



WAVERLEY  
COUNCIL

# LONG TERM FINANCIAL PLAN

## 5.3



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## **1. EXECUTIVE SUMMARY**

Waverley Council's Long Term Financial Plan (LTFP 5.3) contains a set of long range financial projections based on an informed set of assumptions. It is designed to reflect the financial impacts of providing the current service levels and our programs of capital works. The LTFP 5.3 covers the 11 year time period from 2021/22 to 2031/32. This iteration of the Plan focuses on delivering community needs and Council's strategic priorities (including asset renewal).

The LTFP 5.3 indicates that Council will generate sufficient funds and has adequate reserves available to implement its programs and to achieve a balanced budget in each year throughout the planning period. LTFP 5.3 enables all asset backlogs identified in the adopted Strategic Asset Management Plan (SAMP 5) to be addressed and assets class conditions to be maintained to a standard meeting community expectations. Service delivery, organisational capability and financial stability will also be maintained.

## **2. INTRODUCTION**

The Long Term Financial Plan (LTFP) is a core element of Council's strategic planning process. The LTFP addresses the financial resourcing capacity requirements to deliver our Community Strategic Plan 2018-2029. The LTFP enables the community's aspirations and demand for services to be tested against the financial opportunities and limitations likely to be encountered within the next 10 years, it includes financial modelling and the planning assumptions that have been identified as affecting the financial capacity of the Council. The LTFP enables the community and the Council to set priorities to meet future needs.

The projections contained in the LTFP are subject to change due to a variety of external factors as well as major decisions made by Council. It is necessary to regularly review and monitor a variety of factors, and revising the projections contained in the LTFP where necessary. The LTFP is revised annually as part of Council's annual budget process in keeping with the legislative requirements under the Integrated Planning and Reporting (IP&R) framework.

A year ago, on 11 March 2020, the World Health Organisation (WHO) officially called novel coronavirus (COVID-19) a pandemic. COVID-19 forced many countries to close their borders and lockdown cities, restrict many businesses' operations and community movements in an attempt to manage the spread of the virus spread. In this volatile and challenging times, it is difficult to predict the real magnitude of the financial impact on the economy and Council in the future. With the commencement of COVID-19 vaccine roll-out programs in Australia and around the world, the revision of this Plan assumes the impacts of the pandemic, at least in Australia, will not continue in the 2021/22 financial year. With the Australian and our local economy is transitioning into a phase of recovery.

The Plan is being prepared in an environment of heightened uncertainty given the global and national impacts of COVID-19. Incorporating assumptions on the recovery from COVID-19 is essential. Some of the key COVID-19 macroeconomic assumptions that are:

- No further lockdowns
- Economic activities returns to pre-covid levels

- Overseas tourism remains suppressed for most of FY2021/22
- Domestic tourism spending increases given international border restrictions.

Despite these challenges Council faces, Council is committed to:

- maintaining the current service delivery levels
- maintaining organisational capability,
- meeting its obligations to our staff,
- prudently managing Council's and the community's resources and assets
- reprioritising resource allocation to where they are most needed
- providing financial assistance to our local community and businesses when needed
- maintaining our long term financial sustainability while at the same time building our fiscal resilience to enable Council to respond to unexpected crises.

### **3. OBJECTIVES**

#### **Legislated Principles**

Section 8B of the Local Government Act 1993 states that the following principles of sound financial management apply to councils:

- a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- c) Councils should have effective financial and asset management, including sound policies and processes for the following:
  - i. Performance management and reporting,
  - ii. Asset maintenance and enhancement,
  - iii. Funding decisions,
  - iv. Risk management practices.
- d) Councils should have regard to achieving intergenerational equity, including ensuring the following:
  - i. Policy decisions are made after considering their financial effects on future generations,
  - ii. The current generation funds the cost of its services.

The LTFP is developed to give effect to the Community Strategic Plan, deliver Council's program and aspirations over time, and provide strong stewardship for community assets and resources. It contains a set of long-range financial projections based on an informed set of assumptions.

In addition to the legislated principles of sound financial management, Waverley Council has 5 financial objectives that it applies to its financial planning, control and management.

1. **Ensure financial sustainability** - to generate its own operating revenue and having sufficient assets to serve its liabilities with the aim of achieving all of the “fit for the future” financial sustainability benchmarks.
2. **Delivery a balanced budget** - ensure that each financial year’s expenses are funded by identified funding sources.
3. **Fund existing service levels** - ensure existing service levels that council currently provide continue to be fully funded when preparing budgets and making financial decisions.
4. **Funding Infrastructure renewals** - the funding allocated to annual capital works programs to ensure all infrastructure assets meets the determined satisfactory condition level.
5. **Financial responsible** ensure costs are well-considered and money is responsibly spent. We have carefully budgeted for a range of new initiatives to ensure Waverley remains affordable and sustainable well into the future.

#### 4. STRUCTURE

The LTFP presents financial forecasts that draw from Council’s Strategic Asset Management Plan 5 (SAMP 5), Environmental Action Plan 4 (EAP 4) and other strategic documents.

#### 5. CURRENT FINANCIAL POSITION OF COUNCIL

Waverley Council operates at present from a sound financial position. The 2019/20 audited Annual Financial Statements reported that all but one of Waverley Council’s key ratios are performing better than the Industry Benchmark. Only the operating performance ratio in 19/20 was below its benchmark due to the impact of COVID-19 as shown in the table 1 below:

Table 1: Local Government Key Performance Measures					
Indicator	Quantitative Measure	Industry Benchmark	Waverley 2019/20	Waverley 2018/19	Waverley 2017/18
Operating Performance Ratio	Measures a Council’s ability to contain operating expenditure within operating revenue	> 0	-8.34%	0.78%	1.76%
Own Source Operating Revenue Ratio	Measures the level of a Council’s fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions	> 60%	79.17%	87.13%	86.46%
Unrestricted Current Ratio	The Unrestricted Current Ratio is specific to local government and is designed to represent a Council’s ability to meet debt payments as they fall due	> 1.5x	7.22x	11.13x	10.15x

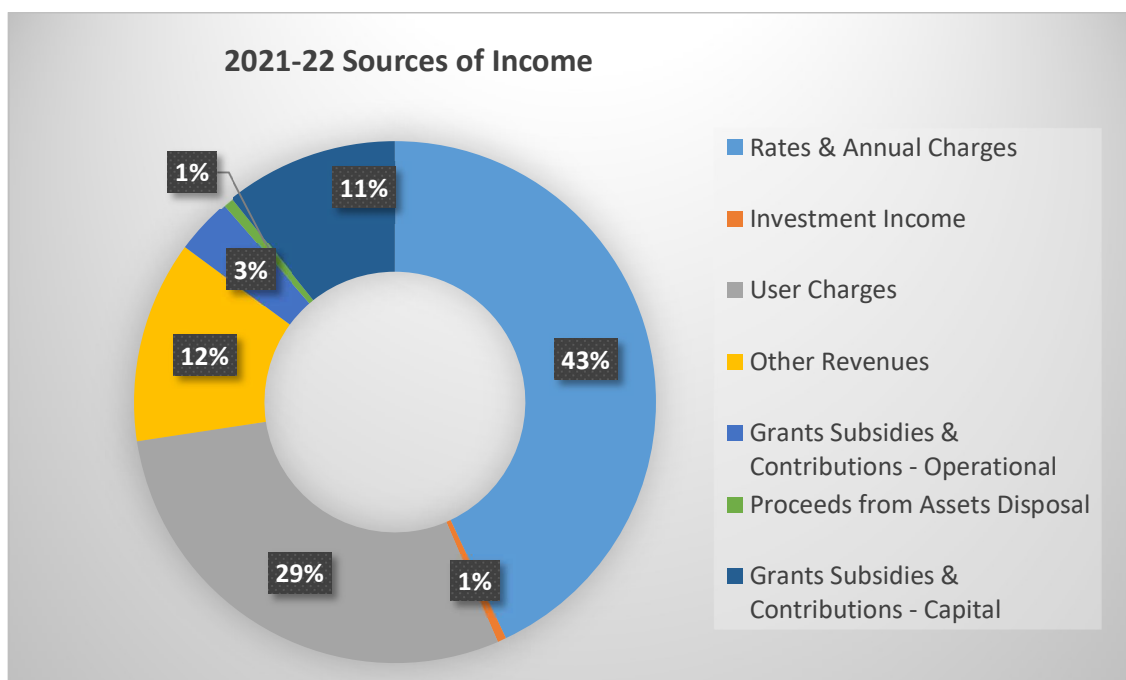
Debt Service Cover Ratio	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments	> 2x	11.18x	42.77x	23.78x
Cash Expense Cover Ratio	This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow	> 3 mths	13.38 mths	15.22 mths	14.82 mths
Building & Infrastructure Asset Renewals Ratio	This ratio compares the proportion spent on infrastructure asset renewals and the asset's deterioration measured by its accounting depreciation. Asset renewal represents the replacement or refurbishment of existing assets to an equivalent capacity or performance as opposed to the acquisition of new assets or the refurbishment of old assets that increase capacity or performance.	>=100%	158.13%	82.57%	94.13%
Infrastructure Backlog Ratio	This ratio shows what proportion the backlog is against total value of a Council's infrastructure	< 2%	1.01%	1.01%	1.05%

Council in 2020/21 developed and implemented a program to assist the LGA recover from the effects of the pandemic. A Resilient Waverley – A response to COVID-19 Plan focuses on key areas where Council offered support to the local community and outlined actions to be delivered by Council that support the recovery following COVID-19. The plan has divided into two parts - **Community** that focuses on social aspects in Waverley, and **Business** that focuses on the local business community. The plan is a work in progress at the time of writing LTFP 5.3.

The 2021/22 Budget forecasts Council's operating income will recover from the impact of the pandemic to be \$139.13 million, an increase of \$7.23 million (+5.5%) compared to the current approved budget of 2020/21. The total income is projected to be \$156.98 million, an increase of \$6.05 million (+4.0%) compared to the 2020/21 current budget.

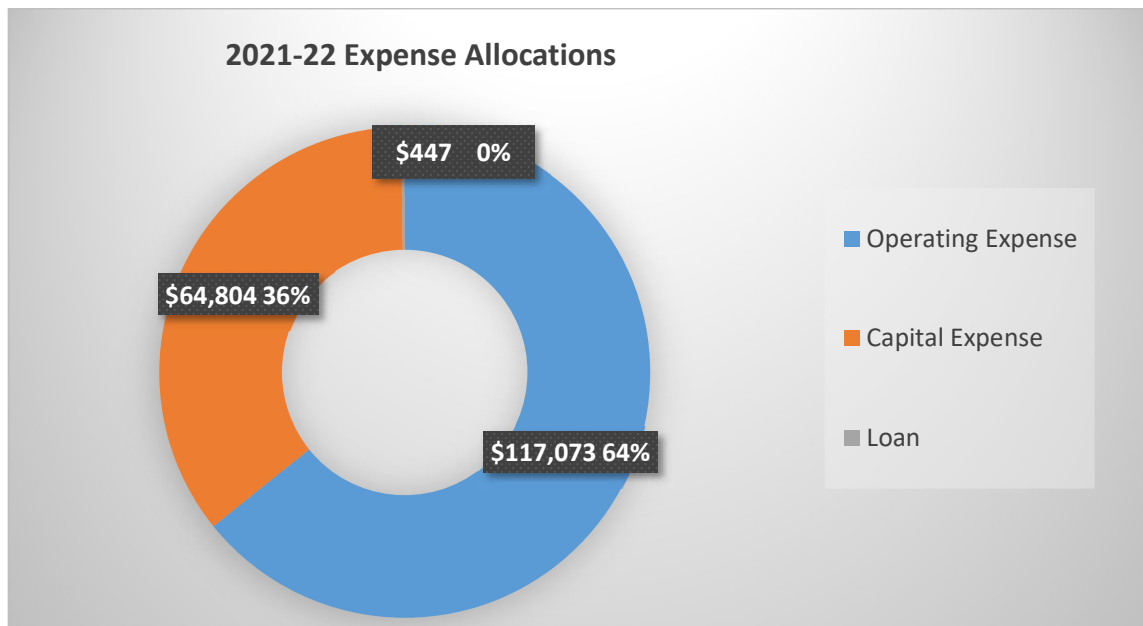
Income - \$'000	Draft 2021/22 Budget	2020/21 Current Approved Budget	\$ change on 20/21 Current Approved Budget	% change on 20/21 Current Approved Budget
<b>Operating Income</b>	<b>139,125</b>	<b>131,894</b>	<b>7,231</b>	<b>5.5%</b>
Rates & Annual Charges	67,507	66,109	1,398	2.1%
Investment Income	859	1,754	(896)	-51.1%
User Charges	45,597	39,876	5,720	14.3%
Other Revenues	19,653	18,278	1,375	7.5%
Grants Subsidies & Contributions - Operational	5,509	5,876	(367)	-6.2%
<b>Capital Income</b>	<b>17,857</b>	<b>19,038</b>	<b>(1,181)</b>	<b>-6.2%</b>
Proceeds from Assets Disposal	975	895	80	8.9%
Grants Subsidies & Contributions - Capital	16,882	18,143	(1,261)	-7.0%
<b>Total Income</b>	<b>156,982</b>	<b>150,932</b>	<b>6,050</b>	<b>4.0%</b>

The following chart shows the major categories of revenue for Council in 2021/22:



Rates and Annual Charges have remained at 43% of the total revenues and is the largest category of Council revenue. IPART sets the maximum allowable increases in rates each year based on a review of the Local Government Cost Index that they have developed. The maximum allowable increase for 2021/22 is at 2%.

The 2021/22 budget estimates that Council's total expenditure, excluding depreciation expense will be \$182.32 million, including loan repayments, as illustrated in the chart below.



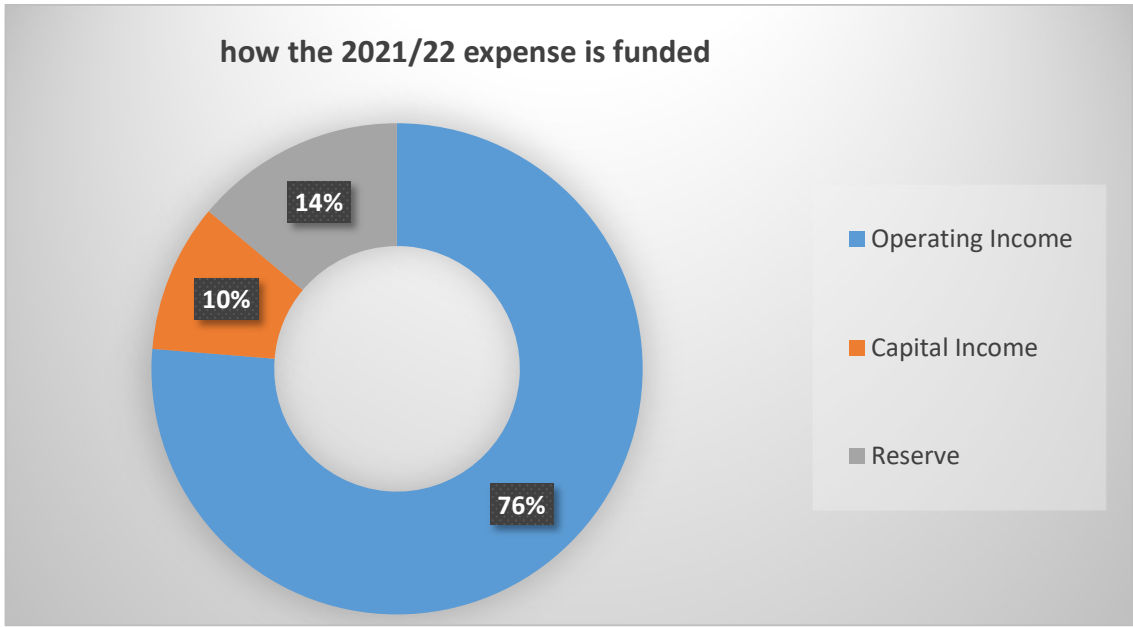
The table below reports the expense forecast for 2021/22 compared to the current approved budget of 2020/21:

Expense - \$'000	Draft 2021/22 Budget	2020/21 Current Approved Budget	\$ change on 20/21 Current Approved Budget	% change on 20/21 Current Approved Budget
<b>Operating Expense</b>	<b>(117,073)</b>	<b>(118,509)</b>	<b>1,436</b>	<b>-1.2%</b>
Employee Costs	(70,420)	(68,994)	(1,426)	2.1%
Materials & Contracts	(22,590)	(26,175)	3,585	-13.7%
Operating Expenses	(22,863)	(22,129)	(734)	3.3%
Rates & Annual Charges	(1,135)	(1,134)	(1)	0.1%
Borrowing Expenses	(65)	(78)	12	-15.6%
<b>Capital Expense</b>	<b>(64,804)</b>	<b>(78,134)</b>	<b>13,330</b>	<b>-17.1%</b>
Capital Works Program	(59,939)	(73,985)	14,046	-19.0%
Other Capital Expense	(4,864)	(4,148)	(716)	17.3%
<b>Loan</b>	<b>(447)</b>	<b>(435)</b>	<b>(12)</b>	<b>2.8%</b>
Loan Repayment - Principle	(447)	(435)	(12)	2.8%
<b>Total Expense</b>	<b>(182,324)</b>	<b>(197,078)</b>	<b>14,754</b>	<b>-7.5%</b>

Council projects an operating surplus before depreciation of \$22.05 million. This operating surplus will be used to fund the loan repayment and partly fund the capital works program.



The 2021/22 expense program is funded from various sources, the following chart shows the funding sources for the 2021/22 expense program.

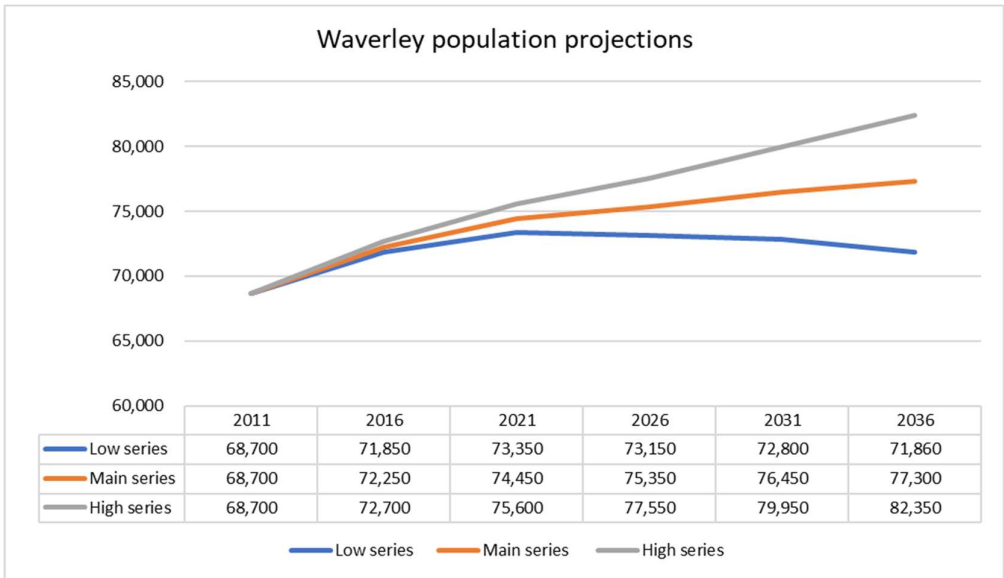


## 6. LTFP ASSUMPTIONS

In developing this LTFP, projections on future financial forecasts have been based on a number of assumptions. These assumptions are explained below.

### 5.1 Population

The Waverley Community Strategic Plan forecasts Waverley’s population to grow from 72,700 in 2016 to 82,350 in 2036 at the high series, as shown in the following graph.



Source: DPIE, ‘LGA Population Projections’, 2016

## 5.2 Economic Growth

Economic growth within the local government area is expected to remain effectively static over the life of the LTFP, with limited scope for the introduction of new industries or services. Table 2 below illustrates the gross product measures for the last 10 year period between 2009 and 2019.

**Table 2: Waverley Council area - Gross Regional Product measures**

Year ending June	Headline GRP \$m	% change from previous year	Local industry GRP \$m	Local residents GRP \$m	Local industry to residents ratio
2019	4,952	2.9	4,837	7,520	0.64
2018	4,815	2.0	4,841	7,488	0.65
2017	4,719	-2.0	4,780	7,280	0.66
2016	4,816	2.0	4,697	7,170	0.66
2015	4,720	4.1	4,516	6,955	0.65
2014	4,533	5.8	4,398	6,720	0.65
2013	4,285	2.0	4,310	6,548	0.66
2012	4,201	1.2	4,259	6,563	0.65
2011	4,152	1.7	4,149	6,312	0.66
2010	4,081	4.7	4,081	6,129	0.67
2009	3,899	-0.6	3,845	5,874	0.65

Source: National Institute of Economic and Industry Research (NIEIR) ©2019. Compiled and presented in economy.id by .id formed decisions.

## 5.3 Levels of service to the community

The LTFP is based on Council maintaining existing services to the community at the existing service levels as well as incorporating works arising from the Strategic Asset Management Plan 5, Environmental Action Plan 4 and other strategic plans.

## 5.4 Capital works program

Council's extensive capital works program aims to deliver much needed renewal of infrastructure assets including roads, community buildings, open space, parks & reserves and transport infrastructure. The total proposed value of works in Council's 2021/22 capital works program is \$59.94 million.

The LTFP capital works program 2021/22 to 2031/32 outlines all infrastructure renewal works arising from Council's Strategic Asset Management Plan (SAMP 5) and capital enhancements from Environmental Action Plan (EAP 4) and other strategic plans (see Appendix 1 for further detail).

The program includes a number of major capital projects, for example:

- Bondi Pavilion restoration and conservation project completion
- Bondi Junction Cycleway & Streetscape upgrade completion
- Waverley Park Indoor Cricket Nets Facility
- Council Chamber upgrade
- Campbell Parade Streetscape upgrade
- Bronte, Tamarama and Bondi surf club upgrades
- Structural renewal of Bondi, Bronte and Tamarama Promenade & sea walls

The financial projection of future capital works will depend on the nature, timing and funding of specific projects. The majority of infrastructure projects are costed in accordance with current design estimates. Any significant cost revisions in subsequent years will be reflected in the LTFP.

### **5.5 Debt Policy**

Council's level of debt is low, with total outstanding loans of \$2.04 million as at 30 June 2022. An increase in debt will therefore be considered from time to time if it will allow Council to spread the burden of costs more equitably across current and future generations in alignment with benefits and/or reduce the growth in renewal costs that may arise from delay in investment in assets. Assuming Council has capacity to service more debt, the use of debt financing is more likely to increase during the life of this plan:

- for investments which can generate sufficient financial returns to repay the debt, or
- where cash flow issues are holding up necessary works and can be reliably resolved by loans which can be repaid in future years, or
- where it will allow Council to spread the burden of cost more equitably across generations in alignment with benefits, or
- where it represents a cost-effective method of financing in particular circumstances.

Debt is only to be considered by Council as a means of financing capital investments, not operational costs, and where there is a reliable source of income (funding source) for repayment.

### **5.6 Reserve Funding**

Council holds limited externally restricted cash reserves, covering Domestic Waste, Housing Contribution, Stormwater Management Services Charge, Section 7.12 Fixed Developer Contributions and Section 7.4 Planning Agreement Contributions. These funds are only to be used for the purpose for which they were raised.

Internally restricted reserves include money held for such items as employee leave entitlements, bonds and deposits, vehicle replacement, infrastructure assets. These funds are to be used for the purpose for which they are held.

### **5.7 Revenue**

#### **5.7.1 Rates**

Rate is a major source of Council's income, representing approximately 31.9% of the total revenue in the draft 2021/22 budget. This income projection is based on the Independent Pricing and Regulatory Tribunal (IPART) announced rate peg of 2% for 2021/22. The rate pegging assumption for the subsequent years are in line with the projected CPI for the life of the LTFP.

The approved annual rate pegging limit since 2004/05 is shown in the table 3 below, along with the actual rate increase adopted by Council. This table shows that over this period the average annual rate pegging limit has been 2.8%, this was higher than the average annual CPI of 2.3%. Council's average increase of 4.5% is the result of a special rate variation approved for 2011/12 to 2013/14 financial years.

<b>Table 3: Allowable increase in Rates and CPI</b>			
<b>Year</b>	<b>Rate Pegging limit %</b>	<b>Waverley Council's increase %</b>	<b>CPI (weighted average all capital cities) %</b>
2004/05	3.5%	3.5%	2.5%
2005/06	3.5%	3.5%	4.0%
2006/07	3.6%	3.6%	2.1%
2007/08	3.4%	3.4%	4.4%
2008/09	3.2%	3.2%	1.4%
2009/10	3.5%	3.5%	3.1%
2010/11	2.6%	2.6%	3.5%
2011/12	2.8%	14.5%	1.2%
2012/13	3.6%	13.5%	2.4%
2013/14	3.4%	12.5%	3.0%
2014/15	2.3%	2.3%	1.5%
2015/16	2.4%	2.4%	1.0%
2016/17	1.8%	1.8%	1.9%
2017/18	1.5%	1.5%	2.1%
2018/19	2.3%	2.3%	1.9%
2019/20	2.7%	2.7%	2.0%
2021/22	2.6%	2.6%	1.5%
<b>Total cumulative increase</b>	<b>50.70%</b>	<b>81.40%</b>	<b>41.30%</b>
<b>Average annual increase (18 years - 2004/05 to 2021/22)</b>	<b>2.82%</b>	<b>4.52%</b>	<b>2.29%</b>

#### **5.7.2 Domestic Waste charges**

The Domestic Waste Management charge is based on the full cost recovery for the provision of the waste and recyclable collection service. The LTFP has provided for a sufficient reserve which will be used to fund any waste bins, garbage truck and fleet equipment replacements.

#### **5.7.3 Stormwater Management Service Charges**

The Stormwater Management Service Charge (SMSC) is intended as a mechanism for NSW councils to raise income to invest in improving the stormwater systems in urban areas, under the Local Government Amendment (Stormwater) Act 2005 No70, since 2006. Waverley Council is levying this Charge for the first time since 2019/20 financial year. The Charge is capped in the legislation and there has been no change to it since its inception.

The revenue raised from SMSC will be allocated to projects/activities in relation to capacity and water quality as well as works that arise from the Catchment Flood Study.

#### **5.7.4 User Charges and Fees**

Council provides a wide range of facilities and services for which it receives revenue from user fees and charges. Council sets its fees and charges in accordance with the provisions of the Local Government Act 1993 using the seven guiding principles defined in the "Pricing Policy" and is updated annually.

Some of the fees are classified as statutory fees which are fixed by regulations, legislation or a State/Federal Authority. Where Council has the legislative authority to vary fees and charges the CPI has generally been applied, where considered appropriate.

Often, the fee received does not fully offset the costs associated with the service or facility as they are aimed at providing a broad community benefit and if higher fees were charged many residents may be unable to enjoy the use of the facility and service. Revenue growth in these areas is limited due to Council seeking to provide services accessible to the wider community. Historically the revenue received from the majority of this group of fees and charges have increased in line with CPI. Accordingly, the LTFP model includes a projected increase for this income group in line with the projected CPI growth.

During the course of the LTFP, Council will undertake a cost of service review and a funding review. The reviews will examine the actual cost of services and how funding mechanisms align with economic principles such as who benefits, the public/private benefit split, the exacerbator/pollutor pays principle, whether there are positive or negative externalities to be addressed and what funding mechanisms are available. These reviews are likely to inform the Pricing of Services and the setting of fees and charges in the future.

#### **5.7.5        *Interest and investment revenue***

All cash investments made by councils in NSW are subject to Section 625 of the Local Government Act and associated regulations and circulars. All such investments must also be in accordance with the Council's Investment Policy.

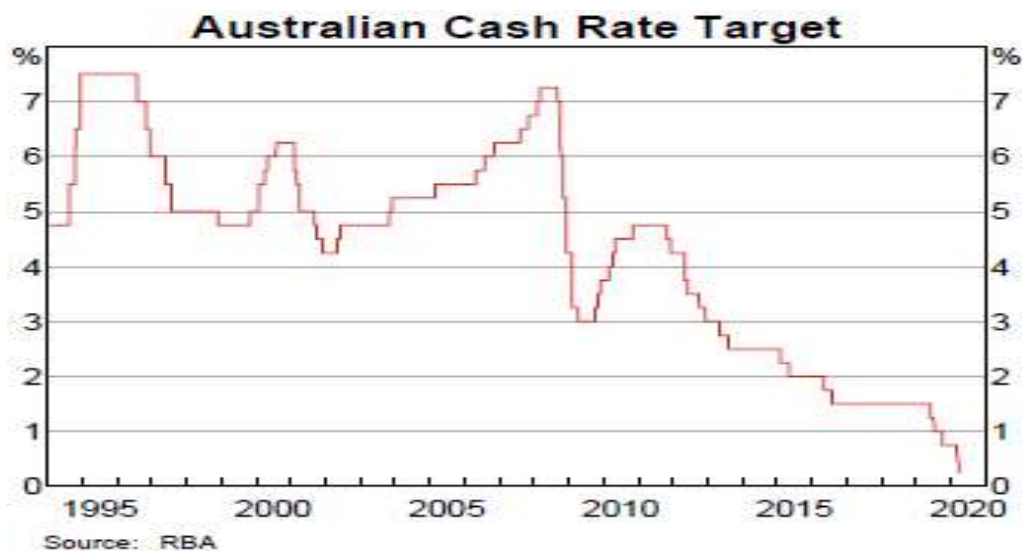
Waverley's Investment Policy limits the proportion of investments Council can make in various types of facilities by limiting:

- the overall credit exposure of the portfolio, and
- the credit rating of individual financial institutions, and
- the term to maturity of the overall portfolio.

Council's Investment Policy is reviewed on an annual basis and was last revised in June 2017. Monthly reports, prepared by independent financial advisors, on the performance of investments and compliance with the Policy are provided to Council's monthly meeting. Waverley Council's investments yielded positive returns overall in 2019/20 and exceeded the benchmark return on an annual basis.

The level of interest revenue earned will vary with regard to total funds held in Council's investment portfolio. Interest revenue is also subject to external factors such as monetary policy decision and economic and investment market conditions. Over the longer term, economic conditions can vary considerably, which in turn affect interest rate. The graph below depicts movements in the official Australian cash rate.





RBA cash rate expects to between 0.10% to 0.50% for the next several years.

In preparing longer term future interest revenue projections, Council received advice from its external investment advisers that the LTFP Projects future interest earning is between 0.5 - 0.6 point higher than the projected 90 days bank bill rate, averaging at 1.7% per annum over the next 11 years.

#### **5.7.6 Other revenues**

Other revenue increases have been projected to increase in line with projected CPI growth.

#### **5.7.7 Grants and contributions**

Council receives grants from the State and Federal Governments. These are either for discretionary or non-discretionary purposes. The majority of grants provided to Council are for specific purposes, such as infrastructure maintenance & upgrade, provision of community services and environmental programs. Grants and contributions in general are not subject to indexation.

#### **5.7.8 Section 7.12 (94A) developer contributions**

Section 7.12 of the Environmental Planning and Assessment Act 1979 enables councils to levy contributions for public amenities and services required as a consequence of development. Developer contributions are essential to providing key facilities and services for local residents. The s7.12 contributions are held as an externally restricted asset and they are allocated to fund the capital works program projects.

The level and timing of contributions fluctuate according to a variety of factors including economic growth and the level of development activity. In the LTFP, it is assumed that economic growth and development activities are relatively static throughout the life of the 11 years, recognising that there will be market fluctuations from time-to-time.

#### **5.7.9 Section 7.4 Planning Agreements developer contributions**

Section 7.4 of the Environmental Planning and Assessment Act 1979 enables councils to seek contributions for public amenities and services required as a consequence of

development. Planning Agreements can take a number of formats, including dedication of land free of cost, payment of a monetary contribution, or provision of any other material public benefit, or any combination of them, to be used for or applied towards a public purpose. The Waverley Planning Agreement Policy 2014 outlines a value sharing approach in which Council seeks a share of value uplift generated from new development which exceeds current floor space ratio controls.

Planning Agreements are a form of developer contributions, which are essential to providing key facilities and services for local residents.

The Planning Agreement contributions are held as an externally restricted asset and they are allocated to fund the capital works program projects.

The level and timing of Planning Agreement contributions for the LTFP 5.3 document fluctuate according to a variety of factors including economic growth and the level of development activity. There is a delay between when a contribution is agreed and when it is paid, given that contributions are not required to be paid until the occupation certificate is issued. Furthermore, given that Planning Agreements are voluntary in nature, this adds another level of uncertainty for the stability of this income stream. In the LTFP, it is assumed that economic growth and development activities are relatively static throughout the life of the 11 years, recognising that there will be market related fluctuations from time-to-time.

## **5.8            *Expenditure***

### **5.8.1        *Employee costs***

Employee costs include the payment of salary and wages, all leave types, superannuation, and training and workers compensation expenses. Overall employee costs comprise around 60% of Council's operating expenditure. The LTFP projection includes the Award increase of 2.0% for 2021/22 and 2022/23, and thereafter it is assumed the award rate will be in line with CPI growth.

For Council employees in the accumulation scheme, Council is required to make compulsory employer superannuation contributions in accordance with the compulsory employer superannuation contribution limits. As a result of legislative changes, this contribution will progressively increase from its current level of 9.5% to 12% in 2025/26. The current rate of 9.5% will be increased by 0.5% from 2021/22 until it reaches 12%.

For workers compensation, the budget provision is based on Council's provider insurance company's estimates for 2021/22. The subsequent year projects a gradual reduction on workers compensation in 2022/23 and 2023/24 by 30%. Thereafter it will increase in line with the forecast salary increase.

### **5.8.2        *Materials and contracts***

Expenditure on materials and contracts has generally been indexed below CPI growth by 0.5% in the LTFP forecasts.

### **5.8.3        *Loan Borrowing Costs***

Whilst inflation remains low, interest rates are forecast to also remain low. The LTFP includes an average rate of 2.59% for loans with a 10 year term. This is considered conservative as it is

slightly above forecast borrowing rates for 2021/22. This conservative position is considered appropriate.

Council has not determined any new borrowing in the LTFP at this time but has signalled that it may utilise borrowing as a funding source within the LTFP period as set out in section 5.5, Debt Policy.

#### 5.8.4 Depreciation

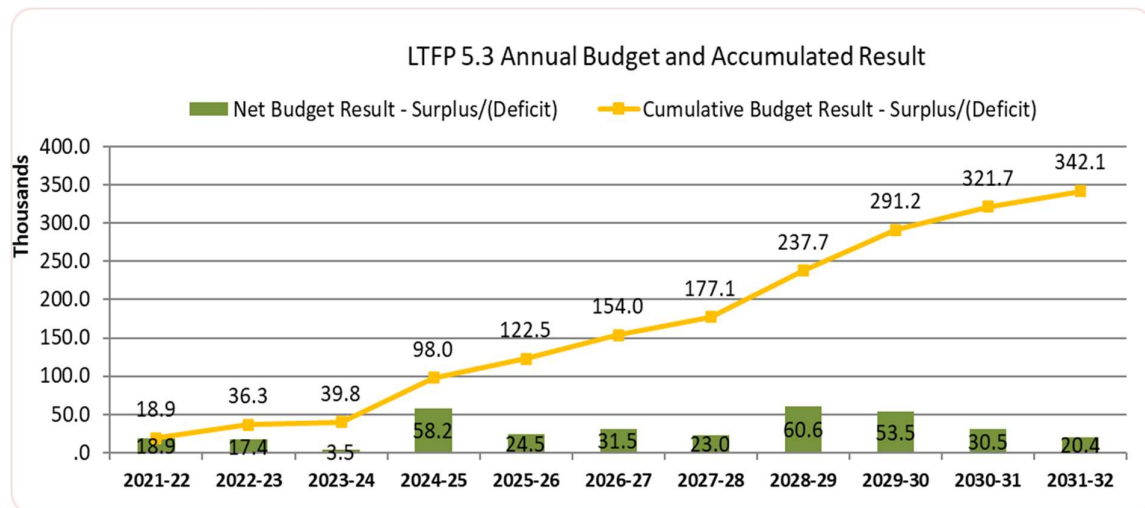
The LTFP projects annual depreciation expenditure be varied on the basis of the estimated capital expenditure levels in future years.

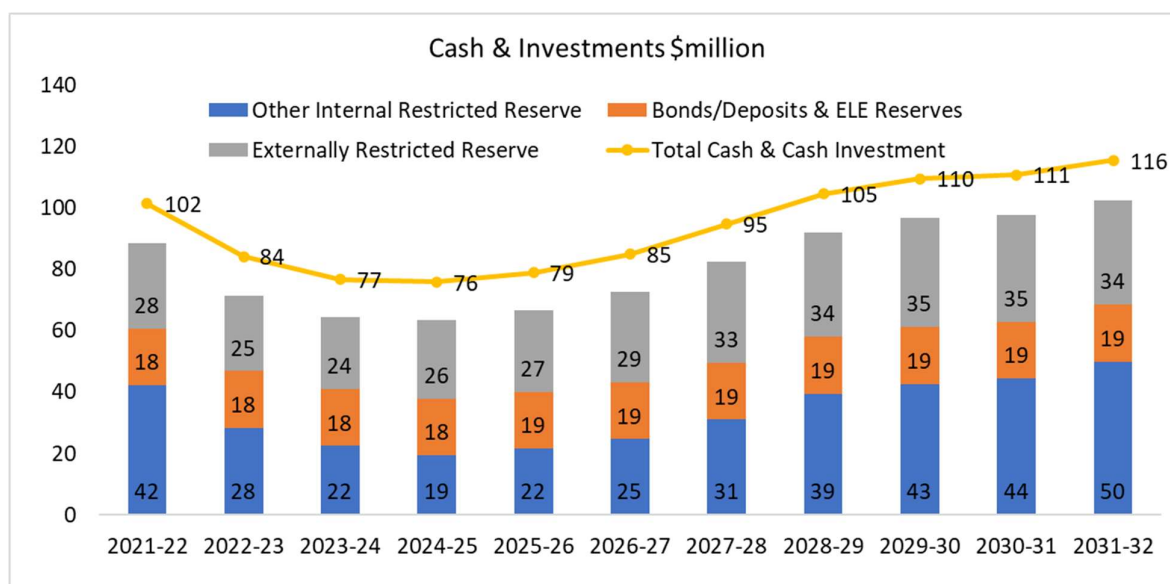
#### 5.8.5 Other operating expenses

Generally, the LTFP projects the majority of items categorised as other operating expenses to increase in line with CPI. It should be noted that some expenses are cyclical in nature (for example, conduct of a council election every four years in general) or tied to grant funding which is not increased by CPI.

## 7. PROJECTED BUDGET RESULTS

In the LTFP, Council will continue to deliver a balanced budget supported by an operating surplus before depreciation. This will cumulate to a surplus of \$342K for the 11 years to 2031/32. The internal restricted reserves have been consumed to fund Council's program spending throughout the LTFP period. It is sensible to hold a reasonable level of reserve funds to be responsive to unforeseen needs and to meet its priorities, as illustrated in the graphs below:





The LTFP is obviously not just about whether the budget will balance on a year by year basis. It is about ensuring Council's financial sustainability remain over the longer term. The table below details Council's performance against the "Fit for the Future" financial indicators and the Local Government Industry benchmarks. All financial indicators are performing well against said benchmarks. However, we can see that Council's operating performance ratio is riding a knives edge over the term of the LTFP 5.3.

Year	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	Benchmark
Operating Performance Ratio	0.0%	0.1%	0.3%	0.0%	0.0%	0.1%	0.7%	0.9%	0.8%	1.5%	1.5%	> 0%
Own Source Operating Revenue Ratio	85.6%	89.8%	88.5%	88.1%	87.1%	89.1%	90.7%	91.9%	91.1%	93.4%	93.3%	> 60%
Unrestricted Current Ratio	3.7 : 1	3.2 : 1	2.9 : 1	2.8 : 1	2.9 : 1	3 : 1	3.3 : 1	3.5 : 1	3.6 : 1	3.7 : 1	3.8 : 1	> 1.5x
Debt Service Cover Ratio	43.0	45.5	47.0	46.7	47.3							> 2x
Cash Expense Cover Ratio	6.0	6.0	4.8	4.8	4.8	6.0	6.0	6.0	6.0	6.0	7.2	> 3 months

Council has a robust process to ensure all infrastructure assets are maintained to the community satisfactory condition level, see the Strategic Asset Management Plan (SAMP 5) on Council's website, for further detail. The Council will maintain a backlog ratio below the benchmark of two percent as set out by the Office of Local Government.

This iteration of the LTFP, the capital works program we propose to invest in over this planning period totalling to \$355M, with a projected \$78M grants income to funding the capital works program, as summarised in table 6 below. Refer to Appendix 1 for further detail.

Programme Description - \$'000	11 years (2021-22 to 2031-32)		
	Expense	Grants/Contributions Income	% of grant funding
Building Infrastructure	104,776	13,813	13.2%
Living Infrastructure	11,780	840	7.1%
Parking Infrastructure	4,800	0	0.0%

<b>Table 6 – LTFP 5.3 Capital Works Program</b>		<b>11 years (2021-22 to 2031-32)</b>	
<b>Programme Description - \$'000</b>	<b>Expense</b>	<b>Grants/ Contributions Income</b>	<b>% of grant funding</b>
Public Domain Infrastructure	77,699	28,870	37.2%
Recreational & Public Spaces Infrastructure	27,276	1,968	7.2%
Road Infrastructure	117,680	32,419	27.5%
Sustainability Infrastructure	5,178	496	9.6%
Information Communication Technology Strategy (ICT)	5,580	0	0.0%
<b>Total</b>	<b>354,770</b>	<b>78,405</b>	<b>22.1%</b>

## Financial Results

The LTFP forecasts that Council will successfully manage the financial sustainability challenges while sustaining Council's current level of operations and capital program up to 2031/32. Internal restricted reserves are forecasted to be responsibly utilised to fund Council's program spending and balance the budget in a manner consistent with the purpose for which they were raised.

The annual review of the LTFP allows Council to vary its approach to sustainable financial management as it progresses through the planning period.

Like all councils, Waverley accesses funds through variety of sources including:

- Rates and other levies/charges
- Fees and Charges
- Loans
- Grants
- Council also has the ability to apply reserves.

Council also continuously reviews its operations with the aim to achieve cost efficiency improvements.

## 8. PRODUCTIVITY AND EFFICIENCIES

In preparing the 2021/22 budget, Council has committed to undertake a thorough review of Council services in order to improve the productivity and efficiency of our operation, as well as containing costs and exploring additional revenue streams to deliver existing and improved service levels. \$1.2 million of operational efficiencies been built into the 2021/22 budget. Council Staff are currently working through several initiatives that will assist in managing financial sustainability. These include:

- Council wide service reviews
- Employee Leave Management strategies
- Review of the Domestic Waste Charge and its application
- ICT strategy and resulting process and productivity efficiencies
- A WH&S improvement program to reduce the workplace injuries.

It is estimated that the benefits of these programs will provide a \$14.5M financial benefit across the period of this LTFP. These productivity efficiencies will offset rising costs over the life of the LTFP.



## 9. OPPORTUNITIES AND THREATS

In projecting Council's future financial position, a number of anticipated future challenges that may have an adverse impact on Council have been considered. These are summarised below.

- **Rate pegging:** NSW councils are subjected to rate pegging. Rate pegging is the maximum percentage limit by which NSW councils may increase the total income they receive from rates. The rate pegging percentage is set each year by IPART. A general observation that rate pegging has constrained the capacity of NSW councils to raise total revenue so that they can keep pace with cost increase and service expansions to meet community expectations. Decisions on rate pegging and rate variations above the peg can therefore pose a significant threat to the modelled financial outcomes. Waverley's experience is that rates revenue generates approximately 31% of the total revenue.
- **Non-rates revenue:** The Council is heavily dependent on variable non-rates sources of revenue, these represents over 56% of the total revenue. Many of these income items are volatile to economic conditions, e.g. the building construction market, property rental market.
- **Parking Income:** Income from parking fees and fines account for approximately 19% of Waverley's total income. Market conditions and Council's policies on public parking will have significant implications for Waverley's long term financial outlook.
- **Cost shifting from Federal and State Governments:** Cost shifting is a challenge confronting Local Government. Cost shifting occurs when there is a transfer of services from a Federal or State Government to Local Government without the provision of adequate funding required to provide the service. The LTFP assumes the current cost will increase annually by CPI, but no growth in cost shifting in the life of the LTFP.
- **Developer contributions:** In 2005 the Environmental Planning and Assessment Act was amended to introduce, among other things, a system for the negotiation of planning agreements between developers and planning authorities. The increased use of planning agreements, as well as changes in the application of section 7.12 (formerly S94A) contributions, have positively impacted on the Council's long term financial outlook. This income stream accounts for approximately 6.5% of Council's total revenue. The contributions can be significantly affected by construction market conditions.
- **Direct labour costs:** All councils in NSW, except the City of Sydney, are covered by the Local Government State Award which is centrally negotiated and largely beyond Council's control. Direct employee costs (namely salaries/wages, superannuation, leave and overtime) represent over 60% Council's operating expenditure (when depreciation is excluded). Salary/wage rates struck under the Award negotiations can have a significant impact on financial outcomes, especially when the Award increase is above rate pegging. This has the potential to significantly affect the reliability of the funding model.
- **Workers' compensation costs:** Variations in workforce safety performance pose a significant risk to the budget. In 2021/22 budget year, the workers compensation premium

is estimated to be \$3.1 million. Council is undertaking a program of improvements in WH&S in an effort to improve workplace safety. This improvement will result in premium reductions in the medium term. The LTFP assumes that our workers compensation premiums will be gradually reduced in the next two years by 30% from the 2021/22 level. However, threats to this may arise, due to Council's ageing workforce and our high exposure to manual handling areas - e.g. in childcare, resource recovery and open spaces, etc.

## 10. SENSITIVITY ANALYSIS

Council's LTFP covers an 11 year period based on assumptions regarding future financial trends. These assumptions include future rate variation limits (i.e. rate pegging), increase in CPI and employment costs. Many of these factors can fluctuate over time as they are influenced by a variety of circumstances, such as government policies, economic conditions and changing community expectations. As it is not possible to accurately predict movements in these factors in individual years over the long term, they have been projected on the basis of recent trends or forecasted CPI based on available information in the time when the plan is prepared. A full list of the assumptions underlying the projections in the LTFP is contained in Appendix 2.

Over an 11 year period, these assumptions may be subject to change outside the parameters used in developing the assumptions for the LTFP. Any major change in these assumptions will have an impact on the financial projections contained therein. The level of impact depends not only on the level of change but also on the nature of the assumption.

A minor variance in some of the assumptions will have a relatively small impact on the projections contained in the LTFP. For example, increases in the level of grant income received for specific purposes would result in a corresponding increase in expenditure. Conversely, a change in the annual rate pegging limit or employee award rate will have a significant impact on future financial projections. Sensitivity analysis has been undertaken to assess the impact of changes in the factors which have been used to project future revenue and expenditure.

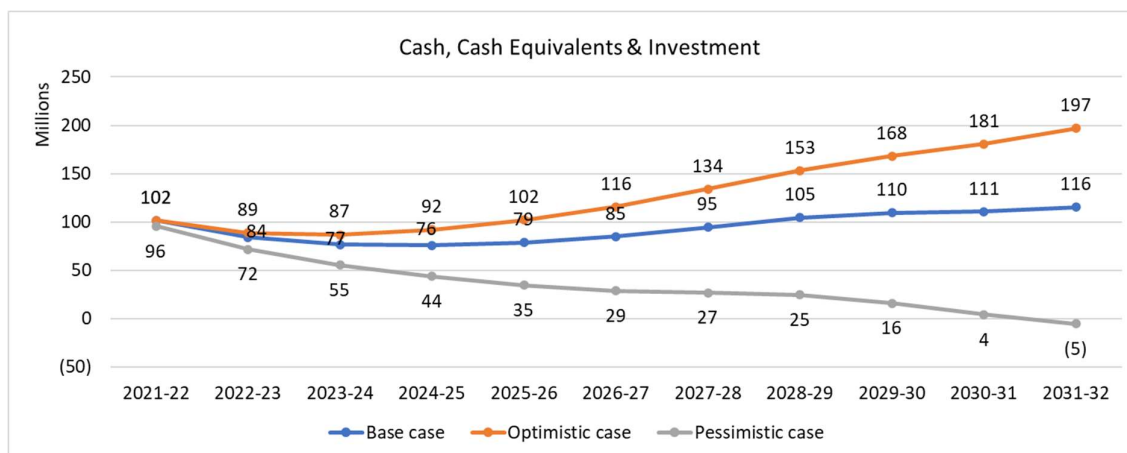
Sensitivity analysis involves developing different scenarios by varying the critical assumptions, such as the items described in the Opportunities and Threats section above. The different scenarios demonstrate the impact of these changes on Council's financial projections. Table 7 below examine the financial impact of those items:

<b>Table 7: Positive &amp; Negative Effects of Modelled Sensitivities on Financial Outcomes for LTFP 5.3</b>				
<b>Item</b>	<b>Optimistic Scenario</b>		<b>Pessimistic Scenario</b>	
	Positive effect on modelled results - \$'000		Negative effect on modelled results - \$'000	
<b>Rate Peg</b>	Increase higher than current projection by 0.3%	9,094	Increase lower than current projection by 0.3%	(8,932)

<b>Table 7: Positive &amp; Negative Effects of Modelled Sensitivities on Financial Outcomes for LTFP 5.3</b>				
<b>Item</b>	<b>Optimistic Scenario</b>		<b>Pessimistic Scenario</b>	
	Positive effect on modelled results - \$'000		Negative effect on modelled results - \$'000	
<b>Planning Agreement contributions</b>	Increase due to achieving additional 20% of the current projection	2,381	Achieve only 20% of the current projections	(2,381)
<b>S7.12 contributions</b>	Realised at current projection	0	Reduce due to growth less than projected	(21,834)
<b>Staff Award rate</b>	Increase lower than CPI by 0.5% for the next agreements	21,688	Increase higher than CPI by 0.5% for the next agreement	(22,342)
<b>Grant Income</b>	Realised at current projection	0	Grant for capital works program projects is lower than the projected level by 40%	(56,402)
<b>Staff turnover rate</b>	Consistent with current rate	9,230	Staff turnover rate improve	(23,255)
<b>Rental Returns</b>	Additional revenue from the Strategic Property Review	4,897	Realised at current projection	0
<b>Bondi Pavilion</b>	At Break Even level	5,983	Realised at current projection	0
<b>Parking Revenue</b>	Revenue increased by 10%	28,460	Revenue decreased by 10%	(28,460)
<b>Temporary Positions</b>	Realised at current projection	0	Continue after the current term expiry	(8,678)
<b>Covid-19 Impact</b>	Realised at current projection	0	Reduction of Income	(6,000)
<b>Total</b>		<b>81,732</b>		<b>(121,883)</b>

The following graph demonstrates the impact of the sensitivities when applied to the Council's LTFP 5.3. Obviously, the pessimistic case for Council would not be financially sustainable and would require major changes to our expenditure to rectify the situation dramatically impacting our operations and capital plans.

This emphasises the need for council to be financial vigilant and continually monitoring the performance of council.



A base model, optimistic and pessimistic model have been considered in the sensitivity analysis, see Appendix 3, 4 and 5.

## 11. MONITORING FINANCIAL PERFORMANCE

It is important that Council regularly assesses its financial performance and position against the projections contained in the LTFP. The planned model has been developed so that its implementation will meet a set of financial indicators:

- Balanced Budget
- Operating Performance Ratio
- Own Source Operating Revenue Ratio
- Unrestricted Current Ratio
- Debt Service Cover Ratio
- Cash Expense Cover Ratio
- Infrastructure Backlog Ratio

The annual budgets are set to maintain service delivery, organisational capability and financial stability and responses to the after COVID-19 pandemic. Budget control and monitoring is paramount for Council achieving the outcomes of this plan. Budgets are monitored internally on an on-going basis. Monthly financial reports are reported to the Executive Leadership Team (ELT) and Quarterly Budget Reviews are reported to Council and illustrate the progress against the adopted budgets.

## 12. CONCLUSION

Council has a strong record in responsible financial management and a clear plan for continuing this track record to achieve the productivity and efficiency targets set in this LTFP through a thorough review of Council's services.

The Council will continue to operate within the principle of a balanced budget and strive to provide excellent services to its community. The Council will evaluate its performance as it works through the LTFP planning period, as has a range of options to allow it to manage financial sustainability.

#### **LIST OF APPENDICES**

<b>Appendix No.</b>	<b>Contents</b>
Appendix 1	LTFP 5.3 Capital Works Program and funding sources
Appendix 2	LTFP 5.3 Assumptions
Appendix 3	Base Case Scenario budget statements
Appendix 4	Optimistic Scenario budget statements
Appendix 5	Pessimistic Scenario budget statements



		Summary LTFP 5.3 Capital Works Program														
		Asset Class	Grant funding Amount	Draft 21/22 Budget	Proposed 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27	Proposed 2027/28	Proposed 2028/29	Proposed 2029/30	Proposed 2030/31	Proposed 2031/32	Total Proposed Costs	
		Building Infrastructure	13,812,650	26,413,623	16,174,656	18,814,625	10,201,200	7,683,260	3,579,100	5,592,020	4,102,819	4,220,345	3,997,300	3,997,300	104,776,248	
		Living Infrastructure	840,000	280,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	11,780,000	
		Parking Infrastructure	0	800,000	0	0	0	0	0	0	0	2,500,000	0	1,500,000	4,800,000	
		Public Domain Infrastructure	28,870,000	2,252,000	6,469,731	3,791,000	10,095,000	12,876,000	11,530,000	8,070,000	4,920,000	6,620,000	6,180,000	4,895,000	77,698,731	
		Recreational & Public Spaces Infrastructure	1,968,000	6,435,000	2,375,000	1,610,000	2,304,400	1,296,000	2,090,000	496,400	1,902,000	3,343,904	1,991,721	3,431,529	27,275,954	
		Road Infrastructure	32,418,609	18,180,854	17,194,718	12,394,776	10,170,000	7,270,000	8,470,000	7,620,000	7,970,000	8,370,000	11,220,000	8,820,000	117,680,348	
		Sustainability Infrastructure	495,916	997,732	425,169	373,024	64,072	210,821	611,702	259,414	611,454	1,125,000	200,000	300,000	5,178,390	
		ICT	0	4,580,000	1,000,000	0	0	0	0	0	0	0	0	0	5,580,000	
		Total	78,405,175	59,939,209	44,789,274	38,133,425	33,984,672	30,486,081	27,430,802	23,187,834	20,656,273	27,329,249	24,739,021	24,093,829	354,769,670	
		LTFP 5.3 Capital Works Program for period 2021/22 to 2031/32														
LTFP 5.2 No	LTFP 5.3 No	Project Description	Grant funding Amount	Draft 21/22 Budget	Proposed 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27	Proposed 2027/28	Proposed 2028/29	Proposed 2029/30	Proposed 2030/31	Proposed 2031/32	Total Proposed Costs	% of grant funding
		Building Infrastructure	13,812,650	26,413,623	16,174,656	18,814,625	10,201,200	7,683,260	3,579,100	5,592,020	4,102,819	4,220,345	3,997,300	3,997,300	104,776,248	13.2%
2	1	Bondi Lifeguard Facilities Upgrade	500,000	500,000	0	0	0	0	0	0	0	0	0	0	500,000	100.0%
3	2	Bondi Pavilion Conservation and Restoration Project		8,200,000	0	0	0	0	0	0	0	0	0	0	8,200,000	0.0%
4	3	Bronte Surf Life Saving Club & Community Facilities Upgrade	3,580,000	250,000	4,273,048	4,705,000	0	0	0	0	0	0	0	0	9,228,048	38.8%
5	4	Council Accommodation and Services Projects			5,500,000	4,750,000	0	0	0	0	0	0	0	0	10,250,000	0.0%
	5	Council Chambers Upgrade		400,000											400,000	0.0%
	6	Other Council Office Facilities Upgrades		1,000,000											1,000,000	0.0%
6	7	Mill Hill Upgrade		2,688,100	0	0	0	0	0	0	0	0	0	0	2,688,100	0.0%
7	8	Boot Factory Restoration		2,630,000	0	0	0	0	0	0	0	0	0	0	2,630,000	0.0%
9	9	SAMP5 Building Renewal Program	1,232,650	2,077,000	4,045,700	4,274,900	3,551,200	3,433,260	3,579,100	5,592,020	4,102,819	4,220,345	3,997,300	3,997,300	42,870,944	2.9%
12	10	Tamarama Surf Club upgrade	925,000	5,518,523	0	0	0	0	0	0	0	0	0	0	5,518,523	16.8%
13	11	Bondi Diggers/Waverley Sub-Depot		0	408,125	2,500,000	2,400,000	0	0	0	0	0	0	0	5,308,125	0.0%
15	12	Bondi Surf Bathers Life Saving Club Conservation and Upgrade Project	4,375,000	250,000	0	48,725	4,250,000	4,250,000	0	0	0	0	0	0	8,798,725	49.7%
16	13	2A Edmund St (Social housing) Redevelopment		2,500,000	0	0	0	0	0	0	0	0	0	0	2,500,000	0.0%
17	14	SAMP5 Tunnel 1 Feasibility Study and design		0	0	811,000	0	0	0	0	0	0	0	0	811,000	0.0%
18	15	Waverley Park Indoor Cricket Nets Facility	3,000,000	0	1,947,783	1,725,000	0	0	0	0	0	0	0	0	3,672,783	81.7%
	16	AIF washbay construction	200,000	400,000											400,000	50.0%
		Living Infrastructure	840,000	280,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	11,780,000	7.1%
20	17	Thomas Hogan Environmental Restoration Action Plan		30,000	0	0	0	0	0	0	0	0	0	0	30,000	0.0%
25	18	SAMP5 Living Infrastructure _ Landscaping			650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	6,500,000	0.0%
26	19	SAMP5 Tree Planting Program	840,000	140,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,140,000	39.3%
27	20	SAMP5 Living Infrastructure Turf Replacement Program		110,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,110,000	0.0%
		Parking Infrastructure	0	800,000	0	0	0	0	0	0	0	2,500,000	0	1,500,000	4,800,000	0.0%
30	21	Car Park Ticketless Parking Infrastructure at Eastgate Carpark		800,000	0	0	0	0	0	0	0	0	0	1,500,000	2,300,000	0.0%

LTFP 5.2 No	LTFP 5.3 No	Project Description	Grant funding Amount	Draft 21/22 Budget	Proposed 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27	Proposed 2027/28	Proposed 2028/29	Proposed 2029/30	Proposed 2030/31	Proposed 2031/32	Total Proposed Costs	% of grant funding
31	22	On Street Parking Infrastructure (Meter Replacement)		0	0	0	0	0	0	0	0	2,500,000	0	0	2,500,000	0.0%
		<b>Public Domain Infrastructure</b>	<b>28,870,000</b>	<b>2,252,000</b>	<b>6,469,731</b>	<b>3,791,000</b>	<b>10,095,000</b>	<b>12,876,000</b>	<b>11,530,000</b>	<b>8,070,000</b>	<b>4,920,000</b>	<b>6,620,000</b>	<b>6,180,000</b>	<b>4,895,000</b>	<b>77,698,731</b>	<b>37.2%</b>
32	23	Bondi Stormwater Harvesting System Extension		0	0	380,000	0	0	0	0	0	0	0	0	380,000	0.0%
33	24	Coastal Fencing Renewal		100,000	240,000	240,000	0	0	0	240,000	240,000	240,000	0	240,000	1,540,000	0.0%
35	25	SAMP5 - Bus Shelters, Seats and Benches, bike furniture, bins, bollards and wheelstops		250,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,250,000	0.0%
36	26	SAMP5 - Other: Fences, Stairs, Edging, walls / Retaining walls		300,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,800,000	0.0%
37	27	SAMP5 Lighting & Electrical Infrastructure Renewal		100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,600,000	0.0%
38	28	SAMP5 Water Equipment Renewal		50,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	850,000	0.0%
39	29	SAMP5 Structural renewal of Bondi Promenade & sea walls	19,040,000	0	0	0	4,700,000	7,500,000	5,000,000	5,000,000	0	5,000,000	2,000,000	1,000,000	30,200,000	63.0%
40	30	SAMP5 Structural renewal of Bronte Promenade & sea walls	5,950,000	0	0	0	2,000,000	3,000,000	3,500,000	0	0	0	1,000,000	1,000,000	10,500,000	56.7%
41	31	SAMP5 Park Drive South Retaining Wall Upgrade		0	700,000	500,000	0	0	0	0	500,000	0	2,000,000	1,000,000	4,700,000	0.0%
42	32	SAMP5 Tamarama promenade & sea walls	2,660,000	0		0	0	1,000,000	0	0	2,800,000	0	0	0	3,800,000	70.0%
43	33	Waverley Cemetery Renewal and enhancements		0	175,000	275,000	0	0	500,000	500,000	0	0	0	275,000	1,725,000	0.0%
46	34	Cemetery Residence and Maintenance building Options.		0	75,000										75,000	0.0%
	35	Waverley Cemetery Retaining Wall at ? Investigation		50,000											50,000	0.0%
	36	South Head Cemetery Renewal and Enhancements			150,000	0	200,000	0	200,000	0	200,000	0	0	200,000	950,000	0.0%
	37	South Head Cemetery Retaining wall reconstruction		50,000		0	0								50,000	0.0%
	38	SAMP5 Renewal Heritage Significant Element & Contemplation Shelters		75,000	0	0	1,325,000	0	0	0	0	200,000	0		1,600,000	0.0%
	39	Waverley Park Landscape Lighting Upgrades		0	1,000,000	250,000	0	0	0	0	0	0	0	0	1,250,000	0.0%
45	40	Waverley signage strategy Implementation	220,000	100,000	349,731	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,349,731	16.3%
47	41	Eastern Avenue and Diamond Bay Boardwalk	1,000,000	405,000	1,400,000	0	0	0	0	0	0	0	0	0	1,805,000	55.4%
48	42	SAMP5 Bondi Park Lighting renewal and upgrades		772,000	1,000,000	966,000	690,000	196,000	1,150,000	1,150,000	0	0	0	0	5,924,000	0.0%
	43	Rockfall/cliff Remediation			500,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,300,000	0.0%
		<b>Recreational &amp; Public Spaces Infrastructure</b>	<b>1,968,000</b>	<b>6,435,000</b>	<b>2,375,000</b>	<b>1,610,000</b>	<b>2,304,400</b>	<b>1,296,000</b>	<b>2,090,000</b>	<b>496,400</b>	<b>1,902,000</b>	<b>3,343,904</b>	<b>1,991,721</b>	<b>3,431,529</b>	<b>27,275,954</b>	<b>7.2%</b>
49	44	Bondi Park Plan of Management Landscape works		5,200,000	1,125,000	0	1,500,000	750,000	1,500,000	0	0	1,500,000	0	1,500,000	13,075,000	0.0%
50	45	Public Art Commissions - every two years		50,000	100,000	0	100,000	0	100,000	0	100,000	0	100,000	0	550,000	0.0%
	46	SAMP5 Park & Playground Planning & Design	968,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	2,420,000	40.0%
51	47	SAMP5 Park & Playground Renewal and Upgrades			680,000	1,140,000	234,400	76,000	20,000	26,400	1,332,000	1,373,904	1,421,721	1,461,529	7,765,954	0.0%
61	48	Waverley Park Slope Stabilisation and Path to Netball Courts		320,000											320,000	0.0%
60	49	Belgrave Street Reserve Park and Playground Upgrade		65,000											65,000	0.0%
59	50	Onslow Street Reserve Park and Playground Upgrade		80,000											80,000	0.0%
63	51	SAMP5 Recreational Asset Renewal	1,000,000		250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000	40.0%
	52	Waverley Park Fitness Station Upgrade		220,000											220,000	0.0%
	53	North Bondi Mosaic Renewal		280,000	0	0	0	0	0	0	0	0	0	0	280,000	0.0%

LTFP 5.2 No	LTFP 5.3 No	Project Description	Grant funding Amount	Draft 21/22 Budget	Proposed 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27	Proposed 2027/28	Proposed 2028/29	Proposed 2029/30	Proposed 2030/31	Proposed 2031/32	Total Proposed Costs	% of grant funding
		<b>Road Infrastructure</b>	<b>32,418,609</b>	<b>18,180,854</b>	<b>17,194,718</b>	<b>12,394,776</b>	<b>10,170,000</b>	<b>7,270,000</b>	<b>8,470,000</b>	<b>7,620,000</b>	<b>7,970,000</b>	<b>8,370,000</b>	<b>11,220,000</b>	<b>8,820,000</b>	<b>117,680,348</b>	<b>27.5%</b>
64	54	Bike Plan Implementation		0	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000	0.0%
65	55	Parks Accessway Upgrades & Road Closures - Stairs/Ramps		0	600,000	0	0	0	0	0	0	0	0	0	600,000	0.0%
66	56	Campbell Parade Streetscape Upgrade Project		0	2,000,000	2,000,000	0	0	0	0	0	0	0	0	4,000,000	0.0%
67	57	Coastal Walk & Clifftop Upgrades		0	200,000	1,800,000	1,800,000	0	0	0	0	0	0	0	3,800,000	0.0%
	58	Complete Streets - Newland Street Design		100,000											100,000	0.0%
70	59	Bondi Junction Cycleway and Streetscape Upgrade	7,875,492	7,530,398	2,000,000										9,530,398	82.6%
74	60	Local Village Streetscape Improvements	1,000,000	0	0	0	0	0	1,250,000		1,250,000	1,250,000	0	2,000,000	5,750,000	17.4%
73	61	Charing Cross Streetscape Upgrade	1,000,000	4,300,000	4,300,000										8,600,000	11.6%
75	62	Road safety and traffic calming		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000	0.0%
76	63	SAMP5 Roads Renewal Program	9,428,407	1,477,496	1,925,488	1,974,776	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,500,000	1,500,000	21,377,760	44.1%
77	64	SAMP5 Stormwater Drainage Renewal Program	4,200,000	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,500,000	40.0%
78	65	SAMP5 Footpath Renewal Program		1,380,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	2,800,000	1,000,000	19,580,000	0.0%
79	66	SAMP5 Kerb and Gutter Renewal Program	872,960	872,960	999,230	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	10,872,190	8.0%
80	67	SAMP5 Pedestrian Bridges Renewal Program		0	0	0	150,000	150,000	0	0	0	0	1,000,000	0	1,300,000	0.0%
81	68	SAMP5 Renewal Roundabouts / Speedhumps Traffic Islands/ Line Marking Renewal Program	825,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,650,000	50.0%
82	69	School Zone Safety Program		0	100,000	0	100,000	0	100,000	0	100,000	0	100,000	0	500,000	0.0%
85	70	Street Signage Renewal Program		70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	770,000	0.0%
86	71	Waverley LGA Mall Renewal Program		0	1,000,000	0	0	0	500,000	500,000	0	0	2,000,000	2,000,000	6,000,000	0.0%
88	72	Bronte Cutting Safety Upgrade		750,000	0	0	0	0	0	0	0	0	0	0	750,000	0.0%
91	73	Speed Zone Implementation(40Km/H)	1,900,000	500,000	150,000	1,500,000	1,500,000	0	0	0	0	0	0	0	3,650,000	52.1%
92	74	Safety by design in public places	5,316,750	500,000	800,000	1,000,000	500,000	1,000,000	500,000	1,000,000	500,000	1,000,000	500,000	0	7,300,000	72.8%
		<b>Sustainability Infrastructure</b>	<b>495,916</b>	<b>997,732</b>	<b>425,169</b>	<b>373,024</b>	<b>64,072</b>	<b>210,821</b>	<b>611,702</b>	<b>259,414</b>	<b>611,454</b>	<b>1,125,000</b>	<b>200,000</b>	<b>300,000</b>	<b>5,178,390</b>	<b>9.6%</b>
95	75	North Bondi GPT		390,000	0	0	0	0	0	0	0	0	0	0	390,000	0.0%
96	76	Calga Reserve SQID		0		0	0	0	350,000	0	0	0	0	0	350,000	0.0%
97	77	Facilities Sustainable Energy upgrades (Social Housing Solar)	360,000	125,000	0	150,000	0	125,000	125,000	125,000	125,000	125,000	0	0	900,000	40.0%
98	78	Malborough Park GPT		0	378,000	0	0	0	0	0	0	0	0	0	378,000	0.0%
99	79	SAMP5 Renewal of Solar Energy Infrastructure	135,916	5,222	5,337	34,785	5,575	5,697	5,823	5,951	6,082	500,000	100,000	100,000	774,472	17.5%
100	80	SAMP5 Renewal of SQID's & Harvesting Systems		67,861	39,006	4,119	37,282	65,555	130,880	113,858	450,000	300,000	0	100,000	1,308,562	0.0%
101	81	SAMP5 Renewal of Tanks and Pumps		11,649	2,826	4,119	21,215	14,568	0	14,605	30,373	200,000	100,000	100,000	499,356	0.0%
101	82	Water Quality Improvement Project – Dickson Park Bio Swale		0	0	180,000	0	0	0	0	0	0	0	0	180,000	0.0%
102	83	Varna Park SQID		305,000	0	0	0	0	0	0	0	0	0	0	305,000	0.0%
	84	Installation of EV Charging Stations		93,000	0	0	0	0	0	0	0	0	0	0	93,000	0.0%
		<b>ICT</b>	<b>0</b>	<b>4,580,000</b>	<b>1,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,580,000</b>	<b>0.0%</b>

LTFP 5.2 No	LTFP 5.3 No	Project Description	Grant funding Amount	Draft 21/22 Budget	Proposed 2022/23	Proposed 2023/24	Proposed 2024/25	Proposed 2025/26	Proposed 2026/27	Proposed 2027/28	Proposed 2028/29	Proposed 2029/30	Proposed 2030/31	Proposed 2031/32	Total Proposed Costs	% of grant funding
	85	Council ICT Strategy		4,580,000	1,000,000	0	0	0	0	0	0	0	0	0	5,580,000	0.0%
		<b>Grand Total</b>	<b>78,405,175</b>	<b>59,939,209</b>	<b>44,789,274</b>	<b>38,133,425</b>	<b>33,984,672</b>	<b>30,486,081</b>	<b>27,430,802</b>	<b>23,187,834</b>	<b>20,656,273</b>	<b>27,329,249</b>	<b>24,739,021</b>	<b>24,093,829</b>	<b>354,769,670</b>	<b>22.1%</b>
		Capital Works Program Funding Sources:		<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>	<b>2030/31</b>	<b>2031/32</b>	<b>TOTAL</b>	
		<b>Grants/Contributions</b>		12,144,355	5,376,520	8,615,997	10,293,675	12,585,302	9,042,620	6,258,791	4,304,257	5,978,750	2,528,000	1,276,907	<b>78,405,175</b>	
		<b>Planning Agreement funds</b>		3,716,407	6,125,000	3,200,000	294,400	136,000	830,000	86,400	2,211,782	2,211,782	1,259,599	3,243,079	<b>23,314,449</b>	
		<b>S94 Contribution funds</b>		3,488,026	3,018,844	3,101,085	2,951,502	2,889,878	3,466,080	3,767,830	3,508,528	3,406,190	3,783,515	3,725,505	<b>37,106,983</b>	
		<b>Unexpended Grant reserve</b>		0	135,010	135,010	135,010	135,010	135,010	135,010	135,010	135,010	135,010	135,093	<b>1,350,183</b>	
		<b>Affordable Housing Contribution reserve</b>		2,500,000	67,260	271,070	259,039	257,078	259,503	292,967	270,749	273,856	269,953	263,277	<b>4,984,750</b>	
		<b>Stormwater Management Reserve</b>		500,000	550,000	550,000	550,000	550,000	550,000	600,000	600,000	600,000	600,000	650,000	<b>6,300,000</b>	
		<b>Investment Strategy Reserve</b>		15,313,100	5,500,000	4,750,000	0	0	0	0	0	0	0	0	<b>25,563,100</b>	
		<b>Sales of surplus land reserve</b>		200,000	408,125	2,500,000	2,400,000	0	0	0	0	0	0	0	<b>5,508,125</b>	
		<b>Car Parking reserve</b>		946,000	192,171	203,058	200,380	244,620	255,011	398,431	303,208	316,526	299,798	1,807,298	<b>5,166,500</b>	
		<b>Meter parking reserve</b>		0	0	0	0	0	0	0	0	2,500,000	0	0	<b>2,500,000</b>	
		<b>Affordable Housing reserve</b>		32,000	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	<b>1,832,000</b>	
		<b>Social Housing reserve</b>		95,000	172,954	165,652	134,714	129,672	135,907	221,959	163,925	171,916	161,879	161,879	<b>1,715,454</b>	
		<b>Computer Reserve</b>		1,064,780	0	0	0	0	0	0	0	0	0	0	<b>1,064,780</b>	
		<b>SAMP Parks Reserve</b>		547,746	0	0	0	0	0	0	0	0	0	0	<b>547,746</b>	
		<b>SAMP Footpath Reserve</b>		31,666	0	0	0	0	0	0	0	0	0	0	<b>31,666</b>	
		<b>SAMP Malls Reserve</b>		0	1,000,000	0	0	0	500,000	500,000	0	0	2,000,000	2,000,000	<b>6,000,000</b>	
		<b>SAMP Coastal &amp; Retaining Reserve</b>		55,000	60,000	60,000	0	0	0	60,000	60,000	60,000	0	60,000	<b>415,000</b>	
		<b>SAMP Cemetery Reserve</b>		0	348,060	298,060	223,060	23,060	723,060	523,060	223,060	23,060	23,060	486,356	<b>2,893,900</b>	
		<b>SAMP Other Reserve</b>		145,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	<b>845,000</b>	
		<b>Cemetery Reserve</b>		127,700	0	0	0	0	0	0	0	0	0	0	<b>127,700</b>	
		<b>Carry Over Reserve</b>		1,778,348	899,307	373,546	0	0	0	0	0	0	0	0	<b>3,051,201</b>	
		<b>Centralised reserve</b>		1,636,596	112,868	117,223	103,473	101,232	104,003	142,248	116,856	96,351	75,973	76,973	<b>2,683,796</b>	
		<b>Infrastructure Building Reserve</b>		0	39,006	4,119	37,282	65,555	130,880	113,858	450,000	300,000	0	100,000	<b>1,240,701</b>	
		<b>Domestic Waste Reserve</b>		935,484	95,100	0	0	0	0	0	0	0	0	0	<b>1,030,584</b>	
		<b>Infrastructure Road Reserve</b>		300,000	0	0	0	0	0	0	0	0	0	0	<b>300,000</b>	
		<b>Neighbourhood Amenity Reserve</b>		300,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	0	<b>4,800,000</b>	
		<b>Council General Revenue</b>		14,082,001	20,119,050	13,018,603	15,632,137	12,598,672	10,528,730	9,317,278	7,538,898	10,485,808	12,832,235	9,837,463	<b>135,990,876</b>	
		<b>Total</b>		<b>59,939,209</b>	<b>44,789,274</b>	<b>38,133,425</b>	<b>33,984,672</b>	<b>30,486,081</b>	<b>27,430,802</b>	<b>23,187,834</b>	<b>20,656,273</b>	<b>27,329,249</b>	<b>24,739,021</b>	<b>24,093,829</b>	<b>354,769,670</b>	

## General Assumptions

Long term financial plan (LTFP 5.3) Financial year	Forecasts									
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029/30	2030/31	2031/32
<b>CPI - Tcorp (January 2021)</b>	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
<b>Revenue:</b>										
Council Rate - IPART Fact Sheet "Council Notifications received by IPART for 2021/22"	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Council Rate - New Assessments number	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Increase in number of Rate paying properties	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Total Rate Increase</b>	<b>1.75%</b>	<b>1.75%</b>	<b>2.00%</b>	<b>2.25%</b>	<b>2.25%</b>	<b>2.25%</b>	<b>2.25%</b>	<b>2.25%</b>	<b>2.50%</b>	<b>2.50%</b>
Pensioner rebates & Rate abandonment	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Domestic Waste Charge</b>	<b>1.75%</b>	<b>1.75%</b>	<b>1.88%</b>	<b>2.17%</b>	<b>2.13%</b>	<b>2.33%</b>	<b>2.15%</b>	<b>1.64%</b>	<b>2.30%</b>	<b>2.05%</b>
Domestic Waste Charge \$	598	609	620	634	647	662	677	688	703	718
Domestic Waste Charge annual increase \$	10	10	11	13	14	15	14	11	16	14
Stormwater management service levy	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Car Park Revenue - increase by CP1 every 3 years	3.54%			2.25%			2.25%			2.50%
Parking Meter Revenue - increase by CPI increase	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Residential parking permit - increase by CPI plus 1% growth	2.75%	2.75%	3.00%	3.25%	3.25%	3.25%	3.25%	3.25%	3.50%	3.50%
Parking Fine income - increase by CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Plus Increase due to Growth	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Total Parking Fine Income</b>	<b>1.75%</b>	<b>1.75%</b>	<b>2.00%</b>	<b>2.25%</b>	<b>2.25%</b>	<b>2.25%</b>	<b>2.25%</b>	<b>2.25%</b>	<b>2.50%</b>	<b>2.50%</b>
Commercial Properties rental income - increase by CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Plus market review every five years		1.00%					1.00%			
<b>Total Commercial Properties rental income</b>	<b>1.75%</b>	<b>3.75%</b>	<b>2.00%</b>	<b>2.25%</b>	<b>2.25%</b>	<b>3.25%</b>	<b>3.25%</b>	<b>2.25%</b>	<b>2.50%</b>	<b>3.50%</b>
Investment Revenue - based on Prudential's advice "Forecast Investment Revenues" on Jan 2021	0.78%	0.98%	1.35%	1.51%	1.80%	2.04%	2.20%	2.35%	2.50%	2.50%
User Charges - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Operating Grant & Contribution - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Other Operational Revenue - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
<b>Capital Revenue:</b>										
S7.12 Fixed Developer Contributions income increase in line with CPI (construction cost increase)	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Planning Agreement income (as per schedule below)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Grant & Contribution - Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asset Sale	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Operating Expenditure:</b>										
<b>Employee Costs</b>										
Direct Employment Costs:										
Award % increases	2.00%	2.00%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Annual step increase in salary system as per Staff Establishment	0.34%	0.28%	0.20%	0.17%	0.17%	0.17%	0.17%	0.17%	0.17%	0.17%
Service Margin - staff become eligible each year	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%
Position Regrading/Market Adjustments	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Additional staffing numbers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Increase in provision for ELE	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Total Direct Employee Costs % increase</b>	<b>2.44%</b>	<b>2.38%</b>	<b>2.30%</b>	<b>2.52%</b>	<b>2.52%</b>	<b>2.52%</b>	<b>2.52%</b>	<b>2.52%</b>	<b>2.77%</b>	<b>2.77%</b>
<b>Total Direct Employee Costs % increase</b>	<b>2.44%</b>	<b>2.38%</b>	<b>2.30%</b>	<b>2.52%</b>	<b>2.52%</b>	<b>2.52%</b>	<b>2.52%</b>	<b>2.52%</b>	<b>2.77%</b>	<b>2.77%</b>
<b>Superannuation Costs</b>										
Total Direct Employee Costs % increase	2.44%	2.38%	2.30%	2.52%	2.52%	2.52%	2.52%	2.52%	2.77%	2.77%
Additional Employer Superannuation Contribution	4.67%	4.82%	4.57%	4.80%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Total Superannuation Guarantee Contribution</b>	<b>7.11%</b>	<b>7.20%</b>	<b>6.87%</b>	<b>7.32%</b>	<b>2.52%</b>	<b>2.52%</b>	<b>2.52%</b>	<b>2.52%</b>	<b>2.77%</b>	<b>2.77%</b>
Workers Compensation Premium	0.00%	-5.00%	-5.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Other Employment Costs - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Materials - increased by 0.5% lower than CPI	1.25%	1.25%	1.50%	1.75%	1.75%	1.75%	1.75%	1.75%	2.00%	2.00%
Contracts - increased by 0.5% lower than CPI	1.25%	1.25%	1.50%	1.75%	1.75%	1.75%	1.75%	1.75%	2.00%	2.00%



Long term financial plan (LTFP 5.3)	Forecasts									
Financial year	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029/30	2030/31	2031/32
Borrowing Costs - based on TCorp's advice "Forecast Borrowing Interest Rate" on January 2021	1.50%	2.25%	2.25%	2.50%	2.75%	3.00%	3.25%	3.25%	3.25%	3.25%
Other Operating Expense - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Internal Charges - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Capital Expenditure:										
Office Furniture & Equipment - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Library Resources - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Operating Plant & Equipment - Based on Fleet Replacement Schedule (see below)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Infrastructure Improvements - increased based on CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%
Cemetery income - increased based on Cemetery CPI	1.75%	1.75%	2.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%

Other assumptions

Other Income

S7.4 Planning Agreements	2,402,872	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Election cost every four years (cost increase by 8%)				486,000				524,880		

Fleet replacement program

passenger vehicles replacement cycle changes from 3 years to 4 years

Expense Cease

Temporary positions cease as per their expiry date where applicable  
2021/22 identified unfunded positions will continue to be unfunded in the subsequently years  
Grafton Street Office cease after the current lease expires

LTFP 5.3 - Sensitivity Analysis

- Optimistic Assumptions
  - Rate peg is higher than current projection by 0.3%;
  - S7.4 Planning Agreements income increase by 20% due to growth in building development
  - Staff Award rate is lower than CPI by 0.5%;
  - Consistent staff turnover rate, hence, the step progress increase is not required.
  - Improved rental returns from the Strategic Property Review which will generate additional \$500,000 p/y from 2023/24 and CPI then onwards
  - Bondi Pavilion operating model breakeven after depreciation
  - Parking revenue increase by 10%
- Pessimistic Assumptions
  - Rate Peg is lower than current projection by 0.3%;
  - S7.4 Planning Agreements income reduce by 20%
  - S7.12 Fixed Developer Contributions (s94A) reduce by 20% due to growth less than projected
  - Staff Award rate is higher than CPI by 0.5%
  - Grant income is lower than the current projected level by 40%
  - Temporary positions continue after the current term expiry.

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
INCOME STATEMENT											
Operating Income											
Rates & Annual Charges	66,371,823	67,542,417	68,733,501	70,095,171	71,668,638	73,269,293	74,945,416	76,623,211	78,227,457	80,153,075	82,069,520
Investment Income	858,687	563,449	634,350	905,975	1,108,175	1,418,216	1,822,189	2,232,059	2,653,062	3,145,039	3,338,267
User Charges	45,596,845	46,981,316	47,709,139	48,629,867	49,647,208	50,807,626	52,034,944	53,217,876	54,280,775	55,437,011	56,866,463
Other Revenues	19,652,753	21,013,572	21,378,607	21,803,085	22,290,203	22,788,247	23,297,485	23,818,198	24,350,619	24,955,528	25,575,546
Grants Subsidies & Contributions	5,509,401	5,498,071	5,552,671	5,616,168	5,689,025	5,763,524	5,839,699	5,917,588	5,997,232	6,087,714	6,180,458
Total Operating Income	137,989,509	141,598,825	144,008,268	147,050,266	150,403,249	154,046,906	157,939,733	161,808,932	165,509,145	169,778,367	174,030,254
Operating Expenditure											
Employee Costs	(70,419,977)	(71,966,574)	(73,448,125)	(75,427,064)	(77,093,586)	(79,889,996)	(81,895,137)	(83,950,622)	(86,057,723)	(88,431,175)	(90,870,108)
Materials & Contracts	(22,589,550)	(23,312,596)	(23,191,514)	(23,710,345)	(24,630,431)	(24,818,055)	(25,179,515)	(25,884,539)	(26,817,178)	(26,938,571)	(27,883,555)
Borrowing Costs	(65,406)	(52,954)	(40,152)	(26,991)	(13,459)	0	0	-	-	-	-
Other Operating Expenses	(22,863,005)	(22,919,304)	(23,234,088)	(23,946,617)	(24,413,646)	(24,720,568)	(25,325,628)	(26,143,169)	(26,711,738)	(27,143,430)	(27,772,929)
Depreciation & Amortisation	(21,986,264)	(23,152,976)	(23,595,929)	(23,921,585)	(24,232,896)	(24,396,431)	(24,428,087)	(24,433,516)	(24,596,265)	(24,771,191)	(24,880,667)
Total Operating Expenditure	(137,924,201)	(141,404,404)	(143,509,808)	(147,032,602)	(150,384,018)	(153,825,050)	(156,828,367)	(160,411,846)	(164,182,904)	(167,284,367)	(171,407,259)
Operating Result Before Capital Income - Surplus/(Deficit)	65,308	194,421	498,460	17,664	19,231	221,856	1,111,366	1,397,086	1,326,241	2,494,000	2,622,995
Capital Income											
Grants Subsidies & Contributions	16,881,829	10,094,391	12,451,509	13,676,296	16,021,983	12,534,576	9,807,267	7,930,523	9,664,107	5,530,491	5,948,210
Sale of Assets	974,898	646,923	600,354	1,123,465	1,641,749	577,365	216,505	975,213	845,855	952,423	920,453
Total Capital Income	17,856,727	10,741,314	13,051,863	14,799,761	17,663,732	13,111,941	10,023,772	8,905,736	10,509,962	6,482,914	6,868,663
Operating Result - Surplus/(Deficit)	17,922,035	10,935,735	13,550,323	14,817,425	17,682,963	13,333,797	11,135,138	10,302,822	11,836,203	8,976,914	9,491,658
Capital Expenditure											
Other Capital Purchases	(4,864,445)	(5,856,044)	(5,668,038)	(5,118,018)	(7,795,099)	(4,288,398)	(2,560,970)	(4,384,303)	(4,553,981)	(7,873,364)	(5,649,270)
Capital Works Program	(59,939,209)	(44,789,274)	(38,133,425)	(33,984,672)	(30,486,081)	(27,430,802)	(23,187,834)	(20,656,273)	(27,329,249)	(24,739,021)	(24,093,829)
Total Capital Expenditure	(64,803,654)	(50,645,318)	(43,801,463)	(39,102,690)	(38,281,180)	(31,719,200)	(25,748,804)	(25,040,576)	(31,883,230)	(32,612,385)	(29,743,099)
Cash Flow to Fund - In/(Out)	(46,881,619)	(39,709,583)	(30,251,140)	(24,285,265)	(20,598,217)	(18,385,403)	(14,613,666)	(14,737,754)	(20,047,027)	(23,635,471)	(20,251,441)
Financed By:											
Borrowings											
External Loan	-	-	-	-	-	-	-	-	-	-	-
Less: Loan Repayments on External Loan	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	-	-	-	-	-	-
Net Borrowing	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	0	0	-	-	-	-
Reserve Movements											
Transfers to Reserves	(12,657,225)	(6,748,001)	(13,995,119)	(11,235,948)	(14,714,090)	(16,371,878)	(19,181,090)	(22,018,984)	(19,059,475)	(17,001,427)	(22,131,929)
Transfer from Reserves	38,018,696	23,781,686	21,126,260	12,143,414	11,603,101	10,392,378	9,389,718	12,383,829	14,563,778	15,896,200	17,523,056
Net Reserve Movements	25,361,471	17,033,685	7,131,141	907,466	(3,110,989)	(5,979,500)	(9,791,372)	(9,635,155)	(4,495,697)	(1,105,227)	(4,608,873)
Depreciation & Amortisation Expenses (Contra)	21,986,264	23,152,976	23,595,929	23,921,585	24,232,896	24,396,431	24,428,087	24,433,516	24,596,265	24,771,191	24,880,667
Net Budget Result - Surplus/(Deficit)	18,910	17,420	3,471	58,165	24,537	31,528	23,049	60,607	53,541	30,493	20,353
Cumulative Budget Result - Surplus/(Deficit)	18,910	36,330	39,801	97,966	122,503	154,031	177,080	237,687	291,228	321,721	342,074

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
BALANCE SHEET											
CURRENT ASSETS											
Cash & Cash Equivalents	36,362,165	36,075,313	35,687,448	35,753,614	35,754,414	35,792,144	35,753,408	36,000,928	36,384,280	36,517,213	36,612,575
Investments	57,954,768	42,143,416	35,204,096	32,130,898	34,347,401	37,470,357	43,828,237	52,279,996	55,448,156	57,255,050	62,810,512
Receivables	10,439,346	10,422,562	10,594,366	10,686,650	10,864,888	10,921,244	11,014,562	11,114,599	11,295,675	11,362,541	11,526,890
Other	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683
Total Current Assets	104,815,962	88,700,974	81,545,593	78,630,846	81,026,387	84,243,429	90,655,891	99,455,207	103,187,794	105,194,486	111,009,661
NON-CURRENT ASSETS											
Investments	7,193,780	5,984,630	5,807,490	7,989,798	8,902,593	11,774,277	15,223,273	16,422,548	17,766,350	17,083,046	16,155,310
Receivables	1,216,272	1,244,644	1,252,206	1,260,455	1,269,978	1,280,270	1,290,794	1,301,555	1,312,557	1,324,440	1,337,237
Infrastructure, Property, Plant & Equipment	1,025,270,570	1,052,762,913	1,072,968,447	1,088,149,552	1,102,197,836	1,109,520,605	1,110,841,321	1,111,448,381	1,118,735,347	1,126,576,540	1,131,438,972
Investment Property	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950
Total Non-Current Assets	1,148,557,277	1,174,822,841	1,194,498,797	1,211,990,459	1,227,081,061	1,237,405,806	1,241,826,042	1,243,763,138	1,252,524,908	1,259,814,680	1,263,762,173
Total Assets	1,253,373,239	1,263,523,815	1,276,044,390	1,290,621,304	1,308,107,448	1,321,649,235	1,332,481,933	1,343,218,345	1,355,712,702	1,365,009,166	1,374,771,834
CURRENT LIABILITIES											
Payables	27,299,836	26,972,852	26,723,440	26,794,900	26,917,480	26,952,806	26,956,385	27,214,631	27,696,045	27,831,708	28,037,061
Income Received in Advance	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000
Lease Liabilities	286,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Borrowings	435,000	435,000	435,000	435,000	123,807	123,807	123,807	123,807	123,807	123,807	123,807
Provisions	16,458,597	16,506,080	16,558,203	16,611,854	16,671,607	16,724,271	16,778,253	16,833,597	16,890,337	16,954,224	17,019,881
Total Current Liabilities	45,097,433	44,651,932	44,454,644	44,579,754	44,450,894	44,538,884	44,596,445	44,910,035	45,448,188	45,647,739	45,918,749
NON-CURRENT LIABILITIES											
Borrowings	1,605,699	1,146,041	673,581	187,960	-	-	-	-	-	-	-
Provisions	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358
Total Non-Current Liabilities	3,463,056	3,123,398	2,290,938	1,925,317	1,857,358	1,977,358	1,617,358	1,737,358	1,857,358	1,977,358	1,977,358
Total Liabilities	48,560,489	47,775,330	46,745,582	46,505,071	46,308,251	46,516,242	46,213,803	46,647,392	47,305,546	47,625,096	47,896,106
NET ASSETS	1,204,812,750	1,215,748,485	1,229,298,808	1,244,116,233	1,261,799,196	1,275,132,993	1,286,268,131	1,296,570,953	1,308,407,156	1,317,384,070	1,326,875,727
EQUITY											
Retained Earning	677,406,715	695,328,750	706,264,485	719,814,808	734,632,233	752,315,196	765,648,993	776,784,131	787,086,953	798,923,156	807,900,070
Revaluation Reserves	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000
Retained Earning	1,186,890,715	1,204,812,750	1,215,748,485	1,229,298,808	1,244,116,233	1,261,799,196	1,275,132,993	1,286,268,131	1,296,570,953	1,308,407,156	1,317,384,070
Net Operating Result - Surplus/(Deficit)	17,922,035	10,935,735	13,550,323	14,817,425	17,682,963	13,333,797	11,135,138	10,302,822	11,836,203	8,976,914	9,491,658
TOTAL EQUITY	1,204,812,750	1,215,748,485	1,229,298,808	1,244,116,233	1,261,799,196	1,275,132,993	1,286,268,131	1,296,570,953	1,308,407,156	1,317,384,070	1,326,875,727
Total Cash, Cash Equivalents & Investment Securities attributable to:											
- External Restrictions	27,892,313	24,683,163	23,506,023	25,688,331	26,601,126	29,472,810	32,921,806	34,121,081	35,464,883	34,781,579	33,853,843
- Internal Restrictions	60,683,559	46,872,207	40,932,887	37,859,689	40,076,192	43,199,148	49,557,028	58,008,787	61,176,946	62,983,840	68,539,303
- Unrestricted	12,934,842	12,647,990	12,260,125	12,326,291	12,327,091	12,364,821	12,326,085	12,573,605	12,956,957	13,089,889	13,185,252

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Total	101,510,713	84,203,359	76,699,034	75,874,310	79,004,409	85,036,778	94,804,919	104,703,473	109,598,786	110,855,308	115,578,397
CASH FLOW STATEMENT											
CASH FLOW FROM OPERATION ACTIVITES											
Receipts											
Rates	47,685,123	48,497,780	49,369,783	50,387,526	51,509,723	52,673,463	53,864,841	55,089,792	56,339,578	57,750,237	59,202,648
Domestic Waste Charge	18,660,264	18,979,826	19,321,436	19,697,329	20,120,887	20,552,534	21,032,727	21,492,224	21,851,564	22,353,922	22,817,713
User Charges & Fees	45,480,531	46,922,172	47,682,283	48,623,318	49,622,683	50,776,341	52,000,130	53,188,821	54,256,839	55,407,580	56,829,854
Investments Income	933,318	588,052	628,442	883,340	1,091,325	1,392,379	1,788,525	2,197,903	2,617,978	3,104,041	3,322,165
Grants & Contributions	22,434,344	15,751,827	17,940,206	19,266,447	21,650,891	18,382,630	15,712,158	13,893,491	15,616,593	11,719,457	12,115,705
Other Operating Receipts	19,424,779	20,941,970	21,338,262	21,768,071	22,241,962	22,737,486	23,244,777	23,766,426	24,298,620	24,894,873	25,513,232
	154,618,358	151,681,627	156,280,411	160,626,030	166,237,471	166,514,833	167,643,158	169,628,658	174,981,174	175,230,110	179,801,317
Payments											
Employee Benefits & On-Costs	67,153,877	68,830,540	70,678,444	72,583,723	74,701,346	76,580,190	78,497,460	80,463,089	82,478,306	84,741,790	87,073,559
Materials & Contracts	26,419,040	26,300,175	25,994,438	26,397,513	26,882,615	27,882,234	28,445,487	29,179,065	30,162,359	30,525,171	31,432,223
Borrowing Costs	78,026	65,927	53,491	40,704	27,558	14,023	-	-	-	-	-
Other Operating Expenses	22,735,592	22,909,537	23,179,478	23,823,005	24,332,624	24,667,322	25,220,660	26,001,339	26,613,100	27,068,538	27,663,721
	116,386,536	118,106,178	119,905,852	122,844,944	125,944,143	129,143,769	132,163,607	135,643,493	139,253,765	142,335,500	146,169,503
Net Cash provided by (or used in) Operating Activities	38,231,823	33,575,449	36,374,559	37,781,086	40,293,328	37,371,064	35,479,551	33,985,164	35,727,408	32,894,610	33,631,813
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts											
Proceeds from sale of Infrastructure, Property, Plant and Equipment	974,898	646,923	600,354	1,123,465	1,641,749	577,365	216,505	975,213	845,855	952,423	920,453
Proceeds from sale of Investment Securities	25,126,292	17,020,502	7,116,460	3,073,198	0	0	0	0	0	683,304	927,736
	26,101,190	17,667,425	7,716,814	4,196,663	1,641,749	577,365	216,505	975,213	845,855	1,635,727	1,848,189
Payments											
Purchase of Infrastructure, Property, Plant & equipment	65,203,552	51,070,068	44,006,779	39,243,653	38,305,825	31,916,059	25,927,916	25,061,823	31,677,950	32,590,510	29,829,178
Purchase Investment Properties	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Securities	-	-	-	2,182,308	3,129,298	5,994,640	9,806,876	9,651,034	4,511,961	1,806,894	5,555,462
	65,203,552	51,070,068	44,006,779	41,425,961	41,435,124	37,910,700	35,734,792	34,712,857	36,189,912	34,397,404	35,384,640
Net Cash provided by (or used in) Investing Activities	(39,102,363)	(33,402,643)	(36,289,965)	(37,229,298)	(39,793,375)	(37,333,335)	(35,518,287)	(33,737,644)	(35,344,057)	(32,761,677)	(33,536,451)
CASH FLOW FROM FINANCING ACTIVITIES											
Receipts											
Proceeds from Borrowings and Advances	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
Payments											
Repayments of Borrowings & Advances	447,206	459,658	472,460	485,621	499,153	-	-	-	-	-	-
Lease Liabilities (Principal repayments)	0	0	0	0	0	0	0	0	0	0	0
	447,206	459,658	472,460	485,621	499,153	0	0	0	0	0	0
Net Cash provided by (or used in) Financing Activities	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	-	-	-	-	-	-

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Net Increase (Decrease) in cash held	(1,317,746)	(286,852)	(387,865)	66,166	800	37,729	(38,735)	247,520	383,352	132,933	95,362
Cash Assets & Investments at the beginning of the reporting period	37,679,911	36,362,165	36,075,313	35,687,448	35,753,614	35,754,414	35,792,144	35,753,408	36,000,928	36,384,280	36,517,213
Cash at the end of the reporting period	36,362,165	36,075,313	35,687,448	35,753,614	35,754,414	35,792,144	35,753,408	36,000,928	36,384,280	36,517,213	36,612,575
											0
Plus Other Current Investments	57,954,768	42,143,416	35,204,096	32,130,898	34,347,401	37,470,357	43,828,237	52,279,996	55,448,156	57,255,050	62,810,512
Plus Other Non-Current Investments	7,193,780	5,984,630	5,807,490	7,989,798	8,902,593	11,774,277	15,223,273	16,422,548	17,766,350	17,083,046	16,155,310
Total Cash & Investment Securities	101,510,713	84,203,359	76,699,034	75,874,310	79,004,409	85,036,778	94,804,919	104,703,473	109,598,786	110,855,308	115,578,397
Statement of Changes in Equity											
Equity - Opening Balance	1,186,890,715	1,204,812,750	1,215,748,485	1,229,298,808	1,244,116,233	1,261,799,196	1,275,132,993	1,286,268,131	1,296,570,953	1,308,407,156	1,317,384,070
Net Operating Result for the Year	17,922,035	10,935,735	13,550,323	14,817,425	17,682,963	13,333,797	11,135,138	10,302,822	11,836,203	8,976,914	9,491,658
Equity - Closing Balance	1,204,812,750	1,215,748,485	1,229,298,808	1,244,116,233	1,261,799,196	1,275,132,993	1,286,268,131	1,296,570,953	1,308,407,156	1,317,384,070	1,326,875,727
RESERVE BALANCE											
External Restriction											
S7.4 Planning Agreements	10,956,983	6,607,559	4,505,648	4,933,934	5,520,142	5,411,863	6,046,689	4,555,630	3,064,058	2,524,073	0
S7.12 Fixed Developer Contributions	1,012	34,668	39,502	256,037	605,477	451,600	70,498	24,899	159,554	5,405	(0)
Affordable Housing Contributions	2,828,526	3,353,125	3,448,085	3,429,941	3,413,599	3,394,670	3,342,112	3,311,604	3,277,818	3,247,736	3,224,128
Specific Unexpended Grants/Subsidies	1,350,183	1,215,173	1,080,163	945,153	810,143	675,133	540,123	405,113	270,103	135,093	(0)
Domestic Waste Reserve	12,350,528	13,079,277	14,041,564	15,723,551	15,830,826	19,084,528	22,470,149	25,360,944	28,206,063	28,341,979	30,096,416
Stormwater Management Service Reserve	405,081	393,361	391,061	399,715	420,939	455,016	452,235	462,891	487,287	527,293	533,299
Total External Restricted Reserve	27,892,313	24,683,163	23,506,023	25,688,331	26,601,126	29,472,810	32,921,806	34,121,081	35,464,883	34,781,579	33,853,843
Internal Restriction											
Employees Leave Entitlements	5,275,186	5,288,369	5,303,050	5,319,626	5,337,935	5,353,076	5,368,579	5,384,459	5,400,723	5,419,086	5,437,939
Plant Replacement Reserve	2,075,950	2,246,634	2,162,091	1,938,021	1,777,601	2,039,493	3,300,262	3,398,038	3,968,352	4,010,950	4,220,537
IT Information Reserve	0	95,000	188,000	293,000	353,000	443,000	558,000	653,000	728,000	828,000	938,000
Centralised Reserve	1,462,744	1,151,292	3,000,738	4,468,217	7,752,854	8,468,238	11,499,148	16,494,389	18,578,594	15,584,288	17,346,744
Strategic Asset Management Plan (SAMP)											
Infrastructure	10,907,586	2,975,845	1,337,086	152,810	118,557	1,711,695	3,316,392	6,066,340	9,298,305	13,617,805	18,155,224
Election Reserve	165,000	247,620	378,840	514,920	165,000	254,230	395,948	542,914	165,000	261,368	414,423
Sale Surplus Land	5,626,469	5,218,344	2,718,344	318,344	318,344	318,344	318,344	318,344	318,344	318,344	318,344
Bonds and Deposits	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437
Parking Meters	1,858,539	2,038,539	2,222,139	2,409,411	2,600,428	2,795,266	2,994,001	3,196,710	903,473	1,114,372	1,329,489
Car Park Parking Reserve	1,599,682	1,695,511	1,780,453	1,868,073	1,911,453	1,944,442	1,834,011	1,818,803	1,790,277	1,778,479	259,181
Affordable Housing	1,903,672	1,972,855	1,842,874	1,713,887	1,586,053	1,460,037	1,335,836	1,213,495	1,093,081	974,818	858,751
Social Housing	366,655	307,910	259,210	244,507	238,314	229,403	138,101	108,586	74,912	55,543	40,592
Carry Overs	1,303,414	404,107	30,561	30,561	30,561	30,561	30,561	30,561	30,561	30,561	30,561
Cemeteries Reserve	212,346	212,626	235,490	340,872	409,188	519,050	835,531	1,150,835	1,195,011	1,357,913	1,557,204
Property Investment Strategy	14,713,042	9,804,281	6,260,737	5,034,166	4,263,630	4,419,040	4,419,040	4,419,040	4,419,040	4,419,040	4,419,040
Neighbourhood Amenity Fund	-	-	-	-	-	-	-	-	-	-	-
Total Internal Restriction	60,683,559	46,872,207	40,932,887	37,859,689	40,076,192	43,199,148	49,557,028	58,008,787	61,176,946	62,983,840	68,539,303
Total Restricted Reserve Balance	88,575,872	71,555,369	64,438,909	63,548,019	66,677,318	72,671,958	82,478,834	92,129,868	96,641,829	97,765,419	102,393,145



WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
INCOME STATEMENT											
Operating Income											
Rates & Annual Charges	66,371,823	67,686,865	69,027,886	70,545,874	72,283,372	74,055,673	75,911,329	77,776,824	79,577,226	81,711,128	83,845,949
Investment Income	858,687	563,449	634,350	905,975	1,108,175	1,418,216	1,822,189	2,232,059	2,653,062	3,145,039	3,338,267
User Charges	45,596,845	48,412,899	49,160,665	50,104,584	51,155,106	52,342,734	53,597,875	54,815,973	55,907,960	57,097,244	58,568,202
Other Revenues	19,652,753	22,685,732	23,080,030	23,538,536	24,064,702	24,602,672	25,152,734	25,715,191	26,290,294	26,943,695	27,004,064
Grants Subsidies & Contributions	5,509,401	5,498,071	5,552,671	5,616,168	5,689,025	5,763,524	5,839,699	5,917,588	5,997,232	6,087,714	6,180,458
Total Operating Income	137,989,509	144,847,016	147,455,602	150,711,137	154,300,380	158,182,819	162,323,826	166,457,635	170,425,774	174,984,820	178,936,940
Operating Expenditure											
Employee Costs	(70,419,977)	(71,190,324)	(72,130,473)	(73,591,981)	(74,736,817)	(76,992,700)	(78,434,918)	(79,903,970)	(81,400,414)	(83,129,690)	(84,895,503)
Materials & Contracts	(22,589,550)	(23,039,600)	(22,914,139)	(23,427,825)	(24,341,962)	(24,523,515)	(24,878,772)	(25,577,459)	(26,503,628)	(26,617,627)	(27,555,039)
Borrowing Costs	(65,406)	(52,954)	(40,152)	(26,991)	(13,459)	0	0	-	-	-	-
Other Operating Expenses	(22,863,005)	(22,797,801)	(23,110,459)	(23,820,516)	(24,284,712)	(24,588,734)	(25,190,832)	(26,005,341)	(26,570,801)	(26,998,966)	(27,624,859)
Depreciation & Amortisation	(21,986,264)	(23,152,976)	(23,595,929)	(23,921,585)	(24,232,896)	(24,396,431)	(24,428,087)	(24,433,516)	(24,596,265)	(24,771,191)	(24,880,667)
Total Operating Expenditure	(137,924,201)	(140,233,655)	(141,791,152)	(144,788,898)	(147,609,846)	(150,501,380)	(152,932,609)	(155,920,286)	(159,071,108)	(161,517,474)	(164,956,068)
Operating Result Before Capital Income - Surplus/(Deficit)	65,308	4,613,361	5,664,450	5,922,239	6,690,534	7,681,439	9,391,217	10,537,349	11,354,666	13,467,346	13,980,872
Capital Income											
Grants Subsidies & Contributions	16,881,829	10,574,965	12,751,509	13,876,296	16,221,983	12,734,576	10,007,267	8,130,523	9,864,107	5,730,491	6,148,210
Sale of Assets	974,898	646,923	600,354	1,123,465	1,641,749	577,365	216,505	975,213	845,855	952,423	920,453
Total Capital Income	17,856,727	11,221,888	13,351,863	14,999,761	17,863,732	13,311,941	10,223,772	9,105,736	10,709,962	6,682,914	7,068,663
Operating Result - Surplus/(Deficit)	17,922,035	15,835,249	19,016,313	20,922,000	24,554,266	20,993,380	19,614,989	19,643,085	22,064,628	20,150,260	21,049,535
Capital Expenditure											
Other Capital Purchases	(4,864,445)	(5,856,044)	(5,668,038)	(5,118,018)	(7,795,099)	(4,288,398)	(2,560,970)	(4,384,303)	(4,553,981)	(7,873,364)	(5,649,270)
Capital Works Program	(59,939,209)	(44,789,274)	(38,133,425)	(33,984,672)	(30,486,081)	(27,430,802)	(23,187,834)	(20,656,273)	(27,329,249)	(24,739,021)	(24,093,829)
Total Capital Expenditure	(64,803,654)	(50,645,318)	(43,801,463)	(39,102,690)	(38,281,180)	(31,719,200)	(25,748,804)	(25,040,576)	(31,883,230)	(32,612,385)	(29,743,099)
Cash Flow to Fund - In/(Out)	(46,881,619)	(34,810,069)	(24,785,150)	(18,180,690)	(13,726,914)	(10,725,820)	(6,133,815)	(5,397,491)	(9,818,602)	(12,462,125)	(8,693,564)
Financed By:											
Borrowings											
External Loan	-	-	-	-	-	-	-	-	-	-	-
Less: Loan Repayments on External Loan	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	-	-	-	-	-	-
Net Borrowing	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	0	0	-	-	-	-
Reserve Movements											
Transfers to Reserves	(12,657,225)	(7,228,574)	(14,295,119)	(11,435,948)	(14,914,090)	(16,571,878)	(19,381,090)	(22,218,984)	(19,259,475)	(24,701,427)	(25,831,929)
Transfer from Reserves	38,018,696	23,781,686	21,126,260	12,143,414	11,603,101	10,392,378	9,389,718	12,383,829	14,563,778	15,896,200	17,523,056
Net Reserve Movements	25,361,471	16,553,112	6,831,141	707,466	(3,310,989)	(6,179,500)	(9,991,372)	(9,835,155)	(4,695,697)	(8,805,227)	(8,308,873)
Depreciation & Amortisation Expenses (Contra)	21,986,264	23,152,976	23,595,929	23,921,585	24,232,896	24,396,431	24,428,087	24,433,516	24,596,265	24,771,191	24,880,667
Net Budget Result - Surplus/(Deficit)	18,910	4,436,361	5,169,461	5,962,740	6,695,840	7,491,111	8,302,900	9,200,870	10,081,966	3,503,839	7,878,230
Cumulative Budget Result - Surplus/(Deficit)	18,910	4,455,271	9,624,732	15,587,472	22,283,312	29,774,423	38,077,323	47,278,193	57,360,159	60,863,998	68,742,228

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
BALANCE SHEET											
CURRENT ASSETS											
Cash & Cash Equivalents	36,362,165	40,310,035	45,070,662	51,022,352	57,670,733	65,143,363	73,358,653	82,719,830	93,104,329	96,681,213	104,618,867
Investments	57,954,768	42,143,416	35,204,096	32,130,898	34,347,401	37,470,357	43,828,237	52,279,996	55,448,156	64,755,050	73,810,512
Receivables	10,439,346	10,516,501	10,689,442	10,783,272	10,967,345	11,029,866	11,129,759	11,236,385	11,423,930	11,498,104	11,655,006
Other	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683
Total Current Assets	104,815,962	93,029,635	91,023,883	93,996,205	103,045,162	113,703,270	128,376,333	146,295,895	160,036,098	172,994,050	190,144,068
NON-CURRENT ASSETS											
Investments	7,193,780	6,465,203	6,588,063	8,970,371	10,083,166	13,154,850	16,803,846	18,203,121	19,746,923	19,263,619	18,535,883
Receivables	1,216,272	1,244,644	1,252,206	1,260,455	1,269,978	1,280,270	1,290,794	1,301,555	1,312,557	1,324,440	1,337,237
Infrastructure, Property, Plant & Equipment	1,025,270,570	1,052,762,913	1,072,968,447	1,088,149,552	1,102,197,836	1,109,520,605	1,110,841,321	1,111,448,381	1,118,735,347	1,126,576,540	1,131,438,972
Investment Property	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950
Total Non-Current Assets	1,148,557,277	1,175,303,414	1,195,279,370	1,212,971,032	1,228,261,634	1,238,786,379	1,243,406,615	1,245,543,711	1,254,505,481	1,261,995,253	1,266,142,746
Total Assets	1,253,373,239	1,268,333,050	1,286,303,253	1,306,967,237	1,331,306,796	1,352,489,649	1,371,782,949	1,391,839,606	1,414,541,579	1,434,989,303	1,456,286,814
CURRENT LIABILITIES											
Payables	27,299,836	26,904,413	26,653,873	26,722,072	26,841,116	26,872,794	26,872,609	27,126,971	27,604,377	27,735,679	27,936,521
Income Received in Advance	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000
Lease Liabilities	286,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Borrowings	435,000	435,000	435,000	435,000	123,807	123,807	123,807	123,807	123,807	123,807	123,807
Provisions	16,458,597	16,484,239	16,521,130	16,560,536	16,605,938	16,643,732	16,682,228	16,721,438	16,761,377	16,807,539	16,854,674
Total Current Liabilities	45,097,433	44,561,652	44,348,002	44,455,607	44,308,860	44,378,333	44,416,644	44,710,216	45,227,561	45,405,025	45,653,002
NON-CURRENT LIABILITIES											
Borrowings	1,605,699	1,146,041	673,581	187,960	-	-	-	-	-	-	-
Provisions	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358
Total Non-Current Liabilities	3,463,056	3,123,398	2,290,938	1,925,317	1,857,358	1,977,358	1,617,358	1,737,358	1,857,358	1,977,358	1,977,358
Total Liabilities	48,560,489	47,685,050	46,638,941	46,380,925	46,166,218	46,355,691	46,034,002	46,447,574	47,084,919	47,382,383	47,630,360
NET ASSETS	1,204,812,750	1,220,647,999	1,239,664,312	1,260,586,312	1,285,140,578	1,306,133,958	1,325,748,947	1,345,392,032	1,367,456,660	1,387,606,920	1,408,656,454
EQUITY											
Retained Earning	677,406,715	695,328,750	711,163,999	730,180,312	751,102,312	775,656,578	796,649,958	816,264,947	835,908,032	857,972,660	878,122,920
Revaluation Reserves	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000
Retained Earning	1,186,890,715	1,204,812,750	1,220,647,999	1,239,664,312	1,260,586,312	1,285,140,578	1,306,133,958	1,325,748,947	1,345,392,032	1,367,456,660	1,387,606,920
Net Operating Result - Surplus/(Deficit)	17,922,035	15,835,249	19,016,313	20,922,000	24,554,266	20,993,380	19,614,989	19,643,085	22,064,628	20,150,260	21,049,535
TOTAL EQUITY	1,204,812,750	1,220,647,999	1,239,664,312	1,260,586,312	1,285,140,578	1,306,133,958	1,325,748,947	1,345,392,032	1,367,456,660	1,387,606,920	1,408,656,454
Total Cash, Cash Equivalents & Investment Securities attributable to:											
- External Restrictions	27,892,313	25,163,736	24,286,596	26,668,904	27,781,699	30,853,383	34,502,379	35,901,654	37,445,456	36,962,152	36,234,416
- Internal Restrictions	60,683,559	46,872,207	40,932,887	37,859,689	40,076,192	43,199,148	49,557,028	58,008,787	61,176,946	70,483,840	79,539,303
- Unrestricted	12,934,842	16,882,712	21,643,338	27,595,029	34,243,409	41,716,040	49,931,330	59,292,507	69,677,006	73,253,890	81,191,544

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Total	101,510,713	88,918,655	86,862,821	92,123,622	102,101,300	115,768,571	133,990,737	153,202,948	168,299,408	180,699,882	196,965,262
CASH FLOW STATEMENT											
CASH FLOW FROM OPERATION ACTIVITES											
Receipts											
Rates	47,685,123	48,638,589	49,660,338	50,834,418	52,120,364	53,455,515	54,826,181	56,238,703	57,684,489	59,303,056	60,973,577
Domestic Waste Charge	18,660,264	18,979,826	19,321,436	19,697,329	20,120,887	20,552,534	21,032,727	21,492,224	21,851,564	22,353,922	22,817,713
User Charges & Fees	45,480,531	48,317,689	49,133,047	50,097,956	51,129,779	52,310,700	53,562,242	54,786,055	55,883,377	57,066,971	58,530,530
Investments Income	933,318	588,052	628,442	883,340	1,091,325	1,392,379	1,788,525	2,197,903	2,617,978	3,104,041	3,322,165
Grants & Contributions	22,434,344	16,220,294	18,244,702	19,469,054	21,850,894	18,582,622	15,912,143	14,093,493	15,816,603	11,919,456	12,315,702
Other Operating Receipts	19,424,779	22,572,003	23,038,644	23,503,258	24,015,518	24,550,831	25,098,859	25,662,394	26,237,322	26,881,808	26,955,764
	154,618,358	155,316,454	160,026,608	164,485,355	170,328,766	170,844,582	172,220,676	174,470,772	180,091,333	180,629,254	184,915,451
Payments											
Employee Benefits & On-Costs	67,153,877	68,076,131	69,376,025	70,774,062	72,381,705	73,732,596	75,100,091	76,492,954	77,911,701	79,546,155	81,220,426
Materials & Contracts	26,419,040	26,074,539	25,717,823	26,106,647	26,574,414	27,556,006	28,100,630	28,814,960	29,778,374	30,119,853	31,004,643
Borrowing Costs	78,026	65,927	53,491	40,704	27,558	14,023	-	-	-	-	-
Other Operating Expenses	22,735,592	22,809,113	23,056,218	23,697,333	24,204,181	24,535,991	25,086,378	25,864,037	26,472,703	26,924,686	27,516,277
	116,386,536	117,025,709	118,203,557	120,618,745	123,187,859	125,838,617	128,287,099	131,171,951	134,162,778	136,590,693	139,741,345
Net Cash provided by (or used in) Operating Activities	38,231,823	38,290,744	41,823,051	43,866,610	47,140,908	45,005,965	43,933,577	43,298,821	45,928,555	44,038,561	45,174,105
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts											
Proceeds from sale of Infrastructure, Property, Plant and Equipment	974,898	646,923	600,354	1,123,465	1,641,749	577,365	216,505	975,213	845,855	952,423	920,453
Proceeds from sale of Investment Securities	25,126,292	16,539,929	6,816,460	3,073,198	0	0	0	0	0	483,304	727,736
	26,101,190	17,186,852	7,416,814	4,196,663	1,641,749	577,365	216,505	975,213	845,855	1,435,727	1,648,189
Payments											
Purchase of Infrastructure, Property, Plant & equipment	65,203,552	51,070,068	44,006,779	39,243,653	38,305,825	31,916,059	25,927,916	25,061,823	31,677,950	32,590,510	29,829,178
Purchase Investment Properties	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Securities	-	-	-	2,382,308	3,329,298	6,194,640	10,006,876	9,851,034	4,711,961	9,306,894	9,055,462
	65,203,552	51,070,068	44,006,779	41,625,961	41,635,124	38,110,700	35,934,792	34,912,857	36,389,912	41,897,404	38,884,640
Net Cash provided by (or used in) Investing Activities	(39,102,363)	(33,883,216)	(36,589,965)	(37,429,298)	(39,993,375)	(37,533,335)	(35,718,287)	(33,937,644)	(35,544,057)	(40,461,677)	(37,236,451)
CASH FLOW FROM FINANCING ACTIVITIES											
Receipts											
Proceeds from Borrowings and Advances	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
Payments											
Repayments of Borrowings & Advances	447,206	459,658	472,460	485,621	499,153	-	-	-	-	-	-
Lease Liabilities (Principal repayments)	0	0	0	0	0	0	0	0	0	0	0
	447,206	459,658	472,460	485,621	499,153	0	0	0	0	0	0
Net Cash provided by (or used in) Financing Activities	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	-	-	-	-	-	-



WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Net Increase (Decrease) in cash held	(1,317,746)	3,947,871	4,760,626	5,951,691	6,648,380	7,472,631	8,215,290	9,361,177	10,384,499	3,576,884	7,937,654
Cash Assets & Investments at the beginning of the reporting period	37,679,911	36,362,165	40,310,035	45,070,662	51,022,352	57,670,733	65,143,363	73,358,653	82,719,830	93,104,329	96,681,213
Cash at the end of the reporting period	36,362,165	40,310,035	45,070,662	51,022,352	57,670,733	65,143,363	73,358,653	82,719,830	93,104,329	96,681,213	104,618,867
											0
Plus Other Current Investments	57,954,768	42,143,416	35,204,096	32,130,898	34,347,401	37,470,357	43,828,237	52,279,996	55,448,156	64,755,050	73,810,512
Plus Other Non-Current Investments	7,193,780	6,465,203	6,588,063	8,970,371	10,083,166	13,154,850	16,803,846	18,203,121	19,746,923	19,263,619	18,535,883
Total Cash & Investment Securities	101,510,713	88,918,655	86,862,821	92,123,622	102,101,300	115,768,571	133,990,737	153,202,948	168,299,408	180,699,882	196,965,262
Statement of Changes in Equity											
Equity - Opening Balance	1,186,890,715	1,204,812,750	1,220,647,999	1,239,664,312	1,260,586,312	1,285,140,578	1,306,133,958	1,325,748,947	1,345,392,032	1,367,456,660	1,387,606,920
Net Operating Result for the Year	17,922,035	15,835,249	19,016,313	20,922,000	24,554,266	20,993,380	19,614,989	19,643,085	22,064,628	20,150,260	21,049,535
Equity - Closing Balance	1,204,812,750	1,220,647,999	1,239,664,312	1,260,586,312	1,285,140,578	1,306,133,958	1,325,748,947	1,345,392,032	1,367,456,660	1,387,606,920	1,408,656,454
RESERVE BALANCE											
External Restriction											
S7.4 Planning Agreements	10,956,983	6,967,989	5,091,078	5,669,364	6,405,572	6,447,293	7,232,119	5,891,060	4,549,488	4,159,503	1,785,430
S7.12 Fixed Developer Contributions	1,012	34,668	39,502	256,037	605,477	451,600	70,498	24,899	159,554	5,405	(0)
Affordable Housing Contributions	2,828,526	3,473,268	3,643,228	3,675,084	3,708,742	3,739,813	3,737,255	3,756,747	3,772,961	3,792,879	3,819,271
Specific Unexpended Grants/Subsidies	1,350,183	1,215,173	1,080,163	945,153	810,143	675,133	540,123	405,113	270,103	135,093	(0)
Domestic Waste Reserve	12,350,528	13,079,277	14,041,564	15,723,551	15,830,826	19,084,528	22,470,149	25,360,944	28,206,063	28,341,979	30,096,416
Stormwater Management Service Reserve	405,081	393,361	391,061	399,715	420,939	455,016	452,235	462,891	487,287	527,293	533,299
Total External Restricted Reserve	27,892,313	25,163,736	24,286,596	26,668,904	27,781,699	30,853,383	34,502,379	35,901,654	37,445,456	36,962,152	36,234,416
Internal Restriction											
Employees Leave Entitlements	5,275,186	5,288,369	5,303,050	5,319,626	5,337,935	5,353,076	5,368,579	5,384,459	5,400,723	5,419,086	5,437,939
Plant Replacement Reserve	2,075,950	2,246,634	2,162,091	1,938,021	1,777,601	2,039,493	3,300,262	3,398,038	3,968,352	4,010,950	4,220,537
IT Information Reserve	0	95,000	188,000	293,000	353,000	443,000	558,000	653,000	728,000	828,000	938,000
Centralised Reserve	1,462,744	1,151,292	3,000,738	4,468,217	7,752,854	8,468,238	11,499,148	16,494,389	18,578,594	25,584,288	32,346,744
Strategic Asset Management Plan (SAMP)											
Infrastructure	10,907,586	2,975,845	1,337,086	152,810	118,557	1,711,695	3,316,392	6,066,340	9,298,305	11,117,805	14,155,224
Election Reserve	165,000	247,620	378,840	514,920	165,000	254,230	395,948	542,914	165,000	261,368	414,423
Sale Surplus Land	5,626,469	5,218,344	2,718,344	318,344	318,344	318,344	318,344	318,344	318,344	318,344	318,344
Bonds and Deposits	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437
Parking Meters	1,858,539	2,038,539	2,222,139	2,409,411	2,600,428	2,795,266	2,994,001	3,196,710	903,473	1,114,372	1,329,489
Car Park Parking Reserve	1,599,682	1,695,511	1,780,453	1,868,073	1,911,453	1,944,442	1,834,011	1,818,803	1,790,277	1,778,479	259,181
Affordable Housing	1,903,672	1,972,855	1,842,874	1,713,887	1,586,053	1,460,037	1,335,836	1,213,495	1,093,081	974,818	858,751
Social Housing	366,655	307,910	259,210	244,507	238,314	229,403	138,101	108,586	74,912	55,543	40,592
Carry Overs	1,303,414	404,107	30,561	30,561	30,561	30,561	30,561	30,561	30,561	30,561	30,561
Cemeteries Reserve	212,346	212,626	235,490	340,872	409,188	519,050	835,531	1,150,835	1,195,011	1,357,913	1,557,204
Property Investment Strategy	14,713,042	9,804,281	6,260,737	5,034,166	4,263,630	4,419,040	4,419,040	4,419,040	4,419,040	4,419,040	4,419,040
Neighbourhood Amenity Fund	-	-	-	-	-	-	-	-	-	-	-
Total Internal Restriction	60,683,559	46,872,207	40,932,887	37,859,689	40,076,192	43,199,148	49,557,028	58,008,787	61,176,946	70,483,840	79,539,303
Total Restricted Reserve Balance	88,575,872	72,035,942	65,219,482	64,528,592	67,857,891	74,052,531	84,059,407	93,910,441	98,622,402	107,445,992	115,773,718

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
INCOME STATEMENT											
Operating Income											
Rates & Annual Charges	66,371,823	67,397,970	68,439,984	69,647,115	71,059,305	72,492,107	73,993,594	75,489,761	76,905,168	78,631,207	80,339,420
Investment Income	858,687	563,449	634,350	905,975	1,108,175	1,418,216	1,822,189	2,232,059	2,653,062	3,145,039	3,338,267
User Charges	39,596,845	45,549,733	46,257,613	47,155,150	48,139,310	49,272,518	50,472,013	51,619,779	52,653,590	53,776,778	55,164,724
Other Revenues	19,652,753	19,841,412	20,185,934	20,586,559	21,046,305	21,516,361	21,996,982	22,488,433	22,990,935	23,561,852	24,147,028
Grants Subsidies & Contributions	5,509,401	5,498,071	5,552,671	5,616,168	5,689,025	5,763,524	5,839,699	5,917,588	5,997,232	6,087,714	6,180,458
Total Operating Income	131,989,509	138,850,635	141,070,552	143,910,967	147,042,120	150,462,726	154,124,477	157,747,620	161,199,987	165,202,590	169,169,897
Operating Expenditure											
Employee Costs	(70,419,977)	(72,998,050)	(74,855,022)	(77,240,892)	(79,341,063)	(82,590,747)	(85,072,439)	(87,628,689)	(90,261,746)	(93,197,867)	(96,229,520)
Materials & Contracts	(22,589,550)	(23,312,596)	(23,191,514)	(23,710,345)	(24,630,431)	(24,818,055)	(25,179,515)	(25,884,539)	(26,817,178)	(26,938,571)	(27,883,555)
Borrowing Costs	(65,406)	(52,954)	(40,152)	(26,991)	(13,459)	0	0	-	-	-	-
Other Operating Expenses	(22,863,005)	(22,919,304)	(23,234,088)	(23,946,622)	(24,413,659)	(24,720,585)	(25,325,648)	(26,143,195)	(26,711,762)	(27,143,453)	(27,772,950)
Depreciation & Amortisation	(21,986,264)	(23,152,976)	(23,595,929)	(23,921,585)	(24,232,896)	(24,396,431)	(24,428,087)	(24,433,516)	(24,596,265)	(24,771,191)	(24,880,667)
Total Operating Expenditure	(137,924,201)	(142,435,880)	(144,916,705)	(148,846,435)	(152,631,508)	(156,525,818)	(160,005,689)	(164,089,939)	(168,386,951)	(172,051,082)	(176,766,692)
Operating Result Before Capital Income - Surplus/(Deficit)	(5,934,692)	(3,585,245)	(3,846,153)	(4,935,468)	(5,589,388)	(6,063,092)	(5,881,212)	(6,342,319)	(7,186,964)	(6,848,492)	(7,596,795)
Capital Income											
Grants Subsidies & Contributions	16,881,829	7,158,209	7,912,273	8,148,990	9,221,817	6,845,623	4,967,107	3,632,967	4,492,814	1,851,232	1,958,076
Sale of Assets	974,898	646,923	600,354	1,123,465	1,641,749	577,365	216,505	975,213	845,855	952,423	920,453
Total Capital Income	17,856,727	7,805,132	8,512,627	9,272,455	10,863,566	7,422,988	5,183,612	4,608,180	5,338,669	2,803,655	2,878,529
Operating Result - Surplus/(Deficit)	11,922,035	4,219,887	4,666,474	4,336,987	5,274,178	1,359,896	(697,600)	(1,734,139)	(1,848,295)	(4,044,837)	(4,718,266)
Capital Expenditure											
Other Capital Purchases	(4,864,445)	(5,856,044)	(5,668,038)	(5,118,018)	(7,795,099)	(4,288,398)	(2,560,970)	(4,384,303)	(4,553,981)	(7,873,364)	(5,649,270)
Capital Works Program	(59,939,209)	(44,789,274)	(38,133,425)	(33,984,672)	(30,486,081)	(27,430,802)	(23,187,834)	(20,656,273)	(27,329,249)	(24,739,021)	(24,093,829)
Total Capital Expenditure	(64,803,654)	(50,645,318)	(43,801,463)	(39,102,690)	(38,281,180)	(31,719,200)	(25,748,804)	(25,040,576)	(31,883,230)	(32,612,385)	(29,743,099)
Cash Flow to Fund - In/(Out)	(52,881,619)	(46,425,431)	(39,134,989)	(34,765,703)	(33,007,002)	(30,359,304)	(26,446,404)	(26,774,715)	(33,731,525)	(36,657,222)	(34,461,365)
Financed By:											
Borrowings											
External Loan	-	-	-	-	-	-	-	-	-	-	-
Less: Loan Repayments on External Loan	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	-	-	-	-	-	-
Net Borrowing	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	0	0	-	-	-	-
Reserve Movements											
Transfers to Reserves	(12,657,225)	(6,267,426)	(13,695,119)	(11,035,948)	(14,514,090)	(16,171,878)	(18,981,090)	(21,818,984)	(18,859,475)	(24,301,427)	(25,431,929)
Transfer from Reserves	38,018,696	23,781,686	21,126,260	12,143,414	11,603,101	10,392,378	9,389,718	12,383,829	14,563,778	15,896,200	15,737,625
Net Reserve Movements	25,361,471	17,514,260	7,431,141	1,107,466	(2,910,989)	(5,779,500)	(9,591,372)	(9,435,155)	(4,295,697)	(8,405,227)	(9,694,304)
Depreciation & Amortisation Expenses (Contra)	21,986,264	23,152,976	23,595,929	23,921,585	24,232,896	24,396,431	24,428,087	24,433,516	24,596,265	24,771,191	24,880,667
Net Budget Result - Surplus/(Deficit)	(5,981,090)	(6,217,853)	(8,580,378)	(10,222,273)	(12,184,248)	(11,742,373)	(11,609,689)	(11,776,354)	(13,430,957)	(20,291,258)	(19,275,002)
Cumulative Budget Result - Surplus/(Deficit)	(5,981,090)	(12,198,943)	(20,779,321)	(31,001,594)	(43,185,842)	(54,928,215)	(66,537,904)	(78,314,258)	(91,745,215)	(112,036,473)	(131,311,475)

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
BALANCE SHEET											
CURRENT ASSETS											
Cash & Cash Equivalents	30,510,130	24,012,268	15,097,612	4,923,603	(7,233,262)	(18,976,690)	(30,647,679)	(42,228,624)	(55,285,226)	(75,486,680)	(94,652,652)
Investments	57,954,768	42,143,416	35,204,096	32,130,898	34,347,401	37,470,357	43,828,237	52,279,996	55,448,156	64,755,050	73,810,512
Receivables	10,291,381	10,279,356	10,404,664	10,469,761	10,610,784	10,688,937	10,797,053	10,904,648	11,058,035	11,155,551	11,304,851
Other	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683	59,683
Total Current Assets	98,815,962	76,494,723	60,766,056	47,583,946	37,784,606	29,242,287	24,037,294	21,015,704	11,280,648	483,603	(9,477,606)
NON-CURRENT ASSETS											
Investments	7,193,780	5,504,055	5,026,915	7,009,223	7,722,018	10,393,702	13,642,698	14,641,973	15,785,775	14,902,471	15,560,166
Receivables	1,216,272	1,244,644	1,252,206	1,260,455	1,269,978	1,280,270	1,290,794	1,301,555	1,312,557	1,324,440	1,337,237
Infrastructure, Property, Plant & Equipment	1,025,270,570	1,052,762,913	1,072,968,447	1,088,149,552	1,102,197,836	1,109,520,605	1,110,841,321	1,111,448,381	1,118,735,347	1,126,576,540	1,131,438,972
Investment Property	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950	113,909,950
Total Non-Current Assets	1,148,557,277	1,174,342,266	1,193,718,222	1,211,009,884	1,225,900,486	1,236,025,231	1,240,245,467	1,241,982,563	1,250,544,333	1,257,634,105	1,263,167,029
Total Assets	1,247,373,239	1,250,836,989	1,254,484,278	1,258,593,829	1,263,685,092	1,265,267,519	1,264,282,762	1,262,998,267	1,261,824,981	1,258,117,708	1,253,689,423
CURRENT LIABILITIES											
Payables	27,299,836	26,972,852	26,723,440	26,796,840	26,921,453	26,958,912	26,964,728	27,225,319	27,709,188	27,847,456	28,055,548
Income Received in Advance	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000	618,000
Lease Liabilities	286,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Borrowings	435,000	435,000	435,000	435,000	123,807	123,807	123,807	123,807	123,807	123,807	123,807
Provisions	16,458,597	16,535,102	16,597,788	16,662,573	16,734,199	16,799,270	16,866,298	16,935,351	17,006,491	17,085,787	17,167,677
Total Current Liabilities	45,097,433	44,680,954	44,494,229	44,632,414	44,517,458	44,619,989	44,692,832	45,022,476	45,577,485	45,795,050	46,085,031
NON-CURRENT LIABILITIES											
Borrowings	1,605,699	1,146,041	673,581	187,960	-	-	-	-	-	-	-
Provisions	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358	1,125,358
Total Non-Current Liabilities	3,463,056	3,123,398	2,290,938	1,925,317	1,857,358	1,977,358	1,617,358	1,737,358	1,857,358	1,977,358	1,977,358
Total Liabilities	48,560,489	47,804,352	46,785,167	46,557,731	46,374,816	46,597,347	46,310,190	46,759,834	47,434,843	47,772,407	48,062,388
NET ASSETS	1,198,812,750	1,203,032,637	1,207,699,111	1,212,036,098	1,217,310,276	1,218,670,172	1,217,972,572	1,216,238,433	1,214,390,138	1,210,345,301	1,205,627,034
EQUITY											
Retained Earning	677,406,715	689,328,750	693,548,637	698,215,111	702,552,098	707,826,276	709,186,172	708,488,572	706,754,433	704,906,138	700,861,301
Revaluation Reserves	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000	509,484,000
Retained Earning	1,186,890,715	1,198,812,750	1,203,032,637	1,207,699,111	1,212,036,098	1,217,310,276	1,218,670,172	1,217,972,572	1,216,238,433	1,214,390,138	1,210,345,301
Net Operating Result - Surplus/(Deficit)	11,922,035	4,219,887	4,666,474	4,336,987	5,274,178	1,359,896	(697,600)	(1,734,139)	(1,848,295)	(4,044,837)	(4,718,266)
TOTAL EQUITY	1,198,812,750	1,203,032,637	1,207,699,111	1,212,036,098	1,217,310,276	1,218,670,172	1,217,972,572	1,216,238,433	1,214,390,138	1,210,345,301	1,205,627,034
Total Cash, Cash Equivalents & Investment Securities attributable to:											
- External Restrictions	27,892,313	24,202,588	22,725,448	24,707,756	25,420,551	28,092,235	31,341,231	32,340,506	33,484,308	32,601,004	33,258,699
- Internal Restrictions	60,683,559	46,872,207	40,932,887	37,859,689	40,076,192	43,199,148	49,557,028	58,008,787	61,176,946	70,483,840	79,539,303
- Unrestricted	7,082,806	584,945	(8,329,711)	(18,503,720)	(30,660,585)	(42,404,013)	(54,075,003)	(65,655,947)	(78,712,549)	(98,914,003)	(118,079,975)

WAVERLEY COUNCIL - PROPOSED BUDGET	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Total	95,658,678	71,659,739	55,328,624	44,063,725	34,836,157	28,887,370	26,823,256	24,693,346	15,948,705	4,170,841	(5,281,974)
CASH FLOW STATEMENT											
CASH FLOW FROM OPERATION ACTIVITES											
Receipts											
Rates	47,685,123	48,356,972	49,080,074	49,943,236	50,904,415	51,900,509	52,917,469	53,960,892	55,021,965	56,233,384	57,477,792
Domestic Waste Charge	18,660,264	18,979,826	19,321,436	19,697,329	20,120,887	20,552,534	21,032,727	21,492,224	21,851,564	22,353,922	22,817,713
User Charges & Fees	39,628,496	45,378,690	46,231,518	47,148,679	48,115,587	49,241,982	50,438,018	51,591,588	52,630,302	53,748,189	55,129,179
Investments Income	933,318	588,052	628,442	883,340	1,091,325	1,392,379	1,788,525	2,197,903	2,617,978	3,104,041	3,322,165
Grants & Contributions	22,434,344	12,889,616	13,442,167	13,762,300	14,882,451	12,666,143	10,851,113	9,582,245	10,466,982	8,002,828	8,133,420
Other Operating Receipts	19,424,779	19,799,340	20,146,319	20,551,729	20,998,726	21,466,356	21,945,093	22,437,380	22,939,619	23,502,060	24,085,607
	148,766,323	145,992,497	148,849,955	151,986,612	156,113,391	157,219,904	158,972,944	161,262,232	165,528,411	166,944,424	170,965,876
Payments											
Employee Benefits & On-Costs	67,153,877	69,832,994	72,074,778	74,375,237	76,914,063	79,233,355	81,613,650	84,065,869	86,592,194	89,402,322	92,310,201
Materials & Contracts	26,419,040	26,300,175	25,994,438	26,406,753	26,903,472	27,915,280	28,491,318	29,238,299	30,235,638	30,613,317	31,536,022
Borrowing Costs	78,026	65,927	53,491	40,704	27,558	14,023	-	-	-	-	-
Other Operating Expenses	22,735,592	22,909,537	23,179,478	23,823,009	24,332,636	24,667,338	25,220,679	26,001,364	26,613,125	27,068,562	27,663,742
	116,386,536	119,108,633	121,302,186	124,645,702	128,177,729	131,829,997	135,325,647	139,305,532	143,440,957	147,084,201	151,509,965
Net Cash provided by (or used in) Operating Activities	32,379,788	26,883,864	27,547,769	27,340,910	27,935,662	25,389,907	23,647,297	21,956,700	22,087,455	19,860,223	19,455,910
CASH FLOW FROM INVESTING ACTIVITIES											
Receipts											
Proceeds from sale of Infrastructure, Property, Plant and Equipment	974,898	646,923	600,354	1,123,465	1,641,749	577,365	216,505	975,213	845,855	952,423	920,453
Proceeds from sale of Investment Securities	25,126,292	17,501,077	7,416,460	3,073,198	0	0	0	0	0	883,304	0
	26,101,190	18,148,000	8,016,814	4,196,663	1,641,749	577,365	216,505	975,213	845,855	1,835,727	920,453
Payments											
Purchase of Infrastructure, Property, Plant & equipment	65,203,552	51,070,068	44,006,779	39,243,653	38,305,825	31,916,059	25,927,916	25,061,823	31,677,950	32,590,510	29,829,178
Purchase Investment Properties	-	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Securities	-	-	-	1,982,308	2,929,298	5,794,640	9,606,876	9,451,034	4,311,961	9,306,894	9,713,157
	65,203,552	51,070,068	44,006,779	41,225,961	41,235,124	37,710,700	35,534,792	34,512,857	35,989,912	41,897,404	39,542,335
Net Cash provided by (or used in) Investing Activities	(39,102,363)	(32,922,068)	(35,989,965)	(37,029,298)	(39,593,375)	(37,133,335)	(35,318,287)	(33,537,644)	(35,144,057)	(40,061,677)	(38,621,882)
CASH FLOW FROM FINANCING ACTIVITIES											
Receipts											
Proceeds from Borrowings and Advances	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-
Payments											
Repayments of Borrowings & Advances	447,206	459,658	472,460	485,621	499,153	-	-	-	-	-	-
Lease Liabilities (Principal repayments)	0	0	0	0	0	0	0	0	0	0	0
	447,206	459,658	472,460	485,621	499,153	0	0	0	0	0	0
Net Cash provided by (or used in) Financing Activities	(447,206)	(459,658)	(472,460)	(485,621)	(499,153)	-	-	-	-	-	-

Waverley Council - Proposed Budget	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Net Increase (Decrease) in cash held	(7,169,782)	(6,497,862)	(8,914,656)	(10,174,009)	(12,156,866)	(11,743,428)	(11,670,989)	(11,580,944)	(13,056,602)	(20,201,454)	(19,165,972)
Cash Assets & Investments at the beginning of the reporting period	37,679,911	30,510,130	24,012,268	15,097,612	4,923,603	(7,233,262)	(18,976,690)	(30,647,679)	(42,228,624)	(55,285,226)	(75,486,680)
Cash at the end of the reporting period	30,510,130	24,012,268	15,097,612	4,923,603	(7,233,262)	(18,976,690)	(30,647,679)	(42,228,624)	(55,285,226)	(75,486,680)	(94,652,652)
											0
Plus Other Current Investments	57,954,768	42,143,416	35,204,096	32,130,898	34,347,401	37,470,357	43,828,237	52,279,996	55,448,156	64,755,050	73,810,512
Plus Other Non-Current Investments	7,193,780	5,504,055	5,026,915	7,009,223	7,722,018	10,393,702	13,642,698	14,641,973	15,785,775	14,902,471	15,560,166
Total Cash & Investment Securities	95,658,678	71,659,739	55,328,624	44,063,725	34,836,157	28,887,370	26,823,256	24,693,346	15,948,705	4,170,841	(5,281,974)
Statement of Changes in Equity											
Equity - Opening Balance	1,186,890,715	1,198,812,750	1,203,032,637	1,207,699,111	1,212,036,098	1,217,310,276	1,218,670,172	1,217,972,572	1,216,238,433	1,214,390,138	1,210,345,301
Net Operating Result for the Year	11,922,035	4,219,887	4,666,474	4,336,987	5,274,178	1,359,896	(697,600)	(1,734,139)	(1,848,295)	(4,044,837)	(4,718,266)
Equity - Closing Balance	1,198,812,750	1,203,032,637	1,207,699,111	1,212,036,098	1,217,310,276	1,218,670,172	1,217,972,572	1,216,238,433	1,214,390,138	1,210,345,301	1,205,627,034
RESERVE BALANCE											
External Restriction											
S7.4 Planning Agreements	10,956,983	6,247,128	3,920,217	4,198,503	4,634,711	4,376,432	4,861,258	3,220,199	1,578,627	888,642	0
S7.12 Fixed Developer Contributions	1,012	34,668	39,502	256,037	605,477	451,600	70,498	24,899	159,554	5,405	(0)
Affordable Housing Contributions	2,828,526	3,232,981	3,252,941	3,184,797	3,118,455	3,049,526	2,946,968	2,866,460	2,782,674	2,702,592	2,628,984
Specific Unexpended Grants/Subsidies	1,350,183	1,215,173	1,080,163	945,153	810,143	675,133	540,123	405,113	270,103	135,093	(0)
Domestic Waste Reserve	12,350,528	13,079,277	14,041,564	15,723,551	15,830,826	19,084,528	22,470,149	25,360,944	28,206,063	28,341,979	30,096,416
Stormwater Management Service Reserve	405,081	393,361	391,061	399,715	420,939	455,016	452,235	462,891	487,287	527,293	533,299
Total External Restricted Reserve	27,892,313	24,202,588	22,725,448	24,707,756	25,420,551	28,092,235	31,341,231	32,340,506	33,484,308	32,601,004	33,258,699
Internal Restriction											
Employees Leave Entitlements	5,275,186	5,288,369	5,303,050	5,319,626	5,337,935	5,353,076	5,368,579	5,384,459	5,400,723	5,419,086	5,437,939
Plant Replacement Reserve	2,075,950	2,246,634	2,162,091	1,938,021	1,777,601	2,039,493	3,300,262	3,398,038	3,968,352	4,010,950	4,220,537
IT Information Reserve	0	95,000	188,000	293,000	353,000	443,000	558,000	653,000	728,000	828,000	938,000
Centralised Reserve	1,462,744	1,151,292	3,000,738	4,468,217	7,752,854	8,468,238	11,499,148	16,494,389	18,578,594	25,584,288	32,346,744
Strategic Asset Management Plan (SAMP)											
Infrastructure	10,907,586	2,975,845	1,337,086	152,810	118,557	1,711,695	3,316,392	6,066,340	9,298,305	11,117,805	14,155,224
Election Reserve	165,000	247,620	378,840	514,920	165,000	254,230	395,948	542,914	165,000	261,368	414,423
Sale Surplus Land	5,626,469	5,218,344	2,718,344	318,344	318,344	318,344	318,344	318,344	318,344	318,344	318,344
Bonds and Deposits	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437	13,162,437
Parking Meters	1,858,539	2,038,539	2,222,139	2,409,411	2,600,428	2,795,266	2,994,001	3,196,710	903,473	1,114,372	1,329,489
Car Park Parking Reserve	1,599,682	1,695,511	1,780,453	1,868,073	1,911,453	1,944,442	1,834,011	1,818,803	1,790,277	1,778,479	259,181
Affordable Housing	1,903,672	1,972,855	1,842,874	1,713,887	1,586,053	1,460,037	1,335,836	1,213,495	1,093,081	974,818	858,751
Social Housing	366,655	307,910	259,210	244,507	238,314	229,403	138,101	108,586	74,912	55,543	40,592
Carry Overs	1,303,414	404,107	30,561	30,561	30,561	30,561	30,561	30,561	30,561	30,561	30,561
Cemeteries Reserve	212,346	212,626	235,490	340,872	409,188	519,050	835,531	1,150,835	1,195,011	1,357,913	1,557,204
Property Investment Strategy	14,713,042	9,804,281	6,260,737	5,034,166	4,263,630	4,419,040	4,419,040	4,419,040	4,419,040	4,419,040	4,419,040
Neighbourhood Amenity Fund	-	-	-	-	-	-	-	-	-	-	-
Total Internal Restriction	60,683,559	46,872,207	40,932,887	37,859,689	40,076,192	43,199,148	49,557,028	58,008,787	61,176,946	70,483,840	79,539,303
Total Restricted Reserve Balance	88,575,872	71,074,794	63,658,334	62,567,444	65,496,743	71,291,383	80,898,259	90,349,293	94,661,254	103,084,844	112,798,001





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