-
Materials & Contracts	(5,129,013)	(5,355,025)	(5,557,211)	(5,878,756)
Depreciation & Amortisation	-	-	-	-
Other Expenses	(100,700)	(103,520)	(106,315)	(109,185)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(415,201)	(426,827)	(438,351)	(450,186)
Overhead Allocation	(1,859,918)	(1,911,996)	(1,963,620)	(2,016,637)
Total Expenses from Continuing Operations	(11,271,515)	(11,695,376)	(12,108,585)	(12,648,246)
Surplus/(Deficit) from Continuing Operations	-	-	-	-

NEW EXPENDITURE FUNDED BY THE SRV

Program – Parks and Reserves						
Group Manager – Parks, Reserves and Foreshores						
	2014-2015		2015-2016		2016-2017	
	Capital	Operational	Capital	Operational	Capital	Operational
Improving the appearance of our gardens, parks and reserves		\$82,400		\$140,000	\$200,000	\$411,500
Total		\$82,400		\$140,000	\$200,000	\$411,500

Program – Playgrounds						
Group Manager – Parks, Reserves and Foreshores						
	2014-2015		2015-2016		2016-2017	
	Capital	Operational	Capital	Operational	Capital	Operational
Accelerated playground improvement program			\$160,000		\$790,000	
Total			\$160,000		\$790,000	

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Roads, Traffic, Waste

Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	31,826,177	34,518,051	48,032,010	50,664,462
User Charges & Fees	1,852,596	1,904,469	1,955,889	2,008,698
Interest & Investment Revenues	-	-	-	-
Other Revenues	535,600	550,597	565,463	580,730
Grants & Contributions - Operating Purposes	2,243,055	2,305,861	2,368,119	2,432,058
Grants & Contributions - Capital Purposes	886,927	911,761	936,379	961,661
Gains on Disposal of Assets	-	-	-	-
Total Income from Continuing Operations	37,344,355	40,190,738	53,857,860	56,647,609
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(4,854,533)	(5,383,786)	(5,582,467)	(5,788,375)
Borrowing Costs	-	-	-	-
Materials & Contracts	(22,557,371)	(24,377,392)	(37,377,235)	(39,666,826)
Depreciation & Amortisation	(3,747,668)	(4,071,603)	(4,368,536)	(4,486,486)
Other Expenses	(2,698,457)	(2,774,014)	(2,848,912)	(2,925,833)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(1,038,401)	(1,067,476)	(1,096,298)	(1,125,898)
Overhead Allocation	(2,447,925)	(2,516,467)	(2,584,412)	(2,654,191)
Total Expenses from Continuing Operations	(37,344,355)	(40,190,738)	(53,857,860)	(56,647,609)
Surplus/(Deficit) from Continuing Operations	-	-	-	-

NEW EXPENDITURE FUNDED BY THE SRV

Program – Footpaths and Cycleways						
Group Manager – Road, Traffic and Waste						
	2014-2015		2015-2016		2016-2017	
	Capital	Operational	Capital	Operational	Capital	Operational
Accelerated new footpath program	\$550,000	\$7,600	\$590,000	\$19,400	\$1,110,000	\$49,400
Improved footpath maintenance				\$77,600		\$97,600
Improved neighbourhood centre pavement program		\$25,000		\$95,000		\$95,000
Total	\$550,000	\$32,600	\$590,000	\$192,000	\$1,110,000	\$242,000

Program – Roads, Traffic and Streetscaping						
Group Manager – Road, Traffic and Waste						
	2014-2015		2015-2016		2016-2017	
	Capital	Operational	Capital	Operational	Capital	Operational
New kerb and gutter program					\$500,000	\$10,000
Road condition improvement program				\$111,500		\$611,500
Total				\$111,500	\$500,000	\$621,500

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Program – Waste and Cleansing						
Group Manager – Road, Traffic and Waste						
	2014-2015		2015-2016		2016-2017	
	Capital	Operational	Capital	Operational	Capital	Operational
Increased cleaning of public spaces	\$200,000	\$535,000		\$785,000		\$935,000
Total	\$200,000	\$535,000		\$785,000		\$935,000

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Strategic Planning

Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	2,949,940	3,046,437	3,221,602	3,334,535
User Charges & Fees	597,923	614,665	631,261	648,305
Interest & Investment Revenues	-	-	-	-
Other Revenues	73,000	75,044	77,070	79,151
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
Total Income from Continuing Operations	3,620,863	3,736,146	3,929,933	4,061,991
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(2,024,619)	(2,095,207)	(2,225,609)	(2,308,150)
Borrowing Costs	-	-	-	-
Materials & Contracts	(546,654)	(561,960)	(596,213)	(615,811)
Depreciation & Amortisation	-	-	-	-
Other Expenses	(116,540)	(119,803)	(123,038)	(126,360)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(146,197)	(150,291)	(154,348)	(158,516)
Overhead Allocation	(786,853)	(808,885)	(830,725)	(853,154)
Total Expenses from Continuing Operations	(3,620,863)	(3,736,146)	(3,929,933)	(4,061,991)
Surplus/(Deficit) from Continuing Operations	-	-	-	-

NEW EXPENDITURE FUNDED BY THE SRV

Program - Economic Development						
Group Manager – Strategic Planning						
	2014-2015		2015-2016		2016-2017	
	Capital	Operational	Capital	Operational	Capital	Operational
Support for local business and economic development				71,500		\$75,000
Total				71,500		\$75,000

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Warringah Aquatic Centre

Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	1,787,477	1,790,840	1,862,784	1,937,497
User Charges & Fees	2,362,185	2,428,326	2,493,891	2,561,226
Interest & Investment Revenues	-	-	-	-
Other Revenues	200,158	205,762	211,318	217,024
Grants & Contributions - Operating Purposes	-	-	-	-
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
Total Income from Continuing Operations	4,349,820	4,424,929	4,567,993	4,715,746
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(2,230,743)	(2,308,518)	(2,394,439)	(2,483,506)
Borrowing Costs	-	-	-	-
Materials & Contracts	(638,402)	(656,277)	(673,997)	(692,195)
Depreciation & Amortisation	(261,623)	(322,948)	(331,668)	(340,623)
Other Expenses	(404,898)	(300,235)	(308,341)	(316,667)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(37,731)	(38,787)	(39,835)	(40,910)
Overhead Allocation	(776,423)	(798,163)	(819,713)	(841,845)
Total Expenses from Continuing Operations	(4,349,820)	(4,424,929)	(4,567,993)	(4,715,746)
Surplus/(Deficit) from Continuing Operations	-	-	-	-

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Corporate Support

Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	11,785,285	12,814,884	13,265,362	14,782,119
User Charges & Fees	3,067,438	3,153,326	3,238,466	3,325,905
Interest & Investment Revenues	2,953,000	3,274,769	2,437,176	2,024,572
Other Revenues	2,556,052	2,627,621	2,698,567	4,002,848
Grants & Contributions - Operating Purposes	800,000	822,400	844,605	867,409
Grants & Contributions - Capital Purposes	2,845,000	2,280,747	2,342,327	2,405,570
Gains on Disposal of Assets	8,393,911	314,328	322,814	331,530
Total Income from Continuing Operations	32,400,686	25,288,075	25,149,317	27,739,953
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(18,402,054)	(18,803,641)	(19,504,628)	(20,231,318)
Borrowing Costs	(3,297)	(309,528)	(274,788)	(238,066)
Materials & Contracts	(10,104,076)	(10,286,548)	(10,508,070)	(10,791,788)
Depreciation & Amortisation	(6,172,951)	(6,345,794)	(6,717,130)	(6,898,493)
Other Expenses	(3,951,040)	(4,093,669)	(4,278,738)	(4,399,264)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	(301,882)	(310,335)	(318,714)	(327,319)
Internal Charges	3,911,385	4,020,904	4,129,468	4,240,964
Overhead Allocation	16,733,914	17,202,464	17,666,930	18,143,937
Total Expenses from Continuing Operations	(18,290,001)	(18,926,147)	(19,805,669)	(20,501,346)
Surplus/(Deficit) from Continuing Operations	14,110,685	6,361,928	5,343,648	7,238,607

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Good Governance

Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	4,208,000	4,336,055	4,333,889	4,466,474
User Charges & Fees	11,355	11,673	11,988	12,312
Interest & Investment Revenues	-	-	-	-
Other Revenues	-	-	-	-
Grants & Contributions - Operating Purposes	2,971,353	3,054,551	3,137,024	3,221,723
Grants & Contributions - Capital Purposes	-	-	-	-
Gains on Disposal of Assets	-	-	-	-
Total Income from Continuing Operations	7,190,708	7,402,279	7,482,900	7,700,509
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(1,490,289)	(1,542,248)	(1,464,649)	(1,519,765)
Borrowing Costs	-	-	-	-
Materials & Contracts	(751,241)	(772,276)	(793,127)	(814,542)
Depreciation & Amortisation	-	-	-	-
Other Expenses	(3,574,948)	(3,675,047)	(3,774,273)	(3,876,178)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	-	-	-	-
Internal Charges	(34,037)	(34,990)	(35,935)	(36,905)
Overhead Allocation	(1,340,193)	(1,377,718)	(1,414,917)	(1,453,120)
Total Expenses from Continuing Operations	(7,190,708)	(7,402,279)	(7,482,900)	(7,700,509)
Surplus/(Deficit) from Continuing Operations	-	-	-	-

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Environmental Program 2013 - 2017

Environmental Program 4 Year Plan 2013

	2013-14 \$ '000	2014-15 \$ '000	2015-16 \$ '000	2016-17 \$ '000
Capital Projects - New				
Sustainability	572,500	-	-	-
Sustainable Recreation	2,483,459	2,286,898	80,000	-
Total Capital Projects - New	3,055,959	2,286,898	80,000	-
Capital Projects - Renewal				
Sustainability	300,000	-	-	-
Biodiversity	53,416	54,558	54,139	55,763
Stormwater	2,964,925	3,044,184	2,462,500	2,725,000
Total Capital Projects - Renewal	3,318,341	3,098,742	2,516,639	2,780,763
Operational				
Biodiversity	1,976,704	1,967,687	2,092,687	1,970,679
Hazards	1,118,194	1,183,540	1,171,640	1,123,272
Waterways	648,108	895,932	817,932	803,835
Sustainability	459,437	429,908	449,908	448,422
Stormwater	1,299,798	1,185,555	1,205,555	1,325,555
Sustainable Recreation	292,538	145,150	145,150	145,150
Total Operational	5,794,778	5,807,772	5,882,872	5,816,913
Total Environment Program	12,169,078	11,193,412	8,479,511	8,597,676

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Sportsfield Program 2013 - 2017

Sportsfield Program 4 Year Plan 2013

	2013-2014	2014-2015	2015-2016	2016-2017
	\$	\$	\$	\$
Sportsfield Renewal				
Sportsfield Rectification Program - Forestville Playing Fields	197,374	1,000,000	1,000,000	-
Sportsfield Rectification Program - St Matthews Farm	-	200,000	500,000	600,000
Minor rectification of sportsfields - rectification sites	267,436	313,431	320,576	333,622
Total Sportsfield Renewal	464,810	1,513,431	1,820,576	933,622
Irrigation and Drainage				
Sportsfield Water Management Program	134,836	-	150,000	250,000
Total Irrigation and Drainage	134,836	-	150,000	250,000
Lighting				
Floodlighting Improvement program	70,000	-	250,000	350,000
Lighting – Capital	70,000	-	250,000	350,000
Buildings				
Sporting Club Buildings - renewal and DDA works	150,000	-	-	-
Renewal works-SportingClub Buildings	-	430,000	640,000	650,000
Nolans Reserve Amenities renewals	66,051	900,000	-	-
Cromer Soccer Club - Public Amenities renewals	400,000	-	-	-
Killarney Heights Oval Amenity Renewal	-	-	-	300,000
Terrey Hills Rugby Club Public Amenities renewal	-	-	200,000	-
Tennis Clubs Refurbishments	188,795	-	-	-
Cromer Park Club West - Building upgrade	-	50,000	480,000	-
PAIP - Curl Curl Sports Centre	132,000	-	-	-
Total Buildings	936,846	1,380,000	1,320,000	950,000
Sporting Group Capital Assistance Grants	350,000	200,000	250,000	250,000
Total Sportsfield Program	1,956,492	3,093,431	3,790,576	2,733,622
Maintenance				
Mowing	917,704	945,235	973,593	1,002,800
Lighting	44,212	45,539	46,905	48,312
Sportsfield maintenance	1,099,333	1,132,313	1,166,283	1,201,271
Brookvale	143,391	147,693	152,124	156,688
Maintenance Total	2,204,641	2,270,781	2,338,904	2,409,071
Grand Total Sportsfield Program	4,161,133	5,364,212	6,129,480	5,142,693

SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Asset Renewals Program 2013 – 2017

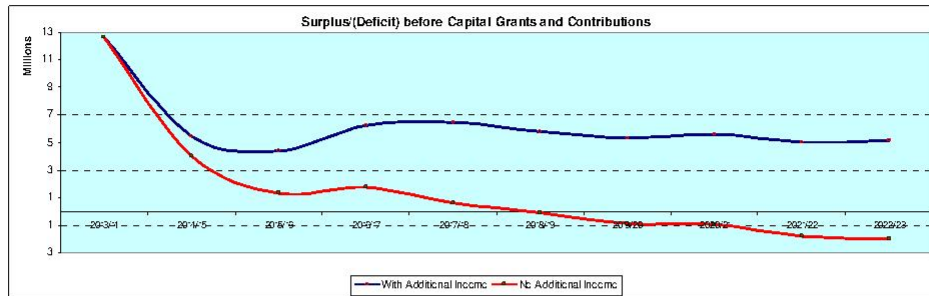
Asset Renewals Program 2013

	2013-14 \$ '000	2014-15 \$ '000	2015-16 \$ '000	2016-17 \$ '000
Building and Infrastructure Renewals				
Car Parks	140,000	140,000	140,000	140,000
Community Buildings	3,689,512	1,700,000	1,014,747	1,841,258
Footpaths	385,000	385,000	385,000	385,000
Foreshores	650,000	774,219	200,000	743,000
Kerb & Guttering	115,000	115,000	115,000	115,000
Operational Facilities	83,000	1,055,000	545,000	555,000
Parks	395,996	453,945	362,163	370,626
Public Amenities	242,150	435,000	1,070,000	230,000
Reserves	2,235,863	1,603,373	1,168,626	1,017,410
Roads	4,618,000	8,953,000	3,053,000	3,153,000
Surf Clubs	0	141,301	146,953	152,831
Swim Clubs	0	100,000	104,000	108,200
Other (Bus Stops, Glen Street Theatre, WAC, Retaining Walls)	465,920	391,000	315,500	320,300
1. Total Building & Infrastructure Renewals	13,000,441	16,226,838	8,599,989	9,111,625
2. Kimbriki	350,000	1,260,000	750,000	175,000
Other Renewals				
Beach Services Equipment	65,000	75,000	85,000	85,000
Information Technology	970,000	720,000	335,000	460,000
Library Books	524,400	524,400	524,400	524,400
Plant - Heavy	600,000	880,000	759,000	750,000
Plant - Light	1,709,091	1,600,000	1,700,000	1,780,000
3. Total Other Renewals	3,668,491	3,599,400	3,403,400	3,599,400
Sub Total	17,218,932	21,086,238	12,753,389	12,886,025
Infrastructure Works included in Sportsfield Program	1,401,656	2,893,431	3,140,576	1,883,622
Infrastructure Works included in Environmental Program	3,318,341	3,098,742	2,516,639	2,780,763
Total Asset Renewals	21,938,929	27,078,411	18,410,604	17,550,410

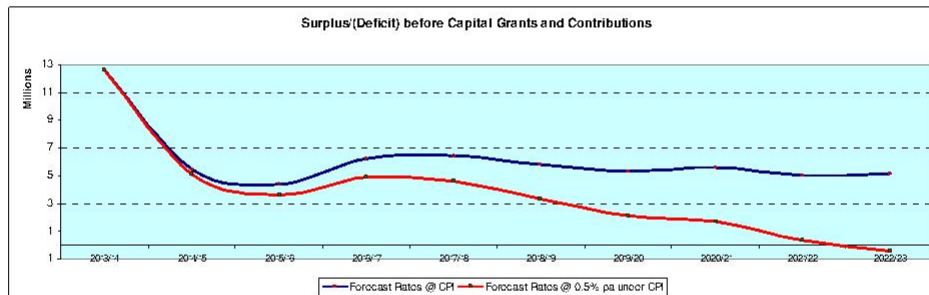
SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Scenario 1 - Sensitivity Analysis

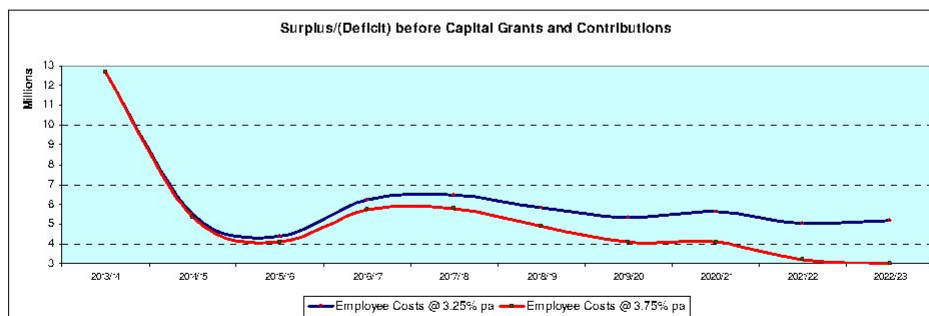
No Additional Income



Rates

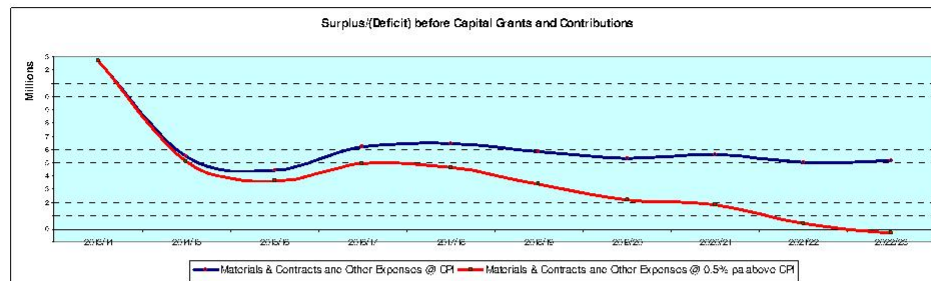


Employee Costs

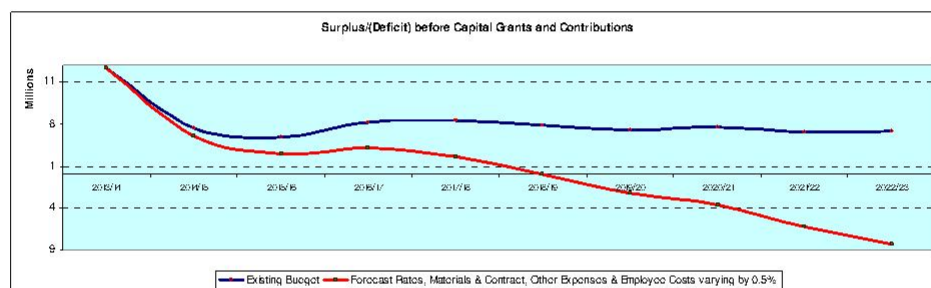


SCENARIO 1 – INCREASED SERVICE LEVELS (FINANCIALLY SUSTAINABLE)

Materials, Contracts & Other Expenses



Combined Impact



SCENARIO 2 – FINANCIALLY UNSUSTAINABLE

SCENARIO 2 – Delivery Program Operational Budgets 2013-2017

Corporate Support

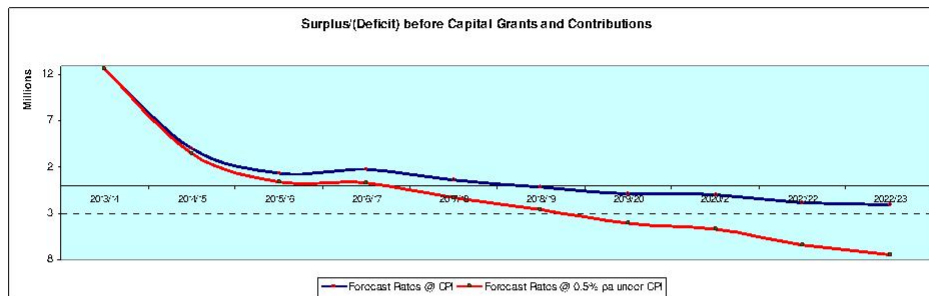
Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
Income from Continuing Operations				
Rates & Annual Charges	11,785,285	11,399,937	10,260,689	10,450,243
User Charges & Fees	3,067,438	3,153,326	3,238,466	3,325,905
Interest & Investment Revenues	2,953,000	3,263,717	2,395,765	1,900,947
Other Revenues	2,556,052	2,627,621	2,698,567	4,002,848
Grants & Contributions - Operating Purposes	800,000	822,400	844,605	867,409
Grants & Contributions - Capital Purposes	2,845,000	2,280,747	2,342,327	2,405,570
Gains on Disposal of Assets	8,393,911	314,328	322,814	331,530
Total Income from Continuing Operations	32,400,686	23,862,076	22,103,233	23,284,452
Expenses from Continuing Operations				
Employee Benefits & On-Costs	(18,402,054)	(18,803,641)	(19,504,628)	(20,231,318)
Borrowing Costs	(3,297)	(309,528)	(274,788)	(238,066)
Materials & Contracts	(10,104,076)	(10,286,548)	(10,508,070)	(10,791,788)
Depreciation & Amortisation	(6,172,951)	(6,345,794)	(6,717,130)	(6,898,493)
Other Expenses	(3,951,040)	(4,093,669)	(4,278,738)	(4,399,264)
Loss on Disposal of Assets	-	-	-	-
Share of Interest in Joint Ventures	(301,882)	(310,335)	(318,714)	(327,319)
Internal Charges	3,911,385	4,020,904	4,129,468	4,240,964
Overhead Allocation	16,733,914	17,202,464	17,666,930	18,143,937
Total Expenses from Continuing Operations	(18,290,001)	(18,926,147)	(19,805,669)	(20,501,346)
Surplus/(Deficit) from Continuing Operations	14,110,685	4,935,929	2,297,564	2,783,106

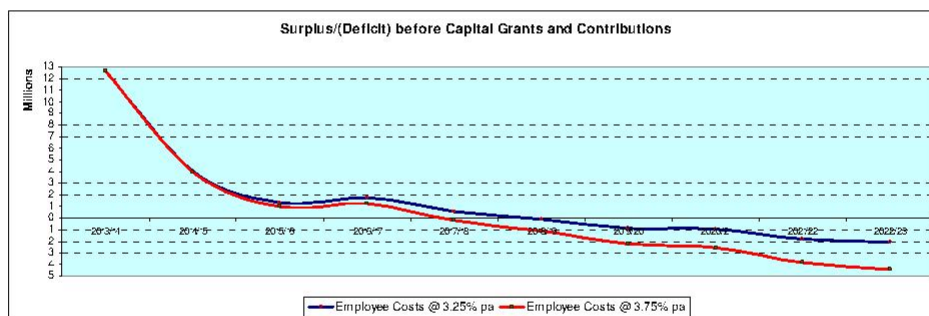
SCENARIO 2 – FINANCIALLY UNSUSTAINABLE

Scenario 2 - Sensitivity Analysis

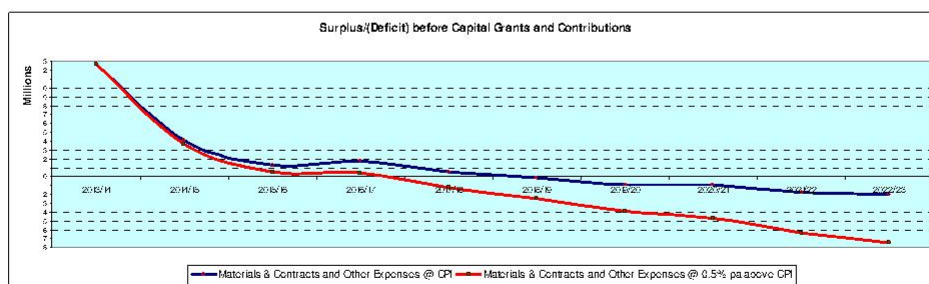
Rates



Employee Costs

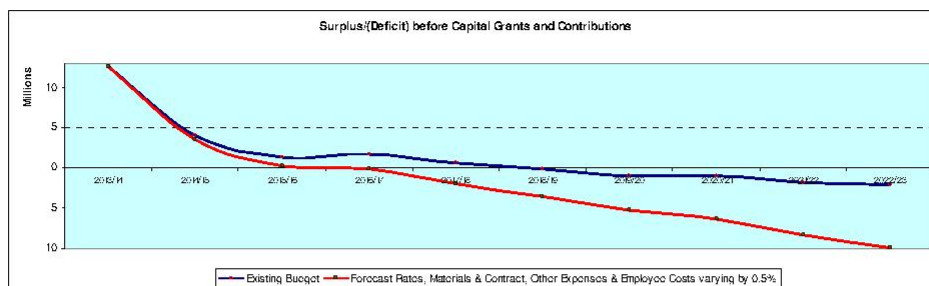


Materials, Contracts & Other Expenses



SCENARIO 2 – FINANCIALLY UNSUSTAINABLE

Combined Impact



SCENARIO 3 – FINANCIALLY SUSTAINABLE

Scenario 3 - Delivery Program Operational Budgets 2013-2017

Corporate Support

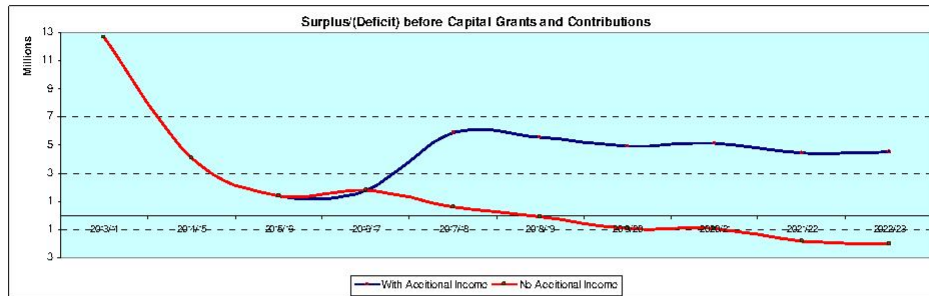
Budget 2013-2017

	2013-2014	2014-2015	2015-2016	2016-2017
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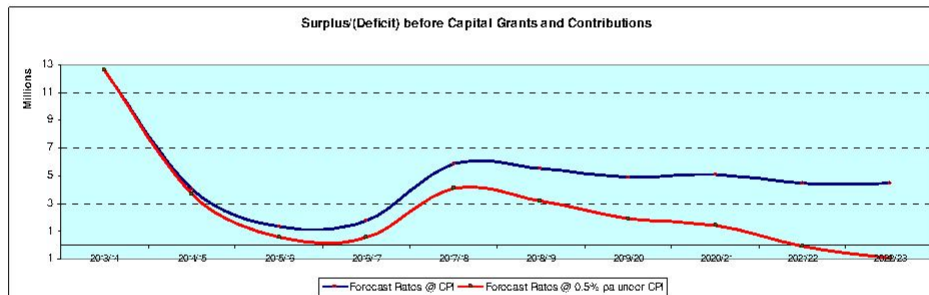
SCENARIO 3 – FINANCIALLY SUSTAINABLE

Scenario 3 - Sensitivity Analysis

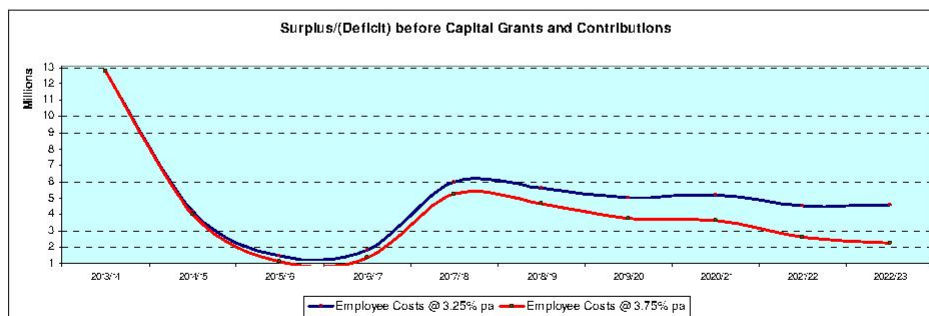
No Additional Income



Rates

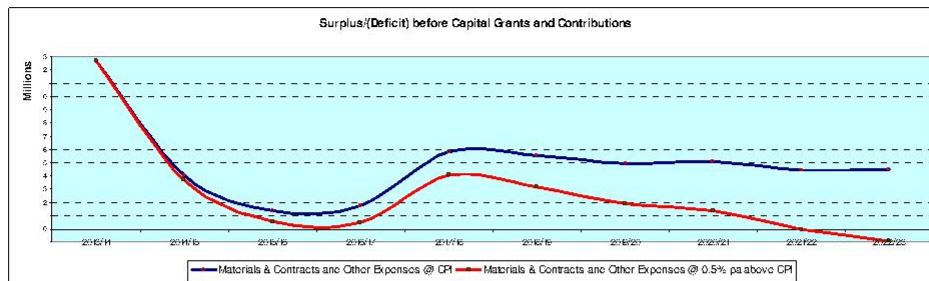


Employee Costs

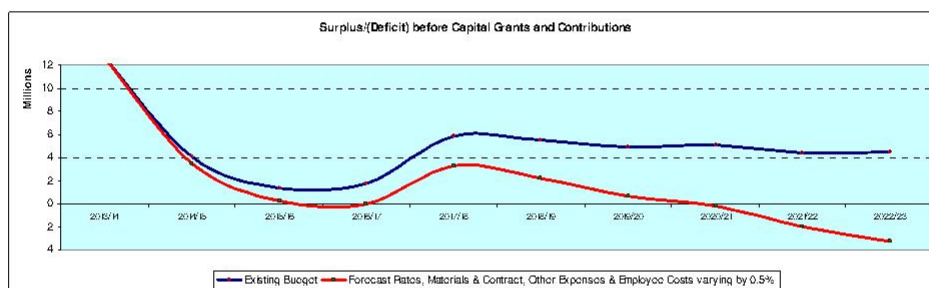


SCENARIO 3 – FINANCIALLY SUSTAINABLE

Materials, Contracts & Other Expenses



Combined Impact



Date	Engagement Activity	Target Group	Objective
24 September	Council meeting	councillors	Approve exhibition and community engagement plan
Mid October	Random telephone survey of ~ 400 residents begins	Random sample of community	Determine support for SRV
October	Warringah Matters and Peninsula Living insert	community	Promote exhibition, drop-ins & encourage feedback
Mid October	Media release	community	
19 October	Website & E-Services live	community	Access to detail of options for Base case vs. SRV
19 October	Your Say project page, linked to E-Services and online feedback	community	Promote exhibition, drop-in sessions & feedback; Access to detail of SRV options
19 October	Start exhibition: Libraries, Civic centre, community centres	community	Promote exhibition, drop-in sessions & feedback
19, 26 October	Manly Daily: ads, Mayor column	community	
21 October	Brochure to all households and letter to non-resident ratepayers	All residents, businesses and non-resident ratepayers	Summary of options. Promote drop-in sessions & feedback
28 Oct to 6 Nov	Community drop-in session	Ward A, B and C	Examine options, discuss/ Q&A with councillors, encourage feedback re level of support for SRV
2, 9 November	Manly Daily notices/ads	community	Promote exhibition & encourage feedback
November-December	Update Your Say project page	community	Updates to inform community
18 November	Exhibition closes	-	-
10 December	Council meeting	councillors	Report on outcomes of consultation; Council decide whether to apply for SRV
11 December	Media release	community	Outcome of council meeting

