

URANA SHIRE COUNCIL - Fit for the Future modelling

| Financial year ending 30 June ('000) | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|--|----------|----------|----------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Actuals | Actuals | Actuals | Actuals | Base | Projected | Projected | Projected | Projected | Projected | Projected | Projected | Projected | Projected | Projected |
| INCOME | | | | | | | | | | | | | | | |
| Rates & Annual Charges | 1,445 | 1,479 | 1,576 | 1,636 | 1,720 | 1,761 | 1,814 | 2,050 | 2,298 | 2,578 | 2,892 | 2,979 | 3,069 | 3,161 | 3,256 |
| SRV - proposed | | | | | - | - | 176 | 181 | 205 | 230 | - | - | - | - | - |
| User Charges & Fees | 364 | 256 | 503 | 305 | 285 | 294 | 302 | 311 | 321 | 330 | 340 | 351 | 361 | 372 | 383 |
| Total: Rates & annual charges & SRV (proposed) | 1,809 | 1,735 | 2,079 | 1,941 | 2,005 | 2,055 | 2,293 | 2,543 | 2,824 | 3,139 | 3,233 | 3,330 | 3,430 | 3,533 | 3,639 |
| Investment Revenues | 238 | 268 | 229 | 216 | 216 | 216 | 216 | 216 | 216 | 216 | 216 | 216 | 216 | 216 | 216 |
| Other Revenues | 143 | 146 | 174 | 232 | 200 | 206 | 212 | 219 | 225 | 232 | 239 | 246 | 253 | 261 | 269 |
| Grants & Contributions - Operating other | 2,265 | 5,475 | 4,885 | 2,676 | 2,137 | 1,482 | 1,527 | 1,573 | 1,620 | 1,668 | 1,718 | 1,770 | 1,823 | 1,878 | 1,934 |
| Grants & Contributions - Operating - FAG | 1,720 | 1,646 | 1,719 | 1,784 | 1,823 | 1,878 | 1,934 | 1,992 | 2,052 | 2,113 | 2,177 | 2,242 | 2,309 | 2,379 | 2,450 |
| Profit from Disposal of Assets | 0 | 137 | 52 | 3 | - | - | - | - | - | - | - | - | - | - | - |
| Grants & Contributions - Capital | 680 | 560 | 413 | 1,529 | 340 | 624 | 370 | 381 | 393 | 404 | 416 | 429 | 442 | 455 | 469 |
| Profit from interests in Joint Ventures & Associates | 0 | 0 | 0 | 0 | - | - | - | - | - | - | - | - | - | - | - |
| Total Income from Continuing Operations | 6,855 | 9,967 | 9,551 | 8,381 | 6,721 | 6,461 | 6,552 | 6,923 | 7,329 | 7,772 | 7,999 | 8,233 | 8,473 | 8,721 | 8,976 |
| EXPENSES | | | | | | | | | | | | | | | |
| Employee Costs | 1,933 | 2,133 | 2,729 | 2,373 | 2,450 | 2,511 | 2,497 | 2,482 | 2,494 | 2,505 | 2,542 | 2,579 | 2,631 | 2,683 | 2,736 |
| Productivity gains - employee costs | | | | | 0 | (75) | (75) | (50) | (50) | (25) | (25) | (13) | (13) | (13) | (14) |
| Materials & Contracts | 1,765 | 4,138 | 4,293 | 1,608 | 1,350 | 1,377 | 1,362 | 1,348 | 1,334 | 1,333 | 1,346 | 1,359 | 1,373 | 1,386 | 1,400 |
| Productivity gains - materials & contracts | | | | | 0 | (41) | (41) | (40) | (27) | (13) | (13) | (14) | (14) | (14) | (14) |
| Borrowing Costs | 24 | 21 | 16 | 14 | 14 | 14 | 20 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| Depreciation & Amortisation | 2,033 | 2038 | 2048 | 2118 | 1,820 | 1,762 | 1,772 | 1,778 | 1,782 | 1,786 | 1,789 | 1,792 | 1,795 | 1,799 | 1,802 |
| Other Expenses | 590 | 562 | 684 | 831 | 780 | 730 | 745 | 759 | 775 | 790 | 806 | 822 | 839 | 855 | 872 |
| Impairment | 0 | 0 | 0 | 0 | - | - | - | - | - | - | - | - | - | - | - |
| Interest and investment losses | 0 | 0 | 0 | 0 | - | - | - | - | - | - | - | - | - | - | - |
| Loss from Disposal of Assets | 28 | 0 | 0 | 0 | - | - | - | - | - | - | - | - | - | - | - |
| Loss from interests in Joint Ventures & Associates | 0 | 0 | 0 | 0 | - | - | - | - | - | - | - | - | - | - | - |
| Total expenses from Continuing Operations | 6,731 | 9,295 | 10,238 | 7,186 | 6,414 | 6,277 | 6,280 | 6,284 | 6,314 | 6,382 | 6,450 | 6,533 | 6,616 | 6,702 | 6,789 |
| OPERATING RESULT FROM CONTINUING OPERATIONS | 124 | 672 | (687) | 1,195 | 307 | 184 | 271 | 639 | 1,015 | 1,391 | 1,549 | 1,700 | 1,857 | 2,019 | 2,188 |
| Operating result from discontinued operations | 0 | 0 | 0 | 0 | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Gain (loss) on restructure | 0 | 0 | 0 | 0 | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| NET OPERATING RESULT FOR YEAR | 124 | 672 | (687) | 1,195 | 307 | 184 | 271 | 639 | 1,015 | 1,391 | 1,549 | 1,700 | 1,857 | 2,019 | 2,188 |
| Attributable to: | | | | | | | | | | | | | | | |
| Urana Shire Council | 124 | 672 | (687) | 1,195 | 307 | 184 | 271 | 639 | 1,015 | 1,391 | 1,549 | 1,700 | 1,857 | 2,019 | 2,188 |
| Minority Interests | | | | | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 124 | 672 | (687) | 1,195 | 307 | 184 | 271 | 639 | 1,015 | 1,391 | 1,549 | 1,700 | 1,857 | 2,019 | 2,188 |
| Net operating result before capital grants and contributions | (556) | 112 | (1,100) | (334) | (33) | (440) | (99) | 258 | 623 | 986 | 1,133 | 1,271 | 1,415 | 1,564 | 1,719 |
| | | | | | | | | | | | | | | | |
| WDV of building & infrastructure assets | 75,263 | 76,721 | 76,031 | 85,009 | 95,225 | 95,788 | 96,108 | 96,348 | 96,542 | 96,709 | 96,878 | 97,050 | 97,223 | 97,400 | 97,579 |
| Depreciation of buildings & infrastructure assets (@1.9% of opening WDV) | 2,033 | 2,038 | 2,048 | 2,118 | 1,820 | 1,762 | 1,772 | 1,778 | 1,782 | 1,786 | 1,789 | 1,792 | 1,795 | 1,799 | 1,802 |
| Capital expenditure - new assets | | | | | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| Capital expenditure - renewal/refurbishment of B&I assets | 1,092 | 1,082 | 274 | 3,726 | 2,000 | 1,775 | 1,784 | 1,793 | 1,802 | 1,811 | 1,820 | 1,829 | 1,838 | 1,847 | 1,856 |
| Backlog - Estimated cost to bring assets to satisfactory condition | 14,592 | 10,258 | 11,296 | 11,247 | 3,850 | 2,503 | 1,877 | 1,502 | 1,276 | 1,149 | 1,034 | 930 | 837 | 754 | 678 |
| Backlog addressed during year (% of previous year) | | | | | - | 1,348 | 626 | 375 | 225 | 128 | 115 | 103 | 93 | 84 | 75 |
| Assumed: proportion of backlog expenditure capitalised | | | | | - | 449 | 209 | 125 | 75 | 43 | 38 | 34 | 31 | 28 | 25 |
| Maintenance expense - projection (includes Backlog maintenance expensed) | 1,962 | 1,743 | 1,810 | 1,228 | 1,445 | 1,503 | 1,555 | 1,602 | 1,642 | 1,675 | 1,708 | 1,743 | 1,777 | 1,813 | 1,849 |
| Required maintenance - based on asset plans | 2,349 | 1,677 | 1,839 | 1,316 | 1,445 | 1,474 | 1,503 | 1,533 | 1,564 | 1,595 | 1,627 | 1,660 | 1,693 | 1,727 | 1,727 |
| | | | | | | | | | | | | | | | |
| Interest payment + repayments existing | | | | | 52 | 52 | 58 | | | | | | | | |
| Interest payment + repayments - new loan | | | | | | | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 16 |
| | | | | | | | | | | | | | | | |
| Interest on loans + repayments | 24 | 21 | 16 | 14 | 52 | 52 | 74 | 16 | 16 | 16 | 16 | 16 | 16 | 16 | 16 |
| | | | | | | | | | | | | | | | |
| ABS regional population (to 2013, 2014 and onwards DoP est) | 1,185 | 1,180 | 1,157 | | | 1,000 | | | | | 900 | | | | |
| Population (average over two years to 2012) | 1,194 | 1,183 | 1,157 | 1,157 | 1,100 | 1,080 | 1,060 | 1,040 | 1,025 | 1,025 | 1,025 | 1,020 | 1,015 | 1,010 | 1,000 |
| Nominal | 5.64 | 7.86 | 8.85 | 6.21 | 5.83 | 5.81 | 5.92 | 6.04 | 6.16 | 6.23 | 6.29 | 6.40 | 6.52 | 6.64 | 6.79 |
| | | | | | | | | | | | | | | | |
| FIT FOR THE FUTURE BENCHMARKS | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | |
| Operating performance ratio | 🔴 -5.40% | 🔴 -3.98% | 🔴 -6.25% | 🔴 -5.21% | 🔴 -6.56% | 🔴 -4.23% | 🔴 -3.11% | 🔴 -1.51% | 🟢 3.98% | 🟢 8.96% | 🟢 12.53% | 🟢 14.90% | 🟢 16.31% | 🟢 17.64% | 🟢 18.94% |
| Own source revenue | 🟢 76% | 🔴 57% | 🔴 46% | 🔴 44% | 🔴 51% | 🔴 59% | 🟢 67% | 🟢 70% | 🟢 72% | 🟢 73% | 🟢 73% | 🟢 73% | 🟢 73% | 🟢 73% | 🟢 73% |
| Building & asset renewal ratio | 🔴 57% | 🔴 56% | 🔴 40% | 🔴 82% | 🟢 100% | 🟢 132% | 🟢 104% | 🟢 101% | 🟢 101% | 🟢 101% | 🟢 101% | 🟢 102% | 🟢 102% | 🟢 102% | 🟢 103% |
| Infrastructure backlog ratio | 🔴 19% | 🔴 13% | 🔴 15% | 🔴 13% | 🔴 4.0% | 🔴 2.6% | 🟢 2.0% | 🟢 1.6% | 🟢 1.3% | 🟢 1.2% | 🟢 1% | 🟢 1% | 🟢 1% | 🟢 1% | 🟢 1% |
| Asset maintenance ratio | 🔴 82% | 🔴 88% | 🔴 94% | 🔴 99% | 🔴 97% | 🔴 99% | 🟢 102% | 🟢 103% | 🟢 104% | 🟢 105% | 🟢 105% | 🟢 105% | 🟢 105% | 🟢 105% | 🟢 106% |
| Debt service ratio | 🟢 0.36% | 🟢 0.26% | 🟢 0.25% | 🟢 0.20% | 🟢 0.37% | 🟢 0.62% | 🟢 0.97% | 🟢 0.77% | 🟢 0.54% | 🟢 0.23% | 🟢 0.22% | 🟢 0.21% | 🟢 0.21% | 🟢 0.20% | 🟢 0.19% |
| Real operating expenditure | 5.16 | 6.93 | 7.58 | 5.19 | 4.75 | 4.59 | 4.54 | 4.49 | 4.44 | 4.36 | 4.27 | 4.22 | 4.16 | 4.11 | 4.08 |