



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

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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

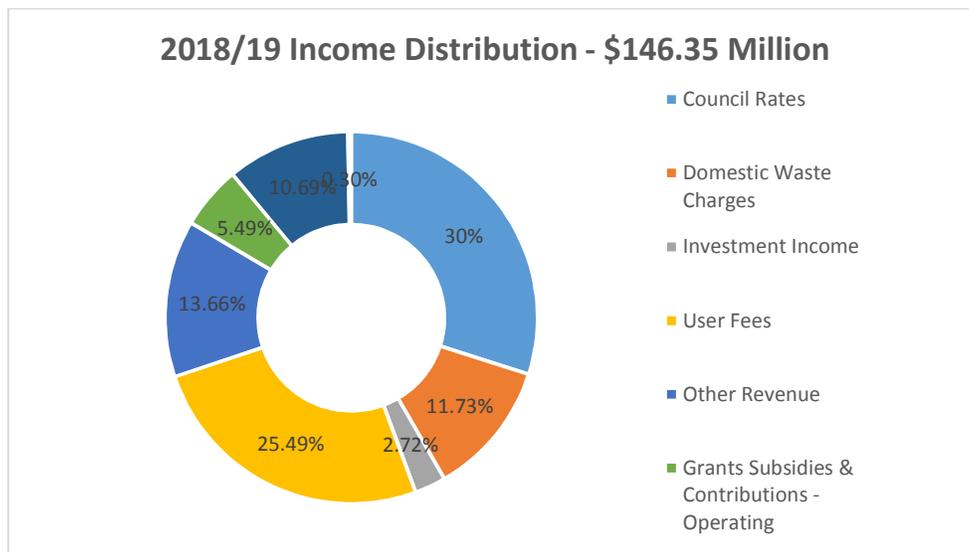
The LTFP presents financial forecasts which draws from Council's Strategic Asset Management Plan 5 (SAMP 5), Environmental Action Plan 4 (EAP 4) and other strategic documents.

4. CURRENT FINANCIAL POSITION OF COUNCIL

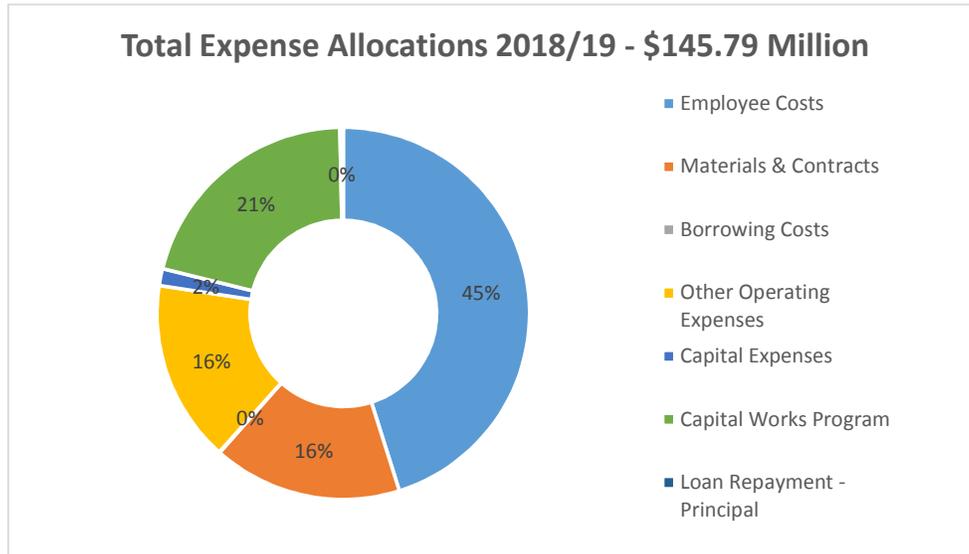
Waverley Council operates at present from a good financial position. The 2016/17 audited Annual Financial Statements show that Waverley Council's key ratios are currently considered to be healthy as shown in the table 1 below:

Table 1 : Local Government Key Performance Measures				
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 \$146.35 million, as illustrated in the chart below:



The 2018/19 budget estimates that Council’s total expenditure, including loan repayments, internal charges and excluding depreciation will be \$145.79 million as illustrated in the chart below.



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
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

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
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 \$30.4 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.

Year	Rate Pegging limit %	Waverley Council's increase %	CPI (weighted average all capital cities)%
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%
Total cumulative increase	43.4%	74.1%	35.9%
Average annual increase (15 years - 2004/05 to 2018/19)	2.9%	4.9%	2.4%

Table 3: Allowable increase in Rates and CPI			
Year	Rate Pegging limit %	Waverley Council's increase %	CPI (weighted average all capital cities)%
* 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.

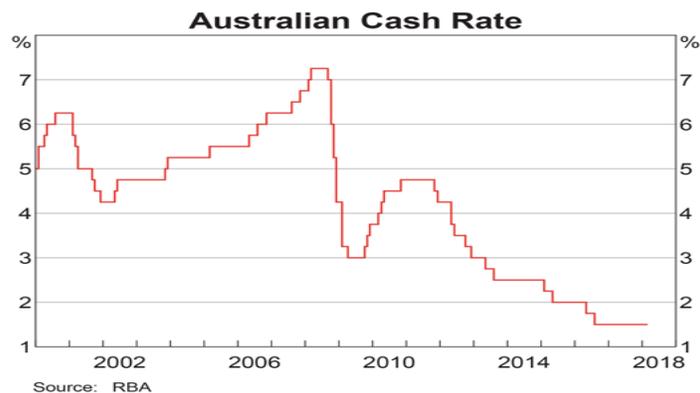
Waverley's Investment Policy limits the proportion of investments Council can make in various types of facilities by limiting:

- 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 \$29.7 million.

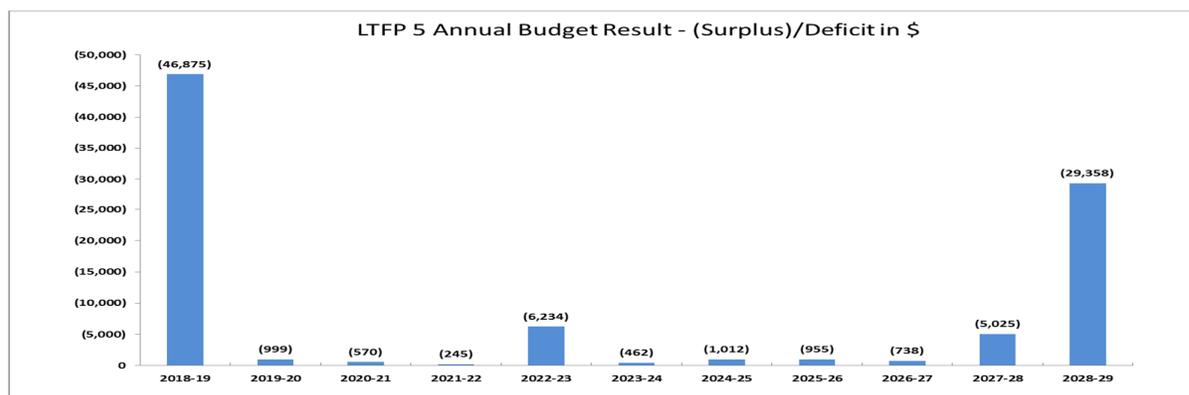
The LTFP capital works program 2018/19 to 2028/29 outlines all infrastructure renewal works arising from Council's Strategic Asset Management Plan (SAMP 5) and capital enhancements from Environmental Action Plan (EAP 4) and other strategic plans. The program includes a number of major capital projects:

- 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:

Year	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	benchmark
Unrestricted 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

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	benchmark
Cash Expense Cover Ratio	12	10	6	5	6	6	5	5	5	5	5	> 3 months
Own Source Operating Revenue ratio	84%	85%	89%	89%	88%	88%	87%	88%	89%	89%	89%	> 60%
Operating Performance ratio	-3.7%	0.8%	-0.3%	-0.5%	-1.8%	-0.6%	-0.9%	-1.2%	-0.9%	-0.2%	-2.8%	> 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 \$84.1 million or 57.5% 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. It is noted that the NSW State Government has recently announced that new legislation will shortly be introduced to allow local government flexibility to charge lower amounts on some parking fines, this has not been assessed in this planning period.
- **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 \$62.2 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:** Employment 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:

Item	Optimistic Scenario		Pessimistic Scenario	
	Positive effect on modelled results - \$'000		Negative effect on modelled results - \$'000	
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	(20,408)	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	3,310
Planning Agreement contributions	Achieve current projections	0	Achieve only 50% of the current projections	12,512
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	(13,650)	Increase higher than CPI by 0.5% for the next agreement	13,970

Table 6: Positive and Negative Effects of Modelled Sensitivities on Financial Outcomes for LTFP 5				
Consistent staff turnover rate	Consistent with current rate	(9,090)	Staff turnover rate improves	0
Total Potential Net Effects		(51,811)		60,113

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.

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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
CPI - Prudential (January 2018)	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Revenue:										
Council Rate - IPART Fact Sheet "Council Notifications received by IPART for 2018/19"	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%
Total Rate Increase	2.25%	2.50%								
Pensioner rebates & Rate abandonment	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Domestic Waste Charge	0.00%	2.25%	2.25%	2.25%	2.25%	2.25%	2.50%	2.50%	2.50%	2.50%
Car Park Revenue - increase by CP1 every 3 years			2.50%			2.50%			2.50%	
Parking Meter Revenue - increase by CPI increase	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Residential parking permit - increase by CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Parking Fine income - increase by CPI	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%
Total Parking Fine Income	2.75%	3.00%								
Commercial Properties rental income - increase by CPI	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%		
Total Commercial Properties rental income	2.25%	3.50%	2.50%	2.50%	3.50%	2.50%	2.50%	3.50%	2.50%	2.50%
Investment Revenue - based on Prudential's advice "Forecast Investment Revenues" on Jan 2018	3.11%	3.34%	3.43%	3.54%	3.63%	3.71%	3.79%	3.88%	4.02%	4.02%
User Charges - increased based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Grant & Contribution - increased based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Operational Revenue - increased based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Revenue:										
Section 94 Contributions increase in 2019/20 to reflect the full effect of BJ levy increase, thereafter CPI	41.67%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Planning Agreement income (as per schedule below)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Capital Grant & Contribution - Other	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Asset Sale	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Operating Expenditure:										
Employee Costs										
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%
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%
Superannuation Costs										
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%
Total Superannuation Guarantee Contribution	3.09%	3.00%	8.70%	8.34%	7.88%	9.32%	5.61%	2.60%	2.60%	2.60%
Workers Compensation Premium	-21%	-22%	2.89%	2.84%	2.67%	2.60%	2.60%	2.60%	2.60%	2.60%
Other Employment Costs - increased based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials - increased by 0.5% lower than CPI	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Contracts - increased by 0.5% lower than CPI	1.75%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Borrowing Costs - based on TCorp's advice "Forecast Borrowing Interest Rate" on December 2017	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 - increased 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 - increased based on CPI	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Capital Expenditure:										
Office Furniture & Equipment - increased 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 - increased 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 - increased 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											
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
Buildings		8,108,200	23,347,659	40,156,584	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	1,500,000		350,000	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	Boot Factory 50% SAMP 50% Capital	750,000	2,400,000	600,000									3,750,000
8	Knowledge and Innovation Hub project - 50% SAMP 50% Capital	0	100,000	1,900,000									2,000,000
9	Land Acquisition for Open Space										1,800,000	1,800,000	3,600,000
10	New Child Care Centre					500,000	2,500,000	2,500,000					5,500,000
11	North Bronte (Bronte Surf) Toilet Renewal						600,000						600,000
12	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
13	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
14	South Bronte (Community Centre) Toilet	500,000											500,000
15	South Bronte Amenities Upgrade		500,000										500,000
16	Tamarama Surf Club upgrade (Council contribution to works)						682,116						682,116
17	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
18	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
19	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
20	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
21	Planting Steep Slopes - Dudley Page Reserve (1500m2) (Design/Approval)	10,000											10,000
22	Planting Steep Slopes - Hewlett St Split Level (600m2) (Design/Deliver)	60,000											60,000
23	Planting Steep Slopes - Ray O'Keefe/Ramsgate Split Level (600m2) (Design/Deliver)	60,000											60,000
24	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
25	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
26	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
27	Small Parks - Eastern Ave Stage 3 (Design/Deliver)	25,000											25,000
28	Turf Maintenance Program (See notes) (Design/Deliver)	300,000											300,000
29	Turf Replacement - Coastal Turfing - High Wear Areas (Maintenance)	75,000											75,000
30	Turf Replacement - Waverley Park Netball Courts 3000m2	5,000											5,000
31	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
Parking Infrastructure		60,000	3,548,000	524,000	0	0	0	4,210,000	0	0	644,000	0	8,986,000
32	SAMP 5 On and Off Street Parking Infrastructure replacement		3,548,000	524,000				4,210,000			644,000		8,926,000
33	Ticketless parking infrastructure - design specification development	60,000											60,000
Public Domain Infrastructure		3,498,683	3,840,618	1,054,761	1,073,125	1,791,714	1,110,535	7,979,595	8,798,899	2,018,454	2,338,267	558,346	34,062,997
34	Accelerated main road streetlighting upgrade	350,000	524,000										874,000
35	Accelerated Streetlighting upgrade	257,683	0	300,000	300,000	0	300,000	0	300,000	0	300,000	0	1,757,683
36	Bondi stormwater system reuse extension	375,000	80,000										455,000
37	Carlisle St to Tamarama Park Stairs (Condition Assessment/Design)	25,000											25,000
38	Cliff Walk Remediation (QS & Works) (Maintenance)	100,000											100,000
39	Creative lighting strategy implementation	150,000											150,000
40	Barracluff - improved sports lighting	60,000											60,000
41	Coastal Fencing	347,000											347,000
42	Nth Bondi Ramp	300,000											300,000
43	Replacement of coastal fencing with new prototype		350,000	350,000	350,000	350,000	350,000						1,750,000
44	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
45	SAMP5 - Other: Fences, Stairs, Edging, walls / Retaining walls	100,000	100,000	102,700	105,473	108,321	111,245	114,249	117,334	120,502	123,755	127,097	1,230,675
46	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
47	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
48	Street Trees - Poplar Replacement (15@\$3000) (Design& Deliver)	45,000											45,000
49	Street Trees - Pre Grow Orders	20,000											20,000
50	Street Trees - Stree Tree Replacements Precinct & Avenue Based - (Design& Deliver)	74,000											74,000
51	Structural renewal of Bondi Promenade & sea walls							7,500,000	8,000,000				15,500,000
52	Repair and remediation of Bondi Promenade facing	50,000											50,000
53	Structural renewal of Bronte Promenade & sea walls		2,000,000										2,000,000
54	Tamarama promenade & sea walls					1,000,000							1,000,000
55	Thomas Hogan Stairs Remediation (Condition Assessment/Design)	25,000											25,000
56	Waverley Cemetery Renewal and enhancements		500,000							1,500,000	1,500,000		3,500,000
57	Waverley Cemetery restoration	487,000											487,000
58	Waverley Cemeteries Retaining Wall	513,000											513,000
59	Waverley Park - Park Parade Bollards - Maintenance	20,000											20,000
60	Waverley Park Landscape Lighting	150,000											150,000
61	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
Recreational & Public Spaces		1,775,000	2,386,000	4,813,100	1,416,419	1,095,962	2,197,736	2,510,747	722,001	761,505	679,266	2,421,290	20,779,025
62	Barracluff Park + Playground	550,000											550,000
63	Biddigal Reserve Upgrade Works	180,000											180,000
64	Bondi POM Landscape works		750,000	750,000			1,500,000	1,500,000					4,500,000

Appendix 2 - LTFP 5 Capital Works Program and funding sources

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
65	Hugh Bamford Upgrade - wait till the POM is completed	0											0
66	Irrigation - Implement Audit Recommendations - Maintenance	50,000											50,000
67	Irrigation - Upgrades - Design (Clemenston Park, Waverley Park - Netball Courts, Memorial Park & Bondi Rd) (Design Only)	35,000											35,000
68	Marks Park - Landscape	100,000											100,000
69	Marks Park - Playground	300,000											300,000
70	Marlborough Playground / Park (design only)	50,000											50,000
71	Netball court resurfacing with new MP poles	60,000											60,000
72	Public Art Commissions - every 2 years	100,000		100,000		100,000		100,000		100,000		100,000	600,000
73	Revegetation - Thomas Hogan Revegetation (Deliver 60 reserve / 60 stairs revegetation)	120,000											120,000
74	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
75	SAMP5 Renewal Heritage Significant Element & Contemplation Shelters			1,600,000									1,600,000
76	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
77	South Bondi Park Upgrade	195,000											195,000
78	Tamarama Upper Gully Landscape	35,000											35,000
Road Infrastructure		15,168,529	18,970,765	17,690,870	15,958,584	14,595,962	10,051,066	10,575,967	7,354,755	15,090,619	11,880,616	10,866,990	148,204,723
79	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
80	Birrell Street, Tamarama pathway access to 362 Birrell Street and remediation of landfill within Tamarama Gully 50% SAMP 50% Capital						600,000						600,000
81	Campbell Parade streetscape upgrade project 50% SAMP 50% Capital	1,200,000	6,000,000	5,000,000	5,000,000								17,200,000
82	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
83	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
84	Implement high priority transport projects 60% SAMP 50% Capital	300,000	300,000		500,000		500,000		500,000		500,000		2,600,000
85	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
86	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
87	PAMP Development & Implementation (40 km/hr zone)		500,000										500,000
88	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
89	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
90	SAMP Roads _minor restorations various locations	1,000,000											1,000,000
91	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
92	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
93	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
94	SAMP5 Pedestrian Bridges							150,000	150,000				300,000

Appendix 2 - LTFP 5 Capital Works Program and funding sources

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
95	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
96	School Zone safety program	100,000		100,000		100,000		100,000		100,000		100,000	600,000
97	Separated cycleways (25% of total cost)		500,000	1,910,000	1,577,500	1,531,500							5,519,000
98	South Head Cemetery Renewal and enhancements					500,000	500,000						1,000,000
99	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
100	Waverley LGA Mall Restoration program			600,000		600,000				4,400,000	4,400,000		10,000,000
Sustainability Infrastructure		621,000	192,699	59,145	779,732	425,169	43,024	189,072	85,821	486,702	134,414	36,454	3,053,234
101	Biddigal GPT	342,000	178,000										520,000
102	Calga Resrve SQID									350,000			350,000
103	Facilities Sustainable Energy upgrades	279,000			125,000			125,000					529,000
104	Malborough Park GPT					378,000							378,000
105	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
106	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
107	SAMP5 Renewal of Tanks & Pumps			16,336	11,649	2,826	4,119	21,215	14,568		14,605	30,373	115,692
108	Varna Park SQID				570,000								570,000
Grand Total		30,371,412	54,094,341	66,252,945	43,062,291	25,855,245	24,206,082	37,277,130	24,197,731	27,357,862	26,764,380	24,526,529	383,965,946
Capital Works Program Funding Sources:													
	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	(3,500,000)	(14,301,259)	(22,970,398)	(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	(9,817,240)	(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)	(121,745,115)
Total Funding Sources		(30,371,412)	(54,094,341)	(66,252,945)	(43,062,291)	(25,855,245)	(24,206,082)	(37,277,130)	(24,197,731)	(27,357,862)	(26,764,380)	(24,526,529)	(383,965,946)

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	(37,297,878)	(37,930,569)	(38,752,399)	(39,866,902)	(40,740,071)	(41,830,837)	(42,831,178)	(43,994,985)	(44,953,064)	(46,291,377)	(47,297,880)
Other Revenues	(18,703,037)	(18,353,783)	(18,861,026)	(19,412,916)	(19,949,831)	(20,501,860)	(21,311,273)	(21,900,573)	(22,506,435)	(23,129,321)	(23,769,957)
Grants Subsidies & Contributions	(8,030,368)	(8,183,930)	(8,358,389)	(8,537,208)	(8,720,495)	(8,908,371)	(9,100,938)	(9,298,316)	(9,500,634)	(9,708,012)	(9,920,576)
Total Operating Income	(128,976,046)	(131,386,696)	(133,573,979)	(135,954,099)	(138,709,562)	(142,181,441)	(145,807,548)	(149,445,205)	(153,031,899)	(156,945,429)	(160,551,446)
Operating Expenditure											
Employee Costs	65,783,173	66,147,750	67,558,510	69,802,607	72,084,454	74,317,357	76,678,098	78,880,090	80,929,773	83,032,727	85,255,510
Materials & Contracts	23,940,693	19,111,193	19,606,545	19,970,535	20,350,738	20,612,451	21,499,684	21,585,422	22,188,527	22,593,071	26,573,978
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	21,707,050	22,156,269	22,943,771	23,163,948	23,743,793	24,338,195	25,331,340	25,571,636	26,211,545	26,867,400	27,989,465
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	134,260,257	130,950,638	134,591,134	137,878,390	141,378,535	144,591,373	149,135,348	151,641,683	155,076,932	158,399,621	165,792,088
Operating Result Before Capital Income - (Surplus)/Deficit	5,284,211	(436,058)	1,017,155	1,924,291	2,668,973	2,409,932	3,327,800	2,196,478	2,045,033	1,454,192	5,240,642
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	(10,800,098)	(14,106,009)	(7,191,205)	(7,197,233)	(6,594,218)	(8,449,408)	(10,981,359)	(7,477,417)	(7,500,736)	(8,974,761)	(4,182,880)
Capital Expenditure											
Other Capital Purchases	2,163,518	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	30,371,412	54,094,341	66,252,945	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	32,534,930	57,382,068	70,505,359	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	21,734,832	43,276,059	63,314,154	40,735,569	21,841,584	22,658,430	35,168,131	18,661,213	24,282,246	22,685,817	25,255,462
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	18,918,577	20,905,116	3,931,100	13,635,911	18,045,028	13,795,878	22,613,013	16,881,672	22,154,755	22,143,644	23,361,440
Transfer from Reserves	(18,383,556)	(41,159,360)	(43,276,128)	(29,943,038)	(15,649,322)	(11,587,426)	(30,611,956)	(10,395,331)	(21,259,008)	(19,371,477)	(23,116,539)
Net Reserve Movements	535,021	(20,254,244)	(39,345,028)	(16,307,127)	2,395,706	2,208,452	(7,998,943)	6,486,341	895,747	2,772,167	244,901
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
BALANCE SHEET											
CURRENT ASSETS											
Cash & Cash Equivalents	20,155,844	19,383,829	19,323,738	18,079,144	17,177,473	16,663,404	16,623,209	15,403,912	15,051,873	14,494,033	14,626,345
Investments	116,860,235	95,479,445	56,142,559	38,645,467	40,631,373	39,245,713	34,418,167	36,804,089	37,043,858	36,144,066	43,639,220
Receivables	8,589,826	9,244,017	9,867,642	10,585,950	11,291,234	12,068,504	12,923,541	13,630,784	14,395,889	15,177,896	15,936,519
Other	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000
Total Current Assets	146,559,905	125,061,292	86,287,939	68,264,561	70,054,081	68,931,622	64,918,918	66,792,785	67,445,621	66,769,995	75,156,084
NON-CURRENT ASSETS											
Investments	12,609,312	13,735,858	13,727,716	14,917,681	15,327,481	18,921,593	15,750,196	19,850,615	20,506,593	24,178,552	16,928,299
Receivables	1,569,170	1,584,772	1,596,102	1,608,258	1,620,778	1,633,674	1,646,956	1,660,638	1,674,729	1,689,244	1,704,194
Infrastructure, Property, Plant & Equipment	968,772,668	1,002,708,606	1,048,809,174	1,071,866,082	1,075,314,538	1,081,285,479	1,101,968,537	1,102,634,761	1,108,776,086	1,114,618,687	1,118,156,189
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
Total Non-Current Assets	1,128,896,150	1,163,974,236	1,210,077,992	1,234,337,021	1,238,207,797	1,247,785,746	1,265,310,690	1,270,091,014	1,276,902,409	1,286,431,483	1,282,733,681
Total Assets	1,275,456,055	1,289,035,528	1,296,365,931	1,302,601,582	1,308,261,877	1,316,717,368	1,330,229,608	1,336,883,799	1,344,348,029	1,353,201,478	1,357,889,765
CURRENT LIABILITIES											
Payables	20,561,999	20,431,672	20,952,841	20,377,441	20,125,287	20,340,214	21,103,038	20,543,942	20,914,937	21,091,725	21,908,072
Borrowings	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000
Provisions	16,665,670	16,692,778	16,745,902	16,806,925	16,868,979	16,929,687	16,993,976	17,053,743	17,109,169	17,166,036	17,226,216
Total Current Liabilities	38,042,670	37,939,450	38,513,743	37,999,367	37,809,266	38,084,901	38,912,014	38,412,685	38,839,106	39,072,761	39,949,288
NON-CURRENT LIABILITIES											
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
Total Non-Current Liabilities	3,351,278	2,927,963	2,492,868	2,045,662	1,301,840	1,032,287	2,736,055	2,412,158	1,949,232	1,594,264	1,223,145
Total Liabilities	41,393,948	40,867,413	41,006,611	40,045,029	39,111,106	39,117,188	41,648,069	40,824,843	40,788,338	40,667,025	41,172,433
NET ASSETS	1,234,062,107	1,248,168,116	1,255,359,321	1,262,556,554	1,269,150,771	1,277,600,180	1,288,581,539	1,296,058,956	1,303,559,692	1,312,534,453	1,316,717,332
EQUITY											
Retained Earning	691,870,009	702,670,107	716,776,116	723,967,321	731,164,554	737,758,771	746,208,180	757,189,539	764,666,956	772,167,692	781,142,453
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
Retained Earning	1,223,262,009	1,234,062,107	1,248,168,116	1,255,359,321	1,262,556,554	1,269,150,771	1,277,600,180	1,288,581,539	1,296,058,956	1,303,559,692	1,312,534,453
Net Operating Result - Surplus/(Deficit)	10,800,098	14,106,009	7,191,205	7,197,233	6,594,218	8,449,408	10,981,359	7,477,417	7,500,736	8,974,761	4,182,880
TOTAL EQUITY	1,234,062,107	1,248,168,116	1,255,359,321	1,262,556,554	1,269,150,771	1,277,600,180	1,288,581,539	1,296,058,956	1,303,559,692	1,312,534,453	1,316,717,332
Total Cash, Cash Equivalents & Investment Securities attributable to:											
- External Restrictions	15,833,965	16,960,511	16,952,369	18,142,334	18,552,134	22,146,246	18,974,849	23,075,268	23,731,246	27,403,205	20,152,952
- Internal Restrictions	120,331,101	98,950,311	59,613,425	42,116,333	44,102,239	42,716,579	37,889,033	40,274,955	40,514,724	39,614,932	47,110,086
- Unrestricted	13,460,326	12,688,311	12,628,219	11,383,626	10,481,955	9,967,886	9,927,691	8,708,394	8,356,355	7,798,515	7,930,827
Total	149,625,392	128,599,133	89,194,013	71,642,292	73,136,327	74,830,711	66,791,573	72,058,616	72,602,324	74,816,651	75,193,864

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
CASH FLOW STATEMENT											
CASH FLOW FROM OPERATION ACTIVITES											
<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	37,305,943	37,919,561	38,711,510	39,831,704	40,732,001	41,804,327	42,804,252	43,962,391	44,929,555	46,260,117	47,272,268
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	23,494,902	21,292,117	16,015,046	16,465,843	17,722,680	18,267,015	21,396,797	18,637,155	18,332,920	18,913,341	18,598,092
Other Operating Receipts	18,584,739	18,326,416	18,795,567	19,351,345	19,897,578	20,441,538	21,241,782	21,834,350	22,440,253	23,062,075	23,699,345
	144,303,938	143,761,842	140,472,524	143,170,123	147,019,900	150,762,872	157,316,011	157,991,619	161,078,751	165,368,364	168,447,075
<u>Payments</u>											
Employee Benefits & On-Costs	61,842,374	62,909,470	64,771,558	66,932,517	69,136,949	71,295,956	73,577,278	75,706,015	77,680,269	79,699,963	81,835,513
Materials & Contracts	27,740,433	23,264,098	22,337,249	22,703,403	23,156,979	23,514,688	24,369,138	24,671,363	25,264,137	25,784,592	29,228,613
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	21,764,377	22,078,337	22,807,152	23,125,751	23,643,199	24,235,076	25,159,045	25,529,949	26,100,531	26,753,620	27,794,805
	111,469,955	108,353,143	110,005,749	112,839,695	115,996,380	119,259,002	123,293,053	126,068,280	129,178,185	132,344,316	138,948,054
Net Cash provided by (or used in) Operating Activities	32,833,984	35,408,699	30,466,776	30,330,428	31,023,521	31,503,870	34,022,958	31,923,339	31,900,566	33,024,048	29,499,021
CASH FLOW FROM INVESTING ACTIVITIES											
<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	2,242,847	21,380,790	39,345,028	17,497,092	0	1,385,660	7,998,943	0	0	899,792	7,250,253
	2,682,269	22,005,801	40,019,888	18,672,128	235,048	2,873,403	9,931,319	406,557	719,720	2,109,289	8,004,573
<u>Payments</u>											
Purchase of Infrastructure, Property, Plant & equipment	32,663,991	56,636,654	70,111,660	48,609,979	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	2,777,868	1,126,546	0	1,189,965	2,395,706	3,594,112	0	6,486,341	895,747	3,671,959	7,495,154
	35,441,859	57,763,200	70,111,660	49,799,944	31,416,418	34,621,789	45,698,240	33,225,297	32,509,398	35,336,209	37,000,163
Net Cash provided by (or used in) Investing Activities	(32,759,590)	(35,757,399)	(30,091,772)	(31,127,816)	(31,181,370)	(31,748,386)	(35,766,921)	(32,818,740)	(31,789,678)	(33,226,920)	(28,995,590)
CASH FLOW FROM FINANCING ACTIVITIES											
<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
Net Cash provided by (or used in) Financing Activities	(411,857)	(423,315)	(435,095)	(447,206)	(743,822)	(269,553)	1,703,768	(323,897)	(462,926)	(354,968)	(371,119)
Net Increase (Decrease) in cash held	(337,463)	(772,015)	(60,092)	(1,244,594)	(901,671)	(514,069)	(40,195)	(1,219,297)	(352,039)	(557,840)	132,312

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
Cash Assets & Investments at the beginning of the reporting period	20,493,308	20,155,844	19,383,829	19,323,738	18,079,144	17,177,473	16,663,404	16,623,209	15,403,912	15,051,873	14,494,033
Cash at the end of the reporting period	20,155,844	19,383,829	19,323,738	18,079,144	17,177,473	16,663,404	16,623,209	15,403,912	15,051,873	14,494,033	14,626,345
Plus Other Current Investments	116,860,235	95,479,445	56,142,559	38,645,467	40,631,373	39,245,713	34,418,167	36,804,089	37,043,858	36,144,066	43,639,220
Plus Other Non-Current Investments	12,609,312	13,735,858	13,727,716	14,917,681	15,327,481	18,921,593	15,750,196	19,850,615	20,506,593	24,178,552	16,928,299
Total Cash & Investment Securities	149,625,392	128,599,133	89,194,013	71,642,292	73,136,327	74,830,711	66,791,573	72,058,616	72,602,324	74,816,651	75,193,864
Statement of Changes in Equity											
Equity - Opening Balance	1,223,262,009	1,234,062,107	1,248,168,116	1,255,359,321	1,262,556,554	1,269,150,771	1,277,600,180	1,288,581,539	1,296,058,956	1,303,559,692	1,312,534,453
Net Operating Result for the Year	10,800,098	14,106,009	7,191,205	7,197,233	6,594,218	8,449,408	10,981,359	7,477,417	7,500,736	8,974,761	4,182,880
Equity - Closing Balance	1,234,062,107	1,248,168,116	1,255,359,321	1,262,556,554	1,269,150,771	1,277,600,180	1,288,581,539	1,296,058,956	1,303,559,692	1,312,534,453	1,316,717,332
RESERVE BALANCE											
External Restriction											
Voluntary Planning Agreement	8,269,175	7,306,181	5,532,287	5,733,708	3,658,925	5,282,938	3,628,677	5,248,888	3,694,915	4,017,102	22,049
Section 94A	1,799,456	1,126,882	549,723	377,346	322,042	233,406	390,324	467,673	208,164	1,072,563	25,000
Affordable Housing	3,610,572	4,309,010	4,505,066	4,701,043	4,896,940	5,092,755	5,288,486	5,484,132	5,679,691	5,875,161	6,070,540
Unexpended Grants/Subsidy	491,756	245,878	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Domestic Waste Reserve	1,663,006	3,972,560	6,365,293	7,330,237	9,674,227	11,537,147	9,667,362	11,874,575	14,148,476	16,438,379	14,035,363
Total External Restricted Reserve	15,833,965	16,960,511	16,952,369	18,142,334	18,552,134	22,146,246	18,974,849	23,075,268	23,731,246	27,403,205	20,152,952
Internal Restriction											
Employees Leave Entitlements	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186
Replacement - Plant & Vehicles	4,481,762	4,722,169	4,793,323	4,644,972	4,905,436	3,310,283	2,655,355	3,419,594	2,937,716	1,990,665	2,289,937
Computer	1,167,201	1,247,201	1,127,201	1,207,201	1,287,201	1,367,201	1,247,201	1,327,201	1,407,201	1,487,201	1,367,201
Centralised Reserve	8,936,918	8,530,364	5,901,346	2,881,240	2,381,176	968,681	4,416,198	3,525,492	5,484,210	5,189,718	4,807,437
Infrastructure Asset Renewal Reserve	10,897,447	10,610,949	233,318	2,414,640	5,150,840	4,987,666	2,427,341	3,244,784	1,866,215	2,280,048	9,599,864
Election Reserve	198,452	346,522	43,344	142,177	243,481	384,118	69,713	178,807	290,628	405,245	119,619
Sale Surplus Lands	5,888,125	3,088,125	480,000	480,000	480,000	480,000	480,000	480,000	480,000	(1)	(1)
Looking Good	53,396	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Deposits & Bonds	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033
Parking Meters	3,778,536	1,046,536	1,878,856	2,727,822	3,593,768	4,477,033	1,167,963	2,086,912	3,024,240	3,980,314	4,955,510
Off-Street Parking Facilities	1,040,046	1,344,647	1,202,028	1,618,073	1,997,369	2,419,007	2,865,081	2,840,490	3,289,737	1,630,229	2,178,777
Housing Stock	1,748,278	1,809,678	1,881,438	1,924,788	1,977,885	2,035,006	2,096,130	2,145,757	2,200,433	2,388,093	2,581,062
Social Housing	743,581	565,434	525,522	344,128	163,126	0	0	16,857	0	0	198,435
Carry Overs	2,842,034	1,279,534	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Waverley Cemetery	964,745	969,880	979,435	1,065,920	1,159,565	1,428,646	1,508,760	1,957,308	2,385,696	3,017,876	3,669,025
Investment Strategy	62,297,361	48,096,053	25,224,395	7,322,153	5,419,173	5,515,719	3,612,072	3,708,534	1,805,429	1,902,324	0
Total Internal Restriction	120,331,101	98,950,311	59,613,425	42,116,333	44,102,239	42,716,579	37,889,033	40,274,955	40,514,724	39,614,932	47,110,086
Total Restricted Reserve Balance	136,165,066	115,910,822	76,565,794	60,258,667	62,654,373	64,862,825	56,863,882	63,350,223	64,245,970	67,018,137	67,263,038

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	(37,297,878)	(37,930,569)	(38,752,399)	(39,866,902)	(40,740,071)	(41,830,837)	(42,831,178)	(43,994,985)	(44,953,064)	(46,291,377)	(47,297,880)
Other Revenues	(18,703,037)	(18,353,783)	(18,861,026)	(19,412,916)	(19,949,831)	(20,501,860)	(21,311,273)	(21,900,573)	(22,506,435)	(23,129,321)	(23,769,957)
Grants Subsidies & Contributions	(8,030,368)	(8,183,930)	(8,358,389)	(8,537,208)	(8,720,495)	(8,908,371)	(9,100,938)	(9,298,316)	(9,500,634)	(9,708,012)	(9,920,576)
Total Operating Income	(128,976,046)	(131,521,327)	(133,850,039)	(136,378,989)	(139,290,978)	(142,927,380)	(146,726,323)	(150,545,455)	(154,322,599)	(158,435,902)	(162,251,377)
Operating Expenditure											
Employee Costs	65,783,173	65,848,585	66,999,813	68,703,302	70,447,828	72,234,046	74,172,552	75,936,933	77,535,707	79,168,143	80,900,164
Materials & Contracts	23,940,693	19,111,193	19,606,545	19,970,535	20,350,738	20,612,451	21,499,684	21,585,422	22,188,527	22,593,071	26,573,978
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	21,707,050	22,156,269	22,943,771	23,163,948	23,743,793	24,338,195	25,331,340	25,571,636	26,211,545	26,867,400	27,989,465
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	134,260,257	130,651,473	134,032,437	136,779,085	139,741,909	142,508,062	146,629,802	148,698,526	151,682,866	154,535,037	161,436,742
Operating Result Before Capital Income - (Surplus)/Deficit	5,284,211	(869,854)	182,398	400,096	450,931	(419,318)	(96,521)	(1,846,929)	(2,639,733)	(3,900,865)	(814,635)
Capital Income											
Grants Subsidies & Contributions	(15,644,887)	(13,044,940)	(9,583,700)	(10,047,943)	(11,182,134)	(11,579,437)	(14,639,819)	(11,586,949)	(11,203,650)	(11,656,498)	(11,167,170)
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)	(10,258,560)	(11,222,979)	(11,417,182)	(13,067,180)	(16,572,195)	(11,993,506)	(11,923,370)	(12,865,995)	(11,921,490)
Operating Result - (Surplus)/Deficit	(10,800,098)	(14,539,805)	(10,076,162)	(10,822,883)	(10,966,251)	(13,486,498)	(16,668,716)	(13,840,435)	(14,563,103)	(16,766,860)	(12,736,125)
Capital Expenditure											
Other Capital Purchases	2,163,518	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	30,371,412	54,094,341	66,252,945	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	32,534,930	57,382,068	70,505,359	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	21,734,832	42,842,263	60,429,197	37,109,919	17,469,551	17,621,340	29,480,774	12,298,195	17,219,879	14,893,718	16,702,217
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	18,918,577	20,905,116	3,931,100	13,635,911	18,045,028	13,795,878	22,613,013	16,881,672	22,154,755	22,143,644	23,361,440
Transfer from Reserves	(18,383,556)	(41,159,360)	(43,276,128)	(29,943,038)	(15,649,322)	(11,587,426)	(30,611,956)	(10,395,331)	(21,259,008)	(19,371,477)	(23,116,539)
Net Reserve Movements	535,021	(20,254,244)	(39,345,028)	(16,307,127)	2,395,706	2,208,452	(7,998,943)	6,486,341	895,747	2,772,167	244,901
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)	(434,795)	(2,885,527)	(3,625,895)	(4,378,267)	(5,037,552)	(5,688,369)	(6,363,973)	(7,063,105)	(7,797,124)	(8,582,603)
Cumulative Budget Result - (Surplus)/Deficit	(46,875)	(481,670)	(3,367,197)	(6,993,092)	(11,371,360)	(16,408,912)	(22,097,281)	(28,461,254)	(35,524,359)	(43,321,483)	(51,904,086)

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
BALANCE SHEET											
CURRENT ASSETS											
Cash & Cash Equivalents	20,155,844	19,805,888	22,568,166	24,926,453	28,375,303	32,878,683	38,506,578	43,630,144	50,319,905	57,532,857	66,195,960
Investments	116,860,235	95,479,445	56,142,559	38,645,467	40,631,373	39,245,713	34,418,167	36,804,089	37,043,858	36,144,066	43,639,220
Receivables	8,589,826	9,247,338	9,926,247	10,650,047	11,359,690	12,142,369	13,003,251	13,716,725	14,488,027	15,276,344	16,041,778
Other	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000
Total Current Assets	146,559,905	125,486,671	89,590,972	75,175,967	81,320,366	85,220,765	86,881,996	95,104,958	102,805,790	109,907,267	126,830,958
NON-CURRENT ASSETS											
Investments	12,609,312	13,735,858	13,727,716	14,917,681	15,327,481	18,921,593	15,750,196	19,850,615	20,506,593	24,178,552	16,928,299
Receivables	1,569,170	1,584,772	1,596,102	1,608,258	1,620,778	1,633,674	1,646,956	1,660,638	1,674,729	1,689,244	1,704,194
Infrastructure, Property, Plant & Equipment	968,772,668	1,002,708,606	1,048,809,174	1,071,866,082	1,075,314,538	1,081,285,479	1,101,968,537	1,102,634,761	1,108,776,086	1,114,618,687	1,118,156,189
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
Total Non-Current Assets	1,128,896,150	1,163,974,236	1,210,077,992	1,234,337,021	1,238,207,797	1,247,785,746	1,265,310,690	1,270,091,014	1,276,902,409	1,286,431,483	1,282,733,681
Total Assets	1,275,456,055	1,289,460,907	1,299,668,964	1,309,512,988	1,319,528,163	1,333,006,511	1,352,192,686	1,365,195,972	1,379,708,198	1,396,338,750	1,409,564,640
CURRENT LIABILITIES											
Payables	20,561,999	20,431,672	20,952,841	20,374,974	20,120,391	20,333,331	21,094,315	20,533,296	20,902,281	21,076,972	21,891,130
Borrowings	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000
Provisions	16,665,670	16,684,360	16,730,182	16,776,395	16,823,724	16,872,187	16,924,894	16,972,660	17,015,725	17,059,694	17,106,420
Total Current Liabilities	38,042,670	37,931,032	38,498,023	37,966,369	37,759,116	38,020,518	38,834,209	38,320,957	38,733,007	38,951,666	39,812,550
NON-CURRENT LIABILITIES											
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
Total Non-Current Liabilities	3,351,278	2,927,963	2,492,868	2,045,662	1,301,840	1,032,287	2,736,055	2,412,158	1,949,232	1,594,264	1,223,145
Total Liabilities	41,393,948	40,858,995	40,990,891	40,012,031	39,060,956	39,052,805	41,570,264	40,733,115	40,682,239	40,545,930	41,035,695
NET ASSETS	1,234,062,107	1,248,601,912	1,258,678,074	1,269,500,957	1,280,467,207	1,293,953,706	1,310,622,422	1,324,462,857	1,339,025,960	1,355,792,820	1,368,528,944
EQUITY											
Retained Earning	691,870,009	702,670,107	717,209,912	727,286,074	738,108,957	749,075,207	762,561,706	779,230,422	793,070,857	807,633,960	824,400,820
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
Retained Earning	1,223,262,009	1,234,062,107	1,248,601,912	1,258,678,074	1,269,500,957	1,280,467,207	1,293,953,706	1,310,622,422	1,324,462,857	1,339,025,960	1,355,792,820
Net Operating Result - Surplus/(Deficit)	10,800,098	14,539,805	10,076,162	10,822,883	10,966,251	13,486,498	16,668,716	13,840,435	14,563,103	16,766,860	12,736,125
TOTAL EQUITY	1,234,062,107	1,248,601,912	1,258,678,074	1,269,500,957	1,280,467,207	1,293,953,706	1,310,622,422	1,324,462,857	1,339,025,960	1,355,792,820	1,368,528,944
Total Cash, Cash Equivalents & Investment Securities attributable to:											
- External Restrictions	15,833,965	16,960,511	16,952,369	18,142,334	18,552,134	22,146,246	18,974,849	23,075,268	23,731,246	27,403,205	20,152,952
- Internal Restrictions	120,331,101	98,950,311	59,613,425	42,116,333	44,102,239	42,716,579	37,889,033	40,274,955	40,514,724	39,614,932	47,110,086
- Unrestricted	13,460,326	13,110,370	15,872,647	18,230,935	21,679,784	26,183,164	31,811,060	36,934,625	43,624,386	50,837,338	59,500,441
Total	149,625,392	129,021,191	92,438,441	78,489,601	84,334,157	91,045,989	88,674,941	100,284,848	107,870,356	117,855,475	126,763,479

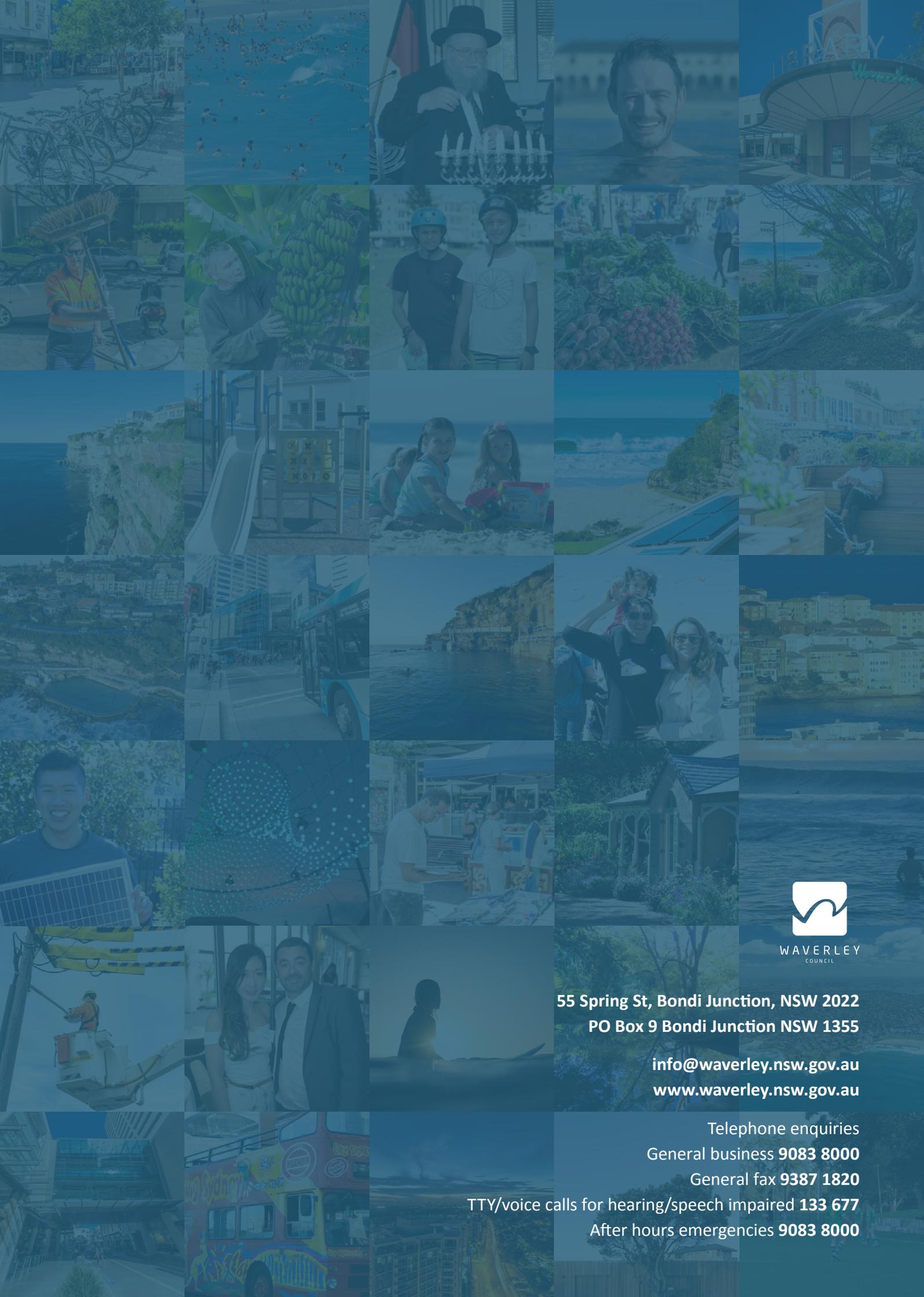
WAVERLEY COUNCIL - PROPOSED BUDGET	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
CASH FLOW STATEMENT											
CASH FLOW FROM OPERATION ACTIVITES											
<u>Receipts</u>											
Rates	43,790,082	44,906,156	46,146,700	47,471,000	48,841,700	50,209,506	51,628,342	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	37,305,943	37,919,561	38,711,510	39,831,704	40,732,001	41,804,327	42,804,252	43,962,391	44,929,555	46,260,117	47,272,268
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	23,494,902	21,292,117	18,013,596	18,565,631	19,876,083	20,473,549	23,658,351	20,955,167	20,709,094	21,349,014	21,094,513
Other Operating Receipts	18,584,739	18,326,416	18,795,567	19,351,345	19,897,578	20,441,538	21,241,782	21,834,350	22,440,253	23,062,075	23,699,345
	144,303,938	143,893,153	142,743,499	145,690,977	149,750,949	153,711,242	160,491,978	161,405,249	164,740,855	169,289,569	172,638,163
<u>Payments</u>											
Employee Benefits & On-Costs	61,842,374	62,618,722	64,220,163	65,862,242	67,543,269	69,264,561	71,133,594	72,836,224	74,371,512	75,933,316	77,591,281
Materials & Contracts	27,740,433	23,264,098	22,337,249	22,691,650	23,131,186	23,477,003	24,320,698	24,611,920	25,193,198	25,701,650	29,133,142
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	21,764,377	22,078,337	22,807,152	23,125,751	23,643,199	24,235,076	25,159,045	25,529,949	26,100,531	26,753,620	27,794,805
	111,469,955	108,062,396	109,454,354	111,757,668	114,376,907	117,189,923	120,800,929	123,139,047	125,798,490	128,494,728	134,608,351
Net Cash provided by (or used in) Operating Activities	32,833,984	35,830,757	33,289,145	33,933,309	35,374,042	36,521,319	39,691,049	38,266,202	38,942,365	40,794,840	38,029,812
CASH FLOW FROM INVESTING ACTIVITIES											
<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	2,242,847	21,380,790	39,345,028	17,497,092	0	1,385,660	7,998,943	0	0	899,792	7,250,253
	2,682,269	22,005,801	40,019,888	18,672,128	235,048	2,873,403	9,931,319	406,557	719,720	2,109,289	8,004,573
<u>Payments</u>											
Purchase of Infrastructure, Property, Plant & equipment	32,663,991	56,636,654	70,111,660	48,609,979	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	2,777,868	1,126,546	0	1,189,965	2,395,706	3,594,112	0	6,486,341	895,747	3,671,959	7,495,154
	35,441,859	57,763,200	70,111,660	49,799,944	31,416,418	34,621,789	45,698,240	33,225,297	32,509,398	35,336,209	37,000,163
Net Cash provided by (or used in) Investing Activities	(32,759,590)	(35,757,399)	(30,091,772)	(31,127,816)	(31,181,370)	(31,748,386)	(35,766,921)	(32,818,740)	(31,789,678)	(33,226,920)	(28,995,590)
CASH FLOW FROM FINANCING ACTIVITIES											
<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
Net Cash provided by (or used in) Financing Activities	(411,857)	(423,315)	(435,095)	(447,206)	(743,822)	(269,553)	1,703,768	(323,897)	(462,926)	(354,968)	(371,119)
Net Increase (Decrease) in cash held	(337,463)	(349,956)	2,762,278	2,358,287	3,448,850	4,503,380	5,627,896	5,123,566	6,689,761	7,212,952	8,663,103

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	(37,297,878)	(37,930,552)	(38,752,363)	(39,866,847)	(40,739,996)	(41,830,740)	(42,831,059)	(43,994,842)	(44,952,896)	(46,291,182)	(47,297,657)
Other Revenues	(18,703,037)	(18,302,672)	(18,756,121)	(19,251,299)	(19,728,458)	(20,217,567)	(20,960,767)	(21,480,424)	(22,013,077)	(22,559,041)	(23,118,894)
Grants Subsidies & Contributions	(8,030,368)	(8,183,930)	(8,358,389)	(8,537,208)	(8,720,495)	(8,908,371)	(9,100,938)	(9,298,316)	(9,500,634)	(9,708,012)	(9,920,576)
Total Operating Income	(128,976,046)	(131,200,938)	(133,193,786)	(135,370,018)	(137,911,783)	(141,159,796)	(144,551,498)	(147,943,820)	(151,273,854)	(154,918,981)	(158,244,432)
Operating Expenditure											
Employee Costs	65,783,173	66,147,750	67,558,510	70,135,748	72,774,360	75,387,517	78,153,966	80,783,849	83,281,676	85,856,771	88,576,723
Materials & Contracts	23,940,693	19,111,193	19,606,545	19,970,535	20,350,738	20,612,451	21,499,684	21,585,422	22,188,527	22,593,071	26,573,978
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	21,707,050	22,156,269	22,943,771	23,163,948	23,743,793	24,338,195	25,331,340	25,571,636	26,211,545	26,867,400	27,989,465
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	134,260,257	130,950,638	134,591,134	138,211,531	142,068,441	145,661,533	150,611,216	153,545,442	157,428,835	161,223,665	169,113,301
Operating Result Before Capital Income - (Surplus)/Deficit	5,284,211	(250,300)	1,397,348	2,841,513	4,156,658	4,501,737	6,059,718	5,601,622	6,154,981	6,304,684	10,868,869
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	(10,800,098)	(8,639,731)	(4,356,537)	(3,589,674)	(1,781,125)	(2,881,292)	(2,668,972)	(866,667)	(581,542)	(1,395,355)	4,217,483
Capital Expenditure											
Other Capital Purchases	2,163,518	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	30,371,412	54,094,341	66,252,945	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	32,534,930	57,382,068	70,505,359	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	21,734,832	48,742,337	66,148,822	44,343,128	26,654,677	28,226,546	43,480,518	25,271,963	31,201,440	30,265,223	33,655,825
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	18,918,577	17,393,596	2,931,100	12,635,911	17,045,028	12,795,878	19,782,765	15,881,672	21,256,221	22,065,831	17,466,387
Transfer from Reserves	(18,383,556)	(41,159,360)	(43,276,128)	(29,943,038)	(15,649,322)	(11,587,426)	(28,781,708)	(10,395,331)	(21,025,246)	(20,293,664)	(18,221,486)
Net Reserve Movements	535,021	(23,765,764)	(40,345,028)	(17,307,127)	1,395,706	1,208,452	(8,998,943)	5,486,341	230,975	1,772,167	(755,099)
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)	1,953,759	1,834,098	2,607,314	3,806,859	4,567,654	7,311,375	5,609,795	6,253,684	6,574,381	7,371,005
Cumulative Budget Result - (Surplus)/Deficit	(46,875)	1,906,884	3,740,982	6,348,296	10,155,155	14,722,809	22,034,184	27,643,979	33,897,663	40,472,044	47,843,049

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
BALANCE SHEET											
CURRENT ASSETS											
Cash & Cash Equivalents	20,155,844	17,570,835	15,620,013	11,797,929	7,122,840	2,070,687	(5,201,126)	(12,060,995)	(18,646,720)	(25,753,908)	(32,986,898)
Investments	116,860,235	95,479,445	56,142,559	38,645,467	38,429,930	37,044,270	30,386,476	32,772,398	31,613,633	30,136,028	32,736,129
Receivables	8,589,826	9,103,225	9,784,906	10,485,927	11,165,177	11,926,915	12,716,603	13,469,923	14,231,340	15,001,242	15,743,702
Other	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000	954,000
Total Current Assets	146,559,905	123,107,505	82,501,478	61,883,323	57,671,947	51,995,872	38,855,953	35,135,326	28,152,253	20,337,362	16,446,933
NON-CURRENT ASSETS											
Investments	12,609,312	10,224,338	9,216,196	9,406,161	11,017,404	13,611,516	11,270,367	14,370,786	15,760,526	19,010,298	15,655,098
Receivables	1,569,170	1,583,801	1,593,137	1,603,193	1,613,500	1,624,064	1,634,893	1,645,992	1,657,369	1,669,031	1,680,983
Infrastructure, Property, Plant & Equipment	968,772,668	1,002,708,606	1,048,809,174	1,071,866,082	1,075,314,538	1,081,285,479	1,101,968,537	1,102,634,761	1,108,776,086	1,114,618,687	1,118,156,189
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
Total Non-Current Assets	1,128,896,150	1,160,461,745	1,205,563,507	1,228,820,436	1,233,890,441	1,242,466,059	1,260,818,797	1,264,596,540	1,272,138,982	1,281,243,016	1,281,437,270
Total Assets	1,275,456,055	1,283,569,250	1,288,064,985	1,290,703,759	1,291,562,389	1,294,461,931	1,299,674,750	1,299,731,866	1,300,291,235	1,301,580,378	1,297,884,204
CURRENT LIABILITIES											
Payables	20,561,999	20,431,672	20,952,841	20,379,002	20,128,507	20,345,188	21,109,863	20,552,719	20,925,771	21,104,727	21,923,357
Borrowings	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000	815,000
Provisions	16,665,670	16,692,778	16,745,902	16,816,046	16,887,868	16,958,991	17,034,394	17,105,884	17,173,585	17,243,385	17,317,183
Total Current Liabilities	38,042,670	37,939,450	38,513,743	38,010,048	37,831,375	38,119,178	38,959,257	38,473,603	38,914,356	39,163,112	40,055,540
NON-CURRENT LIABILITIES											
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
Total Non-Current Liabilities	3,351,278	2,927,963	2,492,868	2,045,662	1,301,840	1,032,287	2,736,055	2,412,158	1,949,232	1,594,264	1,223,145
Total Liabilities	41,393,948	40,867,413	41,006,611	40,055,710	39,133,215	39,151,465	41,695,312	40,885,761	40,863,588	40,757,376	41,278,685
NET ASSETS	1,234,062,107	1,242,701,838	1,247,058,375	1,250,648,049	1,252,429,173	1,255,310,466	1,257,979,438	1,258,846,105	1,259,427,647	1,260,823,002	1,256,605,518
EQUITY											
Retained Earning	691,870,009	702,670,107	711,309,838	715,666,375	719,256,049	721,037,173	723,918,466	726,587,438	727,454,105	728,035,647	729,431,002
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
Retained Earning	1,223,262,009	1,234,062,107	1,242,701,838	1,247,058,375	1,250,648,049	1,252,429,173	1,255,310,466	1,257,979,438	1,258,846,105	1,259,427,647	1,260,823,002
Net Operating Result - Surplus/(Deficit)	10,800,098	8,639,731	4,356,537	3,589,674	1,781,125	2,881,292	2,668,972	866,667	581,542	1,395,355	(4,217,483)
TOTAL EQUITY	1,234,062,107	1,242,701,838	1,247,058,375	1,250,648,049	1,252,429,173	1,255,310,466	1,257,979,438	1,258,846,105	1,259,427,647	1,260,823,002	1,256,605,518
Total Cash, Cash Equivalents & Investment Securities attributable to:											
- External Restrictions	15,833,965	13,448,991	12,440,849	12,630,814	14,242,057	16,836,169	14,495,020	17,595,439	18,985,179	22,234,951	18,879,751
- Internal Restrictions	120,331,101	98,950,311	59,613,425	42,116,333	41,900,796	40,515,136	33,857,342	36,243,264	35,084,499	33,606,894	36,206,995
- Unrestricted	13,460,326	10,875,317	8,924,494	5,102,410	427,321	(4,624,831)	(11,896,645)	(18,756,513)	(25,342,239)	(32,449,426)	(39,682,417)
Total	149,625,392	123,274,618	80,978,768	59,849,557	56,570,174	52,726,473	36,455,717	35,082,189	28,727,439	23,392,419	15,404,329

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
CASH FLOW STATEMENT											
CASH FLOW FROM OPERATION ACTIVITES											
<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	37,305,943	37,919,545	38,711,474	39,831,650	40,731,926	41,804,231	42,804,133	43,962,248	44,929,388	46,259,923	47,272,046
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	23,494,902	16,141,818	13,492,185	13,781,928	14,412,235	14,794,415	15,869,195	15,372,305	15,513,678	16,182,270	15,827,062
Other Operating Receipts	18,584,739	18,283,526	18,699,370	19,198,909	19,685,783	20,167,384	20,901,965	21,425,463	21,958,699	22,504,174	23,061,314
	144,303,938	138,437,328	137,581,793	139,915,093	142,924,961	146,282,780	150,547,295	153,241,133	156,517,862	160,627,960	163,387,084
<u>Payments</u>											
Employee Benefits & On-Costs	61,842,374	62,909,470	64,771,558	67,247,537	69,798,525	72,327,030	75,002,694	77,547,463	79,957,447	82,436,126	85,055,001
Materials & Contracts	27,740,433	23,264,098	22,337,249	22,710,841	23,173,882	23,541,605	24,406,625	24,719,999	25,324,529	25,857,372	29,314,437
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	21,764,377	22,078,337	22,807,152	23,125,751	23,643,199	24,235,076	25,159,045	25,529,949	26,100,531	26,753,620	27,794,805
	111,469,955	108,353,143	110,005,749	113,162,155	116,674,858	120,316,994	124,755,955	127,958,364	131,515,755	135,153,260	142,253,366
Net Cash provided by (or used in) Operating Activities	32,833,984	30,084,185	27,576,045	26,752,938	26,250,103	25,965,786	25,791,340	25,282,768	25,002,107	25,474,701	21,133,718
CASH FLOW FROM INVESTING ACTIVITIES											
<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	2,242,847	23,765,764	40,345,028	17,497,092	215,537	1,385,660	8,998,943	0	1,158,765	1,477,605	3,355,200
	2,682,269	24,390,775	41,019,888	18,672,128	450,585	2,873,403	10,931,319	406,557	1,878,485	2,687,102	4,109,520
<u>Payments</u>											
Purchase of Infrastructure, Property, Plant & equipment	32,663,991	56,636,654	70,111,660	48,609,979	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	2,777,868	0	0	189,965	1,611,243	2,594,112	0	5,486,341	1,389,740	3,249,772	2,600,101
	35,441,859	56,636,654	70,111,660	48,799,944	30,631,955	33,621,789	45,698,240	32,225,297	33,003,391	34,914,022	32,105,110
Net Cash provided by (or used in) Investing Activities	(32,759,590)	(32,245,879)	(29,091,772)	(30,127,816)	(30,181,370)	(30,748,386)	(34,766,921)	(31,818,740)	(31,124,906)	(32,226,920)	(27,995,590)
CASH FLOW FROM FINANCING ACTIVITIES											
<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
Net Cash provided by (or used in) Financing Activities	(411,857)	(423,315)	(435,095)	(447,206)	(743,822)	(269,553)	1,703,768	(323,897)	(462,926)	(354,968)	(371,119)
Net Increase (Decrease) in cash held	(337,463)	(2,585,009)	(1,950,823)	(3,822,084)	(4,675,089)	(5,052,153)	(7,271,813)	(6,859,868)	(6,585,725)	(7,107,187)	(7,232,991)

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
Cash Assets & Investments at the beginning of the reporting period	20,493,308	20,155,844	17,570,835	15,620,013	11,797,929	7,122,840	2,070,687	(5,201,126)	(12,060,995)	(18,646,720)	(25,753,908)
Cash at the end of the reporting period	20,155,844	17,570,835	15,620,013	11,797,929	7,122,840	2,070,687	(5,201,126)	(12,060,995)	(18,646,720)	(25,753,908)	(32,986,898)
Plus Other Current Investments	116,860,235	95,479,445	56,142,559	38,645,467	38,429,930	37,044,270	30,386,476	32,772,398	31,613,633	30,136,028	32,736,129
Plus Other Non-Current Investments	12,609,312	10,224,338	9,216,196	9,406,161	11,017,404	13,611,516	11,270,367	14,370,786	15,760,526	19,010,298	15,655,098
Total Cash & Investment Securities	149,625,392	123,274,618	80,978,768	59,849,557	56,570,174	52,726,473	36,455,717	35,082,189	28,727,439	23,392,419	15,404,329
Statement of Changes in Equity											
Equity - Opening Balance	1,223,262,009	1,234,062,107	1,242,701,838	1,247,058,375	1,250,648,049	1,252,429,173	1,255,310,466	1,257,979,438	1,258,846,105	1,259,427,647	1,260,823,002
Net Operating Result for the Year	10,800,098	8,639,731	4,356,537	3,589,674	1,781,125	2,881,292	2,668,972	866,667	581,542	1,395,355	(4,217,483)
Equity - Closing Balance	1,234,062,107	1,242,701,838	1,247,058,375	1,250,648,049	1,252,429,173	1,255,310,466	1,257,979,438	1,258,846,105	1,259,427,647	1,260,823,002	1,256,605,518
RESERVE BALANCE											
External Restriction											
Voluntary Planning Agreement	8,269,175	4,145,813	1,471,919	773,340	0	724,013	0	720,211	0	0	0
Section 94A	1,799,456	1,126,882	549,723	377,346	322,042	233,406	390,324	467,673	208,164	1,072,563	25,000
Affordable Housing	3,610,572	3,957,858	4,053,914	4,149,891	4,245,788	4,341,603	4,437,334	4,532,980	4,628,539	4,724,009	4,819,388
Unexpended Grants/Subsidy	491,756	245,878	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Domestic Waste Reserve	1,663,006	3,972,560	6,365,293	7,330,237	9,674,227	11,537,147	9,667,362	11,874,575	14,148,476	16,438,379	14,035,363
Total External Restricted Reserve	15,833,965	13,448,991	12,440,849	12,630,814	14,242,057	16,836,169	14,495,020	17,595,439	18,985,179	22,234,951	18,879,751
Internal Restriction											
Employees Leave Entitlements	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186	5,496,186
Replacement - Plant & Vehicles	4,481,762	4,722,169	4,793,323	4,644,972	4,905,436	3,310,283	2,655,355	3,419,594	2,937,716	1,990,665	2,289,937
Computer	1,167,201	1,247,201	1,127,201	1,207,201	1,287,201	1,367,201	1,247,201	1,327,201	1,407,201	1,487,201	1,367,201
Centralised Reserve	8,936,918	8,530,364	5,901,346	2,881,240	2,381,176	968,681	2,585,950	1,695,244	1,920,200	1,047,895	665,614
Infrastructure Asset Renewal Reserve	10,897,447	10,610,949	233,318	2,414,640	2,949,397	2,786,223	225,898	1,043,341	1,500,000	3,413,833	5,838,596
Election Reserve	198,452	346,522	43,344	142,177	243,481	384,118	69,713	178,807	290,628	405,245	119,619
Sale Surplus Lands	5,888,125	3,088,125	480,000	480,000	480,000	480,000	480,000	480,000	480,000	(1)	(1)
Looking Good	53,396	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Deposits & Bonds	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033	9,797,033
Parking Meters	3,778,536	1,046,536	1,878,856	2,727,822	3,593,768	4,477,033	1,167,963	2,086,912	3,024,240	3,980,314	4,955,510
Off-Street Parking Facilities	1,040,046	1,344,647	1,202,028	1,618,073	1,997,369	2,419,007	2,865,081	2,840,490	3,289,737	1,630,229	2,178,777
Housing Stock	1,748,278	1,809,678	1,881,438	1,924,788	1,977,885	2,035,006	2,096,130	2,145,757	2,200,433	2,388,093	2,581,062
Social Housing	743,581	565,434	525,522	344,128	163,126	0	0	16,857	0	0	198,435
Carry Overs	2,842,034	1,279,534	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Waverley Cemetery	964,745	969,880	979,435	1,065,920	1,159,565	1,428,646	1,508,760	1,957,308	885,696	17,876	669,025
Investment Strategy	62,297,361	48,096,053	25,224,395	7,322,153	5,419,173	5,515,719	3,612,072	3,708,534	1,805,429	1,902,324	0
Total Internal Restriction	120,331,101	98,950,311	59,613,425	42,116,333	41,900,796	40,515,136	33,857,342	36,243,264	35,084,499	33,606,894	36,206,995
Total Restricted Reserve Balance	136,165,066	112,399,302	72,054,274	54,747,147	56,142,853	57,351,305	48,352,362	53,838,703	54,069,678	55,841,845	55,086,746



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