

Attachment P



**Extract from LTFP:
Performance
measurement for
Model 1 and
Model 2**



10 Year Long Term Financial Plan - 2013-14 to 2022-23

Performance Measurement

Model 1 - Including Environment Levy

All \$ are expressed as \$'000

Year Ended 30 June	TARGET	Yr 1 2014	Yr 2 2015	Yr 3 2016	Yr 4 2017	Yr 5 2018	Yr 6 2019	Yr 7 2020	Yr 8 2021	Yr 9 2022	Yr 10 2023	
Budget Performance												
1	Balanced Annual Budget	\$ 0 +	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
			●	●	●	●	●	●	●	●	●	
2	Operating Surplus Ratio - operating surplus (before capital grants and asset sales and excl depreciation) over depreciation	1.00 +	1.25	1.28	1.30	1.31	1.32	1.35	1.31	1.32	1.33	1.32
			●	●	●	●	●	●	●	●	●	●
Operational Liquidity												
3	Unrestricted Cash - cash less externally and internally restricted reserves	\$ 1,000 +	\$ 1,157	\$ 1,186	\$ 1,216	\$ 1,246	\$ 1,277	\$ 1,309	\$ 1,342	\$ 1,376	\$ 1,410	\$ 1,445
	Sufficient to provide liquidity for day to day operations		●	●	●	●	●	●	●	●	●	●
4	Unrestricted Current Ratio - excluding external restrictions (DLG Ratio)	2.00 +	2.18	2.23	2.17	2.22	2.39	2.44	2.47	2.40	2.37	2.31
			●	●	●	●	●	●	●	●	●	●
5	Unrestricted Current Ratio - excluding internal and external restrictions (Working Capital Ratio)	1.00 +	1.45	1.54	1.51	1.46	1.68	1.76	1.72	1.84	1.71	1.57
			●	●	●	●	●	●	●	●	●	●
6	Rates and Annual Charges Outstanding - expressed as a percentage of total rates and charges available for collection in the financial year	4% -	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
			●	●	●	●	●	●	●	●	●	●



10 Year Long Term Financial Plan - 2013-14 to 2022-23

Performance Measurement

Model 1 - Including Environment Levy

All \$ are expressed as \$'000	TARGET	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Year Ended 30 June		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Liability and Debt Management											
7 Debt Commitment Ratio - percentage of ordinary rates revenue utilised to repay loans and interest	0% -	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Randwick City Council has a debt free policy	●	●	●	●	●	●	●	●	●	●
8 Employee Leave Entitlements Funding - percentage employee leave entitlements held in cash	+	38.3%	39.2%	40.2%	41.2%	42.6%	42.2%	41.9%	40.4%	37.1%	33.5%
	Determined through age profiling of staff	●	●	●	●	●	●	●	●	●	●
Asset Management											
9 Infrastructure and Building Assets Renewal Ratio - capital expenditure on renewal of these assets divided by their annual depreciation	100% +	93.8%	91.1%	86.9%	100.3%	104.6%	102.3%	102.2%	102.3%	100.7%	111.5%
		●	●	●	●	●	●	●	●	●	●
10 Buildings, Infrastructure and Open Space Assets Renewal Ratio - capital expenditure on renewal of these assets divided by their annual depreciation	100% +	122.1%	117.8%	105.7%	124.0%	130.6%	129.4%	127.3%	122.2%	118.1%	119.1%
		●	●	●	●	●	●	●	●	●	●
11 Capital expenditure as a percentage of total expenditure	20% +	23.2%	23.4%	22.1%	22.9%	24.5%	22.3%	21.2%	22.2%	20.0%	21.1%
		●	●	●	●	●	●	●	●	●	●



10 Year Long Term Financial Plan - 2013-14 to 2022-23

Performance Measurement

Model 2 - Environment Levy Excluded

All \$ are expressed as \$'000
Year Ended 30 June

TARGET

Yr 1 Yr 2 Yr 3 Yr 4 Yr 5 Yr 6 Yr 7 Yr 8 Yr 9 Yr 10
2014 2015 2016 2017 2018 2019 2020 2021 2022 2023

Budget Performance

1	Balanced Annual Budget	\$	0 +	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
				●	●	●	●	●	●	●	●	●	●	●
2	Operating Surplus Ratio - operating surplus (before capital grants and asset sales and excl depreciation) over depreciation		1.00 +	1.08	1.11	1.12	1.14	1.15	1.16	1.13	1.12	1.13	1.12	1.12
				●	●	●	●	●	●	●	●	●	●	●

Operational Liquidity

3	Unrestricted Cash - cash less externally and internally restricted reserves	\$	1,000 +	\$ 1,157	\$ 1,186	\$ 1,216	\$ 1,246	\$ 1,277	\$ 1,309	\$ 1,342	\$ 1,376	\$ 1,410	\$ 1,445
				●	●	●	●	●	●	●	●	●	●
				Sufficient to provide liquidity for day to day operations									
4	Unrestricted Current Ratio - excluding external restrictions (DLG Ratio)		2.00 +	2.18	2.23	2.17	2.22	2.39	2.44	2.47	2.40	2.37	2.22
				●	●	●	●	●	●	●	●	●	●
5	Unrestricted Current Ratio - excluding internal and external restrictions (Working Capital Ratio)		1.00 +	1.45	1.54	1.51	1.46	1.68	1.76	1.72	1.84	1.71	1.47
				●	●	●	●	●	●	●	●	●	●
6	Rates and Annual Charges Outstanding - expressed as a percentage of total rates and charges available for collection in the financial year		4% -	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
				●	●	●	●	●	●	●	●	●	●



10 Year Long Term Financial Plan - 2013-14 to 2022-23

Performance Measurement

Model 2 - Environment Levy Excluded

All \$ are expressed as \$'000	TARGET	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
Year Ended 30 June		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Liability and Debt Management											
7 Debt Commitment Ratio - percentage of ordinary rates revenue utilised to repay loans and interest	0% -	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Randwick City Council has a debt free policy	●	●	●	●	●	●	●	●	●	●
8 Employee Leave Entitlements Funding - percentage employee leave entitlements held in cash	+	38.3%	39.2%	40.2%	41.2%	42.6%	42.2%	41.9%	40.4%	37.1%	33.5%
	Determined through age profiling of staff	●	●	●	●	●	●	●	●	●	●
Asset Management											
9 Infrastructure and Building Assets Renewal Ratio - capital expenditure on renewal of these assets divided by their annual depreciation	100% +	93.1%	90.7%	86.5%	99.8%	104.2%	101.8%	101.7%	101.8%	100.3%	110.9%
		●	●	●	●	●	●	●	●	●	●
10 Buildings, Infrastructure and Open Space Assets Renewal Ratio - capital expenditure on renewal of these assets divided by their annual depreciation	100% +	118.0%	115.2%	103.3%	121.9%	128.6%	127.6%	125.1%	120.1%	116.1%	117.2%
		●	●	●	●	●	●	●	●	●	●
11 Capital expenditure as a percentage of total expenditure	20% +	23.3%	23.6%	22.3%	23.1%	24.7%	22.5%	21.4%	22.4%	20.1%	21.3%
		●	●	●	●	●	●	●	●	●	●