



DRAFT  
LONG-TERM  
FINANCIAL PLAN  
(LTFP5)  
2018/19–2028/29



CONTENTS

1. Introduction ..... 1

2. Objectives ..... 1

3. Structure ..... 1

4. Current Financial Position of Council..... 2

5. LTFP Assumptions..... 3

6. Projected budget results ..... 10

7. Productivity and efficiencies ..... 12

8. Opportunities and Threats ..... 12

9. Sensitivity analysis ..... 13

10. Monitoring financial performance ..... 14

11. Conclusion ..... 15

List of Appendices ..... 15

## **1. 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 11 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 if necessary revise the projections contained in the LTFP. 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.

## **2. OBJECTIVES**

The LTFP contains a set of long range financial projections based on an informed set of assumptions. It is designed to show the financial impacts of providing services to the community, as well as undertaking different programs of capital works.

The objectives of Waverley Council's LTFP 5 are to:

- Respond to the changing aspirations and needs of the Waverley community, particularly as those are identified and prioritised in the Waverley Community Strategic Plan 2018-2029,
- provide a transparent account of Council's financial situation to the community,
- identify the financial opportunities and challenges confronting Council,
- Support the implementation of Council's Community Strategic Plan as an integral component of Council's Resourcing Strategy,
- achieve a balanced budget over the long term,
- provide early warning of potential financial unsustainability,
- model sound financial structures to prevent unsustainability,
- provide a basis for sound and strategic decision making that is in the community's overall best interests, and
- meet the requirements of the Division of Local Government's (DLG) Integrated Planning & Reporting (IP&R) framework.

## **3. STRUCTURE**

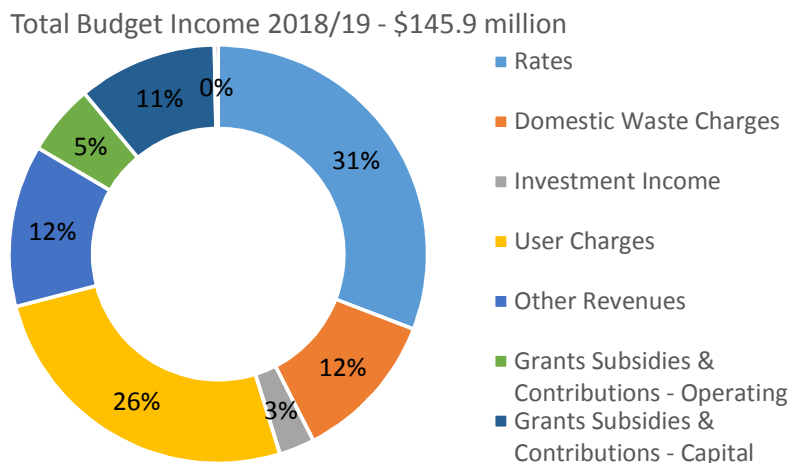
The LTFP presents financial forecasts which draws from Council's Strategic Asset Management Plan 5 (SAMP 5), Environmental Action Plan 4 (EAP 4) and other strategic documents.

#### 4. CURRENT FINANCIAL POSITION OF COUNCIL

Waverley Council operates at present from a good financial position. The 2016/17 audited Annual Financial Statements show that Waverley Council's key ratios are currently considered to be healthy as shown in the table 1 below:

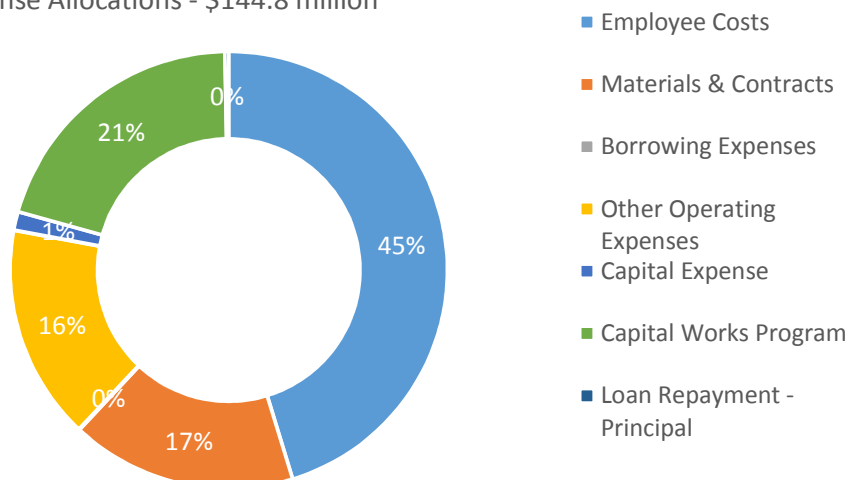
Indicator	Quantitative Measure	Industry Benchmark	Waverley 2016/17	Waverley 2015/16
Operating Performance Ratio	Measures a Council's ability to contain operating expenditure within operating revenue	> 0	2.37%	3.20%
Own Source Operating Revenue Ratio	Measures the level of a Council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions	> 60%	86.48%	89.39%
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	12.43x	11.84x
Debt Service Cover Ratio	This ratio measures the availability of operating cash to service debt including interest, principal and lease payments	> 2x	20.27x	24.74x
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	14.5 mths	12.6 mths
Infrastructure Backlog Ratio	This ratio shows what proportion the backlog is against total value of a Council's infrastructure	< 2%	1.10%	1.39%

The 2018/19 Budget estimates that Council's total income will be \$145.9 million, as illustrated in the chart below:



The 2018/19 budget estimates that Council's total expenditure, including loan repayments, will be \$144.8 million as illustrated in the chart below.

Expense Allocations - \$144.8 million



Income generated in the 2018/19 financial year is sufficient to fund all planned expenditure and Council will continue to deliver a budget surplus.

## 5. 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 72,106 in 2016 to 80,100 in 2031.

### 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 2006 and 2016.

**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
2016	4,363	+1.7	4,440	7,341	0.60
2015	4,289	+4.6	4,348	7,138	0.61
2014	4,099	+3.3	4,209	6,883	0.61
2013	3,968	+0.3	4,062	6,579	0.62

**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
2012	3,956	-1.1	4,141	6,666	0.62
2011	3,998	+1.0	4,154	6,596	0.63
2010	3,958	+1.3	3,954	6,206	0.64
2009	3,907	-1.9	3,943	6,150	0.64
2008	3,984	+3.0	4,025	6,274	0.64
2007	3,866	+1.3	3,769	5,848	0.64
2006	3,816	-0.8	3,638	5,583	0.65

Source: National Institute of Economic and Industry Research (NIEIR) ©2016. Compiled and presented in economy.id by .id, the population experts. <https://home.id.com.au>.

### **5.3 Levels of service to the community**

The LTFP is based on the maintenance of existing Council 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 maintenance and renewal of infrastructure assets including roads, community buildings, open space, parks & reserves and transportation facilities. The total proposed value of works in Council's 2018/19 capital works program is \$29.8 million.

The LTFP capital works program 2018/19 to 2028/29 outlined 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 2 for further detail). The program includes a number of major capital projects, for example:

- Bondi Pavilion upgrade
- Council accommodation and services
- A new sub-depot within Waverley LGA
- A new childcare centre
- Structural renewal of Bondi Promenade & sea walls
- Campbell Parade streetscape upgrade

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 \$3.34 million as at 30 June 2019. 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 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.

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

## **5.6 Reserve Funding**

Council holds limited externally restricted cash reserves, covering domestic waste, housing contribution, Section 94A and 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 only to be used for the purpose for which they are held.

## **5.7 Revenue**

### **5.7.1 Rates**

Rates levy is a major source of Council's income, representing approximately 31% of the total revenue in the draft 2018/19 budget. This income projection is based on the Independent Pricing and Regulatory Tribunal (IPART) announced rate peg of 2.3% for 2018/19. 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 2.9%, this was higher than the average annual CPI of 2.4%. Council's average increase of 4.9% 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%	1.9%
2018/19**	2.3%	2.3%	2.0%

<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>
<b>Total cumulative increase</b>	<b>43.4%</b>	<b>74.1%</b>	<b>35.9%</b>
<b>Average annual increase (15 years - 2004/05 to 2018/19)</b>	<b>2.9%</b>	<b>4.9%</b>	<b>2.4%</b>
* December quarter used for 2017/18			
** Reserve Bank of Australia inflation forecast used for 2018/19			

In this LTFP, Council has no plan to apply for a special rate variation to increase rates income by an amount higher than the IPART approved rate peg limit.

#### **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**

Council is currently undertaking an LGA wide flood study which will be completed in 2018/19. It is anticipated that works arising from this study will be funded from a stormwater management service charge which will be introduced in 2019/20, following public consultation.

#### **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.

#### **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 to associated regulations and circulars. All such investments must also be in accordance with the Council's Investment Policy.

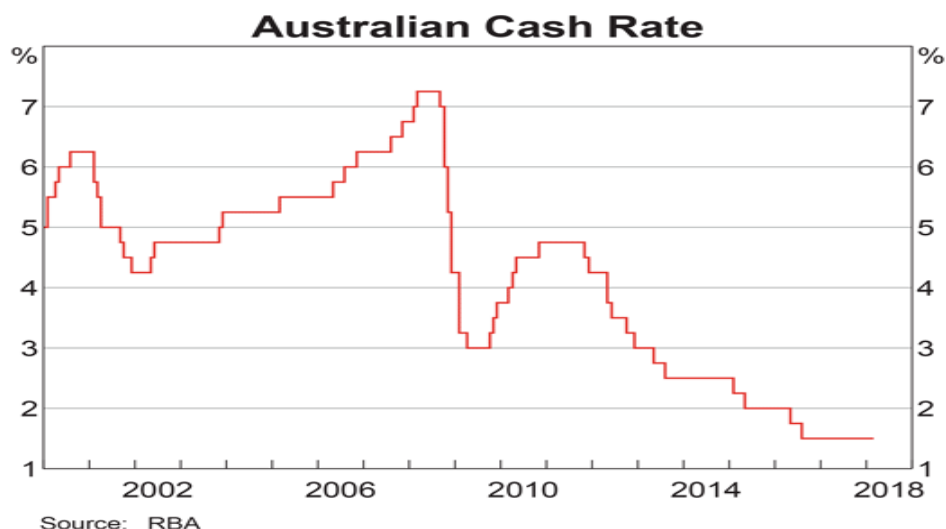


Waverley's Investment Policy limits the proportion of investments Council can make in various types of facilities by limiting:

- 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 2017/18 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 over the 16 period from 2002 to 2018.



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 3.5% 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. The major components of this item are income from property leases and fines. Property rental is subject to market review and fines incorporate a 0.5% annual growth component, in addition to the 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, except for the Financial Assistance Grant (FAGs) which are assumed to increase in line with CPI.

#### **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 s94A 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.

In the LTFP, it is also assumed that the application to increase the s94A levy rate from the current 1% to 4.5% for the Bondi Junction area will be approved, which will provide an additional \$1.5 million from 2019/20 from the current level.

#### **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 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.

### **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 45% of Council's total expenditures. The 2018/19 projection includes the Award increase of 2.35%.

The LTFP has factored the salary increase as per the Award rate to 2020/21, 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 remain until 30 June 2021 and then increase by 0.5% in subsequent financial years until it reaches 12%.

For workers compensation, the budget provision is based on the insurance company's estimates for 2018/19. The subsequent year projects a gradual reduction on workers compensation in 2019/20 and returns to the 2017/18 level in 2020/21. 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 4.48% for loans with a 10 year term. This is considered conservative as it is slightly above forecast borrowing rates for 2018/19. This conservative position is considered appropriate.

In this LTFP, Council is considering a new borrowing for the construction of a new childcare centre in the Waverley LGA as there is reliable income source for its repayment.

#### **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.

#### **5.8.6        *Capital works program***

Council's extensive capital works program aims to deliver much needed maintenance and renewal of infrastructure assets including roads, community buildings, open space, parks & reserves and transportation facilities. The total proposed value of works in Council's 2018/19 capital works program is \$29.8 million.

The LTFP capital works program 2018/19 to 2028/29 outlines all infrastructure renewal works arising from Council's Strategic Asset Management Plan (SAMP 5) and capital enhancements

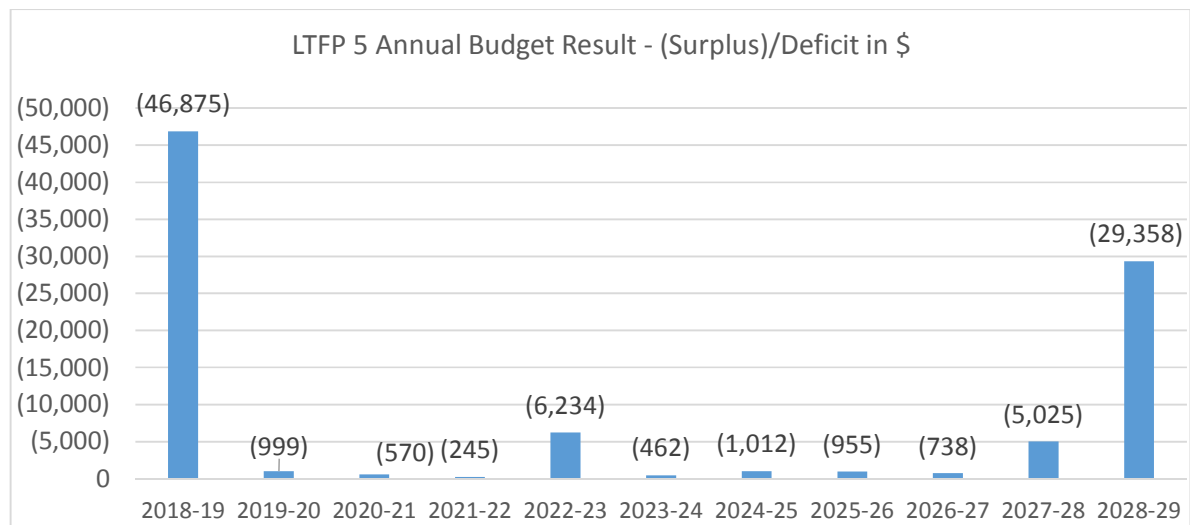
from Environmental Action Plan (EAP 4) and other strategic plans. The program includes a number of major capital projects:

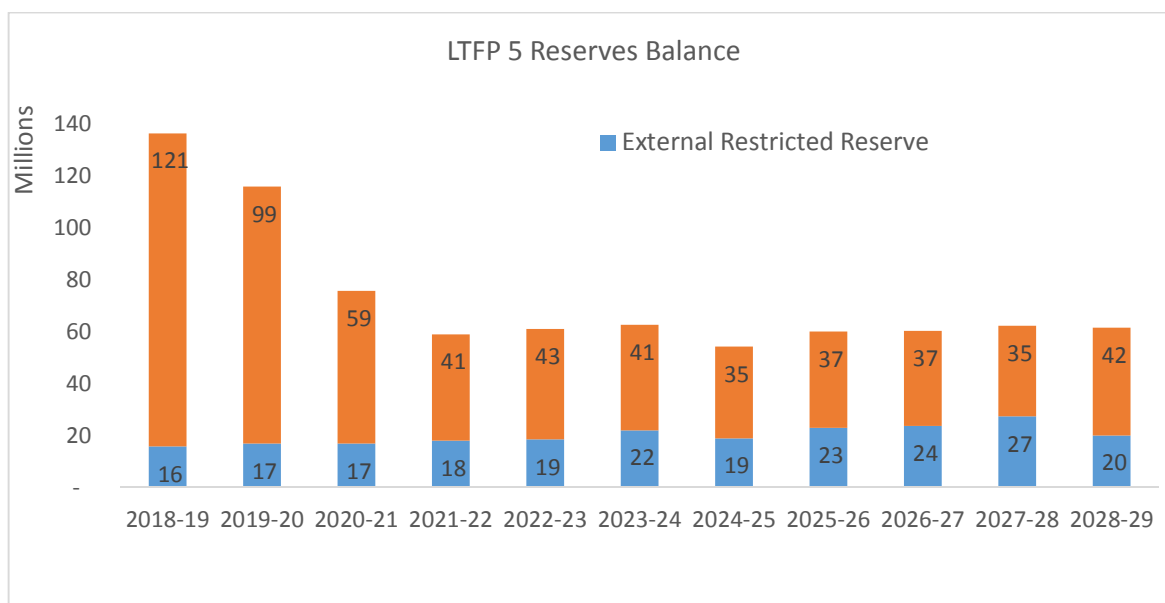
- Bondi Pavilion upgrade
- Council accommodation and services
- A new childcare centre
- Structural renewal of Bondi Promenade & sea walls
- Campbell Parade streetscape upgrade

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.

## 6. PROJECTED BUDGET RESULTS

In the LTFP, Council will continue to deliver a budget surplus, with a cumulative surplus of \$92,473 for the 11 years to 2028/29 and hold a reasonable level of reserve funds to be responsive to unforeseen needs and 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 whether financial sustainability can be achieved over the longer term. Table 5 below summarise Council's key financial indicators against the Local Government industry benchmark:

Table 5 – Local government industry indicators												
Year	2018 -19	2019 -20	2020 -21	2021 -22	2022 -23	2023 -24	2024 -25	2025 -26	2026 -27	2027 -28	2028 -29	bench mark
Unrestr icted Current Ratio	6.9	5.9	3.9	3.2	3.3	3.2	2.8	3	2.9	2.8	3.1	> 1.5x
Debt Service Cover Ratio	33	46	45	44	23	23	23	24	41	53	45	> 2x
Cash Expense Cover Ratio	12	10	6	5	6	6	5	5	5	5	5	> 3 months
Own Source Operati ng Revenu e ratio	84%	85%	89%	89%	88%	88%	87%	88%	89%	89%	89%	> 60%
Operati ng Perform ance ratio	-4%	1%	0%	-1%	-2%	-1%	-1%	-2%	-1%	-1%	-3%	> 0%



Council has a robust process to ensure all infrastructure assets are maintained to the community satisfactory condition level, see the Strategic Asset Management Plan 5 (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.

## 7. PRODUCTIVITY AND EFFICIENCIES

In preparing the 2018/19 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 service levels. It is estimated that this review will result in annual savings of approximately \$1.38 million. It is anticipated that Council will continue to achieve productivity efficiencies to offset rising costs over the life of the LTFP.

## 8. OPPORTUNITIES AND THREATS

In projecting Council's future financial position, a number of anticipated future challenges which 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 received 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. Attitudes to rate pegging and to permissible rate variations above the peg can therefore pose a significant threat to the modelled financial outcomes if they have the effect of making councils more dependent on non-rates income sources. 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. In 2018/19, the income generated from non-rates and domestic waste charges accounted for \$83.7 million or 53.7% of total revenue. Most of these income items are volatile to economic condition, e.g. the building construction market, property rental market.
- **Parking Income:** Council generates income from parking fees and fines which in the 2018/19 income budget accounts for \$26.5 million or 18% of Waverley's total income from operations. Should Council change its policies associated with public parking, it may 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 94 contributions, have positively impacted on the Council's long term financial outlook. Developer contributions represent approximately 6.9% of Council's total revenue in 2018/19. The LTFP projects the application to increase the s94A rate for the Bondi Junction area to be approved by the Minister and it will bring Council an additional \$1.5 million s94A contribution revenue annually.
- **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) total \$62.0 million in 2018/19 which currently comprise 43% of the Council's total expenditure. Salary/wage rates struck under the Award negotiations can have a significant impact on financial outcomes, especially when the Award increase is above the rate pegging, this has the potential to significantly affect the reliability of the funding model.
- **Workers' compensation costs:** Staff costs are a significant part of Council's total budget at approximately 45% of the total expenditure in 2018/19. Variations in workforce safety performance pose a significant risk to the budget. In 2018/19 budget year, the workers compensation premium is estimated to be \$2.9 million, a significant increase from the 2017/18 level of \$1.8 million. Council is undertaking a program of improvements in WH&S in an effort to reverse this premium increase. The LTFP assumes that our workers compensation premiums will be gradually reduced in the next two years to the 2017/18 level. Threats to this may easily arise, however, from the exposure of the Council to high injury rates due to our ageing outdoor workforce and our high exposure to manual handling areas - e.g. in childcare and resource recovery.

## 9. 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 1 to the LTFP.

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 6 below examine the financial impact of those items:

<b>Table 6: Positive and Negative Effects of Modelled Sensitivities on Financial Outcomes for LTFP 5</b>				
<b>Item</b>	<b>Optimistic Scenario</b>		<b>Pessimistic Scenario</b>	
	<b>Positive effect on modelled results - \$'000</b>		<b>Negative effect on modelled results - \$'000</b>	
Rate Peg	Increase higher than CPI by 0.3%	(8,663)	Increase lower than CPI by 0.3%	8,509
S94A contributions	Increase expands to Bondi Beach from 2020/21	(20,407)	Application for Bondi Junction not being approved, maintains at the current rate	15,898
Parking Fine income	0.5% growth rate	0	No growth rate	3,215
Planning Agreement contributions	Achieve current projections	0	Achieve only 50% of the current projections	12,512
On-Street parking Income	No further change to policies	0	Further change to policies	34,876
Grant Income	Grant for capital works program projects successful	0	Grant for capital works program projects is lower than the projected level by 70%	5,914
Staff Award rate	Increase lower than CPI by 0.5% for the next agreements	(13,603)	Increase higher than CPI by 0.5% for the next agreement	13,922
Consistent staff turnover rate	Consistent with current rate	(9,058)	Staff turnover rate improve	0
<b>Total Potential Net Effects</b>		<b>(51,731)</b>		<b>94,845</b>

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

## 10. 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 meet the financial indicator benchmarks. Consequently, 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.

## 11. 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.

## LIST OF APPENDICES

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

## General Assumptions

### Long term financial plan (LTFP 5)

Financial year	Forecasts									
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
<b>CPI - Prudential (January 2018)</b>	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
<b>Revenue:</b>										
<b>Council Rate - IPART Fact Sheet "Council Notifications received by IPART for 2018/19"</b>	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
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>2.25%</b>	<b>2.50%</b>	<b>2.50%</b>	<b>2.50%</b>	<b>2.50%</b>	<b>2.50%</b>	<b>2.50%</b>	<b>2.50%</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>	0.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%	2.50%	2.50%
<b>Car Park Revenue - increase by CPI every 3 years</b>			2.50%			2.50%			2.50%	
<b>Parking Meter Revenue - increase by CPI increase</b>	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
<b>Residential parking permit - increase by CPI</b>	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
<b>Parking Fine income - increase by CPI</b>	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Plus Increase due to Growth	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
<b>Total Parking Fine Income</b>	<b>2.75%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>
<b>Commercial Properties rental income - increase by CPI</b>	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Plus market review every three years		1.00%			1.00%			1.00%		
<b>Total Commercial Properties rental income</b>	<b>2.25%</b>	<b>3.50%</b>	<b>2.50%</b>	<b>2.50%</b>	<b>3.50%</b>	<b>2.50%</b>	<b>2.50%</b>	<b>3.50%</b>	<b>2.50%</b>	<b>2.50%</b>
<b>Investment Revenue - based on Prudential's advice "Forecast Investment Revenues" on Jan 2018</b>	3.11%	3.34%	3.43%	3.54%	3.63%	3.71%	3.79%	3.88%	4.02%	4.02%
<b>User Charges - increase based on CPI</b>	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
<b>Operating Grant &amp; Contribution - increase based on CPI</b>	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
<b>Other Operational Revenue - increase based on CPI</b>	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
<b>Capital Revenue:</b>										
<b>Section 94 Contributions increase in 2019/20 to reflect the full effect of BJ levy increase, thereafter CPI</b>	41.67%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
<b>Planning Agreement income (as per schedule below)</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Capital Grant &amp; Contribution - Other</b>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Asset Sale</b>	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	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Annual step increase in salary system as per Staff Establishment	0.49%	0.40%	0.29%	0.24%	0.07%	0.00%	0.00%	0.00%	0.00%	0.00%
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>3.09%</b>	<b>3.00%</b>	<b>2.89%</b>	<b>2.84%</b>	<b>2.67%</b>	<b>2.60%</b>	<b>2.60%</b>	<b>2.60%</b>	<b>2.60%</b>	<b>2.60%</b>
<b>Superannuation Costs</b>										
Total Direct Employee Costs % increase	3.09%	3.00%	2.89%	2.84%	2.67%	2.60%	2.60%	2.60%	2.60%	2.60%
Additional Employer Superannuation Contribution	0.00%	0.00%	5.82%	5.50%	5.21%	6.72%	3.01%	0.00%	0.00%	0.00%
<b>Total Superannuation Guarantee Contribution</b>	<b>3.09%</b>	<b>3.00%</b>	<b>8.70%</b>	<b>8.34%</b>	<b>7.88%</b>	<b>9.32%</b>	<b>5.61%</b>	<b>2.60%</b>	<b>2.60%</b>	<b>2.60%</b>
<b>Workers Compensation Premium</b>	-21%	-22%	2.89%	2.84%	2.67%	2.60%	2.60%	2.60%	2.60%	2.60%
<b>Other Employment Costs - increase based on CPI</b>	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
<b>Materials - increase by 0.5% lower than CPI</b>	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
<b>Contracts - increase by 0.5% lower than CPI</b>	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
<b>Borrowing Costs - based on TCorp's advice "Forecast Borrowing Interest Rate" on December 2017</b>	3.55%	3.80%	4.05%	4.55%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%



Appendix 1 - LTFP 5 General Assumptions

**Long term financial plan (LTFP 5)**

Financial year	Forecasts									
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Other Operating Expense - increase based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Internal Charges - increase based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
<b>Capital Expenditure:</b>										
Office Furniture & Equipment - increase based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Library Resources - increase based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Plant & Equipment - Based on Fleet Replacement Schedule	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Infrastructure Improvements - increase based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

**Other assumptions**

**Other Income**

Planning Agreement income:	7,023,040	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Bondi Pavilion Additional Revenue	96,193	98,598	131,463	134,750	138,119	141,572	145,111	148,739	152,457	156,269
Net New Child Care Rental Income	-	-	-	-	-	241,893	247,698	253,643	259,730	266,223
Election cost every four years		X				X				X

**Expense Cease**

Temporary positions cease as per their expiry date

LTFP 5 Capital Works Program for period 2018/19 to 2028/29		Project Cost Estimates											
Total Projects													
No.	Project Description	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Cost
Buildings (see handout 4 for more detail)		7,458,200	23,347,659	40,806,584	21,858,500	5,681,100	8,432,716	9,396,500	4,775,700	6,491,700	8,529,400	8,034,260	144,812,319
1	Bondi Park Additional Amenities Detailed design	300,000											300,000
2	Bondi Pavilion Conservation upgrade project (Stage 1 2017_2019, Stage 2 2020)	1,000,000	11,801,259	11,801,259									24,602,518
3	Bronte Beach Lifeguard Tower	750,000											750,000
4	Council Accomodation and services project	250,000		16,500,000	16,500,000								33,250,000
5	Eastgate Awning and Façade Upgrade	850,000		1,000,000	1,500,000								3,350,000
6	Future Building Upgrade Program (Reserve) (SAMP 5 Building Reserve)			2,000,000		2,000,000		2,000,000		2,000,000		2,000,000	10,000,000
7	Knowledge and Innovation Hub project_ Boot Factory 60% SAMP 50% Capital	750,000	2,500,000	2,500,000									5,750,000
8	Land Acquisition for Open Space										1,800,000	1,800,000	3,600,000
9	New Child Care Centre					500,000	2,500,000	2,500,000					5,500,000
10	North Bronte (Bronte Surf) Toilet Renewal						600,000						600,000
11	SAMP 5 Building Renewal Program (excl. social & affordable housing properties)	2,998,200	5,415,600	4,200,100	3,515,300	2,833,500	4,185,000	4,208,400	4,610,700	4,225,300	6,150,500	4,234,260	46,576,860
12	Social housing building renewal program	60,000	330,800	197,100	343,200	347,600	465,600	688,100	165,000	266,400	578,900	0	3,442,700
13	South Bronte (Community Centre) Toilet	500,000											500,000
14	South Bronte Amenities Upgrade		500,000										500,000
15	Tamarama Surf Club upgrade (Council contribution to works)						682,116						682,116
16	Waverley sub-depot strategy		2,800,000	2,608,125									5,408,125
Living		1,140,000	1,808,600	1,954,484	1,975,931	2,265,337	2,371,005	2,415,249	2,460,555	2,508,881	2,558,416	2,609,189	24,067,648
17	Tamarama ERFAP	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	660,000
18	Biodiversity Action Plan - Remnant Sites	370,000	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	187,500	2,245,000
19	Bronte ERAP	75,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	875,000
20	Planting Steep Slopes - Dudley Page Reserve (1500m2) (Design/Approval)	10,000											10,000
21	Planting Steep Slopes - Hewlett St Split Level (600m2) (Design/Deliver)	60,000											60,000
22	Planting Steep Slopes - Ray O'Keefe/Ramsgate Split Level (600m2) (Design/Deliver)	60,000											60,000
23	SAMP5 Living Infrastructure _Amenity Landscape		648,479	794,363	815,810	837,837	860,459	881,110	902,257	924,813	947,933	971,632	8,584,693
24	SAMP5 Living Infrastructure _Trees		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
25	SAMP5 Living Infrastructure _Turf		632,621	632,621	632,621	900,000	983,046	1,006,639	1,030,798	1,056,568	1,082,983	1,110,057	9,067,955
26	Small Parks - Eastern Ave Stage 3 (Design/Deliver)	25,000											25,000
27	Turf Maintenance Program (See notes) (Design/Deliver)	300,000											300,000
28	Turf Replacement - Coastal Turfing - High Wear Areas (Maintenance)	75,000											75,000
29	Turf Replacement - Waverley Park Netball Courts 3000m2	5,000											5,000
30	Waverley Park -Birrell St Entrance Landscaping - Design/Delivery)	100,000											100,000

No.	Project Description	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total Projects Cost
	<b>Parking Infrastructure</b>	<b>60,000</b>	<b>3,548,000</b>	<b>524,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,210,000</b>	<b>0</b>	<b>0</b>	<b>644,000</b>	<b>0</b>	<b>8,986,000</b>
31	SAMP 5 On and Off Street Parking Infrastructure replacement		3,548,000	524,000				4,210,000			644,000		8,926,000
32	Ticketless parking infrastructure - design specification development	60,000											60,000
	<b>Public Domain Infrastructure</b>	<b>3,348,683</b>	<b>3,840,618</b>	<b>1,054,761</b>	<b>1,073,125</b>	<b>1,791,714</b>	<b>1,110,535</b>	<b>7,979,595</b>	<b>8,798,899</b>	<b>2,018,454</b>	<b>2,338,267</b>	<b>558,346</b>	<b>33,912,997</b>
33	Accelerated main road streetlighting upgrade	350,000	524,000										874,000
34	Accelerated Streetlighting upgrade	257,683	0	300,000	300,000	0	300,000	0	300,000	0	300,000	0	1,757,683
35	Bondi stormwater system reuse extension	375,000	80,000										455,000
36	Carlisle St to Tamarama Park Stairs (Condition Assessment/Design)	25,000											25,000
37	Cliff Walk Remediation (QS & Works) (Maintenance)	100,000											100,000
38	Creative lighting strategy implementation	150,000											150,000
39	Barracuff - improved sports lighting	60,000											60,000
40	Coastal Fencing	347,000											347,000
41	Nth Bondi Ramp	300,000											300,000
42	Replacement of coastal fencing with new prototype		350,000	350,000	350,000	350,000	350,000						1,750,000
43	SAMP5 - Bus Shelters, Seats and Benches, bike furniture, bins, bollards, wheelstops etc.		201,618	207,061	212,652	218,393	224,290	230,346	236,565	242,952	249,512	256,249	2,279,639
44	SAMP5 - Other: Fences, Stairs, Edging, walls / Retaining walls		100,000	102,700	105,473	108,321	111,245	114,249	117,334	120,502	123,755	127,097	1,130,675
45	SAMP5 Lighting & Electrical Infrastructure Renewal		25,000	30,000	35,000	40,000	45,000	50,000	55,000	60,000	65,000	70,000	475,000
46	SAMP5 Water Equipment Renewal		10,000	15,000	20,000	25,000	30,000	35,000	40,000	45,000	50,000	55,000	325,000
47	Street Trees - Poplar Replacement (15@\$3000) (Design& Deliver)	45,000											45,000
48	Street Trees - Pre Grow Orders	20,000											20,000
49	Street Trees - Stree Tree Replacements Precinct & Avenue Based - (Design& Deliver)	74,000											74,000
50	Structural renewal of Bondi Promenade & sea walls							7,500,000	8,000,000				15,500,000
51	Structural renewal of Bronte Promenade & sea walls		2,000,000										2,000,000
52	Tamarama promenade & sea walls					1,000,000							1,000,000
53	Thomas Hogan Stairs Remediation (Condition Assessment/Design)	25,000											25,000
54	Waverley Cemetery Renewal and enhancements		500,000							1,500,000	1,500,000		3,500,000
55	Waverley Cemetery restoration	1,000,000											1,000,000
56	Waverley Park - Park Parade Bollards - Maintenance	20,000											20,000
57	Waverley Park Landscape Lighting	150,000											150,000
58	Waverley signage strategy	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000
	<b>Recreational &amp; Public Spaces</b>	<b>1,775,000</b>	<b>2,386,000</b>	<b>4,813,100</b>	<b>1,416,419</b>	<b>1,095,962</b>	<b>2,197,736</b>	<b>2,510,747</b>	<b>722,001</b>	<b>761,505</b>	<b>679,266</b>	<b>2,421,290</b>	<b>20,779,025</b>
59	Barracuff Park + Playground	550,000											550,000
60	Biddigal Reserve Upgrade Works	180,000											180,000
61	Bondi POM Landscape works		750,000	750,000			1,500,000	1,500,000					4,500,000
62	Hugh Bamford Upgrade - wait till the POM is completed	0											0
63	Irrigation - Implement Audit Recommendations - Maintenance	50,000											50,000

No.	Project Description												Total Projects
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Cost
64	Irrigation - Upgrades - Design (Clemenston Park, Waverley Park - Netball Courts, Memorial Park & Bondi Rd) (Design Only)	35,000											35,000
65	Marks Park - Landscape	100,000											100,000
66	Marks Park - Playground	300,000											300,000
67	Marlborough Playground / Park (design only)	50,000											50,000
68	Netball court resurfacing with new MP poles	60,000											60,000
69	Public Art Commissions - every 2 years	100,000		100,000		100,000		100,000		100,000		100,000	600,000
70	Revegetation - Thomas Hogan Revegetation (Deliver 60 reserve / 60 stairs revegetation)	120,000											120,000
71	SAMP5 Plus (annual figures include 60% SAMP, 40% capital enhancement)		1,336,000	2,055,000	1,100,000	671,000	364,000	568,000	370,000	300,000	308,000	1,940,000	9,012,000
72	SAMP5 Renewal Heritage Significant Element & Contemplation Shelters			1,600,000									1,600,000
73	SAMP5 Renewal of Shade structures, Public Art, Synthetic sportsfield, Hardcourt Playing, Skate park, Picnic Shelters, Sports Furniture, fitness stations, sports lighting, coastal pools		300,000	308,100	316,419	324,962	333,736	342,747	352,001	361,505	371,266	381,290	3,392,025
74	South Bondi Park Upgrade	195,000											195,000
75	Tamarama Upper Gully Landscape	35,000											35,000
<b>Road Infrastructure</b>		<b>15,168,529</b>	<b>18,970,765</b>	<b>17,690,870</b>	<b>15,958,584</b>	<b>14,595,962</b>	<b>10,051,066</b>	<b>10,575,967</b>	<b>7,354,755</b>	<b>15,090,619</b>	<b>11,880,616</b>	<b>10,866,990</b>	<b>148,204,723</b>
76	Bike Plan Implementation	200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,200,000
77	Birrell Street, Tamarama pathway access to 362 Birrell Street and remediation of landfill within Tamarama Gully 50% SAMP 50% Capital						600,000						600,000
78	Campbell Parade streetscape upgrade project 50% SAMP 50% Capital	1,200,000	6,000,000	5,000,000	5,000,000								17,200,000
79	Coastal walk upgrade (Notts Avenue to Tamarama Beach) with design in 19/20 and construction 21/22. Expecting \$2M grant. 50% SAMP 50% Capital Coastal walk fitness stations upgrade 2018/19	345,934			200,000	1,800,000	2,000,000						4,345,934
80	Complete Streets - Combined Other Projects 50% SAMP 50% Capital	5,280,000	5,245,000	1,530,000		2,500,000		2,500,000		2,500,000		2,500,000	22,055,000
81	Implement high priority transport projects 60% SAMP 50% Capital	300,000	300,000		500,000		500,000		500,000		500,000		2,600,000
82	Implementation of Continual Improvement Asset Management Plan		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
83	Local Village Streetscape Improvements 50% SAMP 50% Capital	1,840,000	500,000	2,500,000	2,500,000	1,250,000		1,250,000		1,250,000		1,250,000	12,340,000
84	PAMP Development & Implementation (40 km/hr zone)		500,000										500,000
85	Road safety & traffic calming		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
86	SAMP 5 Roads Renewal Program	1,843,833	1,685,263	1,730,765	1,777,496	1,825,488	1,874,776	1,919,771	1,965,845	2,014,991	2,065,366	2,117,000	20,820,594
87	SAMP Roads _minor restorations various locations	1,000,000											1,000,000
88	SAMP5 - Stormwater drainage construction & upgrades	342,747	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	10,342,747
89	SAMP5 Footpath construction and upgrades	1,735,000	1,783,000	1,830,000	1,880,000	1,931,000	1,983,000	2,030,000	2,079,000	2,130,000	2,183,000	2,237,000	21,801,000
90	SAMP5 Kerb and Gutter Renewal program	898,222	922,474	947,381	972,960	999,230	1,026,209	1,050,838	1,076,058	1,102,960	1,130,534	1,158,797	11,285,662
91	SAMP5 Pedestrian Bridges							150,000	150,000				300,000
92	SAMP5 Renewal Roundabouts / Speedhumps Traffic Islands/ Line Marking		200,000	205,400	210,946	216,641	222,491	228,498	234,667	241,003	247,510	254,193	2,261,350
93	School Zone safety program	100,000		100,000		100,000		100,000		100,000		100,000	600,000

No.	Project Description	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total Projects Cost
94	Separated cycleways (25% of total cost)		500,000	1,910,000	1,577,500	1,531,500							5,519,000
95	South Head Cemetery Renewal and enhancements					500,000	500,000						1,000,000
96	Street signage renewal program	82,793	85,028	87,324	89,682	92,103	94,590	96,860	99,185	101,664	104,206		933,435
97	Waverley LGA Mall Restoration program			600,000		600,000				4,400,000	4,400,000		10,000,000
<b>Sustainability Infrastructure</b>		<b>621,000</b>	<b>192,699</b>	<b>59,145</b>	<b>779,732</b>	<b>425,169</b>	<b>43,024</b>	<b>189,072</b>	<b>85,821</b>	<b>486,702</b>	<b>134,414</b>	<b>36,454</b>	<b>3,053,234</b>
98	Biddigal GPT	342,000	178,000										520,000
99	Calga Resrve SQID									350,000			350,000
100	Facilities Sustainable Energy upgrades	279,000			125,000			125,000					529,000
101	Malborough Park GPT					378,000							378,000
102	SAMP5 Renewal of Solar Energy Infrastructure		5,000	5,110	5,222	5,337	34,785	5,575	5,697	5,823	5,951	6,082	84,582
103	SAMP5 Renewal of SQID's & Harvesting Systems		9,699	37,699	67,861	39,006	4,119	37,282	65,555	130,880	113,858		505,960
104	SAMP5 Renewal of Tanks & Pumps			16,336	11,649	2,826	4,119	21,215	14,568		14,605	30,373	115,692
105	Varna Park SQID				570,000								570,000
<b>Grand Total</b>		<b>29,571,412</b>	<b>54,094,341</b>	<b>66,902,945</b>	<b>43,062,291</b>	<b>25,855,245</b>	<b>24,206,082</b>	<b>37,277,130</b>	<b>24,197,731</b>	<b>27,357,862</b>	<b>26,764,380</b>	<b>24,526,529</b>	<b>383,815,946</b>
<b>Capital Works Program Funding Sources:</b>													
	Grants/Contributions	(6,508,185)	(1,550,085)	(934,185)	(1,216,485)	(2,164,185)	(2,370,335)	(5,234,785)	(1,981,085)	(1,391,935)	(1,633,785)	(928,185)	(25,913,235)
	S94A funds	(3,735,701)	(5,772,574)	(5,804,659)	(5,530,565)	(5,547,447)	(5,718,083)	(5,613,265)	(5,837,089)	(6,321,808)	(5,349,457)	(7,416,765)	(62,647,413)
	Planning Agreement Funds	(3,514,756)	(7,248,932)	(3,538,400)	(1,562,375)	(3,837,855)	(138,320)	(3,415,840)	(140,600)	(3,314,000)	(1,437,040)	(5,753,465)	(33,901,583)
	Unexpended Grant reserve	0	(245,878)	(245,878)	0	0	0	0	0	0	0	0	(491,756)
	SAMP Infrastructure Reserves	(1,717,216)	(2,851,379)	(2,857,702)	(365,710)	(1,449,602)	(849,602)	(7,099,602)	(2,004,691)	(6,249,602)	(6,249,602)	(349,602)	(32,044,309)
	Investment Strategy Reserve	(2,850,000)	(14,301,259)	(23,620,398)	(18,000,000)	(2,000,000)	0	(2,000,000)	0	(2,000,000)	0	(2,000,000)	(66,771,657)
	Car Park Reserve	(60,000)	(154,400)	(610,800)	(61,500)	(107,800)	(75,200)	(60,700)	(541,500)	(78,000)	(2,197,300)	0	(3,947,200)
	Parking Meters Reserve	0	(3,548,000)	0	0	0	0	(4,210,000)	0	0	0	0	(7,758,000)
	Surplus Land Sale Reserve	0	(2,800,000)	(2,608,125)	0	0	0	0	0	0	(480,000)	0	(5,888,125)
	Looking Good Reserve	0	(53,396)	0	0	0	0	0	0	0	0	0	(53,396)
	Social Housing Reserve	(60,000)	(330,800)	(197,100)	(343,200)	(347,600)	(334,671)	(176,619)	(165,000)	(204,111)	(192,766)	0	(2,351,867)
	Centralised Reserve	(725,288)	(521,646)	(729,785)	(461,954)	(657,941)	(616,371)	(628,782)	(469,801)	(593,642)	(435,217)	(520,221)	(6,360,648)
	Carry Over Reserve	(139,779)	(1,562,500)	(1,229,534)	0	0	0	0	0	0	0	0	(2,931,813)
	Cemetery Reserve	(593,248)	(48,300)	(19,000)	(87,900)	(54,600)	(49,400)	(200,900)	(30,900)	(22,200)	(49,400)	0	(1,155,848)
	New Loans	0	0	0	0	(500,000)	(2,500,000)	(500,000)	0	0	0	0	(3,500,000)
	Stormwater Management Service Charges	0	(650,398)	(650,398)	(650,398)	(650,398)	(650,398)	(650,398)	(650,398)	(650,398)	(650,398)	(650,398)	(6,503,981)
	General Funds Requirement	(9,667,240)	(12,454,794)	(23,856,980)	(14,782,204)	(8,537,817)	(10,903,702)	(7,486,239)	(12,376,667)	(6,532,165)	(8,089,414)	(6,907,893)	(121,595,115)
	<b>Total Funding Sources</b>	<b>(29,571,412)</b>	<b>(54,094,341)</b>	<b>(66,902,945)</b>	<b>(43,062,291)</b>	<b>(25,855,245)</b>	<b>(24,206,082)</b>	<b>(37,277,130)</b>	<b>(24,197,731)</b>	<b>(27,357,862)</b>	<b>(26,764,380)</b>	<b>(24,526,529)</b>	<b>(383,815,946)</b>



WAVERLEY COUNCIL - PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
INCOME STATEMENT											
Operating Income											
Rates & Annual Charges	(60,970,763)	(62,618,088)	(64,141,832)	(65,702,712)	(67,301,606)	(68,939,445)	(70,617,179)	(72,384,384)	(74,195,761)	(76,052,416)	(77,955,487)
Investment Income	(3,974,000)	(4,300,326)	(3,460,333)	(2,434,361)	(1,997,559)	(2,000,928)	(1,946,980)	(1,866,947)	(1,876,005)	(1,764,303)	(1,607,546)
User Charges	(37,431,627)	(37,945,932)	(38,802,586)	(39,775,566)	(40,685,260)	(41,616,433)	(42,649,178)	(43,625,729)	(44,624,129)	(45,737,072)	(46,785,935)
Other Revenues	(18,232,359)	(18,003,986)	(18,500,991)	(19,042,343)	(19,568,408)	(20,109,269)	(20,907,187)	(21,484,653)	(22,078,335)	(22,688,681)	(23,316,409)
Grants Subsidies & Contributions	(7,959,368)	(8,111,332)	(8,283,975)	(8,460,933)	(8,642,315)	(8,828,237)	(9,018,801)	(9,214,126)	(9,414,340)	(9,619,561)	(9,829,912)
Total Operating Income	(128,568,117)	(130,979,664)	(133,189,717)	(135,415,915)	(138,195,148)	(141,494,312)	(145,139,325)	(148,575,839)	(152,188,570)	(155,862,033)	(159,495,289)
Operating Expenditure											
Employee Costs	65,568,607	65,926,554	67,330,677	69,567,072	71,841,081	74,066,307	76,418,881	78,613,332	80,656,080	82,751,918	84,967,401
Materials & Contracts	24,171,288	19,192,218	19,682,965	20,040,549	20,422,149	20,672,957	21,561,400	21,648,370	22,252,738	22,658,573	26,640,787
Borrowing Costs	100,756	89,297	77,517	65,406	212,204	186,473	159,794	132,129	105,430	88,446	72,295
Other Operating Expenses	21,717,050	22,166,494	22,954,251	23,174,690	23,754,804	24,349,481	25,342,908	25,583,494	26,223,699	26,879,857	28,002,234
Depreciation & Amortisation	22,728,585	23,446,129	24,404,791	24,875,894	24,987,346	25,136,897	25,466,432	25,472,406	25,641,657	25,817,977	25,900,840
Total Operating Expenditure	134,286,286	130,820,692	134,450,201	137,723,611	141,217,584	144,412,115	148,949,415	151,449,731	154,879,604	158,196,771	165,583,557
Operating Result Before Capital Income - (Surplus)/Deficit	5,718,169	(158,972)	1,260,484	2,307,696	3,022,436	2,917,803	3,810,090	2,873,892	2,691,034	2,334,738	6,088,268
Capital Income											
Grants Subsidies & Contributions	(15,644,887)	(13,044,940)	(7,533,500)	(7,946,488)	(9,028,143)	(9,371,597)	(12,376,783)	(9,267,338)	(8,826,049)	(9,219,456)	(8,669,202)
Sale of Assets	(439,422)	(625,011)	(674,860)	(1,175,036)	(235,048)	(1,487,743)	(1,932,376)	(406,557)	(719,720)	(1,209,497)	(754,320)
Total Capital Income	(16,084,309)	(13,669,951)	(8,208,360)	(9,121,524)	(9,263,191)	(10,859,340)	(14,309,159)	(9,673,895)	(9,545,769)	(10,428,953)	(9,423,522)
Operating Result - (Surplus)/Deficit	(10,366,140)	(13,828,923)	(6,947,876)	(6,813,828)	(6,240,755)	(7,941,537)	(10,499,069)	(6,800,003)	(6,854,735)	(8,094,215)	(3,335,254)
Capital Expenditure											
Other Capital Purchases	1,978,518	3,287,727	4,252,414	4,870,511	2,580,557	6,901,756	8,872,360	1,940,899	4,425,120	4,896,198	4,911,813
Capital Works Program	29,571,412	54,094,341	66,902,945	43,062,291	25,855,245	24,206,082	37,277,130	24,197,731	27,357,862	26,764,380	24,526,529
Total Capital Expenditure	31,549,930	57,382,068	71,155,359	47,932,802	28,435,802	31,107,838	46,149,490	26,138,630	31,782,982	31,660,578	29,438,342
Cash Flow to Fund - (In)/Out	21,183,790	43,553,145	64,207,483	41,118,974	22,195,047	23,166,301	35,650,421	19,338,627	24,928,247	23,566,363	26,103,088
Financed By:											
Borrowings											
External Loan	0	0	0	0	0	(500,000)	(2,500,000)	(500,000)	0	0	0
Less: Loan Repayments on External Loan	411,857	423,315	435,095	447,206	743,822	769,553	796,232	823,897	462,926	354,968	371,119
Net Borrowing	411,857	423,315	435,095	447,206	743,822	269,553	(1,703,768)	323,897	462,926	354,968	371,119
Reserve Movements											
Transfers to Reserves	18,790,119	20,593,030	3,652,771	13,217,506	17,656,565	13,253,007	22,095,723	16,169,258	21,473,754	21,228,098	22,478,814
Transfer from Reserves	(17,704,056)	(41,124,360)	(43,891,128)	(29,908,038)	(15,614,322)	(11,552,426)	(30,576,956)	(10,360,331)	(21,224,008)	(19,336,477)	(23,081,539)
Net Reserve Movements	1,086,063	(20,531,330)	(40,238,357)	(16,690,532)	2,042,243	1,700,581	(8,481,233)	5,808,927	249,746	1,891,621	(602,725)
Depreciation & Amortisation Expenses (Contra)	(22,728,585)	(23,446,129)	(24,404,791)	(24,875,894)	(24,987,346)	(25,136,897)	(25,466,432)	(25,472,406)	(25,641,657)	(25,817,977)	(25,900,840)
Net Budget Result - (Surplus)/Deficit	(46,875)	(999)	(570)	(245)	(6,234)	(462)	(1,012)	(955)	(738)	(5,025)	(29,358)
Cumulative Budget Result - (Surplus)/Deficit	(46,875)	(47,874)	(48,444)	(48,689)	(54,923)	(55,385)	(56,397)	(57,352)	(58,090)	(63,115)	(92,473)

WAVERLEY COUNCIL - PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
<b>BALANCE SHEET</b>											
<b>CURRENT ASSETS</b>											
Cash & Cash Equivalents	20,212,667	19,445,150	19,404,510	18,144,395	17,243,338	16,732,885	16,693,683	15,480,994	15,129,858	14,579,607	14,712,904
Investments	117,418,777	95,762,937	55,534,798	37,656,418	39,291,020	37,399,691	32,092,101	33,802,900	33,399,004	31,621,049	38,271,008
Receivables	8,544,815	9,203,779	9,826,840	10,540,241	11,245,345	12,017,315	12,871,775	13,572,860	14,337,548	15,112,464	15,870,613
Other	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000
<b>Total Current Assets</b>	<b>147,130,259</b>	<b>125,365,866</b>	<b>85,720,148</b>	<b>67,295,054</b>	<b>68,733,703</b>	<b>67,103,891</b>	<b>62,611,559</b>	<b>63,810,754</b>	<b>63,820,410</b>	<b>62,267,120</b>	<b>69,808,525</b>
<b>NON-CURRENT ASSETS</b>											
Investments	12,601,812	13,726,322	13,716,104	14,903,952	15,311,593	18,903,503	15,729,860	19,827,988	20,481,630	24,151,206	16,898,522
Receivables	1,563,511	1,573,297	1,584,297	1,596,098	1,608,254	1,620,774	1,633,670	1,646,952	1,660,634	1,674,725	1,689,239
Infrastructure, Property, Plant & Equipment	967,787,668	1,001,723,606	1,048,474,174	1,071,531,082	1,074,979,538	1,080,950,479	1,101,633,537	1,102,299,761	1,108,441,086	1,114,283,687	1,117,821,189
Investment Property	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000
<b>Total Non-Current Assets</b>	<b>1,127,897,990</b>	<b>1,162,968,225</b>	<b>1,209,719,575</b>	<b>1,233,976,133</b>	<b>1,237,844,385</b>	<b>1,247,419,756</b>	<b>1,264,942,067</b>	<b>1,269,719,702</b>	<b>1,276,528,350</b>	<b>1,286,054,618</b>	<b>1,282,353,950</b>
<b>Total Assets</b>	<b>1,275,028,249</b>	<b>1,288,334,091</b>	<b>1,295,439,723</b>	<b>1,301,271,187</b>	<b>1,306,578,088</b>	<b>1,314,523,647</b>	<b>1,327,553,626</b>	<b>1,333,530,455</b>	<b>1,340,348,760</b>	<b>1,348,321,738</b>	<b>1,352,162,475</b>
<b>CURRENT LIABILITIES</b>											
Payables	20,574,189	20,447,502	20,987,416	20,391,451	20,139,586	20,352,668	21,115,752	20,556,920	20,928,185	21,105,250	21,921,878
Borrowings	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000
Provisions	16,659,633	16,686,554	16,739,492	16,800,298	16,862,131	16,922,624	16,986,682	17,046,237	17,101,468	17,158,135	17,218,109
<b>Total Current Liabilities</b>	<b>38,048,822</b>	<b>37,949,056</b>	<b>38,541,908</b>	<b>38,006,749</b>	<b>37,816,717</b>	<b>38,090,292</b>	<b>38,917,434</b>	<b>38,418,157</b>	<b>38,844,653</b>	<b>39,078,385</b>	<b>39,954,987</b>
<b>NON-CURRENT LIABILITIES</b>											
Borrowings	2,531,278	2,107,963	1,672,868	1,225,662	481,840	212,287	1,916,055	1,592,158	1,129,232	774,264	403,145
Provisions	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000
<b>Total Non-Current Liabilities</b>	<b>3,351,278</b>	<b>2,927,963</b>	<b>2,492,868</b>	<b>2,045,662</b>	<b>1,301,840</b>	<b>1,032,287</b>	<b>2,736,055</b>	<b>2,412,158</b>	<b>1,949,232</b>	<b>1,594,264</b>	<b>1,223,145</b>
<b>Total Liabilities</b>	<b>41,400,100</b>	<b>40,877,019</b>	<b>41,034,776</b>	<b>40,052,411</b>	<b>39,118,557</b>	<b>39,122,579</b>	<b>41,653,489</b>	<b>40,830,315</b>	<b>40,793,885</b>	<b>40,672,649</b>	<b>41,178,132</b>
<b>NET ASSETS</b>	<b>1,233,628,149</b>	<b>1,247,457,072</b>	<b>1,254,404,948</b>	<b>1,261,218,776</b>	<b>1,267,459,530</b>	<b>1,275,401,068</b>	<b>1,285,900,137</b>	<b>1,292,700,140</b>	<b>1,299,554,875</b>	<b>1,307,649,090</b>	<b>1,310,984,343</b>
<b>EQUITY</b>											
Retained Earning	691,870,009	702,236,149	716,065,072	723,012,948	729,826,776	736,067,530	744,009,068	754,508,137	761,308,140	768,162,875	776,257,090
Revaluation Reserves	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000
<b>Retained Earning</b>	<b>1,223,262,009</b>	<b>1,233,628,149</b>	<b>1,247,457,072</b>	<b>1,254,404,948</b>	<b>1,261,218,776</b>	<b>1,267,459,530</b>	<b>1,275,401,068</b>	<b>1,285,900,137</b>	<b>1,292,700,140</b>	<b>1,299,554,875</b>	<b>1,307,649,090</b>
Net Operating Result - Surplus/(Deficit)	10,366,140	13,828,923	6,947,876	6,813,828	6,240,755	7,941,537	10,499,069	6,800,003	6,854,735	8,094,215	3,335,254
<b>TOTAL EQUITY</b>	<b>1,233,628,149</b>	<b>1,247,457,072</b>	<b>1,254,404,948</b>	<b>1,261,218,776</b>	<b>1,267,459,530</b>	<b>1,275,401,068</b>	<b>1,285,900,137</b>	<b>1,292,700,140</b>	<b>1,299,554,875</b>	<b>1,307,649,090</b>	<b>1,310,984,343</b>
<b>Total Cash, Cash Equivalents &amp; Investment Securities attributable to:</b>											
- External Restrictions	15,826,465	16,950,975	16,940,757	18,128,605	18,536,246	22,128,156	18,954,513	23,052,641	23,706,283	27,375,859	20,123,175
- Internal Restrictions	120,889,643	99,233,803	59,005,664	41,127,284	42,761,886	40,870,557	35,562,967	37,273,766	36,869,870	35,091,915	41,741,874
- Unrestricted	13,517,149	12,749,631	12,708,991	11,448,877	10,547,820	10,037,366	9,998,165	8,785,475	8,434,340	7,884,088	8,017,385
<b>Total</b>	<b>150,233,256</b>	<b>128,934,409</b>	<b>88,655,412</b>	<b>70,704,765</b>	<b>71,845,951</b>	<b>73,036,079</b>	<b>64,515,644</b>	<b>69,111,882</b>	<b>69,010,492</b>	<b>70,351,862</b>	<b>69,882,434</b>

<b>WAVERLEY COUNCIL - PROPOSED BUDGET</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<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>CASH FLOW STATEMENT</b>											
<b>CASH FLOW FROM OPERATION ACTIVITES</b>											
<u>Receipts</u>											
Rates	43,790,082	44,774,845	45,874,275	47,049,936	48,264,054	49,467,671	50,713,930	51,992,759	53,310,096	54,657,728	56,033,707
Domestic Waste Charge	17,152,790	17,175,772	17,545,795	17,951,437	18,369,628	18,781,674	19,207,775	19,691,348	20,190,677	20,701,492	21,223,054
User Charges & Fees	37,436,378	37,937,860	38,760,811	39,743,950	40,676,244	41,593,913	42,621,450	43,597,855	44,599,603	45,711,445	46,759,265
Investments Income	3,975,482	4,273,132	3,530,332	2,519,859	2,033,959	2,000,647	1,951,476	1,873,616	1,875,250	1,773,612	1,620,609
Grants & Contributions	23,425,661	21,219,549	15,940,717	16,389,628	17,644,521	18,186,929	21,314,713	18,553,023	18,246,678	18,824,940	18,507,484
Other Operating Receipts	18,166,286	17,974,695	18,437,226	18,982,391	19,517,625	20,050,586	20,839,409	21,420,208	22,013,947	22,623,265	23,247,708
	<b>143,946,680</b>	<b>143,355,853</b>	<b>140,089,156</b>	<b>142,637,201</b>	<b>146,506,032</b>	<b>150,081,419</b>	<b>156,648,752</b>	<b>157,128,809</b>	<b>160,236,250</b>	<b>164,292,481</b>	<b>167,391,828</b>
<u>Payments</u>											
Employee Benefits & On-Costs	61,633,845	62,688,460	64,543,912	66,697,198	68,893,796	71,045,122	73,318,291	75,439,469	77,406,771	79,419,354	81,547,610
Materials & Contracts	27,931,024	23,371,071	22,414,468	22,774,528	23,228,148	23,577,086	24,430,644	24,734,097	25,328,129	25,849,870	29,295,195
Borrowing Costs	122,770	101,239	89,790	78,025	59,252	213,283	187,591	160,954	133,248	106,142	89,123
Other Operating Expenses	21,772,642	22,088,523	22,817,588	23,136,447	23,654,164	24,246,314	25,170,564	25,541,756	26,112,634	26,766,024	27,807,520
	<b>111,460,281</b>	<b>108,249,293</b>	<b>109,865,757</b>	<b>112,686,199</b>	<b>115,835,360</b>	<b>119,081,804</b>	<b>123,107,091</b>	<b>125,876,276</b>	<b>128,980,782</b>	<b>132,141,390</b>	<b>138,739,448</b>
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>32,486,398</b>	<b>35,106,561</b>	<b>30,223,398</b>	<b>29,951,002</b>	<b>30,670,672</b>	<b>30,999,615</b>	<b>33,541,662</b>	<b>31,252,534</b>	<b>31,255,468</b>	<b>32,151,091</b>	<b>28,652,380</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>											
<u>Receipts</u>											
Proceeds from sale of Infrastructure, Property, Plant and Equipment	439,422	625,011	674,860	1,175,036	235,048	1,487,743	1,932,376	406,557	719,720	1,209,497	754,320
Proceeds from sale of Investment Securities	1,684,305	21,655,840	40,238,357	17,878,380	0	1,891,329	8,481,233	0	403,896	1,777,955	7,252,684
	<b>2,123,727</b>	<b>22,280,851</b>	<b>40,913,217</b>	<b>19,053,416</b>	<b>235,048</b>	<b>3,379,072</b>	<b>10,413,609</b>	<b>406,557</b>	<b>1,123,616</b>	<b>2,987,452</b>	<b>8,007,004</b>
<u>Payments</u>											
Purchase of Infrastructure, Property, Plant & equipment	31,708,541	56,607,104	70,742,160	48,629,479	29,020,712	31,027,677	45,698,240	26,738,956	31,613,651	31,664,250	29,505,009
Purchase Investment Properties	0	0	0	0	0	0	0	0	0	0	0
Purchase of Investment Securities	2,770,368	1,124,510	0	1,187,848	2,042,243	3,591,910	0	5,808,927	653,642	3,669,576	6,649,959
	<b>34,478,909</b>	<b>57,731,614</b>	<b>70,742,160</b>	<b>49,817,327</b>	<b>31,062,955</b>	<b>34,619,587</b>	<b>45,698,240</b>	<b>32,547,883</b>	<b>32,267,293</b>	<b>35,333,826</b>	<b>36,154,968</b>
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(32,355,182)</b>	<b>(35,450,763)</b>	<b>(29,828,943)</b>	<b>(30,763,911)</b>	<b>(30,827,907)</b>	<b>(31,240,515)</b>	<b>(35,284,631)</b>	<b>(32,141,326)</b>	<b>(31,143,677)</b>	<b>(32,346,374)</b>	<b>(28,147,964)</b>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>											
<u>Receipts</u>											
Proceeds from Borrowings and Advances	0	0	0	0	0	500,000	2,500,000	500,000	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>2,500,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>Payments</u>											
Repayments of Borrowings & Advances	411,857	423,315	435,095	447,206	743,822	769,553	796,232	823,897	462,926	354,968	371,119
	<b>411,857</b>	<b>423,315</b>	<b>435,095</b>	<b>447,206</b>	<b>743,822</b>	<b>769,553</b>	<b>796,232</b>	<b>823,897</b>	<b>462,926</b>	<b>354,968</b>	<b>371,119</b>
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>(411,857)</b>	<b>(423,315)</b>	<b>(435,095)</b>	<b>(447,206)</b>	<b>(743,822)</b>	<b>(269,553)</b>	<b>1,703,768</b>	<b>(323,897)</b>	<b>(462,926)</b>	<b>(354,968)</b>	<b>(371,119)</b>
<b>Net Increase (Decrease) in cash held</b>	<b>(280,641)</b>	<b>(767,517)</b>	<b>(40,640)</b>	<b>(1,260,115)</b>	<b>(901,057)</b>	<b>(510,453)</b>	<b>(39,202)</b>	<b>(1,212,689)</b>	<b>(351,136)</b>	<b>(550,251)</b>	<b>133,297</b>
<b>Cash Assets &amp; Investments at the beginning of the reporting period</b>	<b>20,493,308</b>	<b>20,212,667</b>	<b>19,445,150</b>	<b>19,404,510</b>	<b>18,144,395</b>	<b>17,243,338</b>	<b>16,732,885</b>	<b>16,693,683</b>	<b>15,480,994</b>	<b>15,129,858</b>	<b>14,579,607</b>
<b>Cash at the end of the reporting period</b>	<b>20,212,667</b>	<b>19,445,150</b>	<b>19,404,510</b>	<b>18,144,395</b>	<b>17,243,338</b>	<b>16,732,885</b>	<b>16,693,683</b>	<b>15,480,994</b>	<b>15,129,858</b>	<b>14,579,607</b>	<b>14,712,904</b>
Plus Other Current Investments	117,418,777	95,762,937	55,534,798	37,656,418	39,291,020	37,399,691	32,092,101	33,802,900	33,399,004	31,621,049	38,271,008

[illegible]

WAVERLEY COUNCIL - PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
INCOME STATEMENT											
Operating Income											
Rates & Annual Charges	(60,970,763)	(62,752,719)	(64,417,892)	(66,127,602)	(67,883,022)	(69,685,384)	(71,535,954)	(73,484,634)	(75,486,461)	(77,542,889)	(79,655,418)
Investment Income	(3,974,000)	(4,300,326)	(3,460,333)	(2,434,361)	(1,997,559)	(2,000,928)	(1,946,980)	(1,866,947)	(1,876,005)	(1,764,303)	(1,607,546)
User Charges	(37,431,627)	(37,945,932)	(38,802,586)	(39,775,566)	(40,685,260)	(41,616,433)	(42,649,178)	(43,625,729)	(44,624,129)	(45,737,072)	(46,785,935)
Other Revenues	(18,232,359)	(18,003,986)	(18,500,991)	(19,042,343)	(19,568,408)	(20,109,269)	(20,907,187)	(21,484,653)	(22,078,335)	(22,688,681)	(23,316,409)
Grants Subsidies & Contributions	(7,959,368)	(8,111,332)	(8,283,975)	(8,460,933)	(8,642,315)	(8,828,237)	(9,018,801)	(9,214,126)	(9,414,340)	(9,619,561)	(9,829,912)
Total Operating Income	(128,568,117)	(131,114,295)	(133,465,777)	(135,840,805)	(138,776,564)	(142,240,251)	(146,058,100)	(149,676,089)	(153,479,270)	(157,352,506)	(161,195,220)
Operating Expenditure											
Employee Costs	65,568,607	65,628,440	66,773,943	68,471,582	70,210,111	71,990,184	73,921,976	75,680,319	77,273,704	78,900,638	80,627,042
Materials & Contracts	24,171,288	19,192,218	19,682,965	20,040,549	20,422,149	20,672,957	21,561,400	21,648,370	22,252,738	22,658,573	26,640,787
Borrowing Costs	100,756	89,297	77,517	65,406	212,204	186,473	159,794	132,129	105,430	88,446	72,295
Other Operating Expenses	21,717,050	22,512,094	22,608,651	23,174,690	23,754,804	24,733,519	24,958,870	25,583,494	26,223,699	27,282,965	27,599,126
Depreciation & Amortisation	22,728,585	23,446,129	24,404,791	24,875,894	24,987,346	25,136,897	25,466,432	25,472,406	25,641,657	25,817,977	25,900,840
Total Operating Expenditure	134,286,286	130,868,178	133,547,867	136,628,121	139,586,614	142,720,030	146,068,472	148,516,718	151,497,228	154,748,599	160,840,090
Operating Result Before Capital Income - (Surplus)/Deficit	5,718,169	(246,117)	82,090	787,316	810,050	479,779	10,372	(1,159,371)	(1,982,042)	(2,603,907)	(355,130)
Capital Income											
Grants Subsidies & Contributions	(15,644,887)	(13,044,940)	(9,583,500)	(10,047,738)	(11,181,924)	(11,579,222)	(14,639,599)	(11,586,724)	(11,203,420)	(11,656,262)	(11,166,929)
Sale of Assets	(439,422)	(625,011)	(674,860)	(1,175,036)	(235,048)	(1,487,743)	(1,932,376)	(406,557)	(719,720)	(1,209,497)	(754,320)
Total Capital Income	(16,084,309)	(13,669,951)	(10,258,360)	(11,222,774)	(11,416,972)	(13,066,965)	(16,571,975)	(11,993,281)	(11,923,140)	(12,865,759)	(11,921,249)
Operating Result - (Surplus)/Deficit	(10,366,140)	(13,916,068)	(10,176,270)	(10,435,458)	(10,606,922)	(12,587,186)	(16,561,603)	(13,152,652)	(13,905,182)	(15,469,666)	(12,276,379)
Capital Expenditure											
Other Capital Purchases	1,978,518	3,287,727	4,252,414	4,870,511	2,580,557	6,901,756	8,872,360	1,940,899	4,425,120	4,896,198	4,911,813
Capital Works Program	29,571,412	54,094,341	66,902,945	43,062,291	25,855,245	24,206,082	37,277,130	24,197,731	27,357,862	26,764,380	24,526,529
Total Capital Expenditure	31,549,930	57,382,068	71,155,359	47,932,802	28,435,802	31,107,838	46,149,490	26,138,630	31,782,982	31,660,578	29,438,342
Cash Flow to Fund - (In)/Out	21,183,790	43,466,000	60,979,089	37,497,344	17,828,880	18,520,652	29,587,887	12,985,978	17,877,800	16,190,912	17,161,963
Financed By:											
Borrowings											
External Loan	0	0	0	0	0	(500,000)	(2,500,000)	(500,000)	0	0	0
Less: Loan Repayments on External Loan	411,857	423,315	435,095	447,206	743,822	769,553	796,232	823,897	462,926	354,968	371,119
Net Borrowing	411,857	423,315	435,095	447,206	743,822	269,553	(1,703,768)	323,897	462,926	354,968	371,119
Reserve Movements											
Transfers to Reserves	18,790,119	20,593,030	3,652,771	13,217,506	17,656,565	13,253,007	22,095,723	16,169,258	21,473,754	21,228,098	22,478,814
Transfer from Reserves	(17,704,056)	(41,469,960)	(43,545,528)	(29,908,038)	(15,614,322)	(11,936,464)	(30,192,918)	(10,360,331)	(21,224,008)	(19,739,585)	(22,678,431)
Net Reserve Movements	1,086,063	(20,876,930)	(39,892,757)	(16,690,532)	2,042,243	1,316,543	(8,097,195)	5,808,927	249,746	1,488,513	(199,617)
Depreciation & Amortisation Expenses (Contra)	(22,728,585)	(23,446,129)	(24,404,791)	(24,875,894)	(24,987,346)	(25,136,897)	(25,466,432)	(25,472,406)	(25,641,657)	(25,817,977)	(25,900,840)
Net Budget Result - (Surplus)/Deficit	(46,875)	(433,744)	(2,883,364)	(3,621,875)	(4,372,401)	(5,030,149)	(5,679,508)	(6,353,604)	(7,051,185)	(7,783,584)	(8,567,375)
Cumulative Budget Result - (Surplus)/Deficit	(46,875)	(480,619)	(3,363,983)	(6,985,858)	(11,358,260)	(16,388,409)	(22,067,917)	(28,421,521)	(35,472,706)	(43,256,290)	(51,823,665)



WAVERLEY COUNCIL - PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
<b>BALANCE SHEET</b>											
<b>CURRENT ASSETS</b>											
Cash & Cash Equivalents	20,212,667	19,926,143	22,585,828	24,984,582	28,428,232	32,994,492	38,481,312	43,667,784	50,346,571	57,623,550	66,132,592
Investments	117,418,777	95,417,337	55,534,798	37,656,418	39,291,020	37,015,653	32,092,101	33,802,900	33,399,004	31,217,941	38,271,008
Receivables	8,544,815	9,207,099	9,885,441	10,604,333	11,313,795	12,091,174	12,951,479	13,658,794	14,429,679	15,210,907	15,975,867
Other	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000
<b>Total Current Assets</b>	<b>147,130,259</b>	<b>125,504,579</b>	<b>88,960,067</b>	<b>74,199,334</b>	<b>79,987,048</b>	<b>83,055,320</b>	<b>84,478,892</b>	<b>92,083,478</b>	<b>99,129,255</b>	<b>105,006,398</b>	<b>121,333,467</b>
<b>NON-CURRENT ASSETS</b>											
Investments	12,601,812	13,726,322	13,716,104	14,903,952	15,311,593	18,903,503	15,729,860	19,827,988	20,481,630	24,151,206	16,898,522
Receivables	1,563,511	1,573,297	1,584,297	1,596,098	1,608,254	1,620,774	1,633,670	1,646,952	1,660,634	1,674,725	1,689,239
Infrastructure, Property, Plant & Equipment	967,787,668	1,001,723,606	1,048,474,174	1,071,531,082	1,074,979,538	1,080,950,479	1,101,633,537	1,102,299,761	1,108,441,086	1,114,283,687	1,117,821,189
Investment Property	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000
<b>Total Non-Current Assets</b>	<b>1,127,897,990</b>	<b>1,162,968,225</b>	<b>1,209,719,575</b>	<b>1,233,976,133</b>	<b>1,237,844,385</b>	<b>1,247,419,756</b>	<b>1,264,942,067</b>	<b>1,269,719,702</b>	<b>1,276,528,350</b>	<b>1,286,054,618</b>	<b>1,282,353,950</b>
<b>Total Assets</b>	<b>1,275,028,249</b>	<b>1,288,472,804</b>	<b>1,298,679,642</b>	<b>1,308,175,466</b>	<b>1,317,831,432</b>	<b>1,330,475,076</b>	<b>1,349,420,959</b>	<b>1,361,803,180</b>	<b>1,375,657,605</b>	<b>1,391,061,016</b>	<b>1,403,687,418</b>
<b>CURRENT LIABILITIES</b>											
Payables	20,574,189	20,507,458	20,927,460	20,388,984	20,134,690	20,412,411	21,040,405	20,546,274	20,915,529	21,160,429	21,835,003
Borrowings	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000
Provisions	16,659,633	16,678,166	16,723,827	16,769,876	16,817,036	16,865,326	16,917,844	16,965,440	17,008,353	17,052,167	17,098,736
<b>Total Current Liabilities</b>	<b>38,048,822</b>	<b>38,000,625</b>	<b>38,466,287</b>	<b>37,973,860</b>	<b>37,766,726</b>	<b>38,092,736</b>	<b>38,773,248</b>	<b>38,326,714</b>	<b>38,738,883</b>	<b>39,027,597</b>	<b>39,748,738</b>
<b>NON-CURRENT LIABILITIES</b>											
Borrowings	2,531,278	2,107,963	1,672,868	1,225,662	481,840	212,287	1,916,055	1,592,158	1,129,232	774,264	403,145
Provisions	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000
<b>Total Non-Current Liabilities</b>	<b>3,351,278</b>	<b>2,927,963</b>	<b>2,492,868</b>	<b>2,045,662</b>	<b>1,301,840</b>	<b>1,032,287</b>	<b>2,736,055</b>	<b>2,412,158</b>	<b>1,949,232</b>	<b>1,594,264</b>	<b>1,223,145</b>
<b>Total Liabilities</b>	<b>41,400,100</b>	<b>40,928,588</b>	<b>40,959,155</b>	<b>40,019,522</b>	<b>39,068,566</b>	<b>39,125,023</b>	<b>41,509,303</b>	<b>40,738,872</b>	<b>40,688,115</b>	<b>40,621,861</b>	<b>40,971,883</b>
<b>NET ASSETS</b>	<b>1,233,628,149</b>	<b>1,247,544,217</b>	<b>1,257,720,487</b>	<b>1,268,155,945</b>	<b>1,278,762,866</b>	<b>1,291,350,053</b>	<b>1,307,911,656</b>	<b>1,321,064,308</b>	<b>1,334,969,490</b>	<b>1,350,439,156</b>	<b>1,362,715,534</b>
<b>EQUITY</b>											
Retained Earning	691,870,009	702,236,149	716,152,217	726,328,487	736,763,945	747,370,866	759,958,053	776,519,656	789,672,308	803,577,490	819,047,156
Revaluation Reserves	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000
<b>Retained Earning</b>	<b>1,223,262,009</b>	<b>1,233,628,149</b>	<b>1,247,544,217</b>	<b>1,257,720,487</b>	<b>1,268,155,945</b>	<b>1,278,762,866</b>	<b>1,291,350,053</b>	<b>1,307,911,656</b>	<b>1,321,064,308</b>	<b>1,334,969,490</b>	<b>1,350,439,156</b>
Net Operating Result - Surplus/(Deficit)	10,366,140	13,916,068	10,176,270	10,435,458	10,606,922	12,587,186	16,561,603	13,152,652	13,905,182	15,469,666	12,276,379
<b>TOTAL EQUITY</b>	<b>1,233,628,149</b>	<b>1,247,544,217</b>	<b>1,257,720,487</b>	<b>1,268,155,945</b>	<b>1,278,762,866</b>	<b>1,291,350,053</b>	<b>1,307,911,656</b>	<b>1,321,064,308</b>	<b>1,334,969,490</b>	<b>1,350,439,156</b>	<b>1,362,715,534</b>
<b>Total Cash, Cash Equivalents &amp; Investment Securities attributable to:</b>											
- External Restrictions	15,826,465	16,950,975	16,940,757	18,128,605	18,536,246	22,128,156	18,954,513	23,052,641	23,706,283	27,375,859	20,123,175
- Internal Restrictions	120,889,643	98,888,203	59,005,664	41,127,284	42,761,886	40,486,519	35,562,967	37,273,766	36,869,870	34,688,807	41,741,874
- Unrestricted	13,517,149	13,230,624	15,890,310	18,289,064	21,732,714	26,298,974	31,785,794	36,972,265	43,651,053	50,928,032	59,437,074
<b>Total</b>	<b>150,233,256</b>	<b>129,069,802</b>	<b>91,836,730</b>	<b>77,544,952</b>	<b>83,030,845</b>	<b>88,913,648</b>	<b>86,303,273</b>	<b>97,298,672</b>	<b>104,227,206</b>	<b>112,992,698</b>	<b>121,302,122</b>

<b>WAVERLEY COUNCIL - PROPOSED BUDGET</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<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>CASH FLOW STATEMENT</b>											
<b>CASH FLOW FROM OPERATION ACTIVITES</b>											
<u>Receipts</u>											
Rates	43,790,082	44,906,156	46,146,700	47,471,000	48,841,700	50,209,506	51,628,342	53,088,377	54,596,026	56,143,259	57,728,374
Domestic Waste Charge	17,152,790	17,175,772	17,545,795	17,951,437	18,369,628	18,781,674	19,207,775	19,691,348	20,190,677	20,701,492	21,223,054
User Charges & Fees	37,436,378	37,937,860	38,760,811	39,743,950	40,676,244	41,593,913	42,621,450	43,597,855	44,599,603	45,711,445	46,759,265
Investments Income	3,975,482	4,273,132	3,530,332	2,519,859	2,033,959	2,000,647	1,951,476	1,873,616	1,875,250	1,773,612	1,620,609
Grants & Contributions	23,425,661	21,219,549	17,939,071	18,489,212	19,797,714	20,393,248	23,576,048	20,870,810	20,622,621	21,260,377	21,003,664
Other Operating Receipts	18,166,286	17,974,695	18,437,226	18,982,391	19,517,625	20,050,586	20,839,409	21,420,208	22,013,947	22,623,265	23,247,708
	<b>143,946,680</b>	<b>143,487,164</b>	<b>142,359,935</b>	<b>145,157,849</b>	<b>149,236,870</b>	<b>153,029,574</b>	<b>159,824,499</b>	<b>160,542,215</b>	<b>163,898,124</b>	<b>168,213,449</b>	<b>171,582,674</b>
<u>Payments</u>											
Employee Benefits & On-Costs	61,633,845	62,398,734	63,994,454	65,630,687	67,305,721	69,020,872	70,883,207	72,579,780	74,109,661	75,665,966	77,318,317
Materials & Contracts	27,931,024	23,371,071	22,414,468	22,762,775	23,202,355	23,539,401	24,382,204	24,674,654	25,257,190	25,766,928	29,199,725
Borrowing Costs	122,770	101,239	89,790	78,025	59,252	213,283	187,591	160,954	133,248	106,142	89,123
Other Operating Expenses	21,772,642	22,374,167	22,591,900	23,076,491	23,654,164	24,563,728	24,919,775	25,475,132	26,112,634	27,099,199	27,544,277
	<b>111,460,281</b>	<b>108,245,211</b>	<b>109,090,612</b>	<b>111,547,978</b>	<b>114,221,492</b>	<b>117,337,284</b>	<b>120,372,778</b>	<b>122,890,520</b>	<b>125,612,733</b>	<b>128,638,236</b>	<b>134,151,441</b>
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>32,486,398</b>	<b>35,241,954</b>	<b>33,269,324</b>	<b>33,609,871</b>	<b>35,015,379</b>	<b>35,692,290</b>	<b>39,451,721</b>	<b>37,651,695</b>	<b>38,285,391</b>	<b>39,575,213</b>	<b>37,431,233</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>											
<u>Receipts</u>											
Proceeds from sale of Infrastructure, Property, Plant and Equipment	439,422	625,011	674,860	1,175,036	235,048	1,487,743	1,932,376	406,557	719,720	1,209,497	754,320
Proceeds from sale of Investment Securities	1,684,305	22,001,440	39,892,757	17,878,380	0	2,275,367	8,097,195	0	403,896	2,181,063	7,252,684
	<b>2,123,727</b>	<b>22,626,451</b>	<b>40,567,617</b>	<b>19,053,416</b>	<b>235,048</b>	<b>3,763,110</b>	<b>10,029,571</b>	<b>406,557</b>	<b>1,123,616</b>	<b>3,390,560</b>	<b>8,007,004</b>
<u>Payments</u>											
Purchase of Infrastructure, Property, Plant & equipment	31,708,541	56,607,104	70,742,160	48,629,479	29,020,712	31,027,677	45,698,240	26,738,956	31,613,651	31,664,250	29,505,009
Purchase Investment Properties	0	0	0	0	0	0	0	0	0	0	0
Purchase of Investment Securities	2,770,368	1,124,510	0	1,187,848	2,042,243	3,591,910	0	5,808,927	653,642	3,669,576	7,053,067
	<b>34,478,909</b>	<b>57,731,614</b>	<b>70,742,160</b>	<b>49,817,327</b>	<b>31,062,955</b>	<b>34,619,587</b>	<b>45,698,240</b>	<b>32,547,883</b>	<b>32,267,293</b>	<b>35,333,826</b>	<b>36,558,076</b>
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(32,355,182)</b>	<b>(35,105,163)</b>	<b>(30,174,543)</b>	<b>(30,763,911)</b>	<b>(30,827,907)</b>	<b>(30,856,477)</b>	<b>(35,668,669)</b>	<b>(32,141,326)</b>	<b>(31,143,677)</b>	<b>(31,943,266)</b>	<b>(28,551,072)</b>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>											
<u>Receipts</u>											
Proceeds from Borrowings and Advances	0	0	0	0	0	500,000	2,500,000	500,000	0	0	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>2,500,000</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>Payments</u>											
Repayments of Borrowings & Advances	411,857	423,315	435,095	447,206	743,822	769,553	796,232	823,897	462,926	354,968	371,119
	<b>411,857</b>	<b>423,315</b>	<b>435,095</b>	<b>447,206</b>	<b>743,822</b>	<b>769,553</b>	<b>796,232</b>	<b>823,897</b>	<b>462,926</b>	<b>354,968</b>	<b>371,119</b>
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>(411,857)</b>	<b>(423,315)</b>	<b>(435,095)</b>	<b>(447,206)</b>	<b>(743,822)</b>	<b>(269,553)</b>	<b>1,703,768</b>	<b>(323,897)</b>	<b>(462,926)</b>	<b>(354,968)</b>	<b>(371,119)</b>
<b>Net Increase (Decrease) in cash held</b>	<b>(280,641)</b>	<b>(286,524)</b>	<b>2,659,685</b>	<b>2,398,754</b>	<b>3,443,650</b>	<b>4,566,260</b>	<b>5,486,820</b>	<b>5,186,472</b>	<b>6,678,788</b>	<b>7,276,979</b>	<b>8,509,042</b>
<b>Cash Assets &amp; Investments at the beginning of the reporting period</b>	<b>20,493,308</b>	<b>20,212,667</b>	<b>19,926,143</b>	<b>22,585,828</b>	<b>24,984,582</b>	<b>28,428,232</b>	<b>32,994,492</b>	<b>38,481,312</b>	<b>43,667,784</b>	<b>50,346,571</b>	<b>57,623,550</b>
<b>Cash at the end of the reporting period</b>	<b>20,212,667</b>	<b>19,926,143</b>	<b>22,585,828</b>	<b>24,984,582</b>	<b>28,428,232</b>	<b>32,994,492</b>	<b>38,481,312</b>	<b>43,667,784</b>	<b>50,346,571</b>	<b>57,623,550</b>	<b>66,132,592</b>
Plus Other Current Investments	117,418,777	95,417,337	55,534,798	37,656,418	39,291,020	37,015,653	32,092,101	33,802,900	33,399,004	31,217,941	38,271,008



[illegible]

WAVERLEY COUNCIL - PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
INCOME STATEMENT											
Operating Income											
Rates & Annual Charges	(60,970,763)	(62,483,458)	(63,866,580)	(65,280,303)	(66,725,275)	(68,202,190)	(69,711,754)	(71,303,291)	(72,931,242)	(74,596,443)	(76,299,759)
Investment Income	(3,974,000)	(4,300,326)	(3,460,333)	(2,434,361)	(1,997,559)	(2,000,928)	(1,946,980)	(1,866,947)	(1,876,005)	(1,764,303)	(1,607,546)
User Charges	(34,631,627)	(35,082,915)	(35,867,975)	(36,767,572)	(37,602,047)	(38,456,120)	(39,409,837)	(40,305,384)	(41,220,754)	(42,248,590)	(43,210,218)
Other Revenues	(18,232,359)	(17,954,329)	(18,399,070)	(18,885,320)	(19,353,330)	(19,833,060)	(20,566,647)	(21,076,451)	(21,599,005)	(22,134,617)	(22,683,859)
Grants Subsidies & Contributions	(7,959,368)	(8,111,332)	(8,283,975)	(8,460,933)	(8,642,315)	(8,828,237)	(9,018,801)	(9,214,126)	(9,414,340)	(9,619,561)	(9,829,912)
Total Operating Income	(125,768,117)	(127,932,360)	(129,877,933)	(131,828,489)	(134,320,526)	(137,320,535)	(140,654,019)	(143,766,199)	(147,041,346)	(150,363,514)	(153,631,294)
Operating Expenditure											
Employee Costs	65,568,607	65,926,554	67,330,677	69,899,075	72,528,628	75,132,802	77,889,693	80,510,567	82,999,923	85,566,283	88,277,230
Materials & Contracts	24,171,288	19,192,218	19,682,965	20,040,549	20,422,149	20,672,957	21,561,400	21,648,370	22,252,738	22,658,573	26,640,787
Borrowing Costs	100,756	89,297	77,517	65,406	212,204	186,473	159,794	132,129	105,430	88,446	72,295
Other Operating Expenses	21,717,050	22,512,094	22,608,651	23,174,690	23,754,804	24,733,519	24,958,870	25,583,494	26,223,699	27,282,965	27,599,126
Depreciation & Amortisation	22,728,585	23,446,129	24,404,791	24,875,894	24,987,346	25,136,897	25,466,432	25,472,406	25,641,657	25,817,977	25,900,840
Total Operating Expenditure	134,286,286	131,166,292	134,104,601	138,055,614	141,905,131	145,862,648	150,036,189	153,346,966	157,223,447	161,414,244	168,490,278
Operating Result Before Capital Income - (Surplus)/Deficit	8,518,169	3,233,932	4,226,668	6,227,125	7,584,605	8,542,113	9,382,170	9,580,767	10,182,101	11,050,730	14,858,984
Capital Income											
Grants Subsidies & Contributions	(15,644,887)	(7,764,420)	(5,079,025)	(5,256,151)	(5,702,735)	(5,895,286)	(6,796,314)	(6,061,732)	(6,016,803)	(6,490,542)	(5,897,066)
Sale of Assets	(439,422)	(625,011)	(674,860)	(1,175,036)	(235,048)	(1,487,743)	(1,932,376)	(406,557)	(719,720)	(1,209,497)	(754,320)
Total Capital Income	(16,084,309)	(8,389,431)	(5,753,885)	(6,431,187)	(5,937,783)	(7,383,029)	(8,728,690)	(6,468,289)	(6,736,523)	(7,700,039)	(6,651,386)
Operating Result - (Surplus)/Deficit	(7,566,140)	(5,155,499)	(1,527,217)	(204,062)	1,646,822	1,159,084	653,480	3,112,478	3,445,578	3,350,691	8,207,598
Capital Expenditure											
Other Capital Purchases	1,978,518	3,287,727	4,252,414	4,870,511	2,580,557	6,901,756	8,872,360	1,940,899	4,425,120	4,896,198	4,911,813
Capital Works Program	29,571,412	54,094,341	66,902,945	43,062,291	25,855,245	24,206,082	37,277,130	24,197,731	27,357,862	26,764,380	24,526,529
Total Capital Expenditure	31,549,930	57,382,068	71,155,359	47,932,802	28,435,802	31,107,838	46,149,490	26,138,630	31,782,982	31,660,578	29,438,342
Cash Flow to Fund - (In)/Out	23,983,790	52,226,569	69,628,142	47,728,740	30,082,624	32,266,922	46,802,970	29,251,108	35,228,560	35,011,269	37,645,940
Financed By:											
Borrowings											
External Loan	0	0	0	0	0	(500,000)	(2,500,000)	(500,000)	0	0	0
Less: Loan Repayments on External Loan	411,857	423,315	435,095	447,206	743,822	769,553	796,232	823,897	462,926	354,968	371,119
Net Borrowing	411,857	423,315	435,095	447,206	743,822	269,553	(1,703,768)	323,897	462,926	354,968	371,119
Reserve Movements											
Transfers to Reserves	18,790,119	20,593,030	3,652,771	13,217,506	17,656,565	13,253,007	22,095,723	16,169,258	21,473,754	21,228,098	22,478,814
Transfer from Reserves	(17,704,056)	(41,469,960)	(43,545,528)	(29,908,038)	(15,614,322)	(11,936,464)	(30,192,918)	(10,360,331)	(21,224,008)	(19,739,585)	(22,678,431)
Net Reserve Movements	1,086,063	(20,876,930)	(39,892,757)	(16,690,532)	2,042,243	1,316,543	(8,097,195)	5,808,927	249,746	1,488,513	(199,617)
Depreciation & Amortisation Expenses (Contra)	(22,728,585)	(23,446,129)	(24,404,791)	(24,875,894)	(24,987,346)	(25,136,897)	(25,466,432)	(25,472,406)	(25,641,657)	(25,817,977)	(25,900,840)
Net Budget Result - (Surplus)/Deficit	2,753,125	8,326,825	5,765,689	6,609,521	7,881,343	8,716,121	11,535,575	9,911,526	10,299,575	11,036,773	11,916,602
Cumulative Budget Result - (Surplus)/Deficit	2,753,125	11,079,950	16,845,639	23,455,160	31,336,503	40,052,624	51,588,199	61,499,725	71,799,300	82,836,073	94,752,675

WAVERLEY COUNCIL - PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
<b>BALANCE SHEET</b>											
<b>CURRENT ASSETS</b>											
Cash & Cash Equivalents	17,482,062	8,589,410	2,609,611	(5,168,158)	(13,916,587)	(23,045,429)	(34,671,927)	(45,758,374)	(56,387,430)	(67,877,933)	(79,793,613)
Investments	117,418,777	95,417,337	55,534,798	37,656,418	39,291,020	37,015,653	32,092,101	33,802,900	33,399,004	31,217,941	38,271,008
Receivables	8,475,420	8,992,593	9,670,579	10,364,512	11,042,953	11,797,748	12,584,977	13,330,103	14,089,324	14,850,452	15,590,515
Other	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000
<b>Total Current Assets</b>	<b>144,330,259</b>	<b>113,953,341</b>	<b>68,768,988</b>	<b>43,806,772</b>	<b>37,371,386</b>	<b>26,721,972</b>	<b>10,959,151</b>	<b>2,328,629</b>	<b>(7,945,102)</b>	<b>(20,855,540)</b>	<b>(24,978,090)</b>
<b>NON-CURRENT ASSETS</b>											
Investments	12,601,812	13,726,322	13,716,104	14,903,952	15,311,593	18,903,503	15,729,860	19,827,988	20,481,630	24,151,206	16,898,522
Receivables	1,563,511	1,572,354	1,581,418	1,591,181	1,601,188	1,611,444	1,621,958	1,632,734	1,643,779	1,655,101	1,666,705
Infrastructure, Property, Plant & Equipment	967,787,668	1,001,723,606	1,048,474,174	1,071,531,082	1,074,979,538	1,080,950,479	1,101,633,537	1,102,299,761	1,108,441,086	1,114,283,687	1,117,821,189
Investment Property	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000	145,945,000
<b>Total Non-Current Assets</b>	<b>1,127,897,990</b>	<b>1,162,967,282</b>	<b>1,209,716,697</b>	<b>1,233,971,215</b>	<b>1,237,837,319</b>	<b>1,247,410,427</b>	<b>1,264,930,355</b>	<b>1,269,705,483</b>	<b>1,276,511,496</b>	<b>1,286,034,994</b>	<b>1,282,331,416</b>
<b>Total Assets</b>	<b>1,272,228,249</b>	<b>1,276,920,623</b>	<b>1,278,485,684</b>	<b>1,277,777,988</b>	<b>1,275,208,704</b>	<b>1,274,132,398</b>	<b>1,275,889,506</b>	<b>1,272,034,112</b>	<b>1,268,566,394</b>	<b>1,265,179,454</b>	<b>1,257,353,327</b>
<b>CURRENT LIABILITIES</b>											
Payables	20,574,189	20,507,458	20,927,460	20,393,012	20,142,806	20,424,267	21,055,952	20,565,696	20,939,019	21,188,185	21,867,230
Borrowings	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000
Provisions	16,659,633	16,686,554	16,739,492	16,809,386	16,880,954	16,951,824	17,026,959	17,098,195	17,165,658	17,235,212	17,308,756
<b>Total Current Liabilities</b>	<b>38,048,822</b>	<b>38,009,012</b>	<b>38,481,952</b>	<b>38,017,399</b>	<b>37,838,760</b>	<b>38,191,091</b>	<b>38,897,910</b>	<b>38,478,891</b>	<b>38,919,677</b>	<b>39,238,397</b>	<b>39,990,986</b>
<b>NON-CURRENT LIABILITIES</b>											
Borrowings	2,531,278	2,107,963	1,672,868	1,225,662	481,840	212,287	1,916,055	1,592,158	1,129,232	774,264	403,145
Provisions	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000	820,000
<b>Total Non-Current Liabilities</b>	<b>3,351,278</b>	<b>2,927,963</b>	<b>2,492,868</b>	<b>2,045,662</b>	<b>1,301,840</b>	<b>1,032,287</b>	<b>2,736,055</b>	<b>2,412,158</b>	<b>1,949,232</b>	<b>1,594,264</b>	<b>1,223,145</b>
<b>Total Liabilities</b>	<b>41,400,100</b>	<b>40,936,975</b>	<b>40,974,820</b>	<b>40,063,061</b>	<b>39,140,600</b>	<b>39,223,378</b>	<b>41,633,965</b>	<b>40,891,049</b>	<b>40,868,909</b>	<b>40,832,661</b>	<b>41,214,131</b>
<b>NET ASSETS</b>	<b>1,230,828,149</b>	<b>1,235,983,648</b>	<b>1,237,510,865</b>	<b>1,237,714,927</b>	<b>1,236,068,104</b>	<b>1,234,909,021</b>	<b>1,234,255,541</b>	<b>1,231,143,063</b>	<b>1,227,697,485</b>	<b>1,224,346,794</b>	<b>1,216,139,195</b>
<b>EQUITY</b>											
Retained Earning	691,870,009	699,436,149	704,591,648	706,118,865	706,322,927	704,676,104	703,517,021	702,863,541	699,751,063	696,305,485	692,954,794
Revaluation Reserves	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000	531,392,000
<b>Retained Earning</b>	<b>1,223,262,009</b>	<b>1,230,828,149</b>	<b>1,235,983,648</b>	<b>1,237,510,865</b>	<b>1,237,714,927</b>	<b>1,236,068,104</b>	<b>1,234,909,021</b>	<b>1,234,255,541</b>	<b>1,231,143,063</b>	<b>1,227,697,485</b>	<b>1,224,346,794</b>
Net Operating Result - Surplus/(Deficit)	7,566,140	5,155,499	1,527,217	204,062	(1,646,822)	(1,159,084)	(653,480)	(3,112,478)	(3,445,578)	(3,350,691)	(8,207,598)
<b>TOTAL EQUITY</b>	<b>1,230,828,149</b>	<b>1,235,983,648</b>	<b>1,237,510,865</b>	<b>1,237,714,927</b>	<b>1,236,068,104</b>	<b>1,234,909,021</b>	<b>1,234,255,541</b>	<b>1,231,143,063</b>	<b>1,227,697,485</b>	<b>1,224,346,794</b>	<b>1,216,139,195</b>
<b>Total Cash, Cash Equivalents &amp; Investment Securities attributable to:</b>											
- External Restrictions	15,826,465	16,950,975	16,940,757	18,128,605	18,536,246	22,128,156	18,954,513	23,052,641	23,706,283	27,375,859	20,123,175
- Internal Restrictions	120,889,643	98,888,203	59,005,664	41,127,284	42,761,886	40,486,519	35,562,967	37,273,766	36,869,870	34,688,807	41,741,874
- Unrestricted	10,786,544	1,893,892	(4,085,908)	(11,863,676)	(20,612,106)	(29,740,947)	(41,367,445)	(52,453,892)	(63,082,948)	(74,573,452)	(86,489,131)
<b>Total</b>	<b>147,502,651</b>	<b>117,733,070</b>	<b>71,860,513</b>	<b>47,392,212</b>	<b>40,686,026</b>	<b>32,873,727</b>	<b>13,150,034</b>	<b>7,872,514</b>	<b>(2,506,796)</b>	<b>(12,508,786)</b>	<b>(24,624,082)</b>

WAVERLEY COUNCIL - PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
<b>CASH FLOW STATEMENT</b>											
<b>CASH FLOW FROM OPERATION ACTIVITES</b>											
<u>Receipts</u>											
Rates	43,790,082	44,643,535	45,602,637	46,631,310	47,691,429	48,734,429	49,812,750	50,916,151	52,050,170	53,206,490	54,383,000
Domestic Waste Charge	17,152,790	17,175,772	17,545,795	17,951,437	18,369,628	18,781,674	19,207,775	19,691,348	20,190,677	20,701,492	21,223,054
User Charges & Fees	34,705,773	35,076,052	35,829,527	36,738,342	37,593,874	38,435,470	39,384,229	40,279,798	41,198,272	42,224,923	43,185,764
Investments Income	3,975,482	4,273,132	3,530,332	2,519,859	2,033,959	2,000,647	1,951,476	1,873,616	1,875,250	1,773,612	1,620,609
Grants & Contributions	23,425,661	16,069,251	13,417,855	13,705,714	14,334,076	14,714,329	15,787,112	15,288,173	15,427,436	16,093,869	15,736,454
Other Operating Receipts	18,166,286	17,933,021	18,343,761	18,834,283	19,311,847	19,784,221	20,509,248	21,022,942	21,546,078	22,081,221	22,627,812
	141,216,075	135,170,763	134,269,908	136,380,945	139,334,813	142,450,770	146,652,590	149,072,029	152,287,882	156,081,606	158,776,693
<u>Payments</u>											
Employee Benefits & On-Costs	61,633,845	62,688,460	64,543,912	67,011,113	69,553,048	72,072,568	74,738,689	77,274,434	79,675,932	82,145,884	84,755,762
Materials & Contracts	27,931,024	23,371,071	22,414,468	22,781,967	23,245,050	23,604,003	24,468,131	24,782,733	25,388,521	25,922,650	29,381,019
Borrowing Costs	122,770	101,239	89,790	78,025	59,252	213,283	187,591	160,954	133,248	106,142	89,123
Other Operating Expenses	21,772,642	22,374,167	22,591,900	23,076,491	23,654,164	24,563,728	24,919,775	25,475,132	26,112,634	27,099,199	27,544,277
	111,460,281	108,534,937	109,640,069	112,947,596	116,511,514	120,453,581	124,314,187	127,693,253	131,310,335	135,273,875	141,770,181
<b>Net Cash provided by (or used in) Operating Activities</b>	29,755,793	26,635,826	24,629,838	23,433,348	22,823,300	21,997,188	22,338,403	21,378,776	20,977,547	20,807,731	17,006,512
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>											
<u>Receipts</u>											
Proceeds from sale of Infrastructure, Property, Plant and Equipment	439,422	625,011	674,860	1,175,036	235,048	1,487,743	1,932,376	406,557	719,720	1,209,497	754,320
Proceeds from sale of Investment Securities	1,684,305	22,001,440	39,892,757	17,878,380	0	2,275,367	8,097,195	0	403,896	2,181,063	7,252,684
	2,123,727	22,626,451	40,567,617	19,053,416	235,048	3,763,110	10,029,571	406,557	1,123,616	3,390,560	8,007,004
<u>Payments</u>											
Purchase of Infrastructure, Property, Plant & equipment	31,708,541	56,607,104	70,742,160	48,629,479	29,020,712	31,027,677	45,698,240	26,738,956	31,613,651	31,664,250	29,505,009
Purchase Investment Properties	0	0	0	0	0	0	0	0	0	0	0
Purchase of Investment Securities	2,770,368	1,124,510	0	1,187,848	2,042,243	3,591,910	0	5,808,927	653,642	3,669,576	7,053,067
	34,478,909	57,731,614	70,742,160	49,817,327	31,062,955	34,619,587	45,698,240	32,547,883	32,267,293	35,333,826	36,558,076
<b>Net Cash provided by (or used in) Investing Activities</b>	(32,355,182)	(35,105,163)	(30,174,543)	(30,763,911)	(30,827,907)	(30,856,477)	(35,668,669)	(32,141,326)	(31,143,677)	(31,943,266)	(28,551,072)
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>											
<u>Receipts</u>											
Proceeds from Borrowings and Advances	0	0	0	0	0	500,000	2,500,000	500,000	0	0	0
	0	0	0	0	0	500,000	2,500,000	500,000	0	0	0
<u>Payments</u>											
Repayments of Borrowings & Advances	411,857	423,315	435,095	447,206	743,822	769,553	796,232	823,897	462,926	354,968	371,119
	411,857	423,315	435,095	447,206	743,822	769,553	796,232	823,897	462,926	354,968	371,119
<b>Net Cash provided by (or used in) Financing Activities</b>	(411,857)	(423,315)	(435,095)	(447,206)	(743,822)	(269,553)	1,703,768	(323,897)	(462,926)	(354,968)	(371,119)
<b>Net Increase (Decrease) in cash held</b>	(3,011,246)	(8,892,652)	(5,979,800)	(7,777,769)	(8,748,429)	(9,128,842)	(11,626,498)	(11,086,447)	(10,629,056)	(11,490,503)	(11,915,679)
<b>Cash Assets &amp; Investments at the beginning of the reporting period</b>	20,493,308	17,482,062	8,589,410	2,609,611	(5,168,158)	(13,916,587)	(23,045,429)	(34,671,927)	(45,758,374)	(56,387,430)	(67,877,933)
<b>Cash at the end of the reporting period</b>	17,482,062	8,589,410	2,609,611	(5,168,158)	(13,916,587)	(23,045,429)	(34,671,927)	(45,758,374)	(56,387,430)	(67,877,933)	(79,793,613)

[illegible]





Telephone enquiries  
General business **9083 8000**  
General fax **9387 1820**  
Hearing/speech impaired **133 677**  
Hours emergencies **9083 8000**