



Fit for the Future Improvement Proposal

Attachment 7

Ratio Working Papers

Operating Performance Ratio																										
	Actuals 2012/13	Actuals 2013/14	Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020	2020/2021	2021/2022	2022/23	2023/24	2024/25													
Total Income from continuing operations			103,847,695.73	105,187,747.97	100,606,941.69	97,008,341.54	95,566,779.58	96,207,316.27	97,417,630.24	98,345,986.53	99,560,671.32	99,327,699.04	100,312,475.84													
Less: Total Expenses from continuing operations			88,582,604.67	85,821,160.40	83,889,026.71	86,474,430.47	86,086,215.95	86,746,133.19	88,425,838.92	88,736,466.87	89,543,889.11	90,783,478.90	91,447,936.68													
Less: Capital Grants & Contributions			12,385,573.00	12,845,573.00	9,599,822.00	9,195,697.00	9,022,543.00	8,902,709.00	8,952,642.00	8,856,248.00	8,856,248.00	7,920,004.00	7,921,332.00													
Less: Net Gains from Disposal of Assets			9,038,804.00	10,350,671.00	7,455,877.00	3,536,351.00	260,750.00	230,750.00	230,750.00	230,750.00	230,750.00	230,750.00	230,750.00													
Less: Fair Value - Investment Properties (Job No. 12002-42302-1131)			626,000.00	626,000.00			400,000.00	-	-	-	400,000.00	-	-													
NUMERATOR	-	9,635.00	-	9,549.00	-	6,785,285.94	-	4,455,656.43	-	337,784.02	-	2,198,136.93	-	202,729.37	327,724.08	-	191,600.68	522,521.66	529,784.21	393,466.14	712,457.16					
Total Income from continuing operations			103,847,695.73	105,187,747.97	100,606,941.69	97,008,341.54	95,566,779.58	96,207,316.27	97,417,630.24	98,345,986.53	99,560,671.32	99,327,699.04	100,312,475.84													
Less: Capital Grants & Contributions			12,385,573.00	12,845,573.00	9,599,822.00	9,195,697.00	9,022,543.00	8,902,709.00	8,952,642.00	8,856,248.00	8,856,248.00	7,920,004.00	7,921,332.00													
Less: Net Gains from Disposal of Assets			9,038,804.00	10,350,671.00	7,455,877.00	3,536,351.00	260,750.00	230,750.00	230,750.00	230,750.00	230,750.00	230,750.00	230,750.00													
Less: Fair Value - Investment Properties (Job No. 12002-42302-1131)			626,000.00	626,000.00		-	-	400,000.00	-	-	-	400,000.00	-	-												
DENOMINATOR		67,384.00		68,405.00		82,423,318.73		81,365,503.97		83,551,242.69		84,276,293.54		85,883,486.58		87,073,857.27		88,234,238.24		89,258,988.53		90,073,673.32		91,176,945.04		92,160,393.84
2015/16 Budget and LTFP		-14.30%		-13.96%		-8.23%		-5.48%		-0.40%		-2.61%		-0.24%		0.38%		-0.22%		0.59%		0.59%		0.43%		0.77%

Own Source Operating Revenue Ratio													
	Actuals 2012/13	Actuals 2013/14	Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020	2020/2021	2021/2022	2022/23	2023/24	2024/25
Total Income from Continuing Operating			95,533,031.00	105,187,747.97	100,606,941.69	97,008,341.54	95,566,779.58	96,207,316.27	97,417,630.24	98,345,986.53	99,560,671.32	99,327,699.04	100,312,475.84
Less: All Grants (Capital & Operating)			8,514,258.00	8,000,733.89	6,944,137.80	6,859,667.99	6,870,437.03	6,881,384.83	6,892,514.37	6,903,828.66	6,915,330.76	6,927,023.80	6,938,910.94
Less: All Capital Contributions			8,843,500.00	12,845,573.00	9,599,822.00	9,195,697.00	9,022,543.00	8,902,709.00	8,952,642.00	8,856,248.00	8,856,248.00	7,920,004.00	7,921,332.00
Less: Net Gain on sale of assets			12,729,400.00	10,350,671.00	7,455,877.00	3,536,351.00	260,750.00	230,750.00	230,750.00	230,750.00	230,750.00	230,750.00	230,750.00
Less: Fair Value - Investment Properties (Job No. 12002-42302-1131)			626,000.00	626,000.00	-	-	400,000.00	-	-	-	400,000.00	-	-
NOMINATOR	58,741.00	61,805.00	64,819,873.00	73,364,770.08	76,607,104.89	77,416,625.55	79,013,049.55	80,192,472.44	81,341,723.87	82,355,159.87	83,158,342.56	84,249,921.24	85,221,482.90
Total Continuing Operating revenue			95,533,031.00	105,187,747.97	100,606,941.69	97,008,341.54	95,566,779.58	96,207,316.27	97,417,630.24	98,345,986.53	99,560,671.32	99,327,699.04	100,312,475.84
Less: Net Gains from Disposal of Assets			12,729,400.00	10,350,671.00	7,455,877.00	3,536,351.00	260,750.00	230,750.00	230,750.00	230,750.00	230,750.00	230,750.00	230,750.00
Less: Fair Value - Investment Properties (Job No. 12002-42302-1131)			626,000.00	626,000.00	-	-	400,000.00	-	-	-	400,000.00	-	-
DENOMINATOR	77,133.00	86,629.00	82,177,631.00	94,211,076.97	93,151,064.69	93,471,990.54	94,906,029.58	95,976,566.27	97,186,880.24	98,115,236.53	98,929,921.32	99,096,949.04	100,081,725.84
2015/16 Budget & LTFP	76.16%	71.34%	78.88%	77.87%	82.24%	82.82%	83.25%	83.55%	83.70%	83.94%	84.06%	85.02%	85.15%

Building & Infrastructure Renewal Ratio													
RENEWAL	Avg Depn Rate		Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020	2020/2021	2021/2022	2022/23	2023/24	2024/25
Buildings	0.03			16,263,044.00	9,607,836.00	2,679,142.00	933,611.00	9,454,028.00	9,498,880.00	9,552,110.00	9,597,096.00	9,642,268.00	9,687,629.00
Stormwater & Drainage	0.01			643,557.00	200,000.00	-	-	-	-	-	-	-	-
Open Space	0.05			624,490.00	514,000.00	385,000.00	1,128,500.00	-	-	-	-	-	-
Roads & Footpaths	0.03			4,762,166.00	7,983,400.00	7,768,200.00	8,005,200.00	500,200.00	500,200.00	500,200.00	500,200.00	500,200.00	500,200.00
				22,293,257.00	18,305,236.00	10,832,342.00	10,067,311.00	9,954,228.00	9,999,080.00	10,052,310.00	10,097,296.00	10,142,468.00	10,187,829.00
Depreciation (Job no. 12030 - 31206 - 5415)	Act 2013/14												
Total Depreciation for Year		17,880,000.00		16,470,436.28	16,375,782.37	17,820,417.81	17,916,580.86	18,053,029.61	18,315,496.11	18,571,686.37	18,862,673.09	19,153,659.81	19,268,885.39
Buildings Approx % based on 13/14	0.190939597	3,414,000.00		3,144,858.47	3,126,785.29	3,402,623.40	3,420,984.74	3,447,038.20	3,497,153.45	3,546,070.32	3,601,631.20	3,657,192.09	3,679,193.22
Drainage Approx % based on 13/14	0.209563758	3,747,000.00		3,451,606.53	3,431,770.50	3,734,513.73	3,754,666.02	3,783,260.74	3,838,264.20	3,891,952.40	3,952,932.67	4,013,912.94	4,038,060.04
Open SSpace Approx % based on 13/14		725,000.00		725,000.00	725,000.00	725,000.00	725,000.00	725,000.00	725,000.00	725,000.00	725,000.00	725,000.00	725,000.00
Roads Approx % based on 13/14	0.37253915	6,661,000.00		6,135,882.33	6,100,620.04	6,638,803.30	6,674,627.80	6,725,460.30	6,823,239.35	6,918,680.25	7,027,084.20	7,135,488.14	7,178,414.18
Total		14,547,000.00		13,457,347.33	13,384,175.84	14,500,940.44	14,575,278.56	14,680,759.24	14,883,657.01	15,081,702.97	15,306,648.07	15,531,593.17	15,620,667.44
2015/16 Budget & LTFP			91.00%	165.66%	136.77%	74.70%	69.07%	67.80%	67.18%	66.65%	65.97%	65.30%	65.22%

Infrastructure Backlog Ratio						
	Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020
Asset Class						
<u>Roads and Transport</u>	3,892,499.59	-	-	-	-	-
Planned renewal		3,895,000.00	6,895,000.00	2,812,322.24	2,812,322.24	2,812,322.24
<u>Stormwater Drainage (K&G, Pits, Pipes, Culvert, GPT)</u>	5,259,841.33	4,672,841.33	4,472,841.33	2,272,841.33	-	-
Planned renewal		587,000.00	200,000.00	2,200,000.00	3,300,000.00	4,400,000.00
<u>Other Structure</u>	829,937.50	659,937.50	659,937.50	-	-	-
Planned renewal		170,000.00	-	659,937.50	-	-
<u>Buildings</u>	2,239,298.00	-	-	-	-	-
Planned renewal		3,366,000.00	1,178,000.00	3,272,210.26	3,537,677.76	2,437,677.76
<u>Infrastructure Assets</u>	277,500.00	277,500.00	277,500.00	-	-	-
Planned renewal		-	-	277,500.00	-	-
<u>Open space and Recreational Assets</u>	1,563,029.84	1,398,029.84	928,029.84	0.16	0.16	0.16
Planned renewal		165,000.00	470,000.00	928,030.00	500,000.00	500,000.00
TOTAL	14,062,106.25	7,008,308.67	6,338,308.67	2,272,841.17	0.16	0.16
WDV	451,145,102.35	461,836,055.29	466,283,597.19	518,480,139.42	514,666,769.49	512,698,062.80
2015/16 Budget & LTFP	3.12%	1.52%	1.36%	0.44%	0.00%	0.00%

Asset Maintenance Ratio											
	Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020	2020/2021	2021/2022	2022/23	2023/24	2024/25
Actual Maintenance with additional budget from 17/18	5,723,000.00	5,923,000.00	5,923,000.00	5,983,000.00	6,043,000.00	6,103,000.00	6,163,000.00	6,223,000.00	6,283,000.00	6,343,000.00	6,403,000.00
Budget shortfall	1,000,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00
Contingency		200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00
Efficiency gains (2-3.5% p.a.)	-	97,845.00	130,460.00	164,575.00	199,290.00	234,605.00	270,520.00	307,035.00	344,150.00	381,865.00	420,180.00
Required Maintenance	6,723,000.00	6,425,155.00	6,392,540.00	6,418,425.00	6,443,710.00	6,468,395.00	6,492,480.00	6,515,965.00	6,538,850.00	6,561,135.00	6,582,820.00
2015/16 Budget & LTFP	85.13%	92.18%	92.65%	93.22%	93.78%	94.35%	94.93%	95.50%	96.09%	96.68%	97.27%

Debt Service Ratio											
		2015/16	2016/17	2017/18	2018/19	2019/2020	2020/2021	2021/2022	2022/23	2023/24	2024/25
Interest Expenses		187,205.14	171,534.35	718,021.45	663,175.32	607,676.84	553,041.92	498,336.46	444,291.39	401,911.61	363,557.04
Principal Repayments		404,622.49	699,609.44	718,924.22	738,495.14	759,528.53	780,488.76	802,289.23	716,751.36	520,716.63	536,033.56
TOTAL REPAYMENT as per 2015-25 LTFP	NUMERATOR	591,827.63	871,143.79	1,436,945.67	1,401,670.46	1,367,205.37	1,333,530.68	1,300,625.69	1,161,042.75	922,628.24	899,590.60
Total Income from continuing operations		105,156,747.97	100,377,522.69	96,977,341.54	95,535,779.58	96,176,316.27	97,386,630.24	98,314,986.53	99,529,671.32	99,296,699.04	100,281,475.84
Less Grants & Cont Capital		12,845,573.00	9,599,822.00	9,195,697.00	9,022,543.00	8,902,709.00	8,952,642.00	8,856,248.00	8,856,248.00	7,920,004.00	7,921,332.00
Less: Net Gains from Disposal of Assets		10,350,671.00	7,455,877.00	3,536,351.00	260,750.00	230,750.00	230,750.00	230,750.00	230,750.00	230,750.00	230,750.00
Less: Fair Value - Investment Properties (Job No. 12002-42302-1131)		626,000.00	-	-	400,000.00	-	-	-	400,000.00	-	-
	DENOMINATOR	81,334,503.97	83,321,823.69	84,245,293.54	85,852,486.58	87,042,857.27	88,203,238.24	89,227,988.53	90,042,673.32	91,145,945.04	92,129,393.84
2015/16 Budget & LTFP		0.73%	1.05%	1.71%	1.63%	1.57%	1.51%	1.46%	1.29%	1.01%	0.98%

Real Operating Expenditure per Capita Result											
	Budget 2014/15	2015/16	2016/17	2017/18	2018/19	2019/2020	2020/2021	2021/2022	2022/23	2023/24	2024/25
Total Expenses from continuing operations	81,552.00	85,821.16	83,889.03	86,474.43	86,086.22	86,746.13	88,425.84	88,736.47	89,543.89	90,783.48	91,447.94
Expenditure deflated by (as provided by OLG)	0.03	0.03	(disc. To 2015/16 figures going forward)								
Total Expenses deflated by CPI, LGCI	67,995.58	69,766.20	68,195.52	70,297.26	69,981.67	70,518.13	71,883.61	72,136.13	72,792.50	73,800.19	74,340.35
Population data - Forecast Source											
.id - average	68,234.00	69,075.00	69,923.50	70,714.50	71,432.00	72,136.00	72,897.00	73,659.50	74,393.50	75,166.50	76,014.50
2015/16 Budget & LTFP	1.00	1.01	0.98	0.99	0.98	0.98	0.99	0.98	0.98	0.98	0.98

							Actual					
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
Operating Performance Ratio			-10.80%	-14.30%	-13.96%	-8.23%	-5.48%	-0.40%	-2.61%	-0.24%	0.38%	
Own Source Revenue			71.30%	76.16%	71.34%	78.88%	77.87%	82.24%	82.82%	83.25%	83.55%	
Building & Infrastructure Renewal			25.90%	32.10%	29.70%	91.00%	165.66%	136.77%	74.70%	69.07%	67.80%	
Infrastructure Backlog Ratio					11.16%	3.10%	1.52%	1.36%	0.44%	0.00%	0.00%	
Asset Maintenance Ratio			45.80%	57.00%	55.50%	85.13%	92.18%	92.65%	93.22%	93.78%	94.35%	
Debt Service Ratio			0.00%	0.24%	0.57%	0.61%	0.73%	1.05%	1.71%	1.63%	1.57%	
Real Operating Expenditure	0.92	1.01	1.00	1.02	0.98	1.00	1.01	0.98	0.99	0.98	0.98	

Result (average except for Asset Backlog)						
2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
-13.02%	-12.16%	-9.22%	-4.70%	-2.83%	-1.08%	-0.82%
72.93%	75.46%	76.03%	79.66%	80.98%	82.77%	83.21%
29.23%	50.93%	95.45%	131.14%	125.71%	93.51%	70.52%
11.16%	3.10%	1.52%	1.36%	0.44%	0.00%	0.00%
52.77%	65.88%	77.60%	89.99%	92.69%	93.22%	93.78%
0.27%	0.47%	0.64%	0.80%	1.16%	1.46%	1.64%

Benchmark	Meets Benchmark 2013/14	Meets Benchmark 2016/17	Meets Benchmark 2019/20
0.00%	N	N	N
60.0%	Y	Y	Y
100.0%	N	Y	N
<2%	N	Y	Y
100.0%	N	N	N
>0%<20%	Y	Y	Y
Decreasing over time	N	Y	Y