## Delivery Program

# **Budgets**



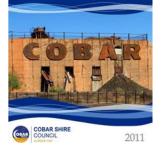
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COBAR SHIRE 2012/2013 - 2015/2016

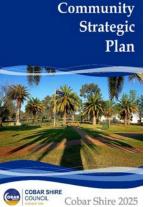
## **Strategic Planning Framework**

Community Engagement Strategy



The Community **Engagement Strategy** 

outlines how Council will engage with its community and relevant stakeholders in developing and finalising the Community Strategic Plan. Over time it will be reviewed to outline how Council will ensure regular engagement and discussion with our community about their needs and aspirations for the town.



Deliverv Program COBAR SH 2012/2013 - 2015/2016

The 4 Year Delivery Program links the 'planning' in the long term Strategic Plan with the 'implementing' in the Annual Operational Plan. It is the strategic document that guides the organisation's work program over the Councillor's four year elected term. The Delivery Program sets out clear priorities, ongoing activities and specific actions Council will undertake, within its responsibilities and capacity, towards achieving the community's outcomes.

#### Annual Operational Plan



2012/2013

The Community Strategic Plan identifies the long term aspirations for our community. The Strategic Plan stretches beyond the next ten years, identifying the outcomes and long term strategic responses needed to achieve the agreed directions and meet the community's values. It demands strong leadership from Council in working with others to grow our Shire into the future.

The Annual Operational Plan is the 'implementing' part of Council's key strategic documents, and outlines all of Council's services and infrastructure activities and tasks for the year. Both ongoing activities and specific tasks contribute to the implementation of Council's Delivery Program.

#### Resource Strategy



COBAR SHIRE

#### The Resource Strategy outlines Council's capacity to manage assets and deliver services over the next ten years. The **Resource Strategy includes** three key elements – a Long Term Financial Plan, a Workforce Plan, and Asset Management Plans. To prepare the Resource Strategy, Council determines its capacity and how to effectively manage its finances, the sustainability of its workforce, and the overall costs of its community assets.

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## Introduction

Council has undertaken scenario planning during the development of the Long Term Financial Plan and the subsequent development of the budgets for the Delivery Program. The scenarios are outlined below. Further information on each can be found in the Long Term Financial Plan.

## **Scenarios**

Four scenarios are presented in the LTFP, showing the impacts associated with the scenario. The scenarios are:

- 1. The Status Quo there is no special rate variation, depreciation of the roads network is retained at \$2m pa.
- Successful SRV Council receives a one-off SRV of 25% (including the rate peg amount of 3.4%) in 2013/14 and depreciation of the roads network is retained at \$2m pa. Funds generated through the SRV are split with \$300,000 towards financial sustainability (provision of services, namely the Cobar Memorial Swimming Pool) and the remainder funding maintenance works on the Shire road network (evenly split between bitumen reseals and gravel resheeting).
- 3. Status Quo with \$7.8m pa in road depreciation. According to the reworked Transport Asset Management Plan, an additional \$7.9m pa should be spent on maintaining (not improving) the road network. This very large gap is unlikely to be funded in the short or medium term.
- 4. SRV application for 25% increase in 2013/14 successful, and road depreciation set at \$7.8m pa.

In all budget scenarios, the Roads to Recovery funding will fall by \$300,000 in 2013/14 due to government policy. It is assumed the program will be refunded from 2014/15. The shortfall can be funded through the SRV in scenario 2.

Rate rises are not likely to result in significant improvements in service delivery or asset management, but rather are required to maintain Council's operations at current levels, without creating a deficit budget.

### Assumptions

Common assumptions across all three scenarios are as follows:

- Council's current borrowings will be repaid by 2021 and no additional borrowings will be undertaken and \$825K is still owed in 2021/22
- Interest rates will remain flat for both borrowed funds and invested funds.
- Inflation has been set at 3% per annum.
- Wage costs will increase by 3.5% per annum.
- The rate peg is 3.4% in 2013/14 and 3% thereafter.
- Any windfalls from the sale of land are excluded from the model.
- Plant disposals are at break even.
- Roads to Recovery falls by \$300,000 in 2013/14 and then returns to current levels.
- There are no revaluations to impact on depreciation.
- In 2017 when the financial position improves, and additional \$750,000 CHECK is added to asset maintenance.
- Roads to Recovery funding alternates between asset renewal (capital works) and maintenance improvement.

## Scenario 1 – Status Quo Scenario

	2013	2014	2015	2016
REVENUE				
Rates and Annual Charges	4,298,604	4,441,202	4,574,573	4,712,999
User Fees and Charges	2,911,005	3,335,701	3,435,772	3,538,846
Interest and Investment Revenue	135,500	208,000	255,000	306,000
Other Revenues	12,637,675	12,986,083	13,291,945	13,699,996
Operating Grants	6,624,740	8,049,163	8,290,638	8,539,357
Capital Grants	761,723	421,723	807,426	831,649
Total Income from Continuing				
Operations	27,369,248	29,441,873	30,655,354	31,628,847
EXPENSES				
Employee Benefits and On-costs	10,007,757	10,324,921	10,673,696	11,034,351
Borrowing Costs	241,481	287,888	303,252	322,614
Materials and Contracts	6,512,537	6,725,615	6,913,172	7,171,671
Depreciation and Amortisation	4,201,723	4,324,502	4,465,876	4,586,680
Other Expenses	7,927,916	8,517,558	8,707,446	9,003,974
Net Losses from the Disposal of				
Assets	-	-	-	-
Total Expenses from Continuing				
Operations	28,891,414	30,180,485	31,063,443	32,119,290
Operating Result from Continuing				
Operations	-1,522,166	-738,612	-408,089	-490,443
	1	I	1	Γ
Cash on hand at year end	3,302,786	2,920,121	3,289,603	3,032,862
Sundry and Rate Debtors and				
Inventories	2,300,000	2,300,000	2,300,000	2,300,000
Estimate of Current Assets	5,602,786	5,220,121	5,589,603	5,332,862
	-1	I	I	
Estimate of Restrictions	2,000,000	2,000,000	2,000,000	2,000,000
		1	1	
Loan	216 048	225 882	238 751	251 965

Estimate of Current Liabilities	2,016,048	2,025,882	2,038,751	2,051,965
Payables	1,800,000	1,800,000	1,800,000	1,800,000
Loan	216,048	225,882	238,751	251,965

Depreciation	4,201,723	4,324,502	4,465,876	4,586,680
Capital Expenditure	2,848,723	3,742,673	3,449,555	4,101,012
Difference	-1,353,000	-581,829	-1,016,322	-485,668
		·		
Unrestricted Current Ratio:1	1.79	1.59	1.76	1.62
Loans outstanding	3,214,952	2,989,070	2,750,319	2,498,354

	2014	2015	2016
Wages increase by	3.50%	3.50%	3.50%
Expenses other than wages			
increase by	3.00%	3.00%	3.00%
Rate increase	3.40%	3.00%	3.00%
Variation increase	0.00%		
Plant costs increase by	2%	2%	2%
Road expenditure increases by - flat			
base level - if SRV application			
successful	0		
No service level changes in			
corporate and community and			
environmental services			
		1	
Increase in water usage charges	30%	3.00%	3.00%
Increase in cost of water	67%	3.00%	3.00%
Г.	/	/	/
Increase in sewerage rates	3.00%	3.00%	3.00%
	/	/	/
Increase in domestic waste charges	3.00%	3.00%	3.00%
Г	/		/
Increase in trade waste charges	3.00%	3.00%	3.00%
· · · · · · · · · · · · · · · · · · ·	4 5 00/		
Interest on earnings	4.50%	4.50%	4.50%
DeedeWeese	270/		
Roads Wages	37%		

GENERAL FUND	2013	2014	2015	2016
ADMINISTRATION				
Computer Equipment	100,000	30,000	30,000	30,000

PLANT				
P1040 - Truck Tipper	55,000			
Back Hoe		112,200	114,444	116,733
Tractor				
4/5 Tonne Trucks		61,200	31,212	
Prime Mover			228,888	233,466
Street Sweeper				
Heavy Trucks				
Bus				
Skidsteer Loader				
Loader		200,000		
Light trucks				
Heavy trailers				
Grader			208,080	212,242
Water Pumps & Minor Items	10,000	10,200	10,404	10,612
Miscellaneous Plant	5,000	5,100	5,202	5,306
Light Vehicles Changeover	131,000	230,520	243,454	181,467
Sedans Changeover	120,000	154,020	126,929	118,855
Mower Small	5,000	5,000	5,000	5,000
Mower Large	26,000	26,520	27,050	27,591
Fuel Tanker	5,000		5,202	
Caravans		20,000	20,000	20,000
Generators		17,340		18,041
Roller Multi Tyred	170,000			
Road Train Dolly	35,000			
Semi Trailer Side Tipper	100,000		83,232	84,897
Paveliner		193,800		

25,000	25,750	26,523	27,318
	25,000	25,000 25,750	25,000 25,750 26,523

HOUSING				
Up grade Various Dwellings	60,000	61,800	63,654	65,564
Nymagee School	5,000			

AERODROME		
Airport Terminal/Apron/Runway		

#### SWIMMING POOL

PUBLIC BUILDINGS		

	2013	2014	2015	2016
PARKS & GARDENS			· · ·	
General Parks Upgrade	30,000	30,900	31,827	32,782
ECONOMIC DEVELOPMENT	[]			
Main Street Reinstatements	400.000	100.000	100.000	100.000
Grant Expenditure	100,000	100,000	100,000	100,000
Street Decorations - Christmas	5,000		5,000	
LILLIANE BRADY VILLAGE				
Extension of Lounge Room	90,000			
	· · · ·			
CARAVAN PARK				
Land Purchase		165,000		
RURAL SHIRE ROADS				
Gravelling		216,300	222,789	229,473
Resealing	210,000	216,300	222,789	229,473
nescump	210,000	210,300	222,103	223,473
ROADS TO RECOVERY				
Unallocated	761,723	421,723	807,426	831,649
REGIONAL ROADS				
Roads to Recovery Gravel & Seal				
Gravelling	300,000	100,000	300,000	100,000
Sealing and Resealing	200,000	206,000	212,180	218,545
Renwal Program		824,000		874,182
SRV additional expenditure TOTAL CAPITAL GENERAL FUND	2 5 40 7 22	3,783,673	3,491,785	4 4 4 4 5 00
	/ 5/1× // <	3 / 23 6/3	3.491.7851	4,144,509
	2,548,723	3,703,073	0,102,700	.,,
WATER FUND	2013	2014	2015	2016
WATER FUND				
WATER FUND WATER	2013	2014	2015	2016
WATER FUND WATER Water Mains Replacement New Mains Purchase Filtration Plant - replace piping &	<b>2013</b> 100,000	<b>2014</b> 103,000	<b>2015</b> 106,090	<b>2016</b> 109,273
WATER FUND WATER Water Mains Replacement New Mains Purchase Filtration Plant - replace piping & Valves	2013 100,000 100,000	<b>2014</b> 103,000 103,000	2015 106,090 106,090	<b>2016</b> 109,273 109,273
WATER FUND WATER Water Mains Replacement New Mains Purchase Filtration Plant - replace piping &	<b>2013</b> 100,000	<b>2014</b> 103,000	<b>2015</b> 106,090	<b>2016</b> 109,273
WATER FUND WATER Water Mains Replacement New Mains Purchase Filtration Plant - replace piping & Valves TOTAL CAPITAL WATER FUND	2013 100,000 100,000 200,000	2014 103,000 103,000 206,000	2015 106,090 106,090 212,180	2016 109,273 109,273 218,545
WATER FUND WATER Water Mains Replacement New Mains Purchase Filtration Plant - replace piping & Valves TOTAL CAPITAL WATER FUND SEWERAGE FUND	2013 100,000 100,000	<b>2014</b> 103,000 103,000	2015 106,090 106,090	<b>2016</b> 109,273 109,273
WATER FUND WATER Water Mains Replacement New Mains Purchase Filtration Plant - replace piping & Valves TOTAL CAPITAL WATER FUND SEWERAGE FUND SEWERAGE	2013 100,000 100,000 200,000 2013	2014 103,000 103,000 206,000 2014	2015 106,090 106,090 212,180 2015	2016 109,273 109,273 218,545 2016
WATER FUND WATER Water Mains Replacement New Mains Purchase Filtration Plant - replace piping & Valves TOTAL CAPITAL WATER FUND SEWERAGE FUND SEWERAGE Sewerage Works Improvements	2013 100,000 100,000 200,000 2013 100,000	2014 103,000 103,000 206,000 2014 103,000	2015 106,090 106,090 212,180 2015 106,090	2016 109,273 109,273 218,545 2016 109,273
WATER FUND WATER Water Mains Replacement New Mains Purchase Filtration Plant - replace piping & Valves TOTAL CAPITAL WATER FUND SEWERAGE FUND SEWERAGE	2013 100,000 100,000 200,000 2013	2014 103,000 103,000 206,000 2014	2015 106,090 106,090 212,180 2015	2016 109,273 109,273 218,545 2016
WATER FUND WATER Water Mains Replacement New Mains Purchase Filtration Plant - replace piping & Valves TOTAL CAPITAL WATER FUND SEWERAGE FUND SEWERAGE Sewerage Works Improvements	2013 100,000 100,000 200,000 2013 100,000	2014 103,000 103,000 206,000 2014 103,000	2015 106,090 106,090 212,180 2015 106,090	2016 109,273 109,273 218,545 2016 109,273
WATER FUND WATER Water Mains Replacement New Mains Purchase Filtration Plant - replace piping & Valves TOTAL CAPITAL WATER FUND SEWERAGE FUND SEWERAGE Sewerage Works Improvements TOTAL CAPITAL SEWERAGE FUND	2013 100,000 100,000 200,000 2013 100,000 100,000	2014 103,000 103,000 206,000 2014 103,000 103,000	2015 106,090 106,090 212,180 2015 106,090 106,090	2016 109,273 109,273 218,545 2016 109,273 109,273 109,273
WATER FUNDWATERWater Mains ReplacementNew Mains PurchaseFiltration Plant - replace piping & ValvesTOTAL CAPITAL WATER FUNDSEWERAGE FUND SEWERAGESewerage Works ImprovementsTOTAL CAPITAL SEWERAGE FUNDWASTE FUNDWASTE Capital Expenditure	2013 100,000 100,000 200,000 2013 100,000 100,000	2014 103,000 103,000 206,000 2014 103,000 103,000	2015 106,090 106,090 212,180 2015 106,090 106,090	2016 109,273 109,273 218,545 2016 109,273 109,273 109,273
WATER FUNDWATERWater Mains ReplacementNew Mains PurchaseFiltration Plant - replace piping & ValvesTOTAL CAPITAL WATER FUNDSEWERAGE FUNDSEWERAGESewerage Works ImprovementsTOTAL CAPITAL SEWERAGE FUNDWASTE FUNDWASTECapital ExpenditureCommercial Waste Truck	2013 100,000 100,000 200,000 2013 100,000 100,000	2014 103,000 103,000 206,000 2014 103,000 103,000	2015 106,090 106,090 212,180 2015 106,090 106,090 2015	2016 109,273 109,273 218,545 2016 109,273 109,273 109,273
WATER FUNDWATERWater Mains ReplacementNew Mains PurchaseFiltration Plant - replace piping & ValvesTOTAL CAPITAL WATER FUNDSEWERAGE FUNDSEWERAGESewerage Works ImprovementsTOTAL CAPITAL SEWERAGE FUNDWASTE FUNDWASTE FUNDWASTECapital ExpenditureCommercial Waste TruckTown Waste Truck	2013 100,000 100,000 200,000 2013 100,000 100,000	2014 103,000 103,000 206,000 2014 103,000 103,000	2015 106,090 106,090 212,180 2015 106,090 106,090	2016 109,273 109,273 218,545 2016 109,273 109,273 109,273 2016 68,000
WATER FUNDWATERWater Mains ReplacementNew Mains PurchaseFiltration Plant - replace piping & ValvesTOTAL CAPITAL WATER FUNDSEWERAGE FUNDSEWERAGESewerage Works ImprovementsTOTAL CAPITAL SEWERAGE FUNDWASTE FUNDWASTECapital ExpenditureCommercial Waste TruckTown Waste TruckLandfill Loader	2013 100,000 100,000 200,000 2013 100,000 100,000	2014 103,000 103,000 206,000 2014 103,000 103,000	2015 106,090 106,090 212,180 2015 106,090 106,090 2015 2015	2016 109,273 109,273 218,545 2016 109,273 109,273 109,273 109,273 0 68,000 68,000
WATER FUNDWATERWater Mains ReplacementNew Mains PurchaseFiltration Plant - replace piping & ValvesTOTAL CAPITAL WATER FUNDSEWERAGE FUNDSEWERAGESewerage Works ImprovementsTOTAL CAPITAL SEWERAGE FUNDWASTE FUNDWASTE FUNDWASTECapital ExpenditureCommercial Waste TruckTown Waste Truck	2013 100,000 100,000 200,000 2013 100,000 100,000	2014 103,000 103,000 206,000 2014 103,000 103,000	2015 106,090 106,090 212,180 2015 106,090 106,090 2015	2016 109,273 109,273 218,545 2016 109,273 109,273 109,273 2016 68,000
WATER FUNDWATERWater Mains ReplacementNew Mains PurchaseFiltration Plant - replace piping & ValvesTOTAL CAPITAL WATER FUNDSEWERAGE FUNDSEWERAGESewerage Works ImprovementsTOTAL CAPITAL SEWERAGE FUNDWASTE FUNDWASTECapital ExpenditureCommercial Waste TruckTown Waste TruckLandfill Loader	2013 100,000 100,000 200,000 2013 100,000 100,000	2014 103,000 103,000 206,000 2014 103,000 103,000	2015 106,090 106,090 212,180 2015 106,090 106,090 2015 2015	2016 109,273 109,273 218,545 2016 109,273 109,273 109,273 109,273 0 68,000 68,000

## Scenario 2 – 25% SRV Scenario

	2013	2014	2015	2016
REVENUE	2013	2014	2015	2010
Rates and Annual Charges	4,298,604	5,006,268	5,156,591	5,312,478
User Fees and Charges	2,911,005	3,335,701	3,435,772	3,538,846
Interest and Investment Revenue	135,500	208,000	255,000	306,000
Other Revenues	12,637,675	12,986,083	13,291,945	13,699,996
Operating Grants	6,624,740	8,049,163	8,290,638	8,539,357
Capital Grants	761,723	421,723	807,426	831,649
Total Income from Continuing	/01,/23	121,723	007,120	001,010
Operations	27,369,248	30,006,939	31,237,373	32,228,326
EXPENSES				
Employee Benefits and On-costs	10,007,757	10,324,921	10,673,696	11,034,351
Borrowing Costs	241,481	287,888	303,252	22,614
Materials and Contracts	6,512,537	6,725,615	, 6,913,172	7,171,671
Depreciation and Amortisation	4,201,723	4,324,502	4,465,876	4,586,680
Other Expenses	7,927,916	8,517,558	8,707,446	9,003,974
Net Losses from the Disposal of				
Assets	-	-	-	-
Total Expenses from Continuing				
Operations	28,891,414	30,180,485	31,063,443	32,119,290
	<b>-</b>	1		1
Operating Result from Continuing	-	-		
Operations	1,522,166	173,545	173,930	109,036
Cash on hand at year end	3,302,786	3,135,188	3,726,188	3,697,612
Sundry and Rate Debtors and				
Inventories	2,300,000	2,300,000	2,300,000	
Ectimate at Current Accete				2,300,000
Estimate of Current Assets	5,602,786	5,435,188	6,026,188	2,300,000 5,997,612
	-		6,026,188	5,997,612
Estimate of Restrictions	<b>5,602,786</b> 2,000,000	<b>5,435,188</b> 2,000,000		
Estimate of Restrictions	2,000,000	2,000,000	<b>6,026,188</b> 2,000,000	<b>5,997,612</b> 2,000,000
Estimate of Restrictions	2,000,000	2,000,000	<b>6,026,188</b> 2,000,000 238,751	<b>5,997,612</b> 2,000,000 251,965
Estimate of Restrictions Loan Payables	2,000,000 216,048 1,800,000	2,000,000 225,882 1,800,000	<b>6,026,188</b> 2,000,000 238,751 1,800,000	<b>5,997,612</b> 2,000,000 251,965 1,800,000
Estimate of Restrictions	2,000,000	2,000,000	<b>6,026,188</b> 2,000,000 238,751	<b>5,997,612</b> 2,000,000 251,965
Estimate of Restrictions Loan Payables Estimate of Current Liabilities	2,000,000 216,048 1,800,000 <b>2,016,048</b>	2,000,000 225,882 1,800,000 <b>2,025,882</b>	<b>6,026,188</b> 2,000,000 238,751 1,800,000 <b>2,038,751</b>	<b>5,997,612</b> 2,000,000 251,965 1,800,000 <b>2,051,965</b>
Estimate of Restrictions Loan Payables Estimate of Current Liabilities Depreciation	2,000,000 216,048 1,800,000 <b>2,016,048</b> 4,201,723	2,000,000 225,882 1,800,000 <b>2,025,882</b> 4,324,502	<b>6,026,188</b> 2,000,000 238,751 1,800,000 <b>2,038,751</b> 4,465,876	<b>5,997,612</b> 2,000,000 251,965 1,800,000 <b>2,051,965</b> 4,586,680
Estimate of Restrictions Loan Payables Estimate of Current Liabilities Depreciation Capital Expenditure	2,000,000 216,048 1,800,000 <b>2,016,048</b> 4,201,723 2,848,723	2,000,000 225,882 1,800,000 <b>2,025,882</b> 4,324,502 4,092,673	6,026,188 2,000,000 238,751 1,800,000 2,038,751 4,465,876 3,810,055	<b>5,997,612</b> 2,000,000 251,965 1,800,000 <b>2,051,965</b> 4,586,680 4,472,327
Estimate of Restrictions Loan Payables Estimate of Current Liabilities Depreciation	2,000,000 216,048 1,800,000 <b>2,016,048</b> 4,201,723	2,000,000 225,882 1,800,000 <b>2,025,882</b> 4,324,502	<b>6,026,188</b> 2,000,000 238,751 1,800,000 <b>2,038,751</b> 4,465,876	<b>5,997,612</b> 2,000,000 251,965 1,800,000 <b>2,051,965</b> 4,586,680
Estimate of Restrictions Loan Payables Estimate of Current Liabilities Depreciation Capital Expenditure Difference	2,000,000 216,048 1,800,000 <b>2,016,048</b> 4,201,723 2,848,723 - <b>1,353,000</b>	2,000,000 225,882 1,800,000 <b>2,025,882</b> 4,324,502 4,092,673 - <b>231,829</b>	6,026,188 2,000,000 238,751 1,800,000 2,038,751 4,465,876 3,810,055 -655,822	<b>5,997,612</b> 2,000,000 251,965 1,800,000 <b>2,051,965</b> 4,586,680 4,472,327 - <b>114,353</b>
Estimate of Restrictions Loan Payables Estimate of Current Liabilities Depreciation Capital Expenditure	2,000,000 216,048 1,800,000 <b>2,016,048</b> 4,201,723 2,848,723	2,000,000 225,882 1,800,000 <b>2,025,882</b> 4,324,502 4,092,673	6,026,188 2,000,000 238,751 1,800,000 2,038,751 4,465,876 3,810,055	<b>5,997,612</b> 2,000,000 251,965 1,800,000 <b>2,051,965</b> 4,586,680 4,472,327
Estimate of Restrictions Loan Payables Estimate of Current Liabilities Depreciation Capital Expenditure Difference	2,000,000 216,048 1,800,000 <b>2,016,048</b> 4,201,723 2,848,723 - <b>1,353,000</b>	2,000,000 225,882 1,800,000 <b>2,025,882</b> 4,324,502 4,092,673 - <b>231,829</b>	6,026,188 2,000,000 238,751 1,800,000 2,038,751 4,465,876 3,810,055 -655,822	<b>5,997,612</b> 2,000,000 251,965 1,800,000 <b>2,051,965</b> 4,586,680 4,472,327 - <b>114,353</b>

	2014	2015	2016
Wages increase by	3.50%	3.50%	3.50%
Expenses other than wages	3.00%	3.00%	3.00%
increase by			
Rate increase	3.00%	3.00%	3.00%
Variation increase	21.60%		
Plant costs increase by	2%	2%	2%
Road expenditure increases by - flat			
base level - if SRV application	350,000		
successful			
Road expenditure increases as cash			
balances increase			
No service level changes in			
corporate and community and			
environmental services			
Increase in water usage charges	3.00%	3.00%	3.00%
Increase in cost of water	3.00%	3.00%	3.00%
Increase in sewerage rates	3.00%	3.00%	3.00%
Increase in domestic waste charges	3.00%	3.00%	3.00%
Increase in trade waste charges	3.00%	3.00%	3.00%
Interest on earnings	4.50%	4.50%	4.50%
Roads Wages			

	2013	2014	2015	2016
GENERAL FUND ADMINISTRATION				
Computer Equipment	100,000	30,000	30,000	30,000

PLANT				
P1040 - Truck Tipper	55,000			
Back Hoe		112,200	114,444	116,733
Tractor				
4/5 Tonne Trucks		61,200	31,212	
Prime Mover			228,888	233,466
Street Sweeper				
Heavy Trucks				
Bus				
Skidsteer Loader				
Loader		200,000		
Light trucks				
Heavy trailers				
Grader			208,080	212,242
Water Pumps & Minor Items	10,000	10,200	10,404	10,612
Miscellaneous Plant	5,000	5,100	5,202	5,306
Light Vehicles Changeover	131,000	230,520	243,454	181,467
Sedans Changeover	120,000	154,020	126,929	118,855
Mower Small	5,000	5,000	5,000	5,000
Mower Large	26,000	26,520	27,050	27,591
Fuel Tanker	5,000		5,202	
Caravans		20,000	20,000	20,000
Generators		17,340		18,041
Roller Multi Tyred	170,000			
Road Train Dolly	35,000			
Semi Trailer Side Tipper	100,000		83,232	84,897
Paveliner		193,800		

25,750	26,523	27,318
_	25,750	25,750 26,523

HOUSING				
Up grade Various Dwellings	60,000	61,800	63,654	65,564
Nymagee School	5,000			

AERODROME		
Airport Terminal/Apron/Runway		

### SWIMMING POOL

PUBLIC BUILDINGS						

	2013	2014	2015	2016
PARKS & GARDENS				
General Parks Upgrade	30,000	30,900	31,827	32,782
			·	
ECONOMIC DEVELOPMENT	1 1			
Main Street Reinstatements				
Grant Expenditure	100,000	100,000	100,000	100,000
Street Decorations - Christmas	5,000		5,000	
LILLIANE BRADY VILLAGE				
Extension of Lounge Room	90,000			
	50,000			
CARAVAN PARK				
Land Purchase		165,000		
RURAL SHIRE ROADS	1	246 200	222 700	220 470
Gravelling	210.000	216,300	222,789	229,473
Resealing	210,000	216,300	222,789	229,473
ROADS TO RECOVERY				
Unallocated	761,723	421,723	807,426	831,649
	, , , , , , , , , , , , , , , , , , , ,	,, _0	,	001,010
REGIONAL ROADS				
Roads to Recovery Gravel & Seal				
Gravelling	300,000	100,000	300,000	100,000
Sealing and Resealing	200,000	206,000	212,180	218,545
Renewal Program		824,000		874,182
SRV additional expenditure		350,000	360,500	371,315
TOTAL CAPITAL GENERAL FUND	2,548,723	3,783,673	3,491,785	4,144,509
WATER FUND	2013	2014	2015	2016
WATER				
Water Mains Replacement	100,000	103,000	106,090	109,273
New Mains Purchase				
Filtration Plant - replace piping &				
Valves	100,000	103,000	106,090	109,273
	i i	l.		240 545
TOTAL CAPITAL WATER FUND	200,000	206,000	212,180	218,545
		<i>'</i>		-
SEWERAGE FUND	200,000 2013	206,000 2014	212,180 2015	218,545
SEWERAGE FUND SEWERAGE	2013	2014	2015	2016
SEWERAGE FUND SEWERAGE Sewerage Works Improvements	<b>2013</b>	<b>2014</b> 103,000	<b>2015</b> 106,090	<b>2016</b> 109,273
SEWERAGE FUND SEWERAGE	2013	2014	2015	2016
SEWERAGE FUND SEWERAGE Sewerage Works Improvements TOTAL CAPITAL SEWERAGE FUND	<b>2013</b> 100,000 <b>100,000</b>	<b>2014</b> 103,000 <b>103,000</b>	<b>2015</b> 106,090 <b>106,090</b>	2016 109,273 109,273
SEWERAGE FUND SEWERAGE Sewerage Works Improvements TOTAL CAPITAL SEWERAGE FUND WASTE FUND	<b>2013</b>	<b>2014</b> 103,000	<b>2015</b> 106,090	<b>2016</b> 109,273
SEWERAGE FUND SEWERAGE Sewerage Works Improvements TOTAL CAPITAL SEWERAGE FUND WASTE FUND WASTE	<b>2013</b> 100,000 <b>100,000</b>	<b>2014</b> 103,000 <b>103,000</b>	<b>2015</b> 106,090 <b>106,090</b>	2016 109,273 109,273
SEWERAGE FUND SEWERAGE Sewerage Works Improvements TOTAL CAPITAL SEWERAGE FUND WASTE FUND	<b>2013</b> 100,000 <b>100,000</b>	<b>2014</b> 103,000 <b>103,000</b>	<b>2015</b> 106,090 <b>106,090</b>	2016 109,273 109,273
SEWERAGE FUND SEWERAGE Sewerage Works Improvements TOTAL CAPITAL SEWERAGE FUND WASTE FUND WASTE Capital Expenditure	<b>2013</b> 100,000 <b>100,000</b>	<b>2014</b> 103,000 <b>103,000</b>	<b>2015</b> 106,090 <b>106,090</b>	2016 109,273 109,273 2016
SEWERAGE FUND SEWERAGE Sewerage Works Improvements TOTAL CAPITAL SEWERAGE FUND WASTE FUND WASTE Capital Expenditure Commercial Waste Truck	<b>2013</b> 100,000 <b>100,000</b>	<b>2014</b> 103,000 <b>103,000</b>	2015 106,090 106,090 2015	2016 109,273 109,273 2016
SEWERAGE FUND SEWERAGE Sewerage Works Improvements TOTAL CAPITAL SEWERAGE FUND WASTE FUND WASTE Capital Expenditure Commercial Waste Truck Town Waste Truck	<b>2013</b> 100,000 <b>100,000</b>	<b>2014</b> 103,000 <b>103,000</b>	2015 106,090 106,090 2015	2016 109,273 109,273 2016 68,000
SEWERAGE FUND SEWERAGE Sewerage Works Improvements TOTAL CAPITAL SEWERAGE FUND WASTE FUND WASTE Capital Expenditure Commercial Waste Truck Town Waste Truck Landfill Loader	<b>2013</b> 100,000 <b>100,000</b>	<b>2014</b> 103,000 <b>103,000</b>	2015 106,090 106,090 2015 200,000	2016 109,273 109,273 2016 68,000
SEWERAGE FUND SEWERAGE Sewerage Works Improvements TOTAL CAPITAL SEWERAGE FUND WASTE FUND WASTE Capital Expenditure Commercial Waste Truck Town Waste Truck Landfill Loader	<b>2013</b> 100,000 <b>100,000</b>	<b>2014</b> 103,000 <b>103,000</b>	2015 106,090 106,090 2015 200,000	2016 109,273 109,273 2016 68,000

## **Scenario 3** – The Increased Depreciation of the Transport Network Scenario

	2013	2014	2015	2016
REVENUE				
Rates and Annual Charges	4,298,604	4,441,202	4,574,573	4,712,999
User Fees and Charges	2,911,005	3,335,701	3,435,772	3,538,846
Interest and Investment Revenue	135,500	208,000	255,000	306,000
Other Revenues	12,637,675	12,986,083	13,291,945	13,699,996
Operating Grants	6,624,740	8,049,163	8,290,638	8,539,357
Capital Grants	761,723	421,723	807,426	831,649
Total Income from Continuing				
Operations	27,369,248	29,441,873	30,655,354	31,628,847
EXPENSES				
Employee Benefits and On-costs	10,007,757	10,324,921	10,673,696	11,034,351
Borrowing Costs	241,481	287,888	303,252	322,614
Materials and Contracts	6,512,537	6,725,615	6,913,172	7,171,671
Depreciation and Amortisation	10,096,723	10,396,352	10,719,882	11,028,305
Other Expenses	7,927,916	8,517,558	8,707,446	9,003,974
Net Losses from the Disposal of				
Assets	-	-	-	-
Total Expenses from Continuing				
Operations	34,786,414	36,252,335	37,317,448	38,560,916
	1	1	1	
Operating Result from Continuing				
Operations	-7,417,166	-6,810,462	-6,662,094	-6,932,069
Cash on hand at year and	2 202 700	2 0 2 0 1 2 1	2 280 602	2 022 002
Cash on hand at year end	3,302,786	2,920,121	3,289,603	3,032,862
Sundry and Rate Debtors and Inventories	2,300,000	2,300,000	2,300,000	2,300,000
Estimate of Current Assets	<b>5,602,786</b>	<b>5,220,121</b>	<b>5,589,603</b>	<b>5,332,862</b>
Estimate of current Assets	3,002,780	3,220,121	5,585,005	3,332,802
Estimate of Restrictions	1,800,000	1 800 000	1,800,000	1,800,000
	1,000,000	1,000,000	1,000,000	1,000,000
Loan	216,048	225,882	238,751	251,965
Payables	2,000,000	2,000,000	2,000,000	2,000,000
Estimate of Current Liabilities	2,216,048	2,225,882	2,238,751	2,251,965
	, ,	, ,	, ,	, ,
Depreciation	10,096,723	10,396,352	10,719,882	11,028,305
Capital Expenditure	2,848,723	3,742,673	3,449,555	4,101,012
Difference	-7,248,000	-6,653,679	-7,270,327	-6,927,293
	•			•
Unrestricted Current Ratio:1	1.72	1.54	1.69	1.57
Loans outstanding	3,214,952	2,989,070	2,750,319	2,498,354

	2014	2015	2016
Wages increase by	3.50%	3.50%	3.50%
Expenses other than wages			
increase by	3.00%	3.00%	3.00%
Rate increase	3.40%	3.00%	3.00%
Variation increase	0.00%		
Plant costs increase by	2%	2%	2%
Road expenditure increases by - flat			
base level - if SRV application			
successful	0		
No service level changes in			
corporate and community and			
environmental services			
· · ·			
Increase in water usage charges	30%	3.00%	3.00%
	a=- (	(	0.000/
Increase in cost of water	67%	3.00%	3.00%
	2.000/	2.000/	2.000/
Increase in sewerage rates	3.00%	3.00%	3.00%
	2.00%	2.000/	2.00%
Increase in domestic waste charges	3.00%	3.00%	3.00%
Increase in trade waste charges	3.00%	3.00%	3.00%
Increase in trade waste charges	3.00%	3.00%	3.00%
Interest on earnings	4.50%	4.50%	4.50%
Interest on earnings	4.30%	4.30%	4.30%
Roads Wages	37%		
nound muges	5170		

GENERAL FUND	2013	2014	2015	2016
ADMINISTRATION				
Computer Equipment	100,000	30,000	30,000	30,000

PLANT				
P1040 - Truck Tipper	55,000			
Back Hoe		112,200	114,444	116,733
Tractor				
4/5 Tonne Trucks		61,200	31,212	
Prime Mover			228,888	233,466
Street Sweeper				
Heavy Trucks				
Bus				
Skidsteer Loader				
Loader		200,000		
Light trucks				
Heavy trailers				
Grader			208,080	212,242
Water Pumps & Minor Items	10,000	10,200	10,404	10,612
Miscellaneous Plant	5,000	5,100	5,202	5,306
Light Vehicles Changeover	131,000	230,520	243,454	181,467
Sedans Changeover	120,000	154,020	126,929	118,855
Mower Small	5,000	5,000	5,000	5,000
Mower Large	26,000	26,520	27,050	27,591
Fuel Tanker	5,000		5,202	
Caravans		20,000	20,000	20,000
Generators		17,340		18,041
Roller Multi Tyred	170,000			
Road Train Dolly	35,000			
Semi Trailer Side Tipper	100,000		83,232	84,897
Paveliner		193,800		

23 27,318
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HOUSING				
Up grade Various Dwellings	60,000	61,800	63,654	65,564
Nymagee School	5,000			

AERODROME		
Airport Terminal/Apron/Runway		
Airport Terminal/Apron/Kurway		

#### SWIMMING POOL

PUBLIC BUILDINGS						

	2013	2014	2015	2016
PARKS & GARDENS	· · ·			
General Parks Upgrade	30,000	30,900	31,827	32,782
ECONOMIC DEVELOPMENT				
Main Street Reinstatements	100.000	100.000	100.000	100.000
Grant Expenditure Street Decorations - Christmas	100,000	100,000	100,000	100,000
Street Decorations - Christmas	5,000		5,000	
LILLIANE BRADY VILLAGE				
Extension of Lounge Room	90,000			
CARAVAN PARK				
Land Purchase		165,000		
RURAL SHIRE ROADS	[[	216 200	222.780	220 472
Gravelling	210.000	216,300	222,789	229,473
Resealing	210,000	216,300	222,789	229,473
ROADS TO RECOVERY				
Unallocated	761,723	421,723	807,426	831,649
	, ,	,	,	,
REGIONAL ROADS	rr			
Roads to Recovery Gravel & Seal				
Gravelling	300,000	100,000	300,000	100,000
Sealing and Resealing	200,000	206,000	212,180	218,545
Renewal Program		824,000		874,182
SRV additional expenditure				
TOTAL CAPITAL GENERAL FUND	2,548,723	3,433,673	3,131,285	3,773,194
WATER FUND	2013	2014	2015	2016
WATER				
Water Mains Replacement	100,000	103,000	106,090	109,273
New Mains Purchase				
Filtration Plant - replace piping &				
Valves	100,000	103,000	106,090	109,273
TOTAL CAPITAL WATER FUND	200,000	206,000	212,180	218,545
	2012	2014	2015	2010
SEWERAGE FUND SEWERAGE	2013	2014	2015	2016
Sewerage Works Improvements	100,000	103,000	106,090	109,273
TOTAL CAPITAL SEWERAGE FUND	100,000	103,000	106,090	109,273
	100,000	105,000	100,050	105,275
WASTE FUND	2013	2014	2015	2016
WASTE				
Capital Expenditure				
Commercial Waste Truck				68,000
Town Waste Truck			200,000	
Landfill Loader				80,000
TOTAL CAPITAL WASTEFUND			200,000	148,000
TOTAL CAPITAL ALL FUNDS	2,848,723	3,742,673	3,449,555	4,101,012

## **Scenario 4** - Successful 25% SRV and Increased Depreciation Scenario

	2013	2014	2015	2016
REVENUE				
Rates and Annual Charges	4,298,604	5,006,268	5,156,591	5,312,478
User Fees and Charges	2,911,005	3,335,701	3,435,772	3,538,846
Interest and Investment Revenue	135,500	208,000	255,000	306,000
Other Revenues	12,637,675	12,986,083	13,291,945	13,699,996
Operating Grants	6,624,740	8,049,163	8,290,638	8,539,357
Capital Grants	761,723	421,723	807,426	831,649
Total Income from Continuing				
Operations	27,369,248	30,006,939	31,237,373	32,228,326
EXPENSES				
Employee Benefits and On-costs	10,007,757	10,324,921	10,673,696	11,034,351
Borrowing Costs	241,481	287,888	303,252	322,614
Materials and Contracts	6,512,537	6,725,615	6,913,172	7,171,671
Depreciation and Amortisation	10,470,019	10,780,847	11,115,912	11,436,216
Other Expenses	7,927,916	8,517,558	8,707,446	9,003,974
Net Losses from the Disposal of				
Assets	-	-	-	-
Total Expenses from Continuing				
Operations	35,159,710	36,636,829	37,713,478	38,968,826
	1	1	1	
Operating Result from Continuing				
Operations	7,790,462	6,629,890	6,476,105	6,740,501
			0.700.400	
Cash on hand at year end	3,302,786	3,135,188	3,726,188	3,697,612
Sundry and Rate Debtors and	2 500 000	2 500 000	2 500 000	2 500 000
Inventories	2,500,000	2,500,000	2,500,000	2,500,000
Estimate of Current Assets	5,802,786	5,635,188	6,226,188	6,197,612
Estimate of Restrictions	2,000,000	2 000 000	2,000,000	2,000,000
	2,000,000	2,000,000	2,000,000	2,000,000
Loan	216,048	225,882	238,751	251,965
Payables	2,000,000	2,000,000	2,000,000	2,000,000
Estimate of Current Liabilities	<b>2,000,000</b> <b>2,216,048</b>	<b>2,000,000</b> <b>2,225,882</b>	<b>2,000,000</b> <b>2,238,751</b>	<b>2,000,000</b> <b>2,251,965</b>
Estimate of current Liabilities	2,210,048	2,223,002	2,230,731	2,231,903
Depreciation	10,470,019	10,780,847	11,115,912	11,436,216
Capital Expenditure	2,848,723	4,092,673	3,810,055	4,472,327
Difference	- <b>7,621,29</b> 6	- <b>6,688,17</b> 4	- <b>7,305,857</b>	-6,963,889
	-,,200	-,,	-,,00,	-,,
Unrestricted Current Ratio:1	1.72	1.63	1.89	1.86
	<b>_</b>			
Loans outstanding	3,214,952	2,989,070	2,750,319	2,498,354

	2014	2015	2016
Wages increase by	3.50%	3.50%	3.50%
Expenses other than wages			
increase by	3.00%	3.00%	3.00%
Rate increase	3.40%	3.00%	3.00%
Variation increase	21.60%		
Plant costs increase by	2%	2%	2%
Road expenditure increases by - flat			
base level - if SRV application			
successful	350,000		
			Γ
No service level changes in			
corporate and community and			
environmental services			
		/	/
Increase in water usage charges	30%	3.00%	3.00%
	<b>67</b> 0(	2.222	2.000/
Increase in cost of water	67%	3.00%	3.00%
	2.00%	2.00%	2.00%
Increase in sewerage rates	3.00%	3.00%	3.00%
Increase in demostic waste charges	3.00%	3.00%	3.00%
Increase in domestic waste charges	3.00%	3.00%	3.00%
Increase in trade waste charges	3.00%	3.00%	3.00%
increase in trade waste charges	5.00%	5.00%	5.00%
Interest on earnings	4.50%	4.50%	4.50%
interest on carnings	4.5070	4.3070	4.3070
Roads Wages	37%		

GENERAL FUND	2013	2014	2015	2016
ADMINISTRATION				
Computer Equipment	100,000	30,000	30,000	30,000

PLANT				
P1040 - Truck Tipper	55,000			
Back Hoe		112,200	114,444	116,733
Tractor				
4/5 Tonne Trucks		61,200	31,212	
Prime Mover			228,888	233,466
Street Sweeper				
Heavy Trucks				
Bus				
Skidsteer Loader				
Loader		200,000		
Light trucks				
Heavy trailers				
Grader			208,080	212,242
Water Pumps & Minor Items	10,000	10,200	10,404	10,612
Miscellaneous Plant	5,000	5,100	5,202	5,306
Light Vehicles Changeover	131,000	230,520	243,454	181,467
Sedans Changeover	120,000	154,020	126,929	118,855
Mower Small	5,000	5,000	5,000	5,000
Mower Large	26,000	26,520	27,050	27,591
Fuel Tanker	5,000		5,202	
Caravans		20,000	20,000	20,000
Generators		17,340		18,041
Roller Multi Tyred	170,000			
Road Train Dolly	35,000			
Semi Trailer Side Tipper	100,000		83,232	84,897
Paveliner		193,800		

25,000	25,750	26,523	27,318
	25,000	25,000 25,750	25,000 25,750 26,523

HOUSING				
Up grade Various Dwellings	60,000	61,800	63,654	65,564
Nymagee School	5,000			

AERODROME		
Airport Terminal/Apron/Runway		
All port Terminal/Apron/Kullway		

#### SWIMMING POOL

PUBLIC BUILDINGS					

	2013	2014	2015	2016
PARKS & GARDENS			· · · ·	
General Parks Upgrade	30,000	30,900	31,827	32,782
ECONOMIC DEVELOPMENT				
Main Street Reinstatements	100.000	100.000	100.000	100.000
Grant Expenditure	100,000	100,000	100,000	100,000
Street Decorations - Christmas	5,000		5,000	
LILLIANE BRADY VILLAGE				
Extension of Lounge Room	90,000			
	, ,			
CARAVAN PARK				
Land Purchase		165,000		
RURAL SHIRE ROADS		216 200	222 700	220 472
Gravelling	210.000	216,300	222,789	229,473
Resealing	210,000	216,300	222,789	229,473
ROADS TO RECOVERY				
Unallocated	761,723	421,723	807,426	831,649
	, 01), 10	121,720	007,120	001,010
REGIONAL ROADS				
Roads to Recovery Gravel & Seal				
Gravelling	300,000	100,000	300,000	100,000
Sealing and Resealing	200,000	206,000	212,180	218,545
Renewal Program		824,000		874,182
SRV additional expenditure		350,000	360,500	371,315
TOTAL CAPITAL GENERAL FUND	2,548,723	3,783,673	3,491,785	4,144,509
WATER FUND	2013	2014	2015	2016
WATER				
Water Mains Replacement	100,000	103,000	106,090	109,273
New Mains Purchase				
Filtration Plant - replace piping &				
Valves	100,000	103,000	106,090	109,273
TOTAL CAPITAL WATER FUND	200,000	206,000	212,180	218,545
SEWERAGE FUND	2013	2014	2015	2016
SEWERAGE		102.000	106,090	109,273
Course as Marka Incorporate			IUNIIGU	109773
Sewerage Works Improvements	100,000	103,000	-	-
Sewerage Works Improvements TOTAL CAPITAL SEWERAGE FUND	100,000 <b>100,000</b>	103,000 <b>103,000</b>	106,090	109,273
TOTAL CAPITAL SEWERAGE FUND	100,000	103,000	106,090	109,273
			-	
TOTAL CAPITAL SEWERAGE FUND WASTE FUND	100,000	103,000	106,090	109,273
TOTAL CAPITAL SEWERAGE FUND WASTE FUND WASTE	100,000	103,000	106,090	109,273
TOTAL CAPITAL SEWERAGE FUND WASTE FUND WASTE Capital Expenditure	100,000	103,000	106,090	109,273 2016
TOTAL CAPITAL SEWERAGE FUND WASTE FUND WASTE Capital Expenditure Commercial Waste Truck	100,000	103,000	106,090 2015	109,273 2016
TOTAL CAPITAL SEWERAGE FUNDWASTE FUNDWASTECapital ExpenditureCommercial Waste TruckTown Waste Truck	100,000	103,000	106,090 2015	<b>109,273</b> <b>2016</b> 68,000
TOTAL CAPITAL SEWERAGE FUNDWASTE FUNDWASTECapital ExpenditureCommercial Waste TruckTown Waste TruckLandfill Loader	100,000	103,000	106,090 2015 200,000	<b>109,273 2016</b> 68,000 80,000

### **Version Control**

No.	Date Adopted	Minute No.	Date Commenced	Date notified in Local Paper
2	28 February 2013	16.2.2013	01/03/2013	N/A