

# Appendix 1: Ten Year Financial Plans

Kempsey Shire Council Income Statement Consolidated *										
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Income from Continuing Operations</b>										
Rates & Annual Charges	29,695,868	32,311,821	34,933,940	36,635,966	38,234,391	39,773,010	41,379,503	43,059,227	44,814,754	46,520,465
User Charges & Fees	15,553,460	16,098,752	16,682,041	17,290,436	17,909,455	18,544,420	19,203,835	19,889,416	20,602,353	21,333,360
Interest	1,343,607	1,379,715	1,409,817	1,440,513	1,471,812	1,525,069	1,581,125	1,708,162	1,793,176	1,832,166
Operating Grants & Contributions	10,487,570	10,655,176	10,898,625	11,158,910	11,415,692	11,688,641	11,958,427	12,245,229	12,529,229	12,830,116
Capital Grants & Contributions	2,270,172	2,016,380	1,893,096	1,684,194	1,814,127	1,716,278	1,730,605	1,745,270	1,760,280	1,775,645
Other Revenues	158,615	160,859	163,160	165,518	167,935	170,412	172,951	175,554	178,222	180,956
<b>Total Income from Continuing Operations</b>	<b>59,509,292</b>	<b>62,622,703</b>	<b>65,980,679</b>	<b>68,375,537</b>	<b>71,013,412</b>	<b>73,417,830</b>	<b>76,026,446</b>	<b>78,822,858</b>	<b>81,678,014</b>	<b>84,472,708</b>
<b>Expenses from Continuing Operations</b>										
Employee Expenses	20,575,659	20,860,265	21,627,735	22,458,163	22,690,564	23,472,207	24,765,595	24,379,042	24,978,228	24,188,334
Borrowing Costs	3,773,086	4,231,692	4,662,264	5,057,972	5,013,065	5,181,557	5,509,796	6,040,396	6,425,282	6,677,412
Materials & Contracts	17,234,123	18,125,470	18,594,484	18,674,163	20,091,535	20,331,003	20,165,535	21,743,544	22,192,402	24,148,835
Depreciation	31,165,588	32,069,388	32,999,402	33,956,387	34,941,121	35,954,409	36,997,090	38,070,008	39,174,040	40,309,514
Other Expenses	3,992,523	4,313,676	4,851,607	4,993,951	5,185,461	5,393,547	5,850,760	5,837,518	6,074,275	6,321,494
	<b>76,740,979</b>	<b>79,600,491</b>	<b>82,735,492</b>	<b>85,140,636</b>	<b>87,921,746</b>	<b>90,332,724</b>	<b>93,288,776</b>	<b>96,070,508</b>	<b>98,844,227</b>	<b>101,645,589</b>
<b>Operating Result from Continuing Operations</b>	<b>- 17,231,687</b>	<b>- 16,977,788</b>	<b>- 16,754,813</b>	<b>- 16,765,099</b>	<b>- 16,908,334</b>	<b>- 16,914,894</b>	<b>- 17,262,330</b>	<b>- 17,247,650</b>	<b>- 17,166,213</b>	<b>- 17,172,881</b>
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>- 19,501,859</b>	<b>- 18,994,168</b>	<b>- 18,647,909</b>	<b>- 18,449,293</b>	<b>- 18,722,461</b>	<b>- 18,631,172</b>	<b>- 18,992,935</b>	<b>- 18,992,920</b>	<b>- 18,926,493</b>	<b>- 18,948,526</b>

\* Budget provides for a special rate variation increase of 9.3% in 2014/15, 10% in 2015/16, 10% in 2016/17 and 4% in 2017/18 there after a 3% rate pegging increase is estimated.

# Appendx 1: Ten Year Financial Plans

## Kempsey Shire Council Statement of Financial Position Consolidated - General, Water & Sewer Funds

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Current Assets</b>										
Cash & Investments	21,962,590	22,206,813	22,378,646	21,576,483	22,885,762	23,699,473	25,676,409	26,377,871	28,410,135	29,884,585
Receivables	6,464,632	6,826,594	7,216,745	7,500,613	7,812,614	8,099,747	8,410,839	8,744,117	9,085,308	9,410,260
Inventories & other Assets	352,018	334,417	317,697	301,812	286,721	272,385	258,766	245,828	233,536	221,859
Total Current Assets	28,779,241	29,367,824	29,913,087	29,378,908	30,985,098	32,071,605	34,346,014	35,367,816	37,728,979	39,516,704
<b>Non Current Assets</b>										
Receivables	164,703	149,575	133,503	116,422	98,280	78,999	58,507	36,749	13,623	0
Infrastructure, Property, Plant & Equipment	1,143,865,304	1,133,281,377	1,122,487,356	1,104,563,501	1,088,622,571	1,075,123,391	1,063,867,959	1,050,943,290	1,034,725,738	1,021,361,118
Total Non-Current Assets	1,144,030,007	1,133,430,952	1,122,620,859	1,104,679,923	1,088,720,851	1,075,202,390	1,063,926,466	1,050,980,039	1,034,739,361	1,021,361,118
<b>TOTAL ASSETS</b>	<b>1,172,809,248</b>	<b>1,162,798,776</b>	<b>1,152,533,946</b>	<b>1,134,058,831</b>	<b>1,119,705,949</b>	<b>1,107,273,995</b>	<b>1,098,272,480</b>	<b>1,086,347,855</b>	<b>1,072,468,340</b>	<b>1,060,877,822</b>
<b>Current Liabilities</b>										
Payables	5,331,746	5,616,979	5,882,550	5,467,255	5,896,405	6,333,397	6,801,227	6,905,236	6,863,978	7,372,108
Borrowings	2,291,701	5,426,334	5,177,519	5,078,547	5,091,452	4,663,968	5,280,987	5,406,096	5,974,869	5,734,149
Provisions	9,193,922	9,427,922	9,870,922	9,701,922	10,118,922	10,188,422	10,320,422	10,122,422	10,218,422	9,929,422
Total Current Liabilities	16,817,369	20,471,235	20,930,991	20,247,724	21,106,779	21,185,787	22,402,636	22,433,754	23,057,269	23,035,679
<b>Non Current Liabilities</b>										
Payables	530,804	525,496	520,241	515,038	509,888	504,789	499,741	494,744	489,796	484,898
Borrowings	64,754,058	68,069,817	74,102,298	73,083,751	74,782,299	79,188,331	86,237,344	91,531,248	94,196,379	99,802,230
Provisions	315,970	318,970	321,970	318,970	321,970	324,970	324,970	327,970	330,970	333,970
Total Non-Current Liabilities	65,600,832	68,914,283	74,944,509	73,917,759	75,614,157	80,018,090	87,062,055	92,353,962	95,017,145	100,621,098
<b>TOTAL LIABILITIES</b>	<b>82,418,201</b>	<b>89,385,517</b>	<b>95,875,500</b>	<b>94,165,484</b>	<b>96,720,936</b>	<b>101,203,876</b>	<b>109,464,691</b>	<b>114,787,716</b>	<b>118,074,414</b>	<b>123,656,777</b>
<b>NET ASSETS</b>	<b>1,090,391,047</b>	<b>1,073,413,259</b>	<b>1,056,658,446</b>	<b>1,039,893,347</b>	<b>1,022,985,013</b>	<b>1,006,070,119</b>	<b>988,807,789</b>	<b>971,560,139</b>	<b>954,393,926</b>	<b>937,221,045</b>
<b>OPENING EQUITY</b>	<b>1,107,622,734</b>	<b>1,090,391,047</b>	<b>1,073,413,259</b>	<b>1,056,658,446</b>	<b>1,039,893,347</b>	<b>1,022,985,013</b>	<b>1,006,070,119</b>	<b>988,807,789</b>	<b>971,560,139</b>	<b>954,393,926</b>
Operating Result	- 17,231,687	- 16,977,788	- 16,754,813	- 16,765,099	- 16,908,334	- 16,914,894	- 17,262,330	- 17,247,650	- 17,166,213	- 17,172,881
<b>CLOSING EQUITY</b>	<b>1,090,391,047</b>	<b>1,073,413,259</b>	<b>1,056,658,446</b>	<b>1,039,893,347</b>	<b>1,022,985,013</b>	<b>1,006,070,119</b>	<b>988,807,789</b>	<b>971,560,139</b>	<b>954,393,926</b>	<b>937,221,045</b>

## Appendix 1: Ten Year Financial Plans

**Kempsey Shire Council**  
**Statement of Cash Flows**  
**Consolidated - General Water & Sewer Funds**

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Cash Flow from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	29,808,841	32,231,953	34,847,852	36,573,330	38,165,547	39,709,653	41,310,860	42,985,688	44,739,469	46,446,338
User Charges & Fees	15,794,022	15,928,683	16,498,728	17,157,060	17,762,860	18,409,510	19,057,668	19,732,824	20,442,044	21,175,516
Interest	1,355,636	1,371,211	1,400,650	1,433,843	1,464,481	1,518,323	1,573,816	1,700,332	1,785,160	1,824,273
Grants & Contributions	12,904,172	12,568,035	12,680,138	12,761,918	13,140,587	13,322,799	13,600,060	13,895,182	14,191,929	14,509,681
Other Revenues	177,142	178,460	179,881	181,403	183,026	184,748	186,570	188,492	190,513	192,633
<b>Payments:</b>										
Employee Expenses	- 20,210,342 -	- 20,605,182 -	- 21,164,919 -	- 22,657,327 -	- 22,243,173 -	- 23,371,807 -	- 24,603,700 -	- 24,567,646 -	- 24,882,213 -	- 24,441,826
Borrowing Costs	- 3,974,702 -	- 4,203,138 -	- 4,635,710 -	- 5,100,865 -	- 4,969,815 -	- 5,137,501 -	- 5,462,590 -	- 6,030,296 -	- 6,429,995 -	- 6,626,079
Materials & Contracts	- 18,881,341 -	- 17,892,183 -	- 18,377,537 -	- 19,024,603 -	- 19,738,177 -	- 19,971,066 -	- 19,779,855 -	- 21,661,028 -	- 22,230,909 -	- 23,729,444
Other Expenses	- 3,992,523 -	- 4,313,676 -	- 4,851,607 -	- 4,993,951 -	- 5,185,461 -	- 5,393,547 -	- 5,850,760 -	- 5,837,518 -	- 6,074,275 -	- 6,321,494
<b>Net Cash provided by(or used in ) Operating Activities</b>	12,980,906	15,264,164	16,577,476	16,330,807	18,579,875	19,271,111	20,032,070	20,406,030	21,731,722	23,029,598
<b>Cash Flow From Investing Activities</b>										
<b>Receipts:</b>										
Deferred Debtor Repayments	14,236	15,128	16,072	17,081	18,142	19,281	20,492	21,758	23,126	24,615
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant and Equipment	- 20,295,952 -	- 21,485,461 -	- 22,205,382 -	- 16,032,532 -	- 19,000,191 -	- 22,455,229 -	- 25,741,658 -	- 25,145,339 -	- 22,956,489 -	- 26,944,896
<b>Net Cash provided by( or used in ) Investing Activities</b>	- 20,281,716 -	- 21,470,333 -	- 22,189,310 -	- 16,015,451 -	- 18,982,049 -	- 22,435,948 -	- 25,721,166 -	- 25,123,581 -	- 22,933,363 -	- 26,920,281
<b>Cash Flow From Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	11,720,000	11,700,000	11,210,000	4,060,000	6,790,000	9,070,000	12,330,000	10,700,000	8,640,000	11,340,000
<b>Payments:</b>										
Repayment of Borrowings & Advances	- 5,267,900 -	- 5,249,608 -	- 5,426,334 -	- 5,177,519 -	- 5,078,547 -	- 5,091,452 -	- 4,663,968 -	- 5,280,987 -	- 5,406,096 -	- 5,974,869
<b>Net Cash provided by(or used in ) Financing Activities</b>	6,452,100	6,450,392	5,783,666	- 1,117,519	1,711,453	3,978,548	7,666,032	5,419,013	3,233,904	5,365,131
<b>Net Increase (Decrease) in Cash</b>	- 848,710	244,223	171,832	- 802,163	1,309,279	813,711	1,976,936	701,462	2,032,263	1,474,448
plus: Cash & Cash Equivalents - beginning of the year	22,811,300	21,962,590	22,206,813	22,378,645	21,576,482	22,885,761	23,699,472	25,676,408	26,377,870	28,410,133
<b>Cash &amp; Cash Equivalents - End of the year</b>	<b>21,962,590</b>	<b>22,206,813</b>	<b>22,378,645</b>	<b>21,576,482</b>	<b>22,885,761</b>	<b>23,699,472</b>	<b>25,676,408</b>	<b>26,377,870</b>	<b>28,410,133</b>	<b>29,884,581</b>

# Appendix 1: Ten Year Financial Plans

Kempsey Shire Council										
Consolidated Ratio's - General Water & Sewer Funds										
Ratio	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Operating Result before Capital Amounts</b>	- 19,501,859	- 18,994,168	- 18,647,909	- 18,449,293	- 18,722,461	- 18,631,172	- 18,992,935	- 18,992,920	- 18,926,493	- 18,948,526
<b>Operating Balance Ratio</b>										
<u>Operating Result before Capital Amounts</u>	<u>- 19,501,859</u>	<u>- 18,994,168</u>	<u>- 18,647,909</u>	<u>- 18,449,293</u>	<u>- 18,722,461</u>	<u>- 18,631,172</u>	<u>- 18,992,935</u>	<u>- 18,992,920</u>	<u>- 18,926,493</u>	<u>- 18,948,526</u>
Operating Income (excluding Capital Grants/Contributions)	57,239,120	60,606,323	64,087,583	66,691,343	69,199,285	71,701,552	74,295,841	77,077,588	79,917,734	82,697,063
Ratio	-34.07%	-31.34%	-29.10%	-27.66%	-27.06%	-25.98%	-25.56%	-24.64%	-23.68%	-22.91%
<b>Unrestricted Current Ratio</b>										
<u>Current Assets (less external restrictions)</u>	<u>22,610,672</u>	<u>22,822,303</u>	<u>23,122,731</u>	<u>22,119,139</u>	<u>23,211,542</u>	<u>23,898,807</u>	<u>25,735,056</u>	<u>26,278,863</u>	<u>28,108,359</u>	<u>29,499,537</u>
Current Liabilities (less Specific Purpose liabilities)	7,674,613	10,918,398	11,666,975	10,531,989	11,304,234	11,290,797	12,764,499	12,558,315	13,513,902	13,227,912
Ratio	2.95	2.09	1.98	2.10	2.05	2.12	2.02	2.09	2.08	2.23
<b>Debt Service Ratio</b>										
<u>Loan Interest &amp; Principal Repayments</u>	<u>9,040,986</u>	<u>9,481,300</u>	<u>10,088,598</u>	<u>10,235,491</u>	<u>10,091,612</u>	<u>10,273,009</u>	<u>10,173,764</u>	<u>11,321,383</u>	<u>11,831,378</u>	<u>12,652,281</u>
Revenue from Continuing Operations excluding Capital Items & Specific Purpose Grants & Contributions	52,784,450	56,045,069	59,427,078	61,918,344	64,320,977	66,705,542	69,189,160	71,847,187	74,570,478	77,220,232
Ratio	17.13%	16.92%	16.98%	16.53%	15.69%	15.40%	14.70%	15.76%	15.87%	16.38%
<b>Rates &amp; Annual Charges Coverage Ratio</b>										
<u>Rates &amp; Annual Charges Income</u>	<u>29,695,868</u>	<u>32,311,821</u>	<u>34,933,940</u>	<u>36,635,966</u>	<u>38,234,391</u>	<u>39,773,010</u>	<u>41,379,503</u>	<u>43,059,227</u>	<u>44,814,754</u>	<u>46,520,465</u>
Operating Income	59,509,292	62,622,703	65,980,679	68,375,537	71,013,412	73,417,830	76,026,446	78,822,858	81,678,014	84,472,708
Ratio	49.90%	51.60%	52.95%	53.58%	53.84%	54.17%	54.43%	54.63%	54.87%	55.07%
<b>Asset Renewal Ratio</b>										
<u>Asset Renewals Expenditure</u>	<u>18,978,911</u>	<u>20,353,344</u>	<u>21,321,726</u>	<u>15,123,451</u>	<u>14,864,943</u>	<u>16,293,059</u>	<u>24,351,802</u>	<u>22,526,990</u>	<u>20,408,818</u>	<u>25,867,980</u>
Depreciation	31,165,588	32,069,388	32,999,402	33,956,387	34,941,121	35,954,409	36,997,090	38,070,008	39,174,040	40,309,514
Ratio	60.90%	63.47%	64.61%	44.54%	42.54%	45.32%	65.82%	59.17%	52.10%	64.17%
<b>Building &amp; Infrastructure Renewal Ratio</b>										
<u>Building &amp; Infrastructure Renewals Expenditure</u>	<u>17,462,655</u>	<u>18,861,798</u>	<u>19,704,589</u>	<u>13,143,403</u>	<u>12,953,744</u>	<u>13,881,346</u>	<u>22,494,271</u>	<u>20,323,503</u>	<u>18,791,188</u>	<u>23,365,378</u>
Depreciation	28,710,145	29,542,737	30,399,479	31,281,065	32,188,215	33,121,670	34,082,202	35,070,587	36,087,634	37,134,177
<b>Building &amp; Infrastructure Renewal Ratio</b>	60.82%	63.85%	64.82%	42.02%	40.24%	41.91%	66.00%	57.95%	52.07%	62.92%

# Appendix 1: Ten Year Financial Plans

## Kempsey Shire Council Consolidated Budget Summary - General , Water & Sewer Funds For Period 2014/15 to 2023/24

Management Activity Summary	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>0</b>
<b>Operating Income</b>										
- Ecological & Economic Sustainable Developmer	-1,843,495	-2,086,707	-2,207,945	-2,289,730	-2,438,381	-2,477,029	-2,536,647	-2,577,231	-2,618,812	-2,661,426
- Social, Cultural & Community	-1,895,430	-2,158,879	-2,213,020	-2,276,992	-2,322,327	-2,389,071	-2,446,556	-2,516,834	-2,578,957	-2,652,973
- Infrastructure & Services	-31,744,712	-33,074,689	-34,628,990	-36,197,937	-37,781,376	-39,414,511	-41,104,311	-42,895,892	-44,773,514	-46,601,741
- Leadership & Effective, Efficient Management	-21,755,483	-23,286,049	-25,037,626	-25,926,685	-26,657,200	-27,420,941	-28,208,328	-29,087,631	-29,946,452	-30,780,923
<b>Total Operating Income</b>	<b>-57,239,120</b>	<b>-60,606,324</b>	<b>-64,087,582</b>	<b>-66,691,344</b>	<b>-69,199,284</b>	<b>-71,701,552</b>	<b>-74,295,843</b>	<b>-77,077,589</b>	<b>-79,917,734</b>	<b>-82,697,063</b>
<b>Operating Expenses</b>										
- Ecological & Economic Sustainable Developmer	3,883,735	4,184,322	4,394,022	4,496,284	4,693,029	4,790,673	4,891,457	4,994,497	5,099,257	5,205,713
- Social, Cultural & Community	5,011,940	5,150,159	5,276,221	5,416,443	5,547,985	5,695,986	5,836,745	5,992,365	6,141,951	6,305,624
- Infrastructure & Services	64,583,342	66,878,862	69,246,250	71,698,271	73,774,754	75,916,752	78,279,137	80,879,788	83,386,511	85,799,802
- Beneficial Relationships	65,769	61,285	62,817	64,387	65,997	67,647	69,338	71,072	72,848	74,670
- Leadership & Effective, Efficient Management	3,196,193	3,325,864	3,756,182	3,465,252	3,839,981	3,861,667	4,212,099	4,132,786	4,143,659	4,259,780
<b>Total Operating Expenses</b>	<b>76,740,979</b>	<b>79,600,491</b>	<b>82,735,492</b>	<b>85,140,636</b>	<b>87,921,746</b>	<b>90,332,724</b>	<b>93,288,776</b>	<b>96,070,508</b>	<b>98,844,227</b>	<b>101,645,589</b>
<b>Non Operating Income</b>										
- Social, Cultural & Community	0	0	0	0	0	0	0	0	0	0
- Infrastructure & Services	-2,270,172	-2,016,380	-1,893,096	-1,684,194	-1,814,127	-1,716,278	-1,730,605	-1,745,270	-1,760,280	-1,775,645
<b>Total Non Operating Income</b>	<b>-2,270,172</b>	<b>-2,016,380</b>	<b>-1,893,096</b>	<b>-1,684,194</b>	<b>-1,814,127</b>	<b>-1,716,278</b>	<b>-1,730,605</b>	<b>-1,745,270</b>	<b>-1,760,280</b>	<b>-1,775,645</b>
<b>Non Current Assets NCA</b>										
- Social, Cultural & Community	4,099	4,201	4,307	4,414	4,525	4,638	4,754	104,872	204,994	205,120
- Infrastructure & Services	18,779,878	19,995,963	20,592,550	14,059,015	17,099,249	20,060,150	23,903,198	22,859,335	21,154,219	24,254,765
- Beneficial Relationships	0	0	0	0	0	0	0	0	0	0
- Leadership & Effective, Efficient Management	1,497,740	1,470,170	1,592,454	1,952,024	1,878,275	2,371,162	1,813,219	2,159,375	1,574,148	2,460,396
<b>Total Non Current Assets NCA</b>	<b>20,281,717</b>	<b>21,470,335</b>	<b>22,189,310</b>	<b>16,015,454</b>	<b>18,982,048</b>	<b>22,435,950</b>	<b>25,721,170</b>	<b>25,123,582</b>	<b>22,933,362</b>	<b>26,920,281</b>
<b>Transfer to Reserve</b>										
- Ecological & Economic Sustainable Developmer	20,058	20,433	20,994	21,572	22,166	22,720	23,287	23,869	24,466	25,229
- Social, Cultural & Community	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
- Infrastructure & Services	1,517,686	1,375,350	1,394,799	1,463,118	1,555,283	1,159,839	1,248,972	875,317	1,003,446	1,080,305
- Beneficial Relationships	576,250	644,500	698,750	805,000	1,014,320	830,000	1,181,337	896,623	1,542,500	889,000
- Leadership & Effective, Efficient Management	2,118,994	2,045,283	2,119,543	2,294,690	2,596,769	2,017,559	2,458,596	1,800,809	2,575,412	1,999,534

## Appendx 1: Ten Year Financial Plans

### Kempsey Shire Council Consolidated Budget Summary - General , Water & Sewer Funds For Period 2014/15 to 2023/24

Management Activity Summary	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Transfer from Reserve</b>										
- Ecological & Economic Sustainable Developmer	0	0	0	0	0	0	0	0	0	0
- Social, Cultural & Community	-19,598	-20,088	-20,590	-21,105	-21,633	-22,173	-22,728	-23,296	-23,878	-24,470
- Infrastructure & Services	-1,387,586	-1,327,638	-1,603,243	-1,482,670	-1,228,049	-581,789	-200,852	-44,143	233,071	295,771
- Leadership & Effective, Efficient Management	-114,525	-388,898	-210,764	-904,597	-164,897	-758,981	-423,390	-810,581	-377,235	-975,350
<b>Total Transfer from Reserve</b>	<b>-1,521,709</b>	<b>-1,736,624</b>	<b>-1,834,597</b>	<b>-2,408,372</b>	<b>-1,414,578</b>	<b>-1,362,944</b>	<b>-646,970</b>	<b>-878,019</b>	<b>-168,043</b>	<b>-704,049</b>
<b>Repayment of Debt</b>										
- Social, Cultural & Community	20,350	21,733	22,939	16,205	0	0	0	0	0	0
- Infrastructure & Services	4,986,683	4,948,097	5,103,857	4,839,734	4,956,575	5,031,432	4,624,019	5,238,757	5,406,096	5,974,869
- Leadership & Effective, Efficient Management	260,867	279,778	299,538	321,580	121,972	60,020	39,949	42,230	0	0
<b>Total Repayment of Debt</b>	<b>5,267,900</b>	<b>5,249,608</b>	<b>5,426,334</b>	<b>5,177,519</b>	<b>5,078,547</b>	<b>5,091,452</b>	<b>4,663,968</b>	<b>5,280,987</b>	<b>5,406,096</b>	<b>5,974,869</b>
<b>Loan Borrowings Utilised</b>										
- Infrastructure & Services	-11,720,000	-11,700,000	-11,210,000	-4,060,000	-6,790,000	-9,070,000	-12,330,000	-10,700,000	-8,640,000	-11,340,000
<b>Total Loan Borrowings Utilised</b>	<b>-11,720,000</b>	<b>-11,700,000</b>	<b>-11,210,000</b>	<b>-4,060,000</b>	<b>-6,790,000</b>	<b>-9,070,000</b>	<b>-12,330,000</b>	<b>-10,700,000</b>	<b>-8,640,000</b>	<b>-11,340,000</b>
<b>Contra Accounts (Non Cash)</b>										
- Ecological & Economic Sustainable Developmer	-9,133	-9,398	-9,670	-9,951	-10,239	-10,536	-10,842	-11,156	-11,480	-11,813
- Social, Cultural & Community	-388,642	-399,913	-411,510	-423,444	-435,724	-448,359	-461,361	-474,742	-488,510	-502,675
- Infrastructure & Services	-29,536,770	-30,393,334	-31,274,743	-32,181,713	-33,114,981	-34,075,312	-35,063,500	-36,080,342	-37,126,673	-38,203,347
- Leadership & Effective, Efficient Management	-1,724,044	-1,503,744	-1,749,480	-1,169,281	-1,800,178	-1,492,703	-1,593,389	-1,308,769	-1,646,379	-1,305,681
<b>Total Contra Accounts (Non Cash)</b>	<b>-31,658,589</b>	<b>-32,306,389</b>	<b>-33,445,403</b>	<b>-33,784,388</b>	<b>-35,361,122</b>	<b>-36,026,910</b>	<b>-37,129,092</b>	<b>-37,875,009</b>	<b>-39,273,041</b>	<b>-40,023,516</b>

## Appendx 1: Ten Year Financial Plans

### Ecological & Economic Sustainable Development Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>2,051,165</b>	<b>2,108,650</b>	<b>2,197,400</b>	<b>2,218,175</b>	<b>2,266,575</b>	<b>2,325,828</b>	<b>2,367,255</b>	<b>2,429,979</b>	<b>2,493,432</b>	<b>2,557,703</b>
<b>Operating Income</b>										
1111 Coastal Environmental Management	-314,706	-323,223	-331,971	-340,955	-350,184	-358,937	-367,910	-377,107	-386,534	-396,197
1112 Estuary Management	-373,095	-384,225	-400,110	-450,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000
1113 Vegetation Management	-63,786	-165,381	-167,015	-168,691	-170,408	-172,168	-173,972	-175,822	-177,717	-179,660
1211 Develop Long Term Plans to Manage Environ	-215,992	-246,065	-244,325	-238,985	-299,459	-299,946	-320,444	-320,955	-321,479	-322,017
1213 149 Certificates	-94,300	-96,658	-99,074	-101,551	-104,090	-106,692	-109,359	-112,093	-114,895	-117,768
1312 Review & Implement the Economic Develop	0	-70,000	-144,265	-147,834	-151,483	-154,959	-158,526	-162,158	-165,863	-169,653
1313 Review & Implement the Tourism Strategic F	0	0	0	0	0	0	0	0	0	0
1411 Building Control to Ensure Health & Safety	-283,974	-291,073	-298,350	-305,809	-313,454	-321,291	-329,323	-337,556	-345,995	-354,644
1412 Control Development to Ensure High Standa	-252,229	-258,535	-264,998	-271,623	-278,414	-285,374	-292,508	-299,821	-307,317	-315,000
1414 Regulatory Enforcement to Protect the Comr	-159,131	-163,109	-167,187	-171,367	-175,651	-180,042	-184,543	-189,157	-193,886	-198,733
1511 E & ESD Management Costs	-86,282	-88,439	-90,650	-92,916	-95,239	-97,620	-100,061	-102,562	-105,126	-107,754
<b>Total Operating Income</b>	<b>-1,843,495</b>	<b>-2,086,707</b>	<b>-2,207,945</b>	<b>-2,289,730</b>	<b>-2,438,381</b>	<b>-2,477,029</b>	<b>-2,536,647</b>	<b>-2,577,231</b>	<b>-2,618,812</b>	<b>-2,661,426</b>
<b>Operating Expenses</b>										
1111 Coastal Environmental Management	248,025	254,825	261,635	268,632	275,820	282,539	289,426	296,483	303,718	310,982
1112 Estuary Management	373,095	384,225	400,110	450,000	500,000	500,000	500,000	500,000	500,000	500,000
1113 Vegetation Management	154,400	258,481	262,663	266,947	271,335	275,566	279,896	284,326	288,859	293,497
1211 Develop Long Term Plans to Manage Environ	239,965	272,000	302,000	259,000	308,000	313,000	319,000	325,000	330,000	335,000
1312 Review & Implement the Economic Develop	333,006	411,712	494,905	507,630	520,670	533,297	546,237	559,470	573,007	586,870
1313 Review & Implement the Tourism Strategic F	30,904	31,677	32,469	33,280	34,112	34,965	35,839	36,735	37,654	38,595
1412 Control Development to Ensure High Standa	100,410	102,675	104,997	107,377	109,816	112,317	114,880	117,507	120,199	122,959
1414 Regulatory Enforcement to Protect the Comr	78,471	80,549	82,681	84,871	87,118	89,316	91,570	93,881	96,251	98,679
1511 E & ESD Management Costs	2,325,459	2,388,179	2,452,562	2,518,546	2,586,156	2,649,672	2,714,609	2,781,095	2,849,570	2,919,131
<b>Total Operating Expenses</b>	<b>3,883,735</b>	<b>4,184,322</b>	<b>4,394,022</b>	<b>4,496,284</b>	<b>4,693,029</b>	<b>4,790,673</b>	<b>4,891,457</b>	<b>4,994,497</b>	<b>5,099,257</b>	<b>5,205,713</b>
<b>Transfer to Reserve</b>										
1111 Coastal Environmental Management	20,058	20,433	20,994	21,572	22,166	22,720	23,287	23,869	24,466	25,229
<b>Total Transfer to Reserve</b>	<b>20,058</b>	<b>20,433</b>	<b>20,994</b>	<b>21,572</b>	<b>22,166</b>	<b>22,720</b>	<b>23,287</b>	<b>23,869</b>	<b>24,466</b>	<b>25,229</b>
<b>Transfer from Reserve</b>										
1112 Estuary Management	0	0	0	0	0	0	0	0	0	0
1211 Develop Long Term Plans to Manage Environ	0	0	0	0	0	0	0	0	0	0
1312 Review & Implement the Economic Develop	0	0	0	0	0	0	0	0	0	0
1313 Review & Implement the Tourism Strategic F	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer from Reserve</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Ecological & Economic Sustainable Development Management  
Management Activity Details  
Financial Budget 2014/15 to 2023/24**

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Contra Accounts (Non Cash)</b>										
1312 Review & Implement the Economic Developr	-2,626	-2,702	-2,781	-2,861	-2,944	-3,030	-3,117	-3,208	-3,301	-3,397
1414 Regulatory Enforcement to Protect the Comr	-4,548	-4,680	-4,816	-4,955	-5,099	-5,247	-5,399	-5,556	-5,717	-5,882
1511 E & ESD Management Costs	-1,959	-2,016	-2,074	-2,134	-2,196	-2,260	-2,326	-2,393	-2,462	-2,534
<b>Total Contra Accounts (Non Cash)</b>	<b>-9,133</b>	<b>-9,398</b>	<b>-9,670</b>	<b>-9,951</b>	<b>-10,239</b>	<b>-10,536</b>	<b>-10,842</b>	<b>-11,156</b>	<b>-11,480</b>	<b>-11,813</b>



# Appendix 1: Ten Year Financial Plans

## Social, Cultural & Community Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>2,737,719</b>	<b>2,602,214</b>	<b>2,663,346</b>	<b>2,720,521</b>	<b>2,777,826</b>	<b>2,846,020</b>	<b>2,915,853</b>	<b>3,087,365</b>	<b>3,260,601</b>	<b>3,335,626</b>
<b>Operating Income</b>										
2111 Macleay Community Care Options	-1,497,177	-1,540,597	-1,585,272	-1,631,246	-1,678,551	-1,727,230	-1,777,318	-1,828,861	-1,881,899	-1,936,472
2121 Community Houses South / West	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273
2122 Homes for Aged	-43,616	-44,881	-46,182	-47,522	-48,900	-50,318	-51,777	-53,279	-54,824	-56,414
2123 Other Community Services	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000
2213 Medical Scholarships	0	0	0	0	0	0	0	0	0	0
2311 Aboriginal	-63,468	-65,055	-66,681	-68,348	-70,057	-71,808	-73,603	-75,444	-77,330	-79,263
2312 Youth	-512	-525	-538	-551	-565	-579	-594	-609	-624	-639
2321 Customer Interaction	0	0	0	0	0	0	0	0	0	0
2322 Visitor Information Services	-20,487	-229,229	-237,247	-243,629	-239,873	-245,977	-251,233	-257,643	-264,211	-270,947
2421 Art Gallery	-20,285	-25,792	-21,312	-26,844	-22,391	-27,950	-23,524	-29,112	-24,715	-30,332
2422 Festivals/ Cultural Events	-12,376	-12,685	-13,003	-13,328	-13,661	-14,002	-14,352	-14,711	-15,079	-15,456
2423 Library Services	-71,457	-73,243	-75,075	-76,951	-78,875	-80,847	-82,868	-84,940	-87,063	-89,240
2521 Community Safety & Crime Prevention	-3,177	-3,256	-3,338	-3,421	-3,507	-3,594	-3,684	-3,776	-3,871	-3,968
2523 Graffiti Busters	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000
2531 Community Buildings	-29,602	-30,342	-31,101	-31,878	-32,675	-33,492	-34,329	-35,187	-36,067	-36,969
<b>Total Operating Income</b>	<b>-1,895,430</b>	<b>-2,158,879</b>	<b>-2,213,020</b>	<b>-2,276,992</b>	<b>-2,322,327</b>	<b>-2,389,071</b>	<b>-2,446,556</b>	<b>-2,516,834</b>	<b>-2,578,957</b>	<b>-2,652,973</b>
<b>Operating Expenses</b>										
2111 Macleay Community Care Options	1,512,630	1,556,498	1,601,634	1,648,083	1,695,876	1,745,057	1,795,662	1,847,737	1,901,323	1,956,459
2121 Community Houses South / West	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273
2122 Homes for Aged	63,435	65,275	67,167	69,116	71,120	73,182	75,304	77,489	79,736	82,048
2123 Other Community Services	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
2211 Community Subsidies	3,330	3,413	3,499	3,586	3,676	3,768	3,862	3,958	4,057	4,159
2212 Civic Functions	10,681	10,948	11,222	11,502	11,790	12,085	12,387	12,696	13,014	13,340
2213 Medical Scholarships	0	0	0	0	0	0	0	0	0	0
2214 356 Donations	28,436	23,358	13,962	8,389	0	0	0	0	0	0
2311 Aboriginal	62,556	65,054	66,681	68,348	70,057	71,808	73,604	75,444	77,329	79,263
2312 Youth	90,409	92,833	95,320	97,873	100,493	102,995	105,557	108,184	110,873	113,629
2321 Customer Interaction	764,746	785,094	805,982	827,423	849,441	869,664	890,366	911,549	933,234	955,427
2322 Visitor Information Services	276,325	286,075	295,222	302,728	310,517	318,603	325,895	334,401	343,127	352,078
2421 Art Gallery	15,160	20,555	15,960	21,376	16,804	22,242	17,690	23,152	18,625	24,111
2422 Festivals/ Cultural Events	68,111	69,599	71,110	72,534	74,265	76,131	78,042	80,001	82,007	84,063
2423 Library Services	871,681	895,186	919,297	944,338	970,307	995,345	1,021,015	1,047,334	1,074,317	1,101,984
2521 Community Safety & Crime Prevention	154,842	158,886	163,033	167,289	171,654	175,935	180,321	184,816	189,422	194,141
2523 Graffiti Busters	30,314	31,045	31,793	32,560	33,345	34,149	34,972	35,815	36,679	37,563
2531 Community Buildings	307,691	318,185	329,193	338,722	348,183	357,909	367,908	378,187	388,756	399,621
2611 SC & C Management Costs	620,320	636,882	653,873	671,305	689,188	705,843	722,887	740,328	758,179	776,465
<b>Total Operating Expenses</b>	<b>5,011,940</b>	<b>5,150,159</b>	<b>5,276,221</b>	<b>5,416,443</b>	<b>5,547,985</b>	<b>5,695,986</b>	<b>5,836,745</b>	<b>5,992,365</b>	<b>6,141,951</b>	<b>6,305,624</b>

## Appendix 1: Ten Year Financial Plans

### Social, Cultural & Community Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Non Operating Income</b>										
2423 Library Services	0	0	0	0	0	0	0	0	0	0
<b>Total Non Operating Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Non Current Assets NCA</b>										
2111 Macleay Community Care Options	0	0	0	0	0	0	0	0	0	0
2321 Customer Interaction	1,537	1,575	1,615	1,655	1,697	1,739	1,782	1,827	1,873	1,920
2423 Library Services	0	0	0	0	0	0	0	0	0	0
2531 Community Buildings	0	0	0	0	0	0	0	100,000	200,000	200,000
2611 SC & C Management Costs	2,562	2,626	2,692	2,759	2,828	2,899	2,971	3,045	3,122	3,200
<b>Total Non Current Assets NCA</b>	<b>4,099</b>	<b>4,201</b>	<b>4,307</b>	<b>4,414</b>	<b>4,525</b>	<b>4,638</b>	<b>4,754</b>	<b>104,872</b>	<b>204,994</b>	<b>205,120</b>
<b>Transfer to Reserve</b>										
2423 Library Services	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Total Transfer to Reserve</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Transfer from Reserve</b>										
2111 Macleay Community Care Options	0	0	0	0	0	0	0	0	0	0
2123 Other Community Services	0	0	0	0	0	0	0	0	0	0
2311 Aboriginal	0	0	0	0	0	0	0	0	0	0
2321 Customer Interaction	0	0	0	0	0	0	0	0	0	0
2322 Visitor Information Services	-19,598	-20,088	-20,590	-21,105	-21,633	-22,173	-22,728	-23,296	-23,878	-24,470
2421 Art Gallery	0	0	0	0	0	0	0	0	0	0
2422 Festivals/ Cultural Events	0	0	0	0	0	0	0	0	0	0
2531 Community Buildings	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer from Reserve</b>	<b>-19,598</b>	<b>-20,088</b>	<b>-20,590</b>	<b>-21,105</b>	<b>-21,633</b>	<b>-22,173</b>	<b>-22,728</b>	<b>-23,296</b>	<b>-23,878</b>	<b>-24,470</b>
<b>Repayment of Debt</b>										
2122 Homes for Aged	0	0	0	0	0	0	0	0	0	0
2322 Visitor Information Services	7,671	8,276	8,937	9,653	0	0	0	0	0	0
2422 Festivals/ Cultural Events	5,206	5,617	6,066	6,552	0	0	0	0	0	0
2423 Library Services	6,956	7,428	7,936	0	0	0	0	0	0	0
2531 Community Buildings	517	412	0	0	0	0	0	0	0	0
<b>Total Repayment of Debt</b>	<b>20,350</b>	<b>21,733</b>	<b>22,939</b>	<b>16,205</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Contra Accounts (Non Cash)</b>										
2111 Macleay Community Care Options	-15,453	-15,901	-16,362	-16,837	-17,325	-17,827	-18,344	-18,876	-19,424	-19,987
2122 Homes for Aged	-19,819	-20,394	-20,985	-21,594	-22,220	-22,864	-23,527	-24,210	-24,912	-25,634
2322 Visitor Information Services	-56,564	-58,204	-59,892	-61,629	-63,416	-65,255	-67,148	-69,095	-71,099	-73,161
2422 Festivals/ Cultural Events	-2,026	-2,085	-2,145	-2,207	-2,271	-2,337	-2,405	-2,475	-2,547	-2,620
2423 Library Services	-107,127	-110,234	-113,430	-116,720	-120,105	-123,588	-127,172	-130,860	-134,655	-138,560
2531 Community Buildings	-187,653	-193,095	-198,695	-204,457	-210,386	-216,487	-222,765	-229,226	-235,873	-242,713
<b>Total Contra Accounts (Non Cash)</b>	<b>-388,642</b>	<b>-399,913</b>	<b>-411,510</b>	<b>-423,444</b>	<b>-435,724</b>	<b>-448,359</b>	<b>-461,361</b>	<b>-474,742</b>	<b>-488,510</b>	<b>-502,675</b>

## Appendix 1: Ten Year Financial Plans

### Infrastructure Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>13,208,349</b>	<b>14,686,230</b>	<b>15,727,384</b>	<b>16,453,625</b>	<b>16,657,329</b>	<b>17,310,282</b>	<b>17,626,057</b>	<b>18,387,551</b>	<b>18,882,877</b>	<b>19,484,779</b>
<b>Operating Income</b>										
3112 Local Roads	-1,572,623	-1,583,478	-1,608,349	-1,633,037	-1,657,490	-1,681,650	-1,705,453	-1,728,833	-1,751,718	-1,774,029
3117 Ancillary Roads	-139,886	-143,258	-146,715	-150,257	-153,889	-157,611	-161,426	-165,337	-169,345	-173,454
3122 Timber Bridge Replacement Program	0	0	0	0	0	0	0	0	0	0
3142 Private Works	-90,148	-92,402	-94,712	-97,080	-99,507	-101,994	-104,544	-107,158	-109,837	-112,582
3144 Street Lighting	-84,050	-86,151	-88,305	-90,513	-92,775	-95,095	-97,472	-99,909	-102,407	-104,967
3151 Airport	-73,884	-75,731	-77,626	-79,558	-81,540	-83,601	-85,692	-87,814	-90,018	-92,279
3152 Provide Cemetery Facilities	-284,875	-291,997	-299,297	-306,779	-314,449	-322,310	-330,367	-338,627	-347,092	-355,770
3153 Saleyards	-290,034	-283,641	-290,764	-298,067	-305,596	-314,380	-322,239	-330,295	-338,553	-347,017
3155 DWMS	-3,970,218	-4,085,643	-4,204,491	-4,327,365	-4,453,372	-4,583,118	-4,716,717	-4,854,284	-4,995,938	-5,141,807
3156 Other Waste	-576,079	-593,361	-611,162	-629,497	-648,382	-667,833	-687,868	-708,505	-729,760	-751,653
3157 Landfill	-3,037,263	-3,126,121	-3,217,592	-3,311,752	-3,408,682	-3,508,462	-3,611,178	-3,716,916	-3,825,764	-3,937,815
3163 Parks	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500
3164 Sporting Grounds	-15,375	-15,759	-16,153	-16,557	-16,971	-17,395	-17,830	-18,276	-18,733	-19,201
3166 Swimming Pools	-375	-375	-375	-375	-375	-375	-375	-375	-375	-375
3172 Water Fund Operations	-9,476,406	-9,935,210	-10,416,734	-10,922,110	-11,452,523	-12,009,222	-12,593,516	-13,206,777	-13,850,450	-14,526,047
3173 Sewer Fund Operations	-8,671,337	-9,290,859	-9,955,948	-10,669,980	-11,437,084	-12,106,425	-12,815,667	-13,567,199	-14,363,553	-15,067,555
3174 Stormwater and Flooding	-46,854	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	-146,534	-139,750	-192,533	-177,696	-90,511	-114,011	-118,215	-143,145	-168,824	-195,272
3211 Asset Management	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000
3213 Corporate Buildings	-33,517	-20,676	-21,193	-21,723	-22,266	-22,823	-23,393	-23,978	-24,578	-25,192
3214 4 Shore Tourist Parks	-2,204,923	-2,255,636	-2,307,516	-2,360,589	-2,414,882	-2,470,425	-2,527,244	-2,585,371	-2,644,834	-2,705,666
3215 South West Rocks Reserve	-680,683	-696,339	-712,354	-728,739	-745,500	-762,646	-780,187	-798,131	-816,488	-835,268
3217 Rental Properties	-57,414	-58,849	-60,321	-61,829	-63,374	-64,959	-66,582	-68,247	-69,953	-71,703
3218 Fire Control	-288,734	-295,952	-303,351	-310,935	-318,708	-326,676	-334,843	-343,214	-351,794	-360,589
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Income</b>	<b>-31,744,712</b>	<b>-33,074,689</b>	<b>-34,628,990</b>	<b>-36,197,937</b>	<b>-37,781,376</b>	<b>-39,414,511</b>	<b>-41,104,311</b>	<b>-42,895,892</b>	<b>-44,773,514</b>	<b>-46,601,741</b>
<b>Operating Expenses</b>										
3101 Operations Management	598,405	613,197	628,312	643,757	659,541	673,270	687,230	701,425	715,860	730,538
3112 Local Roads	23,397,183	23,986,731	24,593,723	25,222,026	25,873,946	26,551,103	27,252,009	27,972,060	28,712,719	29,475,068
3117 Ancillary Roads	541,482	553,278	565,240	577,402	590,978	606,241	622,878	640,553	658,731	677,424
3122 Timber Bridge Replacement Program	1,130,029	1,131,840	1,132,402	1,135,053	1,141,966	1,150,158	1,167,976	1,200,900	1,234,860	1,269,944
3131 Cycleways and Footpaths	257,639	264,210	270,945	277,847	284,673	292,064	300,118	308,394	316,900	325,640
3141 Car Parking	187,389	196,864	207,034	213,460	219,362	225,570	231,955	238,520	245,273	252,218
3142 Private Works	54,666	56,033	57,433	58,869	60,341	61,850	63,396	64,981	66,605	68,270
3143 Quarries	35,101	36,461	37,002	37,846	38,925	40,036	41,179	42,355	43,565	44,810
3144 Street Lighting	606,184	616,305	627,426	638,547	649,668	660,789	671,910	683,031	694,152	705,273
3151 Airport	141,776	147,289	153,103	158,243	162,798	167,485	172,307	177,268	182,372	187,625

# Appendix 1: Ten Year Financial Plans

## Infrastructure Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Operating Expenses</b>										
3152 Provide Cemetery Facilities	310,543	318,427	326,600	331,752	341,466	350,851	361,671	372,768	383,145	393,815
3153 Saleyards	226,101	223,611	223,064	224,460	227,883	233,453	240,277	247,303	254,537	261,985
3155 DWMS	3,927,368	4,034,839	4,145,275	4,258,757	4,375,369	4,495,200	4,618,339	4,744,877	4,874,910	5,008,535
3156 Other Waste	363,198	374,084	385,297	396,846	408,741	420,992	433,611	446,608	459,995	473,783
3157 Landfill	2,198,368	2,263,983	2,326,616	2,396,222	2,462,943	2,536,740	2,607,402	2,685,488	2,760,359	2,842,981
3161 Beach Foreshores	145,061	148,694	152,418	156,235	160,148	164,159	168,271	172,485	176,805	181,233
3162 Boat Ramps	24,092	23,167	22,454	21,998	21,683	21,383	21,664	22,292	22,938	23,604
3163 Parks	925,280	957,009	990,103	1,020,739	1,051,412	1,083,027	1,115,614	1,149,204	1,183,829	1,219,523
3164 Sporting Grounds	659,109	678,278	698,144	718,955	737,878	758,010	779,604	802,172	825,398	846,306
3165 Civic Maintenance	765,694	789,329	813,791	837,659	861,977	887,000	912,750	939,247	966,514	994,572
3166 Swimming Pools	844,519	872,325	901,234	929,923	958,241	986,868	1,016,411	1,046,905	1,078,383	1,110,880
3167 Horseshoe Bay Day Visitor Area	77,480	80,377	83,443	86,188	88,345	90,707	93,311	95,990	98,747	101,583
3168 Passive Recreation	35,069	36,091	37,143	38,226	39,340	40,487	41,667	42,882	44,132	45,418
3169 Street Sweeping	320,160	330,628	341,441	352,612	364,153	375,802	387,830	400,252	413,080	426,327
3171 Water Services Management	7,445	7,661	7,883	8,112	8,347	8,589	8,838	9,094	9,358	9,629
3172 Water Fund Operations	11,946,621	12,312,729	12,670,982	13,094,581	13,723,291	14,348,788	15,095,531	15,543,117	16,077,654	16,593,885
3173 Sewer Fund Operations	9,900,333	10,742,085	11,573,033	12,384,526	12,635,135	12,908,115	13,228,173	14,027,091	14,612,590	15,079,565
3174 Stormwater and Flooding	781,232	799,655	820,159	841,175	863,090	886,006	909,951	935,131	961,303	988,665
3175 Floodplain Management	360,115	363,878	369,258	375,883	384,406	394,524	405,911	417,626	429,680	442,082
3211 Asset Management	814,521	835,359	856,697	878,549	900,929	921,280	942,051	963,253	984,895	1,006,987
3213 Corporate Buildings	624,966	649,477	681,814	714,730	733,255	752,720	773,165	794,170	815,748	837,918
3214 4 Shore Tourist Parks	1,053,364	1,082,486	1,112,875	1,144,468	1,179,228	1,215,102	1,252,131	1,290,355	1,329,813	1,370,550
3215 South West Rocks Reserve	180,574	179,313	178,218	179,842	183,632	187,605	192,797	198,987	205,380	211,983
3216 Property Development	14,687	15,113	15,551	16,002	16,466	16,944	17,435	17,941	18,461	18,997
3217 Rental Properties	73,331	78,490	84,101	87,109	89,688	92,345	95,080	97,896	100,796	103,781
3218 Fire Control	693,205	710,854	728,953	747,514	766,548	786,069	806,088	826,618	847,673	869,267
3219 Emergency Services	74,735	75,163	76,116	77,485	78,988	80,494	82,098	83,815	85,730	87,946
3611 I & S Management Costs	286,317	293,550	300,968	308,576	316,379	323,371	330,516	337,817	345,277	352,904
<b>Total Operating Expenses</b>	<b>64,583,342</b>	<b>66,878,862</b>	<b>69,246,250</b>	<b>71,698,271</b>	<b>73,774,754</b>	<b>75,916,752</b>	<b>78,279,137</b>	<b>80,879,788</b>	<b>83,386,511</b>	<b>85,799,802</b>
<b>Non Operating Income</b>										
3112 Local Roads	-940,500	-908,000	-1,035,847	-823,586	-819,845	-908,000	-908,000	-908,000	-908,000	-908,000
3117 Ancillary Roads	0	0	0	0	0	0	0	0	0	0
3122 Timber Bridge Replacement Program	0	0	0	0	0	0	0	0	0	0
3151 Airport	0	0	0	0	0	0	0	0	0	0
3157 Landfill	-265,225	-273,182	0	0	0	0	0	0	0	0
3162 Boat Ramps	0	0	0	0	0	0	0	0	0	0
3163 Parks	0	0	0	0	0	0	0	0	0	0
3164 Sporting Grounds	0	0	0	0	0	0	0	0	0	0
3166 Swimming Pools	0	0	0	0	0	0	0	0	0	0

## Appendix 1: Ten Year Financial Plans

### Infrastructure Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Non Operating Income</b>										
3172 Water Fund Operations	-250,000	0	0	0	0	0	0	0	0	0
3173 Sewer Fund Operations	-273,000	-281,000	-290,000	-280,000	-400,000	-200,000	-200,000	-200,000	-200,000	-200,000
3174 Stormwater and Flooding	0	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	-148,608	-152,323	-156,131	-160,035	-164,035	-168,136	-172,340	-176,648	-181,064	-185,591
3218 Fire Control	-392,839	-401,874	-411,117	-420,573	-430,246	-440,142	-450,265	-460,621	-471,216	-482,054
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Non Operating Income</b>	<b>-2,270,172</b>	<b>-2,016,380</b>	<b>-1,893,096</b>	<b>-1,684,194</b>	<b>-1,814,127</b>	<b>-1,716,278</b>	<b>-1,730,605</b>	<b>-1,745,270</b>	<b>-1,760,280</b>	<b>-1,775,645</b>
<b>Non Current Assets NCA</b>										
3112 Local Roads	4,714,612	5,936,315	7,090,280	7,465,387	7,675,088	7,990,726	8,212,463	8,440,477	8,674,949	8,916,061
3117 Ancillary Roads	21,579	22,118	22,671	23,238	23,819	24,415	25,025	25,651	26,292	26,949
3122 Timber Bridge Replacement Program	205,513	211,473	217,606	223,916	230,410	237,092	243,967	251,042	258,323	265,814
3131 Cycleways and Footpaths	21,939	22,575	23,230	23,904	24,597	25,310	26,044	26,799	27,577	28,378
3151 Airport	0	0	0	0	0	0	0	0	0	0
3153 Saleyards	0	0	0	0	0	0	0	0	0	0
3157 Landfill	265,225	273,182	0	0	0	0	0	0	0	0
3162 Boat Ramps	0	0	0	0	0	0	0	0	0	0
3163 Parks	0	0	0	0	0	0	0	0	0	0
3164 Sporting Grounds	0	0	0	0	0	0	0	0	0	0
3165 Civic Maintenance	0	0	0	0	0	0	0	0	0	0
3166 Swimming Pools	0	0	0	0	0	0	0	0	0	0
3167 Horseshoe Bay Day Visitor Area	13,462	13,832	14,213	14,603	14,969	15,343	15,726	16,119	16,522	16,936
3172 Water Fund Operations	2,784,682	2,344,763	1,981,261	2,403,311	5,119,955	7,168,246	2,564,224	3,889,943	3,763,451	2,418,802
3173 Sewer Fund Operations	9,336,974	9,568,496	9,500,932	1,926,710	2,078,960	2,107,724	9,963,048	7,019,976	5,078,556	9,138,837
3174 Stormwater and Flooding	0	0	0	0	0	0	0	64,000	61,000	300,000
3175 Floodplain Management	391,662	424,159	513,260	553,568	491,555	523,695	556,851	695,392	798,087	676,731
3211 Asset Management	15,375	15,759	16,153	16,557	16,971	17,395	17,830	18,276	18,733	19,201
3213 Corporate Buildings	0	0	0	0	0	0	0	0	0	0
3214 4 Shore Tourist Parks	500,000	630,000	660,000	750,000	750,000	1,261,941	1,529,180	1,642,000	1,650,000	1,655,000
3215 South West Rocks Reserve	100,000	115,000	125,000	220,000	225,000	230,000	280,000	290,000	290,000	290,000
3218 Fire Control	392,839	401,874	411,117	420,573	430,246	440,142	450,265	460,621	471,216	482,054
3219 Emergency Services	16,016	16,416	16,827	17,247	17,679	18,121	18,574	19,038	19,514	20,002
<b>Total Non Current Assets NCA</b>	<b>18,779,878</b>	<b>19,995,963</b>	<b>20,592,550</b>	<b>14,059,015</b>	<b>17,099,249</b>	<b>20,060,150</b>	<b>23,903,198</b>	<b>22,859,335</b>	<b>21,154,219</b>	<b>24,254,765</b>
<b>Transfer to Reserve</b>										
3112 Local Roads	0	44,382	0	0	0	0	0	0	0	0
3152 Provide Cemetery Facilities	13,758	14,091	14,433	14,782	15,152	15,531	15,919	16,317	16,725	17,143
3153 Saleyards	31,953	47,074	85,932	123,806	163,818	202,767	207,335	212,001	216,766	221,632
3155 DWMS	80,352	89,393	98,925	109,469	120,047	131,182	142,897	155,217	168,166	181,778

# Appendix 1: Ten Year Financial Plans

## Infrastructure Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Transfer to Reserve</b>										
3173 Sewer Fund Operations	251,782	0	0	0	0	24,095	314,800	0	70,678	85,565
3214 4 Shore Tourist Parks	862,219	900,274	907,648	916,095	948,679	469,833	236,203	157,502	184,138	214,287
3215 South West Rocks Reserve	277,622	280,136	287,861	298,966	307,587	316,431	331,818	334,280	346,973	359,900
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer to Reserve</b>	<b>1,517,686</b>	<b>1,375,350</b>	<b>1,394,799</b>	<b>1,463,118</b>	<b>1,555,283</b>	<b>1,159,839</b>	<b>1,248,972</b>	<b>875,317</b>	<b>1,003,446</b>	<b>1,080,305</b>
<b>Transfer from Reserve</b>										
3112 Local Roads	0	0	-44,382	0	0	0	0	0	0	0
3122 Timber Bridge Replacement Program	0	0	0	0	0	0	0	0	0	0
3141 Car Parking	0	0	0	0	0	0	0	0	0	0
3143 Quarries	-42,152	-43,991	-45,048	-37,846	-38,925	-40,036	-41,179	-42,355	-43,565	-44,810
3151 Airport	0	0	0	0	0	0	0	0	0	0
3153 Saleyards	0	0	0	0	0	0	0	0	0	0
3157 Landfill	0	0	0	0	0	0	0	0	0	0
3161 Beach Foreshores	-109,156	-111,667	-114,235	-116,862	-119,550	-122,300	-125,113	-127,990	-130,934	-133,946
3163 Parks	-289,000	-306,000	-315,000	-335,000	-341,000	-345,000	-102,820	0	0	0
3164 Sporting Grounds	-410,000	-420,000	-430,000	-435,000	-440,000	-3,059	0	0	0	0
3165 Civic Maintenance	-191,700	-196,600	-201,550	-206,650	-210,900	-210,000	-213,000	-216,000	-219,000	-222,042
3167 Horseshoe Bay Day Visitor Area	-45,832	-47,926	-50,173	-52,085	-53,355	-49,321	-50,663	-52,043	-53,461	-54,918
3168 Passive Recreation	-3,255	-3,353	-3,453	-3,557	-3,664	-3,773	-3,887	-4,003	-4,123	0
3172 Water Fund Operations	-296,491	2,415	179,302	421,571	263,113	191,700	335,809	448,291	684,154	751,487
3173 Sewer Fund Operations	0	-200,517	-578,704	-717,241	-283,768	0	0	-50,042	0	0
3174 Stormwater and Flooding	0	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	0	0	0	0	0	0	0	0	0	0
3211 Asset Management	0	0	0	0	0	0	0	0	0	0
3213 Corporate Buildings	0	0	0	0	0	0	0	0	0	0
3214 4 Shore Tourist Parks	0	0	0	0	0	0	0	0	0	0
3215 South West Rocks Reserve	0	0	0	0	0	0	0	0	0	0
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer from Reserve</b>	<b>-1,387,586</b>	<b>-1,327,638</b>	<b>-1,603,243</b>	<b>-1,482,670</b>	<b>-1,228,049</b>	<b>-581,789</b>	<b>-200,852</b>	<b>-44,143</b>	<b>233,071</b>	<b>295,771</b>
<b>Repayment of Debt</b>										
3112 Local Roads	827,460	853,509	826,702	781,895	724,390	605,392	640,585	677,841	673,744	712,976
3117 Ancillary Roads	43,355	46,655	50,044	53,683	29,501	13,327	0	0	0	0
3122 Timber Bridge Replacement Program	367,324	397,756	425,211	364,597	325,544	348,651	4,243	4,485	0	0
3131 Cycleways and Footpaths	10,655	11,318	12,023	12,770	13,565	0	0	0	0	0
3141 Car Parking	3,299	3,559	3,844	4,151	0	0	0	0	0	0
3143 Quarries	7,051	7,530	8,046	0	0	0	0	0	0	0
3152 Provide Cemetery Facilities	20,063	20,994	20,970	14,172	5,172	0	0	0	0	0
3153 Saleyards	137,592	121,631	93,594	64,870	32,302	0	0	0	0	0
3155 DWMS	0	0	0	0	0	0	0	0	0	0

## Appendx 1: Ten Year Financial Plans

### Infrastructure Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Repayment of Debt</b>										
3157 Landfill	4,629	4,943	5,282	0	0	0	0	0	0	0
3162 Boat Ramps	34,366	33,500	29,468	25,500	25,500	25,500	0	0	0	0
3164 Sporting Grounds	28,786	30,816	32,881	29,444	26,929	8,077	0	0	0	0
3166 Swimming Pools	0	0	0	0	0	0	0	0	0	0
3167 Horseshoe Bay Day Visitor Area	4,063	4,316	4,584	4,870	5,172	0	0	0	0	0
3172 Water Fund Operations	1,661,594	1,512,893	1,513,489	1,464,868	1,625,608	1,750,557	1,572,144	1,747,340	1,758,529	1,970,448
3173 Sewer Fund Operations	1,142,285	1,445,014	1,742,302	1,858,269	2,022,044	2,197,188	2,388,237	2,789,207	2,973,823	3,291,445
3174 Stormwater and Flooding	74,251	31,220	33,429	35,785	23,388	24,920	11,994	12,679	0	0
3175 Floodplain Management	99,861	76,029	66,054	45,565	23,842	0	0	0	0	0
3213 Corporate Buildings	151,905	114,937	18,170	19,414	13,291	0	0	0	0	0
3214 4 Shore Tourist Parks	202,332	67,845	64,286	0	0	0	0	0	0	0
3215 South West Rocks Reserve	143,064	143,064	143,064	52,350	52,350	52,350	0	0	0	0
3219 Emergency Services	22,748	20,568	10,414	7,531	7,977	5,470	6,816	7,205	0	0
<b>Total Repayment of Debt</b>	<b>4,986,683</b>	<b>4,948,097</b>	<b>5,103,857</b>	<b>4,839,734</b>	<b>4,956,575</b>	<b>5,031,432</b>	<b>4,624,019</b>	<b>5,238,757</b>	<b>5,406,096</b>	<b>5,974,869</b>
<b>Loan Borrowings Utilised</b>										
3112 Local Roads	0	0	0	0	0	0	0	0	0	0
3162 Boat Ramps	0	0	0	0	0	0	0	0	0	0
3165 Civic Maintenance	0	0	0	0	0	0	0	0	0	0
3172 Water Fund Operations	-2,660,000	-2,420,000	-2,000,000	-2,420,000	-5,120,000	-7,170,000	-2,570,000	-3,890,000	-3,770,000	-2,410,000
3173 Sewer Fund Operations	-9,060,000	-9,280,000	-9,210,000	-1,640,000	-1,670,000	-1,900,000	-9,760,000	-6,810,000	-4,870,000	-8,930,000
3174 Stormwater and Flooding	0	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	0	0	0	0	0	0	0	0	0	0
3214 4 Shore Tourist Parks	0	0	0	0	0	0	0	0	0	0
3215 South West Rocks Reserve	0	0	0	0	0	0	0	0	0	0
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Loan Borrowings Utilised</b>	<b>-11,720,000</b>	<b>-11,700,000</b>	<b>-11,210,000</b>	<b>-4,060,000</b>	<b>-6,790,000</b>	<b>-9,070,000</b>	<b>-12,330,000</b>	<b>-10,700,000</b>	<b>-8,640,000</b>	<b>-11,340,000</b>
<b>Contra Accounts (Non Cash)</b>										
3112 Local Roads	-19,187,352	-19,743,785	-20,316,355	-20,905,529	-21,511,790	-22,135,632	-22,777,565	-23,438,114	-24,117,820	-24,817,237
3117 Ancillary Roads	-349,266	-359,395	-369,817	-380,542	-391,578	-402,933	-414,618	-426,642	-439,015	-451,746
3122 Timber Bridge Replacement Program	-837,703	-861,996	-886,994	-912,717	-939,186	-966,422	-994,449	-1,023,288	-1,052,963	-1,083,499
3131 Cycleways and Footpaths	-145,337	-149,552	-153,889	-158,352	-162,944	-167,669	-172,532	-177,535	-182,683	-187,981
3141 Car Parking	-60,079	-61,821	-63,614	-65,459	-67,357	-69,311	-71,321	-73,389	-75,517	-77,707
3151 Airport	-55,401	-57,008	-58,661	-60,362	-62,113	-63,914	-65,767	-67,675	-69,637	-71,657
3152 Provide Cemetery Facilities	-10,254	-10,551	-10,857	-11,172	-11,496	-11,830	-12,173	-12,526	-12,889	-13,263
3153 Saleyards	-105,612	-108,675	-111,826	-115,069	-118,406	-121,840	-125,373	-129,009	-132,751	-136,600
3155 DWMS	-37,502	-38,590	-39,709	-40,860	-42,045	-43,264	-44,519	-45,810	-47,139	-48,506
3156 Other Waste	-9,556	-9,833	-10,118	-10,412	-10,714	-11,024	-11,344	-11,673	-12,012	-12,360

## Appendx 1: Ten Year Financial Plans

### Infrastructure Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Contra Accounts (Non Cash)</b>										
3157 Landfill	-60,523	-62,278	-64,084	-65,943	-67,855	-69,823	-71,848	-73,931	-76,075	-78,281
3161 Beach Foreshores	-1,613	-1,660	-1,708	-1,757	-1,808	-1,861	-1,915	-1,970	-2,027	-2,086
3163 Parks	-116,522	-119,901	-123,378	-126,956	-130,638	-134,426	-138,325	-142,336	-146,464	-150,711
3164 Sporting Grounds	-243,043	-250,091	-257,344	-264,807	-272,486	-280,388	-288,520	-296,887	-305,496	-314,356
3166 Swimming Pools	-158,295	-162,886	-167,609	-172,470	-177,472	-182,618	-187,914	-193,364	-198,971	-204,741
3167 Horseshoe Bay Day Visitor Area	-49,173	-50,599	-52,066	-53,576	-55,130	-56,729	-58,374	-60,067	-61,809	-63,601
3168 Passive Recreation	-5,349	-5,504	-5,664	-5,828	-5,997	-6,171	-6,350	-6,534	-6,724	-6,918
3171 Water Services Management	-7,445	-7,661	-7,883	-8,112	-8,347	-8,589	-8,838	-9,094	-9,358	-9,629
3172 Water Fund Operations	-3,710,000	-3,817,590	-3,928,300	-4,042,221	-4,159,445	-4,280,069	-4,404,191	-4,531,913	-4,663,338	-4,798,575
3173 Sewer Fund Operations	-2,627,037	-2,703,219	-2,781,615	-2,862,283	-2,945,288	-3,030,698	-3,118,592	-3,209,032	-3,302,095	-3,397,857
3174 Stormwater and Flooding	-622,021	-640,060	-658,621	-677,721	-697,375	-717,599	-738,410	-759,823	-781,858	-804,532
3175 Floodplain Management	-311,572	-320,608	-329,905	-339,472	-349,317	-359,447	-369,871	-380,598	-391,635	-402,992
3213 Corporate Buildings	-267,469	-275,226	-283,207	-291,420	-299,871	-308,568	-317,516	-326,724	-336,199	-345,949
3214 4 Shore Tourist Parks	-412,992	-424,969	-437,293	-449,974	-463,024	-476,451	-490,268	-504,486	-519,116	-534,171
3215 South West Rocks Reserve	-20,577	-21,174	-21,788	-22,420	-23,070	-23,739	-24,427	-25,136	-25,865	-26,615
3217 Rental Properties	-19,389	-19,951	-20,530	-21,125	-21,738	-22,368	-23,017	-23,684	-24,371	-25,078
3218 Fire Control	-79,607	-81,916	-84,291	-86,736	-89,251	-91,839	-94,503	-97,243	-100,063	-102,965
3219 Emergency Services	-14,549	-14,971	-15,405	-15,852	-16,312	-16,785	-17,271	-17,772	-18,288	-18,818
3611 I & S Management Costs	-11,532	-11,866	-12,211	-12,565	-12,929	-13,304	-13,690	-14,087	-14,495	-14,916
<b>Total Contra Accounts (Non Cash)</b>	<b>-29,536,770</b>	<b>-30,393,334</b>	<b>-31,274,743</b>	<b>-32,181,713</b>	<b>-33,114,981</b>	<b>-34,075,312</b>	<b>-35,063,500</b>	<b>-36,080,342</b>	<b>-37,126,673</b>	<b>-38,203,347</b>



## Appendx 1: Ten Year Financial Plans

### Beneficial Relationship Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>65,769</b>	<b>61,285</b>	<b>62,817</b>	<b>64,387</b>	<b>65,997</b>	<b>67,647</b>	<b>69,338</b>	<b>71,072</b>	<b>72,848</b>	<b>74,670</b>
<b>Operating Expenses</b>										
4111 Alliance Costs	22,493	23,055	23,632	24,223	24,828	25,449	26,085	26,737	27,406	28,091
4121 Association Membership	43,276	38,229	39,185	40,165	41,169	42,198	43,253	44,334	45,443	46,579
<b>Total Operating Expenses</b>	<b>65,769</b>	<b>61,285</b>	<b>62,817</b>	<b>64,387</b>	<b>65,997</b>	<b>67,647</b>	<b>69,338</b>	<b>71,072</b>	<b>72,848</b>	<b>74,670</b>
<b>Non Current Assets NCA</b>										
4121 Association Membership	0	0	0	0	0	0	0	0	0	0
<b>Total Non Current Assets NCA</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Appendix 1: Ten Year Financial Plans

## Corporate Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>-18,063,002</b>	<b>-19,458,379</b>	<b>-20,650,947</b>	<b>-21,456,707</b>	<b>-21,767,727</b>	<b>-22,549,776</b>	<b>-22,978,504</b>	<b>-23,975,968</b>	<b>-24,709,758</b>	<b>-25,452,778</b>
<b>Operating Income</b>										
5221 Rates, Investment Interest & General Revenue	-15,764,981	-17,212,022	-18,794,874	-19,508,589	-20,072,551	-20,674,439	-21,295,576	-22,004,635	-22,689,118	-23,345,556
5222 Grants - General Purpose	-5,687,400	-5,747,922	-5,891,620	-6,038,911	-6,189,884	-6,344,631	-6,503,246	-6,665,828	-6,832,473	-7,003,285
5312 Administration / Governance Services	-36,531	-37,444	-38,380	-39,340	-40,323	-41,331	-42,365	-43,424	-44,509	-45,622
5321 Human Resources Administration	-43,571	-43,660	-43,752	-43,846	-43,942	-44,040	-44,141	-44,245	-44,351	-44,460
5331 Stores & Purchasing	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000
5333 General Fleet	-221,000	-243,000	-267,000	-294,000	-308,500	-314,500	-321,000	-327,500	-334,000	-340,000
<b>Total Operating Income</b>	<b>-21,755,483</b>	<b>-23,286,049</b>	<b>-25,037,626</b>	<b>-25,926,685</b>	<b>-26,657,200</b>	<b>-27,420,941</b>	<b>-28,208,328</b>	<b>-29,087,631</b>	<b>-29,946,452</b>	<b>-30,780,923</b>
<b>Operating Expenses</b>										
5211 Financial Services	587,395	599,927	612,743	625,828	639,159	651,909	666,001	680,383	695,061	710,049
5311 General Manager	378,858	388,748	398,887	409,287	419,951	430,023	440,329	450,873	461,662	472,701
5312 Administration / Governance Services	1,248,767	1,279,446	1,310,871	1,343,061	1,376,031	1,408,301	1,441,313	1,475,083	1,509,630	1,544,973
5314 Information Technology Services	1,002,153	1,027,348	1,053,173	1,079,641	1,106,769	1,132,818	1,159,466	1,186,731	1,214,626	1,243,164
5321 Human Resources Administration	46,886	50,379	53,960	57,623	61,383	65,232	69,182	73,238	77,383	81,619
5323 Employment Overheads	76,277	145,122	297,000	159,000	227,500	113,500	100,500	162,000	24,000	35,635
5331 Stores & Purchasing	138,293	141,918	145,640	149,460	153,382	156,942	160,586	164,313	168,127	172,028
5332 Fleet Co-ordination	94,410	96,774	99,192	101,666	104,195	106,378	108,599	110,858	113,158	115,498
5333 General Fleet	-506,267	-539,529	-574,459	-613,123	-411,614	-378,311	-356,621	-357,457	-310,430	-308,500
5334 Water Fleet	-82,560	-80,774	-78,547	-76,305	-72,459	-65,903	-63,231	-64,509	-66,242	-69,590
5335 Waste Fleet	4,623	3,188	3,280	3,375	3,474	3,574	3,678	3,784	3,894	4,007
5336 Workshop Services	-225,601	-231,000	-236,525	-242,182	-247,972	-254,207	-260,597	-267,148	-273,862	-280,746
5513 Elected Official Expenses	229,533	235,525	456,674	247,986	254,463	260,445	506,567	272,831	279,242	285,807
5611 L & EE Management Costs	203,426	208,791	214,292	219,934	225,720	230,966	236,327	241,808	247,409	253,135
<b>Total Operating Expenses</b>	<b>3,196,193</b>	<b>3,325,864</b>	<b>3,756,182</b>	<b>3,465,252</b>	<b>3,839,981</b>	<b>3,861,667</b>	<b>4,212,099</b>	<b>4,132,786</b>	<b>4,143,659</b>	<b>4,259,780</b>
<b>Non Current Assets NCA</b>										
5211 Financial Services	1,589	1,629	1,669	1,711	1,754	1,798	1,843	1,889	1,936	1,984
5221 Rates, Investment Interest & General Revenue	-14,235	-15,125	-16,071	-17,076	-18,144	-19,278	-20,484	-21,756	-23,126	-24,615
5312 Administration / Governance Services	30,000	30,750	31,520	32,300	33,110	33,940	34,780	35,650	36,550	36,550
5314 Information Technology Services	133,968	137,317	140,750	144,269	147,876	151,573	155,362	159,246	163,227	167,307
5333 General Fleet	954,924	916,932	1,028,926	1,377,917	1,294,860	1,780,823	1,211,747	1,542,462	941,000	1,810,000
5334 Water Fleet	391,494	398,667	405,659	412,903	418,819	422,307	429,971	441,884	454,561	469,170
<b>Total Non Current Assets NCA</b>	<b>1,497,740</b>	<b>1,470,170</b>	<b>1,592,454</b>	<b>1,952,024</b>	<b>1,878,275</b>	<b>2,371,162</b>	<b>1,813,219</b>	<b>2,159,375</b>	<b>1,574,148</b>	<b>2,460,396</b>

## Appendx 1: Ten Year Financial Plans

### Corporate Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Transfer to Reserve</b>										
5221 Rates, Investment Interest & General Revenue	125,000	130,000	133,250	150,000	161,000	172,000	184,000	197,000	211,000	225,000
5312 Administration / Governance Services	0	0	0	0	0	0	0	0	0	0
5314 Information Technology Services	51,250	52,500	53,500	55,000	56,500	58,000	59,500	61,000	62,500	64,000
5323 Employment Overheads	400,000	400,000	400,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
5333 General Fleet	0	62,000	112,000	0	196,820	0	337,837	38,623	669,000	0
<b>Total Transfer to Reserve</b>	<b>576,250</b>	<b>644,500</b>	<b>698,750</b>	<b>805,000</b>	<b>1,014,320</b>	<b>830,000</b>	<b>1,181,337</b>	<b>896,623</b>	<b>1,542,500</b>	<b>889,000</b>
<b>Transfer from Reserve</b>										
5311 General Manager	0	0	0	0	0	0	0	0	0	0
5312 Administration / Governance Services	0	0	0	0	0	0	0	0	0	0
5321 Human Resources Administration	0	0	0	0	0	0	0	0	0	0
5323 Employment Overheads	-157,000	-428,000	-251,000	-831,000	-207,500	-541,000	-468,500	-857,000	-425,000	-856,000
5333 General Fleet	6,000	0	0	-115,000	0	-261,820	0	0	0	-168,500
5335 Waste Fleet	36,475	39,102	40,236	41,403	42,603	43,839	45,110	46,419	47,765	49,150
5513 Elected Official Expenses	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer from Reserve</b>	<b>-114,525</b>	<b>-388,898</b>	<b>-210,764</b>	<b>-904,597</b>	<b>-164,897</b>	<b>-758,981</b>	<b>-423,390</b>	<b>-810,581</b>	<b>-377,235</b>	<b>-975,350</b>
<b>Repayment of Debt</b>										
5211 Financial Services	26,348	27,728	28,629	30,410	32,302	0	0	0	0	0
5333 General Fleet	234,519	252,050	270,909	291,170	89,670	60,020	39,949	42,230	0	0
<b>Total Repayment of Debt</b>	<b>260,867</b>	<b>279,778</b>	<b>299,538</b>	<b>321,580</b>	<b>121,972</b>	<b>60,020</b>	<b>39,949</b>	<b>42,230</b>	<b>0</b>	<b>0</b>
<b>Contra Accounts (Non Cash)</b>										
5312 Administration / Governance Services	-12,070	-12,420	-12,780	-13,151	-13,532	-13,925	-14,328	-14,744	-15,172	-15,612
5314 Information Technology Services	-100,766	-103,688	-106,695	-109,789	-112,973	-116,249	-119,621	-123,090	-126,659	-130,332
5323 Employment Overheads	-493,000	-237,000	-446,000	172,000	-420,000	-72,500	-132,000	195,000	-99,000	286,000
5333 General Fleet	-768,176	-790,453	-813,376	-836,964	-861,236	-886,212	-911,912	-938,358	-965,570	-993,000
5334 Water Fleet	-308,934	-317,893	-327,112	-336,598	-346,360	-356,404	-366,740	-377,375	-388,319	-399,580
5335 Waste Fleet	-41,098	-42,290	-43,516	-44,778	-46,077	-47,413	-48,788	-50,203	-51,659	-53,157
<b>Total Contra Accounts (Non Cash)</b>	<b>-1,724,044</b>	<b>-1,503,744</b>	<b>-1,749,480</b>	<b>-1,169,281</b>	<b>-1,800,178</b>	<b>-1,492,703</b>	<b>-1,593,389</b>	<b>-1,308,769</b>	<b>-1,646,379</b>	<b>-1,305,681</b>

Kempsey Shire Council Income Statement General Fund										
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Income from Continuing Operations</b>										
Rates & Annual Charges	18,476,835	20,339,980	22,157,262	22,998,741	23,676,962	24,385,223	25,113,691	25,864,969	26,638,720	27,435,630
User Charges & Fees	9,053,795	9,278,209	9,524,459	9,778,831	10,025,977	10,270,306	10,519,366	10,773,865	11,033,933	11,299,140
Interest	1,226,157	1,260,266	1,288,320	1,316,916	1,346,062	1,397,113	1,450,908	1,575,627	1,658,265	1,694,820
Operating Grants & Contributions	10,175,975	10,340,940	10,581,700	10,839,247	11,092,741	11,362,851	11,629,742	11,913,596	12,194,591	12,492,915
Capital Grants & Contributions	1,747,172	1,735,380	1,603,096	1,404,194	1,414,127	1,516,278	1,530,605	1,545,270	1,560,280	1,575,645
Other Revenues	158,615	160,859	163,160	165,518	167,935	170,412	172,951	175,554	178,222	180,956
<b>Total Income from Continuing Operations</b>	<b>40,838,549</b>	<b>43,115,634</b>	<b>45,317,997</b>	<b>46,503,447</b>	<b>47,723,804</b>	<b>49,102,183</b>	<b>50,417,263</b>	<b>51,848,881</b>	<b>53,264,011</b>	<b>54,679,106</b>
<b>Expenses from Continuing Operations</b>										
Employee Expenses	15,904,761	16,061,170	16,696,995	17,392,230	17,485,792	18,132,505	19,287,518	18,759,056	19,212,704	18,273,235
Borrowing Costs	789,568	643,067	503,428	374,843	275,557	197,432	140,768	99,581	58,499	18,899
Materials & Contracts	10,714,687	11,447,279	11,763,246	11,621,577	12,597,444	12,571,494	12,121,137	13,432,284	13,606,081	15,301,767
Depreciation	24,828,551	25,548,579	26,289,487	27,051,883	27,836,388	28,643,642	29,474,307	30,329,063	31,208,607	32,113,082
Other Expenses	2,656,458	2,845,581	3,238,321	3,220,997	3,368,139	3,530,746	3,941,342	3,880,316	4,068,092	4,265,156
	<b>54,894,025</b>	<b>56,545,677</b>	<b>58,491,477</b>	<b>59,661,530</b>	<b>61,563,321</b>	<b>63,075,820</b>	<b>64,965,072</b>	<b>66,500,300</b>	<b>68,153,982</b>	<b>69,972,138</b>
<b>Operating Result from Continuing Operations</b>	<b>- 14,055,476</b>	<b>- 13,430,043</b>	<b>- 13,173,480</b>	<b>- 13,158,083</b>	<b>- 13,839,517</b>	<b>- 13,973,637</b>	<b>- 14,547,809</b>	<b>- 14,651,419</b>	<b>- 14,889,971</b>	<b>- 15,293,032</b>
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>- 15,802,648</b>	<b>- 15,165,423</b>	<b>- 14,776,576</b>	<b>- 14,562,277</b>	<b>- 15,253,644</b>	<b>- 15,489,915</b>	<b>- 16,078,414</b>	<b>- 16,196,689</b>	<b>- 16,450,251</b>	<b>- 16,868,677</b>

\* Budget provides for a special rate variation increase of 9.3% in 2014/15, 10% in 2015/16, 10% in 2016/17 and 4% in 2017/18 there after a 3% rate pegging increase is estimated.

Appendix 1: Ten Year Financial Plans

<b>Kempsey Shire Council</b> <b>Statement of Financial Position</b> <b>General Fund</b>										
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Current Assets</b>										
Cash & Investments	14,034,892	14,579,416	15,310,140	15,528,957	16,744,004	17,275,167	18,421,306	18,985,939	20,559,951	21,110,711
Receivables	3,915,068	4,157,677	4,393,765	4,529,273	4,669,330	4,826,310	4,978,179	5,142,955	5,307,452	5,462,443
Inventories & other Assets	352,018	334,417	317,697	301,812	286,721	272,385	258,766	245,828	233,536	221,859
Total Current Assets	18,301,978	19,071,510	20,021,601	20,360,042	21,700,055	22,373,862	23,658,250	24,374,722	26,100,939	26,795,013
<b>Non Current Assets</b>										
Receivables	164,703	149,575	133,503	116,421	98,278	78,998	58,506	36,748	13,623	0
Infrastructure, Property, Plant & Equip	783,115,621	767,139,244	751,572,945	736,223,573	720,188,461	704,724,078	688,464,157	672,370,514	655,276,388	638,550,561
Total Non-Current Assets	783,280,324	767,288,819	751,706,448	736,339,994	720,286,739	704,803,076	688,522,663	672,407,262	655,290,011	638,550,561
<b>TOTAL ASSETS</b>	<b>801,582,302</b>	<b>786,360,329</b>	<b>771,728,049</b>	<b>756,700,036</b>	<b>741,986,794</b>	<b>727,176,938</b>	<b>712,180,913</b>	<b>696,781,984</b>	<b>681,390,950</b>	<b>665,345,574</b>
<b>Current Liabilities</b>										
Payables	3,782,642	4,050,722	4,321,720	4,483,373	4,625,694	4,865,781	4,994,200	5,191,127	5,269,756	5,521,286
Borrowings	2,291,701	2,170,543	1,854,382	1,430,895	1,143,707	703,587	744,440	673,744	712,976	0
Provisions	9,193,922	9,427,922	9,870,922	9,701,922	10,118,922	10,188,422	10,317,422	10,119,422	10,215,422	9,926,422
Total Current Liabilities	15,268,265	15,649,187	16,047,024	15,616,190	15,888,323	15,757,790	16,056,062	15,984,293	16,198,154	15,447,708
<b>Non Current Liabilities</b>										
Payables	530,804	525,496	520,241	515,038	509,888	504,789	499,741	494,744	488,271	483,373
Borrowings	9,432,749	7,262,206	5,407,824	3,976,929	2,833,222	2,129,635	1,385,195	711,451	0	0
Provisions	315,970	318,970	321,970	318,970	321,970	324,970	327,970	330,970	333,970	336,970
Total Non-Current Liabilities	10,279,523	8,106,672	6,250,035	4,810,937	3,665,080	2,959,394	2,212,906	1,537,165	822,241	820,343
<b>TOTAL LIABILITIES</b>	<b>25,547,788</b>	<b>23,755,858</b>	<b>22,297,058</b>	<b>20,427,127</b>	<b>19,553,403</b>	<b>18,717,184</b>	<b>18,268,968</b>	<b>17,521,458</b>	<b>17,020,395</b>	<b>16,268,051</b>
<b>NET ASSETS</b>	<b>776,034,514</b>	<b>762,604,471</b>	<b>749,430,991</b>	<b>736,272,908</b>	<b>722,433,392</b>	<b>708,459,754</b>	<b>693,911,945</b>	<b>679,260,526</b>	<b>664,370,555</b>	<b>649,077,523</b>
<b>OPENING EQUITY</b>	<b>790,089,990</b>	<b>776,034,514</b>	<b>762,604,471</b>	<b>749,430,991</b>	<b>736,272,908</b>	<b>722,433,392</b>	<b>708,459,754</b>	<b>693,911,945</b>	<b>679,260,526</b>	<b>664,370,555</b>
Operating Result	- 14,055,476	- 13,430,043	- 13,173,480	- 13,158,083	- 13,839,517	- 13,973,637	- 14,547,809	- 14,651,419	- 14,889,971	- 15,293,032
<b>CLOSING EQUITY</b>	<b>776,034,514</b>	<b>762,604,471</b>	<b>749,430,991</b>	<b>736,272,908</b>	<b>722,433,392</b>	<b>708,459,754</b>	<b>693,911,945</b>	<b>679,260,526</b>	<b>664,370,555</b>	<b>649,077,523</b>

Appendix 1: Ten Year Financial Plans

Kempsey Shire Council  
Statement of Cash Flows  
General Fund

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Cash Flow from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	18,538,241	20,294,646	22,113,147	22,973,420	23,650,791	24,355,890	25,085,313	25,834,179	26,607,982	27,404,615
User Charges & Fees	9,179,089	9,185,709	9,434,445	9,727,165	9,972,577	10,210,454	10,461,463	10,711,040	10,971,215	11,235,856
Interest	1,238,455	1,251,187	1,279,485	1,311,845	1,340,821	1,391,239	1,445,225	1,569,461	1,652,109	1,688,609
Grants & Contributions	12,052,770	11,980,624	12,091,672	12,189,990	12,451,623	12,817,209	13,100,443	13,393,870	13,689,986	14,003,089
Other Revenues	177,142	178,460	179,881	181,403	183,026	184,748	186,570	188,492	190,513	192,633
	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Employee Expenses	15,551,822	15,802,164	16,228,740	17,551,127	17,054,305	18,040,326	19,145,186	18,937,982	19,107,533	18,538,580
Borrowing Costs	857,618	632,375	492,615	368,477	269,976	187,871	135,748	91,772	55,501	8,864
Materials & Contracts	12,179,006	11,217,206	11,530,571	11,484,594	12,477,343	12,365,747	12,013,118	13,264,237	13,541,568	15,085,825
Other Expenses	2,656,458	2,845,581	3,238,321	3,220,997	3,368,139	3,530,746	3,941,342	3,880,316	4,068,092	4,265,156
	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided by(or used in ) Operating Activities</b>	9,940,793	12,393,299	13,608,383	13,758,628	14,429,076	14,834,849	15,043,620	15,522,735	16,339,112	16,626,377
	-	-	-	-	-	-	-	-	-	-
<b>Cash Flow From Investing Activities</b>										
	-	-	-	-	-	-	-	-	-	-
<b>Receipts:</b>										
Deferred Debtor Repayments	14,236	15,128	16,072	17,082	18,143	19,280	20,492	21,758	23,125	24,614
	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant and Equipment	8,174,296	9,572,202	10,723,189	11,702,511	11,801,276	13,179,259	13,214,386	14,235,420	14,114,482	15,387,257
	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided by( or used in ) Investing Activities</b>	8,160,060	9,557,074	10,707,117	11,685,429	11,783,133	13,159,979	13,193,894	14,213,662	14,091,357	15,362,643
	-	-	-	-	-	-	-	-	-	-
<b>Cash Flow From Financing Activities</b>										
	-	-	-	-	-	-	-	-	-	-
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings & Advances	2,464,021	2,291,701	2,170,543	1,854,382	1,430,895	1,143,707	703,587	744,440	673,744	712,976
	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
<b>Net Increase (Decrease) in Cash</b>	683,288	544,524	730,723	218,817	1,215,048	531,163	1,146,139	564,633	1,574,011	550,758
	-	-	-	-	-	-	-	-	-	-
<b>Cash &amp; Cash Equivalents - End of the year</b>	14,034,892	14,579,416	15,310,139	15,528,956	16,744,003	17,275,166	18,421,305	18,985,938	20,559,949	21,110,707
	-	-	-	-	-	-	-	-	-	-

# Appendix 1: Ten Year Financial Plans

		Kempsey Shire Council General Fund Ratio's									
Ratio		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Operating Result before Capital Amounts</b>		- 15,802,648	- 15,165,423	- 14,776,576	- 14,562,277	- 15,253,644	- 15,489,915	- 16,078,414	- 16,196,689	- 16,450,251	- 16,868,677
<b>Operating Balance Ratio</b>											
<u>Operating Result before Capital Amounts</u>		<u>- 15,802,648</u>	<u>- 15,165,423</u>	<u>- 14,776,576</u>	<u>- 14,562,277</u>	<u>- 15,253,644</u>	<u>- 15,489,915</u>	<u>- 16,078,414</u>	<u>- 16,196,689</u>	<u>- 16,450,251</u>	<u>- 16,868,677</u>
Operating Income (excluding Capital Grants/Contributions)		39,091,377	41,380,254	43,714,901	45,099,253	46,309,677	47,585,905	48,886,658	50,303,611	51,703,731	53,103,461
Ratio		-40.42%	-36.65%	-33.80%	-32.29%	-32.94%	-32.55%	-32.89%	-32.20%	-31.82%	-31.77%
<b>Unrestricted Current Ratio</b>											
<u>Current Assets (less external restrictions)</u>		<u>13,943,204</u>	<u>14,315,350</u>	<u>14,999,612</u>	<u>14,847,069</u>	<u>15,651,129</u>	<u>15,902,973</u>	<u>16,725,915</u>	<u>16,940,522</u>	<u>18,110,606</u>	<u>18,161,043</u>
Current Liabilities (less Specific Purpose liabilities)		6,125,509	6,096,350	6,783,008	5,900,455	6,085,778	5,862,800	6,417,925	6,108,854	6,654,787	5,639,941
Ratio		2.28	2.35	2.21	2.52	2.57	2.71	2.61	2.77	2.72	3.22
<b>Debt Service Ratio</b>											
<u>Loan Interest &amp; Principal Repayments</u>		<u>3,253,589</u>	<u>2,934,768</u>	<u>2,673,971</u>	<u>2,229,225</u>	<u>1,706,452</u>	<u>1,341,139</u>	<u>844,355</u>	<u>844,021</u>	<u>732,243</u>	<u>731,875</u>
Revenue from Continuing Operations (excluding Capital Items & Specific Purpose Grants / Contributions)		34,948,302	37,133,236	39,371,321	40,645,917	41,754,320	42,915,685	44,108,662	45,404,843	46,691,113	47,963,831
Ratio		9.31%	7.90%	6.79%	5.48%	4.09%	3.13%	1.91%	1.86%	1.57%	1.53%
<b>Rates &amp; Annual Charges Coverage Ratio</b>											
<u>Rates &amp; Annual Charges Income</u>		<u>18,476,835</u>	<u>20,339,980</u>	<u>22,157,262</u>	<u>22,998,741</u>	<u>23,676,962</u>	<u>24,385,223</u>	<u>25,113,691</u>	<u>25,864,969</u>	<u>26,638,720</u>	<u>27,435,630</u>
Operating Income		40,838,549	43,115,634	45,317,997	46,503,447	47,723,804	49,102,183	50,417,263	51,848,881	53,264,011	54,679,106
Ratio		45.24%	47.18%	48.89%	49.46%	49.61%	49.66%	49.81%	49.89%	50.01%	50.18%
<b>Asset Renewal Ratio</b>											
<u>Asset Renewals Expenditure</u>		<u>7,863,055</u>	<u>9,251,853</u>	<u>10,674,842</u>	<u>11,652,964</u>	<u>11,750,487</u>	<u>13,127,199</u>	<u>13,161,032</u>	<u>14,180,732</u>	<u>14,058,418</u>	<u>15,330,705</u>
Depreciation		24,828,551	25,548,579	26,289,487	27,051,883	27,836,388	28,643,642	29,474,307	30,329,063	31,208,607	32,113,082
Ratio		31.67%	36.21%	40.60%	43.08%	42.21%	45.83%	44.65%	46.76%	45.05%	47.74%
<b>Building &amp; Infrastructure Renewal Ratio</b>											
<u>Building &amp; Infrastructure Renewals Expenditure</u>		<u>5,955,305</u>	<u>7,361,640</u>	<u>8,652,047</u>	<u>9,260,013</u>	<u>9,420,469</u>	<u>10,293,179</u>	<u>10,873,530</u>	<u>11,535,361</u>	<u>11,986,228</u>	<u>12,358,933</u>
Depreciation		22,373,108	23,021,928	23,689,564	24,376,561	25,083,482	25,810,903	26,559,419	27,329,642	28,122,201	28,937,745
<b>Building &amp; Infrastructure Renewal Ratio</b>		26.62%	31.98%	36.52%	37.99%	37.56%	39.88%	40.94%	42.21%	42.62%	42.71%

# Appendx 1: Ten Year Financial Plans

## Kempsey Shire Council General Fund Budget For Period 2014/15 to 2023/24

Management Activity Summary	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>0</b>	<b>-1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>0</b>	<b>0</b>
<b>Operating Income</b>										
- Ecological & Economic Sustainable Developmer	-1,843,495	-2,086,707	-2,207,945	-2,289,730	-2,438,381	-2,477,029	-2,536,647	-2,577,231	-2,618,812	-2,661,426
- Social, Cultural & Community	-1,895,430	-2,158,879	-2,213,020	-2,276,992	-2,322,327	-2,389,071	-2,446,556	-2,516,834	-2,578,957	-2,652,973
- Infrastructure & Services	-13,596,969	-13,848,620	-14,256,308	-14,605,847	-14,891,769	-15,298,864	-15,695,128	-16,121,915	-16,559,511	-17,008,139
- Leadership & Effective, Efficient Management	-21,755,483	-23,286,049	-25,037,626	-25,926,685	-26,657,200	-27,420,941	-28,208,328	-29,087,631	-29,946,452	-30,780,923
<b>Total Operating Income</b>	<b>-39,091,377</b>	<b>-41,380,255</b>	<b>-43,714,900</b>	<b>-45,099,254</b>	<b>-46,309,677</b>	<b>-47,585,905</b>	<b>-48,886,660</b>	<b>-50,303,612</b>	<b>-51,703,731</b>	<b>-53,103,461</b>
<b>Operating Expenses</b>										
- Ecological & Economic Sustainable Developmer	3,883,735	4,184,322	4,394,022	4,496,284	4,693,029	4,790,673	4,891,457	4,994,497	5,099,257	5,205,713
- Social, Cultural & Community	5,011,940	5,150,159	5,276,221	5,416,443	5,547,985	5,695,986	5,836,745	5,992,365	6,141,951	6,305,624
- Infrastructure & Services	42,736,388	43,824,048	45,002,236	46,219,165	47,416,327	48,659,848	49,955,433	51,309,581	52,696,267	54,126,352
- Beneficial Relationships	65,769	61,285	62,817	64,387	65,997	67,647	69,338	71,072	72,848	74,670
- Leadership & Effective, Efficient Management	3,196,193	3,325,864	3,756,182	3,465,252	3,839,981	3,861,667	4,212,099	4,132,786	4,143,659	4,259,780
<b>Total Operating Expenses</b>	<b>54,894,025</b>	<b>56,545,677</b>	<b>58,491,478</b>	<b>59,661,530</b>	<b>61,563,320</b>	<b>63,075,820</b>	<b>64,965,071</b>	<b>66,500,300</b>	<b>68,153,982</b>	<b>69,972,139</b>
<b>Non Operating Income</b>										
- Social, Cultural & Community	0	0	0	0	0	0	0	0	0	0
- Infrastructure & Services	-1,747,172	-1,735,380	-1,603,096	-1,404,194	-1,414,127	-1,516,278	-1,530,605	-1,545,270	-1,560,280	-1,575,645
<b>Total Non Operating Income</b>	<b>-1,747,172</b>	<b>-1,735,380</b>	<b>-1,603,096</b>	<b>-1,404,194</b>	<b>-1,414,127</b>	<b>-1,516,278</b>	<b>-1,530,605</b>	<b>-1,545,270</b>	<b>-1,560,280</b>	<b>-1,575,645</b>
<b>Non Current Assets NCA</b>										
- Social, Cultural & Community	4,099	4,201	4,307	4,414	4,525	4,638	4,754	104,872	204,994	205,120
- Infrastructure & Services	6,658,222	8,082,704	9,110,357	9,728,994	9,900,333	10,784,179	11,375,926	11,949,416	12,312,212	12,697,126
- Beneficial Relationships	0	0	0	0	0	0	0	0	0	0
- Leadership & Effective, Efficient Management	1,497,740	1,470,170	1,592,454	1,952,024	1,878,275	2,371,162	1,813,219	2,159,375	1,574,148	2,460,396
<b>Total Non Current Assets NCA</b>	<b>8,160,061</b>	<b>9,557,076</b>	<b>10,707,117</b>	<b>11,685,433</b>	<b>11,783,132</b>	<b>13,159,979</b>	<b>13,193,898</b>	<b>14,213,663</b>	<b>14,091,355</b>	<b>15,362,642</b>
<b>Transfer to Reserve</b>										
- Ecological & Economic Sustainable Developmer	20,058	20,433	20,994	21,572	22,166	22,720	23,287	23,869	24,466	25,229
- Social, Cultural & Community	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
- Infrastructure & Services	1,265,904	1,375,350	1,394,799	1,463,118	1,555,283	1,135,744	934,172	875,317	932,768	994,740
- Beneficial Relationships	576,250	644,500	698,750	805,000	1,014,320	830,000	1,181,337	896,623	1,542,500	889,000
- Leadership & Effective, Efficient Management	<b>1,867,212</b>	<b>2,045,283</b>	<b>2,119,543</b>	<b>2,294,690</b>	<b>2,596,769</b>	<b>1,993,464</b>	<b>2,143,796</b>	<b>1,800,809</b>	<b>2,504,734</b>	<b>1,913,969</b>



## Appendx 1: Ten Year Financial Plans

### Kempsey Shire Council General Fund Budget For Period 2014/15 to 2023/24

Management Activity Summary	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Transfer from Reserve</b>										
- Ecological & Economic Sustainable Developmer	0	0	0	0	0	0	0	0	0	0
- Social, Cultural & Community	-19,598	-20,088	-20,590	-21,105	-21,633	-22,173	-22,728	-23,296	-23,878	-24,470
- Infrastructure & Services	-1,091,095	-1,129,536	-1,203,841	-1,187,000	-1,207,394	-773,489	-536,661	-442,392	-451,083	-455,716
- Leadership & Effective, Efficient Management	-114,525	-388,898	-210,764	-904,597	-164,897	-758,981	-423,390	-810,581	-377,235	-975,350
<b>Total Transfer from Reserve</b>	<b>-1,225,218</b>	<b>-1,538,522</b>	<b>-1,435,195</b>	<b>-2,112,702</b>	<b>-1,393,923</b>	<b>-1,554,644</b>	<b>-982,779</b>	<b>-1,276,268</b>	<b>-852,197</b>	<b>-1,455,536</b>
<b>Repayment of Debt</b>										
- Social, Cultural & Community	20,350	21,733	22,939	16,205	0	0	0	0	0	0
- Infrastructure & Services	2,182,804	1,990,190	1,848,066	1,516,597	1,308,923	1,083,687	663,638	702,210	673,744	712,976
- Leadership & Effective, Efficient Management	260,867	279,778	299,538	321,580	121,972	60,020	39,949	42,230	0	0
<b>Total Repayment of Debt</b>	<b>2,464,021</b>	<b>2,291,701</b>	<b>2,170,543</b>	<b>1,854,382</b>	<b>1,430,895</b>	<b>1,143,707</b>	<b>703,587</b>	<b>744,440</b>	<b>673,744</b>	<b>712,976</b>
<b>Loan Borrowings Utilised</b>										
- Infrastructure & Services	0	0	0	0	0	0	0	0	0	0
<b>Total Loan Borrowings Utilised</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Contra Accounts (Non Cash)</b>										
- Ecological & Economic Sustainable Developmer	-9,133	-9,398	-9,670	-9,951	-10,239	-10,536	-10,842	-11,156	-11,480	-11,813
- Social, Cultural & Community	-388,642	-399,913	-411,510	-423,444	-435,724	-448,359	-461,361	-474,742	-488,510	-502,675
- Infrastructure & Services	-23,199,733	-23,872,525	-24,564,828	-25,277,209	-26,010,248	-26,764,545	-27,540,717	-28,339,397	-29,161,240	-30,006,915
- Leadership & Effective, Efficient Management	-1,724,044	-1,503,744	-1,749,480	-1,169,281	-1,800,178	-1,492,703	-1,593,389	-1,308,769	-1,646,379	-1,305,681
<b>Total Contra Accounts (Non Cash)</b>	<b>-25,321,552</b>	<b>-25,785,580</b>	<b>-26,735,488</b>	<b>-26,879,884</b>	<b>-28,256,389</b>	<b>-28,716,143</b>	<b>-29,606,309</b>	<b>-30,134,064</b>	<b>-31,307,608</b>	<b>-31,827,084</b>

## Appendx 1: Ten Year Financial Plans

### Ecological & Economic Sustainable Development Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>2,051,165</b>	<b>2,108,650</b>	<b>2,197,400</b>	<b>2,218,175</b>	<b>2,266,575</b>	<b>2,325,828</b>	<b>2,367,255</b>	<b>2,429,979</b>	<b>2,493,432</b>	<b>2,557,703</b>
<b>Operating Income</b>										
1111 Coastal Environmental Management	-314,706	-323,223	-331,971	-340,955	-350,184	-358,937	-367,910	-377,107	-386,534	-396,197
1112 Estuary Management	-373,095	-384,225	-400,110	-450,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000
1113 Vegetation Management	-63,786	-165,381	-167,015	-168,691	-170,408	-172,168	-173,972	-175,822	-177,717	-179,660
1211 Develop Long Term Plans to Manage Enviroi	-215,992	-246,065	-244,325	-238,985	-299,459	-299,946	-320,444	-320,955	-321,479	-322,017
1213 149 Certificates	-94,300	-96,658	-99,074	-101,551	-104,090	-106,692	-109,359	-112,093	-114,895	-117,768
1312 Review & Implement the Economic Developr	0	-70,000	-144,265	-147,834	-151,483	-154,959	-158,526	-162,158	-165,863	-169,653
1313 Review & Implement the Tourism Strategic F	0	0	0	0	0	0	0	0	0	0
1411 Building Control to Ensure Health & Safety	-283,974	-291,073	-298,350	-305,809	-313,454	-321,291	-329,323	-337,556	-345,995	-354,644
1412 Control Development to Ensure High Standa	-252,229	-258,535	-264,998	-271,623	-278,414	-285,374	-292,508	-299,821	-307,317	-315,000
1414 Regulatory Enforcement to Protect the Comr	-159,131	-163,109	-167,187	-171,367	-175,651	-180,042	-184,543	-189,157	-193,886	-198,733
1511 E & ESD Management Costs	-86,282	-88,439	-90,650	-92,916	-95,239	-97,620	-100,061	-102,562	-105,126	-107,754
<b>Total Operating Income</b>	<b>-1,843,495</b>	<b>-2,086,707</b>	<b>-2,207,945</b>	<b>-2,289,730</b>	<b>-2,438,381</b>	<b>-2,477,029</b>	<b>-2,536,647</b>	<b>-2,577,231</b>	<b>-2,618,812</b>	<b>-2,661,426</b>
<b>Operating Expenses</b>										
1111 Coastal Environmental Management	248,025	254,825	261,635	268,632	275,820	282,539	289,426	296,483	303,718	310,982
1112 Estuary Management	373,095	384,225	400,110	450,000	500,000	500,000	500,000	500,000	500,000	500,000
1113 Vegetation Management	154,400	258,481	262,663	266,947	271,335	275,566	279,896	284,326	288,859	293,497
1211 Develop Long Term Plans to Manage Enviroi	239,965	272,000	302,000	259,000	308,000	313,000	319,000	325,000	330,000	335,000
1312 Review & Implement the Economic Developr	333,006	411,712	494,905	507,630	520,670	533,297	546,237	559,470	573,007	586,870
1313 Review & Implement the Tourism Strategic F	30,904	31,677	32,469	33,280	34,112	34,965	35,839	36,735	37,654	38,595
1412 Control Development to Ensure High Standa	100,410	102,675	104,997	107,377	109,816	112,317	114,880	117,507	120,199	122,959
1414 Regulatory Enforcement to Protect the Comr	78,471	80,549	82,681	84,871	87,118	89,316	91,570	93,881	96,251	98,679
1511 E & ESD Management Costs	2,325,459	2,388,179	2,452,562	2,518,546	2,586,156	2,649,672	2,714,609	2,781,095	2,849,570	2,919,131
<b>Total Operating Expenses</b>	<b>3,883,735</b>	<b>4,184,322</b>	<b>4,394,022</b>	<b>4,496,284</b>	<b>4,693,029</b>	<b>4,790,673</b>	<b>4,891,457</b>	<b>4,994,497</b>	<b>5,099,257</b>	<b>5,205,713</b>
<b>Transfer to Reserve</b>										
1111 Coastal Environmental Management	20,058	20,433	20,994	21,572	22,166	22,720	23,287	23,869	24,466	25,229
<b>Total Transfer to Reserve</b>	<b>20,058</b>	<b>20,433</b>	<b>20,994</b>	<b>21,572</b>	<b>22,166</b>	<b>22,720</b>	<b>23,287</b>	<b>23,869</b>	<b>24,466</b>	<b>25,229</b>
<b>Transfer from Reserve</b>										
1112 Estuary Management	0	0	0	0	0	0	0	0	0	0
1211 Develop Long Term Plans to Manage Enviroi	0	0	0	0	0	0	0	0	0	0
1312 Review & Implement the Economic Developr	0	0	0	0	0	0	0	0	0	0
1313 Review & Implement the Tourism Strategic F	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer from Reserve</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Ecological & Economic Sustainable Development Management  
Management Activity Details  
Financial Budget 2014/15 to 2023/24**

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Contra Accounts (Non Cash)</b>										
1312 Review & Implement the Economic Developr	-2,626	-2,702	-2,781	-2,861	-2,944	-3,030	-3,117	-3,208	-3,301	-3,397
1414 Regulatory Enforcement to Protect the Comr	-4,548	-4,680	-4,816	-4,955	-5,099	-5,247	-5,399	-5,556	-5,717	-5,882
1511 E & ESD Management Costs	-1,959	-2,016	-2,074	-2,134	-2,196	-2,260	-2,326	-2,393	-2,462	-2,534
<b>Total Contra Accounts (Non Cash)</b>	<b>-9,133</b>	<b>-9,398</b>	<b>-9,670</b>	<b>-9,951</b>	<b>-10,239</b>	<b>-10,536</b>	<b>-10,842</b>	<b>-11,156</b>	<b>-11,480</b>	<b>-11,813</b>

# Appendx 1: Ten Year Financial Plans

## Social, Cultural & Community Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>2,737,719</b>	<b>2,602,214</b>	<b>2,663,346</b>	<b>2,720,521</b>	<b>2,777,826</b>	<b>2,846,020</b>	<b>2,915,853</b>	<b>3,087,365</b>	<b>3,260,601</b>	<b>3,335,626</b>
<b>Operating Income</b>										
2111 Macleay Community Care Options	-1,497,177	-1,540,597	-1,585,272	-1,631,246	-1,678,551	-1,727,230	-1,777,318	-1,828,861	-1,881,899	-1,936,472
2121 Community Houses South / West	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273
2122 Homes for Aged	-43,616	-44,881	-46,182	-47,522	-48,900	-50,318	-51,777	-53,279	-54,824	-56,414
2123 Other Community Services	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000
2213 Medical Scholarships	0	0	0	0	0	0	0	0	0	0
2311 Aboriginal	-63,468	-65,055	-66,681	-68,348	-70,057	-71,808	-73,603	-75,444	-77,330	-79,263
2312 Youth	-512	-525	-538	-551	-565	-579	-594	-609	-624	-639
2321 Customer Interaction	0	0	0	0	0	0	0	0	0	0
2322 Visitor Information Services	-20,487	-229,229	-237,247	-243,629	-239,873	-245,977	-251,233	-257,643	-264,211	-270,947
2421 Art Gallery	-20,285	-25,792	-21,312	-26,844	-22,391	-27,950	-23,524	-29,112	-24,715	-30,332
2422 Festivals/ Cultural Events	-12,376	-12,685	-13,003	-13,328	-13,661	-14,002	-14,352	-14,711	-15,079	-15,456
2423 Library Services	-71,457	-73,243	-75,075	-76,951	-78,875	-80,847	-82,868	-84,940	-87,063	-89,240
2521 Community Safety & Crime Prevention	-3,177	-3,256	-3,338	-3,421	-3,507	-3,594	-3,684	-3,776	-3,871	-3,968
2523 Graffiti Busters	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000
2531 Community Buildings	-29,602	-30,342	-31,101	-31,878	-32,675	-33,492	-34,329	-35,187	-36,067	-36,969
<b>Total Operating Income</b>	<b>-1,895,430</b>	<b>-2,158,879</b>	<b>-2,213,020</b>	<b>-2,276,992</b>	<b>-2,322,327</b>	<b>-2,389,071</b>	<b>-2,446,556</b>	<b>-2,516,834</b>	<b>-2,578,957</b>	<b>-2,652,973</b>
<b>Operating Expenses</b>										
2111 Macleay Community Care Options	1,512,630	1,556,498	1,601,634	1,648,083	1,695,876	1,745,057	1,795,662	1,847,737	1,901,323	1,956,459
2121 Community Houses South / West	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273
2122 Homes for Aged	63,435	65,275	67,167	69,116	71,120	73,182	75,304	77,489	79,736	82,048
2123 Other Community Services	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
2211 Community Subsidies	3,330	3,413	3,499	3,586	3,676	3,768	3,862	3,958	4,057	4,159
2212 Civic Functions	10,681	10,948	11,222	11,502	11,790	12,085	12,387	12,696	13,014	13,340
2213 Medical Scholarships	0	0	0	0	0	0	0	0	0	0
2214 356 Donations	28,436	23,358	13,962	8,389	0	0	0	0	0	0
2311 Aboriginal	62,556	65,054	66,681	68,348	70,057	71,808	73,604	75,444	77,329	79,263
2312 Youth	90,409	92,833	95,320	97,873	100,493	102,995	105,557	108,184	110,873	113,629
2321 Customer Interaction	764,746	785,094	805,982	827,423	849,441	869,664	890,366	911,549	933,234	955,427
2322 Visitor Information Services	276,325	286,075	295,222	302,728	310,517	318,603	325,895	334,401	343,127	352,078
2421 Art Gallery	15,160	20,555	15,960	21,376	16,804	22,242	17,690	23,152	18,625	24,111
2422 Festivals/ Cultural Events	68,111	69,599	71,110	72,534	74,265	76,131	78,042	80,001	82,007	84,063
2423 Library Services	871,681	895,186	919,297	944,338	970,307	995,345	1,021,015	1,047,334	1,074,317	1,101,984
2521 Community Safety & Crime Prevention	154,842	158,886	163,033	167,289	171,654	175,935	180,321	184,816	189,422	194,141
2523 Graffiti Busters	30,314	31,045	31,793	32,560	33,345	34,149	34,972	35,815	36,679	37,563
2531 Community Buildings	307,691	318,185	329,193	338,722	348,183	357,909	367,908	378,187	388,756	399,621
2611 SC & C Management Costs	620,320	636,882	653,873	671,305	689,188	705,843	722,887	740,328	758,179	776,465
<b>Total Operating Expenses</b>	<b>5,011,940</b>	<b>5,150,159</b>	<b>5,276,221</b>	<b>5,416,443</b>	<b>5,547,985</b>	<b>5,695,986</b>	<b>5,836,745</b>	<b>5,992,365</b>	<b>6,141,951</b>	<b>6,305,624</b>

## Appendix 1: Ten Year Financial Plans

### Social, Cultural & Community Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Non Operating Income</b>										
2423 Library Services	0	0	0	0	0	0	0	0	0	0
<b>Total Non Operating Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Non Current Assets NCA</b>										
2111 Macleay Community Care Options	0	0	0	0	0	0	0	0	0	0
2321 Customer Interaction	1,537	1,575	1,615	1,655	1,697	1,739	1,782	1,827	1,873	1,920
2423 Library Services	0	0	0	0	0	0	0	0	0	0
2531 Community Buildings	0	0	0	0	0	0	0	100,000	200,000	200,000
2611 SC & C Management Costs	2,562	2,626	2,692	2,759	2,828	2,899	2,971	3,045	3,122	3,200
<b>Total Non Current Assets NCA</b>	<b>4,099</b>	<b>4,201</b>	<b>4,307</b>	<b>4,414</b>	<b>4,525</b>	<b>4,638</b>	<b>4,754</b>	<b>104,872</b>	<b>204,994</b>	<b>205,120</b>
<b>Transfer to Reserve</b>										
2423 Library Services	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Total Transfer to Reserve</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Transfer from Reserve</b>										
2111 Macleay Community Care Options	0	0	0	0	0	0	0	0	0	0
2123 Other Community Services	0	0	0	0	0	0	0	0	0	0
2311 Aboriginal	0	0	0	0	0	0	0	0	0	0
2321 Customer Interaction	0	0	0	0	0	0	0	0	0	0
2322 Visitor Information Services	-19,598	-20,088	-20,590	-21,105	-21,633	-22,173	-22,728	-23,296	-23,878	-24,470
2421 Art Gallery	0	0	0	0	0	0	0	0	0	0
2422 Festivals/ Cultural Events	0	0	0	0	0	0	0	0	0	0
2531 Community Buildings	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer from Reserve</b>	<b>-19,598</b>	<b>-20,088</b>	<b>-20,590</b>	<b>-21,105</b>	<b>-21,633</b>	<b>-22,173</b>	<b>-22,728</b>	<b>-23,296</b>	<b>-23,878</b>	<b>-24,470</b>
<b>Repayment of Debt</b>										
2122 Homes for Aged	0	0	0	0	0	0	0	0	0	0
2322 Visitor Information Services	7,671	8,276	8,937	9,653	0	0	0	0	0	0
2422 Festivals/ Cultural Events	5,206	5,617	6,066	6,552	0	0	0	0	0	0
2423 Library Services	6,956	7,428	7,936	0	0	0	0	0	0	0
2531 Community Buildings	517	412	0	0	0	0	0	0	0	0
<b>Total Repayment of Debt</b>	<b>20,350</b>	<b>21,733</b>	<b>22,939</b>	<b>16,205</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Contra Accounts (Non Cash)</b>										
2111 Macleay Community Care Options	-15,453	-15,901	-16,362	-16,837	-17,325	-17,827	-18,344	-18,876	-19,424	-19,987
2122 Homes for Aged	-19,819	-20,394	-20,985	-21,594	-22,220	-22,864	-23,527	-24,210	-24,912	-25,634
2322 Visitor Information Services	-56,564	-58,204	-59,892	-61,629	-63,416	-65,255	-67,148	-69,095	-71,099	-73,161
2422 Festivals/ Cultural Events	-2,026	-2,085	-2,145	-2,207	-2,271	-2,337	-2,405	-2,475	-2,547	-2,620
2423 Library Services	-107,127	-110,234	-113,430	-116,720	-120,105	-123,588	-127,172	-130,860	-134,655	-138,560
2531 Community Buildings	-187,653	-193,095	-198,695	-204,457	-210,386	-216,487	-222,765	-229,226	-235,873	-242,713
<b>Total Contra Accounts (Non Cash)</b>	<b>-388,642</b>	<b>-399,913</b>	<b>-411,510</b>	<b>-423,444</b>	<b>-435,724</b>	<b>-448,359</b>	<b>-461,361</b>	<b>-474,742</b>	<b>-488,510</b>	<b>-502,675</b>

## Appendix 1: Ten Year Financial Plans

### Infrastructure Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>13,208,349</b>	<b>14,686,230</b>	<b>15,727,384</b>	<b>16,453,624</b>	<b>16,657,330</b>	<b>17,310,282</b>	<b>17,626,057</b>	<b>18,387,551</b>	<b>18,882,877</b>	<b>19,484,779</b>
<b>Operating Income</b>										
3112 Local Roads	-1,572,623	-1,583,478	-1,608,349	-1,633,037	-1,657,490	-1,681,650	-1,705,453	-1,728,833	-1,751,718	-1,774,029
3117 Ancillary Roads	-139,886	-143,258	-146,715	-150,257	-153,889	-157,611	-161,426	-165,337	-169,345	-173,454
3122 Timber Bridge Replacement Program	0	0	0	0	0	0	0	0	0	0
3142 Private Works	-90,148	-92,402	-94,712	-97,080	-99,507	-101,994	-104,544	-107,158	-109,837	-112,582
3144 Street Lighting	-84,050	-86,151	-88,305	-90,513	-92,775	-95,095	-97,472	-99,909	-102,407	-104,967
3151 Airport	-73,884	-75,731	-77,626	-79,558	-81,540	-83,601	-85,692	-87,814	-90,018	-92,279
3152 Provide Cemetery Facilities	-284,875	-291,997	-299,297	-306,779	-314,449	-322,310	-330,367	-338,627	-347,092	-355,770
3153 Saleyards	-290,034	-283,641	-290,764	-298,067	-305,596	-314,380	-322,239	-330,295	-338,553	-347,017
3155 DWMS	-3,970,218	-4,085,643	-4,204,491	-4,327,365	-4,453,372	-4,583,118	-4,716,717	-4,854,284	-4,995,938	-5,141,807
3156 Other Waste	-576,079	-593,361	-611,162	-629,497	-648,382	-667,833	-687,868	-708,505	-729,760	-751,653
3157 Landfill	-3,037,263	-3,126,121	-3,217,592	-3,311,752	-3,408,682	-3,508,462	-3,611,178	-3,716,916	-3,825,764	-3,937,815
3163 Parks	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500
3164 Sporting Grounds	-15,375	-15,759	-16,153	-16,557	-16,971	-17,395	-17,830	-18,276	-18,733	-19,201
3166 Swimming Pools	-375	-375	-375	-375	-375	-375	-375	-375	-375	-375
3174 Stormwater and Flooding	-46,854	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	-146,534	-139,750	-192,533	-177,696	-90,511	-114,011	-118,215	-143,145	-168,824	-195,272
3211 Asset Management	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000
3213 Corporate Buildings	-33,517	-20,676	-21,193	-21,723	-22,266	-22,823	-23,393	-23,978	-24,578	-25,192
3214 4 Shore Tourist Parks	-2,204,923	-2,255,636	-2,307,516	-2,360,589	-2,414,882	-2,470,425	-2,527,244	-2,585,371	-2,644,834	-2,705,666
3215 South West Rocks Reserve	-680,683	-696,339	-712,354	-728,739	-745,500	-762,646	-780,187	-798,131	-816,488	-835,268
3217 Rental Properties	-57,414	-58,849	-60,321	-61,829	-63,374	-64,959	-66,582	-68,247	-69,953	-71,703
3218 Fire Control	-288,734	-295,952	-303,351	-310,935	-318,708	-326,676	-334,843	-343,214	-351,794	-360,589
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Income</b>	<b>-13,596,969</b>	<b>-13,848,620</b>	<b>-14,256,308</b>	<b>-14,605,847</b>	<b>-14,891,769</b>	<b>-15,298,864</b>	<b>-15,695,128</b>	<b>-16,121,915</b>	<b>-16,559,511</b>	<b>-17,008,139</b>
<b>Operating Expenses</b>										
3101 Operations Management	598,405	613,197	628,312	643,757	659,541	673,270	687,230	701,425	715,860	730,538
3112 Local Roads	23,397,183	23,986,731	24,593,723	25,222,026	25,873,946	26,551,103	27,252,009	27,972,060	28,712,719	29,475,068
3117 Ancillary Roads	541,482	553,278	565,240	577,402	590,978	606,241	622,878	640,553	658,731	677,424
3122 Timber Bridge Replacement Program	1,130,029	1,131,840	1,132,402	1,135,053	1,141,966	1,150,158	1,167,976	1,200,900	1,234,860	1,269,944
3131 Cycleways and Footpaths	257,639	264,210	270,945	277,847	284,673	292,064	300,118	308,394	316,900	325,640
3141 Car Parking	187,389	196,864	207,034	213,460	219,362	225,570	231,955	238,520	245,273	252,218
3142 Private Works	54,666	56,033	57,433	58,869	60,341	61,850	63,396	64,981	66,605	68,270
3143 Quarries	35,101	36,461	37,002	37,846	38,925	40,036	41,179	42,355	43,565	44,810
3144 Street Lighting	606,184	616,305	677,426	744,645	763,262	782,343	801,901	821,949	842,498	863,561
3151 Airport	141,776	147,289	153,103	158,243	162,798	167,485	172,307	177,268	182,372	187,625

# Appendix 1: Ten Year Financial Plans

## Infrastructure Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Operating Expenses</b>										
3152 Provide Cemetery Facilities	310,543	318,427	326,600	331,752	341,466	350,851	361,671	372,768	383,145	393,815
3153 Saleyards	226,101	223,611	223,064	224,460	227,883	233,453	240,277	247,303	254,537	261,985
3155 DWMS	3,927,368	4,034,839	4,145,275	4,258,757	4,375,369	4,495,200	4,618,339	4,744,877	4,874,910	5,008,535
3156 Other Waste	363,198	374,084	385,297	396,846	408,741	420,992	433,611	446,608	459,995	473,783
3157 Landfill	2,198,368	2,263,983	2,326,616	2,396,222	2,462,943	2,536,740	2,607,402	2,685,488	2,760,359	2,842,981
3161 Beach Foreshores	145,061	148,694	152,418	156,235	160,148	164,159	168,271	172,485	176,805	181,233
3162 Boat Ramps	24,092	23,167	22,454	21,998	21,683	21,383	21,664	22,292	22,938	23,604
3163 Parks	925,280	957,009	990,103	1,020,739	1,051,412	1,083,027	1,115,614	1,149,204	1,183,829	1,219,523
3164 Sporting Grounds	659,109	678,278	698,144	718,955	737,878	758,010	779,604	802,172	825,398	846,306
3165 Civic Maintenance	765,694	789,329	813,791	837,659	861,977	887,000	912,750	939,247	966,514	994,572
3166 Swimming Pools	844,519	872,325	901,234	929,923	958,241	986,868	1,016,411	1,046,905	1,078,383	1,110,880
3167 Horseshoe Bay Day Visitor Area	77,480	80,377	83,443	86,188	88,345	90,707	93,311	95,990	98,747	101,583
3168 Passive Recreation	35,069	36,091	37,143	38,226	39,340	40,487	41,667	42,882	44,132	45,418
3169 Street Sweeping	320,160	330,628	341,441	352,612	364,153	375,802	387,830	400,252	413,080	426,327
3171 Water Services Management	7,445	7,661	7,883	8,112	8,347	8,589	8,838	9,094	9,358	9,629
3174 Stormwater and Flooding	781,232	799,655	820,159	841,175	863,090	886,006	909,951	935,131	961,303	988,665
3175 Floodplain Management	360,115	363,878	369,258	375,883	384,406	394,524	405,911	417,626	429,680	442,082
3211 Asset Management	814,521	835,359	856,697	878,549	900,929	921,280	942,051	963,253	984,895	1,006,987
3213 Corporate Buildings	624,966	649,477	681,814	714,730	733,255	752,720	773,165	794,170	815,748	837,918
3214 4 Shore Tourist Parks	1,053,364	1,082,486	1,112,875	1,144,468	1,179,228	1,215,102	1,252,131	1,290,355	1,329,813	1,370,550
3215 South West Rocks Reserve	180,574	179,313	178,218	179,842	183,632	187,605	192,797	198,987	205,380	211,983
3216 Property Development	14,687	15,113	15,551	16,002	16,466	16,944	17,435	17,941	18,461	18,997
3217 Rental Properties	73,331	78,490	84,101	87,109	89,688	92,345	95,080	97,896	100,796	103,781
3218 Fire Control	693,205	710,854	728,953	747,514	766,548	786,069	806,088	826,618	847,673	869,267
3219 Emergency Services	74,735	75,163	76,116	77,485	78,988	80,494	82,098	83,815	85,730	87,946
3611 I & S Management Costs	286,317	293,550	300,968	308,576	316,379	323,371	330,516	337,817	345,277	352,904
<b>Total Operating Expenses</b>	<b>42,736,388</b>	<b>43,824,048</b>	<b>45,002,236</b>	<b>46,219,165</b>	<b>47,416,327</b>	<b>48,659,848</b>	<b>49,955,433</b>	<b>51,309,581</b>	<b>52,696,267</b>	<b>54,126,352</b>
<b>Non Operating Income</b>										
3112 Local Roads	-940,500	-908,000	-1,035,847	-823,586	-819,845	-908,000	-908,000	-908,000	-908,000	-908,000
3117 Ancillary Roads	0	0	0	0	0	0	0	0	0	0
3122 Timber Bridge Replacement Program	0	0	0	0	0	0	0	0	0	0
3151 Airport	0	0	0	0	0	0	0	0	0	0
3157 Landfill	-265,225	-273,182	0	0	0	0	0	0	0	0
3162 Boat Ramps	0	0	0	0	0	0	0	0	0	0
3163 Parks	0	0	0	0	0	0	0	0	0	0
3164 Sporting Grounds	0	0	0	0	0	0	0	0	0	0
3166 Swimming Pools	0	0	0	0	0	0	0	0	0	0

## Appendix 1: Ten Year Financial Plans

### Infrastructure Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Non Operating Income</b>										
3174 Stormwater and Flooding	0	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	-148,608	-152,323	-156,131	-160,035	-164,035	-168,136	-172,340	-176,648	-181,064	-185,591
3218 Fire Control	-392,839	-401,874	-411,117	-420,573	-430,246	-440,142	-450,265	-460,621	-471,216	-482,054
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Non Operating Income</b>	<b>-1,747,172</b>	<b>-1,735,380</b>	<b>-1,633,096</b>	<b>-1,404,194</b>	<b>-1,414,127</b>	<b>-1,516,278</b>	<b>-1,530,605</b>	<b>-1,545,270</b>	<b>-1,560,280</b>	<b>-1,575,645</b>
<b>Non Current Assets NCA</b>										
3112 Local Roads	4,714,612	5,936,315	7,090,280	7,465,387	7,675,088	7,990,726	8,212,463	8,440,477	8,674,949	8,916,061
3117 Ancillary Roads	21,579	22,118	22,671	23,238	23,819	24,415	25,025	25,651	26,292	26,949
3122 Timber Bridge Replacement Program	205,513	211,473	217,606	223,916	230,410	237,092	243,967	251,042	258,323	265,814
3131 Cycleways and Footpaths	21,939	22,575	23,230	23,904	24,597	25,310	26,044	26,799	27,577	28,378
3151 Airport	0	0	0	0	0	0	0	0	0	0
3153 Saleyards	0	0	0	0	0	0	0	0	0	0
3157 Landfill	265,225	273,182	0	0	0	0	0	0	0	0
3162 Boat Ramps	0	0	0	0	0	0	0	0	0	0
3163 Parks	0	0	0	0	0	0	0	0	0	0
3164 Sporting Grounds	0	0	0	0	0	0	0	0	0	0
3165 Civic Maintenance	0	0	0	0	0	0	0	0	0	0
3166 Swimming Pools	0	0	0	0	0	0	0	0	0	0
3167 Horseshoe Bay Day Visitor Area	13,462	13,832	14,213	14,603	14,969	15,343	15,726	16,119	16,522	16,936
3174 Stormwater and Flooding	0	0	0	0	0	0	0	64,000	61,000	300,000
3175 Floodplain Management	391,662	424,159	513,260	553,568	491,555	523,695	556,851	695,392	798,087	676,731
3211 Asset Management	15,375	15,759	16,153	16,557	16,971	17,395	17,830	18,276	18,733	19,201
3213 Corporate Buildings	0	0	0	0	0	0	0	0	0	0
3214 4 Shore Tourist Parks	500,000	630,000	660,000	750,000	750,000	1,261,941	1,529,180	1,642,000	1,650,000	1,655,000
3215 South West Rocks Reserve	100,000	115,000	125,000	220,000	225,000	230,000	280,000	290,000	290,000	290,000
3218 Fire Control	392,839	401,874	411,117	420,573	430,246	440,142	450,265	460,621	471,216	482,054
3219 Emergency Services	16,016	16,416	16,827	17,247	17,679	18,121	18,574	19,038	19,514	20,002
<b>Total Non Current Assets NCA</b>	<b>6,658,222</b>	<b>8,082,704</b>	<b>9,110,357</b>	<b>9,728,994</b>	<b>9,900,333</b>	<b>10,784,179</b>	<b>11,375,926</b>	<b>11,949,416</b>	<b>12,312,212</b>	<b>12,697,126</b>
<b>Transfer to Reserve</b>										
3112 Local Roads	0	44,382	0	0	0	0	0	0	0	0
3152 Provide Cemetery Facilities	13,758	14,091	14,433	14,782	15,152	15,531	15,919	16,317	16,725	17,143
3153 Saleyards	31,953	47,074	85,932	123,806	163,818	202,767	207,335	212,001	216,766	221,632
3155 DWMS	80,352	89,393	98,925	109,469	120,047	131,182	142,897	155,217	168,166	181,778



# Appendx 1: Ten Year Financial Plans

## Infrastructure Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Transfer to Reserve</b>										
3214 4 Shore Tourist Parks	862,219	900,274	907,648	916,095	948,679	469,833	236,203	157,502	184,138	214,287
3215 South West Rocks Reserve	277,622	280,136	287,861	298,966	307,587	316,431	331,818	334,280	346,973	359,900
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer to Reserve</b>	<b>1,265,904</b>	<b>1,375,350</b>	<b>1,394,799</b>	<b>1,463,118</b>	<b>1,555,283</b>	<b>1,135,744</b>	<b>934,172</b>	<b>875,317</b>	<b>932,768</b>	<b>994,740</b>
<b>Transfer from Reserve</b>										
3112 Local Roads	0	0	-44,382	0	0	0	0	0	0	0
3122 Timber Bridge Replacement Program	0	0	0	0	0	0	0	0	0	0
3141 Car Parking	0	0	0	0	0	0	0	0	0	0
3143 Quarries	-42,152	-43,991	-45,048	-37,846	-38,925	-40,036	-41,179	-42,355	-43,565	-44,810
3151 Airport	0	0	0	0	0	0	0	0	0	0
3153 Saleyards	0	0	0	0	0	0	0	0	0	0
3157 Landfill	0	0	0	0	0	0	0	0	0	0
3161 Beach Foreshores	-109,156	-111,667	-114,235	-116,862	-119,550	-122,300	-125,113	-127,990	-130,934	-133,946
3163 Parks	-289,000	-306,000	-315,000	-335,000	-341,000	-345,000	-102,820	0	0	0
3164 Sporting Grounds	-410,000	-420,000	-430,000	-435,000	-440,000	-3,059	0	0	0	0
3165 Civic Maintenance	-191,700	-196,600	-201,550	-206,650	-210,900	-210,000	-213,000	-216,000	-219,000	-222,042
3167 Horseshoe Bay Day Visitor Area	-45,832	-47,926	-50,173	-52,085	-53,355	-49,321	-50,663	-52,043	-53,461	-54,918
3168 Passive Recreation	-3,255	-3,353	-3,453	-3,557	-3,664	-3,773	-3,887	-4,003	-4,123	0
3174 Stormwater and Flooding	0	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	0	0	0	0	0	0	0	0	0	0
3211 Asset Management	0	0	0	0	0	0	0	0	0	0
3213 Corporate Buildings	0	0	0	0	0	0	0	0	0	0
3214 4 Shore Tourist Parks	0	0	0	0	0	0	0	0	0	0
3215 South West Rocks Reserve	0	0	0	0	0	0	0	0	0	0
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer from Reserve</b>	<b>-1,091,095</b>	<b>-1,129,536</b>	<b>-1,203,841</b>	<b>-1,187,000</b>	<b>-1,207,394</b>	<b>-773,489</b>	<b>-536,661</b>	<b>-442,392</b>	<b>-451,083</b>	<b>-455,716</b>
<b>Repayment of Debt</b>										
3112 Local Roads	827,460	853,509	826,702	781,895	724,390	605,392	640,585	677,841	673,744	712,976
3117 Ancillary Roads	43,355	46,655	50,044	53,683	29,501	13,327	0	0	0	0
3122 Timber Bridge Replacement Program	367,324	397,756	425,211	364,597	325,544	348,651	4,243	4,485	0	0
3131 Cycleways and Footpaths	10,655	11,318	12,023	12,770	13,565	0	0	0	0	0
3141 Car Parking	3,299	3,559	3,844	4,151	0	0	0	0	0	0
3143 Quarries	7,051	7,530	8,046	0	0	0	0	0	0	0
3152 Provide Cemetery Facilities	20,063	20,994	20,970	14,172	5,172	0	0	0	0	0
3153 Saleyards	137,592	121,631	93,594	64,870	32,302	0	0	0	0	0
3155 DWMS	0	0	0	0	0	0	0	0	0	0

# Appendx 1: Ten Year Financial Plans

## Infrastructure Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Repayment of Debt</b>										
3157 Landfill	4,629	4,943	5,282	0	0	0	0	0	0	0
3162 Boat Ramps	34,366	33,500	29,468	25,500	25,500	25,500	0	0	0	0
3164 Sporting Grounds	28,786	30,816	32,881	29,444	26,929	8,077	0	0	0	0
3166 Swimming Pools	0	0	0	0	0	0	0	0	0	0
3167 Horseshoe Bay Day Visitor Area	4,063	4,316	4,584	4,870	5,172	0	0	0	0	0
3174 Stormwater and Flooding	74,251	31,220	33,429	35,785	23,388	24,920	11,994	12,679	0	0
3175 Floodplain Management	99,861	76,029	66,054	45,565	23,842	0	0	0	0	0
3213 Corporate Buildings	151,905	114,937	18,170	19,414	13,291	0	0	0	0	0
3214 4 Shore Tourist Parks	202,332	67,845	64,286	0	0	0	0	0	0	0
3215 South West Rocks Reserve	143,064	143,064	143,064	52,350	52,350	52,350	0	0	0	0
3219 Emergency Services	22,748	20,568	10,414	7,531	7,977	5,470	6,816	7,205	0	0
<b>Total Repayment of Debt</b>	<b>2,182,804</b>	<b>1,990,190</b>	<b>1,848,066</b>	<b>1,516,597</b>	<b>1,308,923</b>	<b>1,083,687</b>	<b>663,638</b>	<b>702,210</b>	<b>673,744</b>	<b>712,976</b>
<b>Loan Borrowings Utilised</b>										
3112 Local Roads	0	0	0	0	0	0	0	0	0	0
3162 Boat Ramps	0	0	0	0	0	0	0	0	0	0
3165 Civic Maintenance	0	0	0	0	0	0	0	0	0	0
3174 Stormwater and Flooding	0	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	0	0	0	0	0	0	0	0	0	0
3214 4 Shore Tourist Parks	0	0	0	0	0	0	0	0	0	0
3215 South West Rocks Reserve	0	0	0	0	0	0	0	0	0	0
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Loan Borrowings Utilised</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Contra Accounts (Non Cash)</b>										
3112 Local Roads	-19,187,352	-19,743,785	-20,316,355	-20,905,529	-21,511,790	-22,135,632	-22,777,565	-23,438,114	-24,117,820	-24,817,237
3117 Ancillary Roads	-349,266	-359,395	-369,817	-380,542	-391,578	-402,933	-414,618	-426,642	-439,015	-451,746
3122 Timber Bridge Replacement Program	-837,703	-861,996	-886,994	-912,717	-939,186	-966,422	-994,449	-1,023,288	-1,052,963	-1,083,499
3131 Cycleways and Footpaths	-145,337	-149,552	-153,889	-158,352	-162,944	-167,669	-172,532	-177,535	-182,683	-187,981
3141 Car Parking	-60,079	-61,821	-63,614	-65,459	-67,357	-69,311	-71,321	-73,389	-75,517	-77,707
3151 Airport	-55,401	-57,008	-58,661	-60,362	-62,113	-63,914	-65,767	-67,675	-69,637	-71,657
3152 Provide Cemetery Facilities	-10,254	-10,551	-10,857	-11,172	-11,496	-11,830	-12,173	-12,526	-12,889	-13,263
3153 Saleyards	-105,612	-108,675	-111,826	-115,069	-118,406	-121,840	-125,373	-129,009	-132,751	-136,600
3155 DWMS	-37,502	-38,590	-39,709	-40,860	-42,045	-43,264	-44,519	-45,810	-47,139	-48,506
3156 Other Waste	-9,556	-9,833	-10,118	-10,412	-10,714	-11,024	-11,344	-11,673	-12,012	-12,360

# Appendx 1: Ten Year Financial Plans

## Infrastructure Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Contra Accounts (Non Cash)</b>										
3157 Landfill	-60,523	-62,278	-64,084	-65,943	-67,855	-69,823	-71,848	-73,931	-76,075	-78,281
3161 Beach Foreshores	-1,613	-1,660	-1,708	-1,757	-1,808	-1,861	-1,915	-1,970	-2,027	-2,086
3163 Parks	-116,522	-119,901	-123,378	-126,956	-130,638	-134,426	-138,325	-142,336	-146,464	-150,711
3164 Sporting Grounds	-243,043	-250,091	-257,344	-264,807	-272,486	-280,388	-288,520	-296,887	-305,496	-314,356
3166 Swimming Pools	-158,295	-162,886	-167,609	-172,470	-177,472	-182,618	-187,914	-193,364	-198,971	-204,741
3167 Horseshoe Bay Day Visitor Area	-49,173	-50,599	-52,066	-53,576	-55,130	-56,729	-58,374	-60,067	-61,809	-63,601
3168 Passive Recreation	-5,349	-5,504	-5,664	-5,828	-5,997	-6,171	-6,350	-6,534	-6,724	-6,918
3171 Water Services Management	-7,445	-7,661	-7,883	-8,112	-8,347	-8,589	-8,838	-9,094	-9,358	-9,629
3174 Stormwater and Flooding	-622,021	-640,060	-658,621	-677,721	-697,375	-717,599	-738,410	-759,823	-781,858	-804,532
3175 Floodplain Management	-311,572	-320,608	-329,905	-339,472	-349,317	-359,447	-369,871	-380,598	-391,635	-402,992
3213 Corporate Buildings	-267,469	-275,226	-283,207	-291,420	-299,871	-308,568	-317,516	-326,724	-336,199	-345,949
3214 4 Shore Tourist Parks	-412,992	-424,969	-437,293	-449,974	-463,024	-476,451	-490,268	-504,486	-519,116	-534,171
3215 South West Rocks Reserve	-20,577	-21,174	-21,788	-22,420	-23,070	-23,739	-24,427	-25,136	-25,865	-26,615
3217 Rental Properties	-19,389	-19,951	-20,530	-21,125	-21,738	-22,368	-23,017	-23,684	-24,371	-25,078
3218 Fire Control	-79,607	-81,916	-84,291	-86,736	-89,251	-91,839	-94,503	-97,243	-100,063	-102,965
3219 Emergency Services	-14,549	-14,971	-15,405	-15,852	-16,312	-16,785	-17,271	-17,772	-18,288	-18,818
3611 I & S Management Costs	-11,532	-11,866	-12,211	-12,565	-12,929	-13,304	-13,690	-14,087	-14,495	-14,916
<b>Total Contra Accounts (Non Cash)</b>	<b>-23,199,733</b>	<b>-23,872,525</b>	<b>-24,564,828</b>	<b>-25,277,209</b>	<b>-26,010,248</b>	<b>-26,764,545</b>	<b>-27,540,717</b>	<b>-28,339,397</b>	<b>-29,161,240</b>	<b>-30,006,915</b>

## Appendx 1: Ten Year Financial Plans

### Beneficial Relationship Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>65,769</b>	<b>61,285</b>	<b>62,817</b>	<b>64,387</b>	<b>65,997</b>	<b>67,647</b>	<b>69,338</b>	<b>71,072</b>	<b>72,848</b>	<b>74,670</b>
<b>Operating Expenses</b>										
4111 Alliance Costs	22,493	23,055	23,632	24,223	24,828	25,449	26,085	26,737	27,406	28,091
4121 Association Membership	43,276	38,229	39,185	40,165	41,169	42,198	43,253	44,334	45,443	46,579
<b>Total Operating Expenses</b>	<b>65,769</b>	<b>61,285</b>	<b>62,817</b>	<b>64,387</b>	<b>65,997</b>	<b>67,647</b>	<b>69,338</b>	<b>71,072</b>	<b>72,848</b>	<b>74,670</b>
<b>Non Current Assets NCA</b>										
4121 Association Membership	0	0	0	0	0	0	0	0	0	0
<b>Total Non Current Assets NCA</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Appendx 1: Ten Year Financial Plans

### Corporate Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>-18,063,002</b>	<b>-19,458,379</b>	<b>-20,650,947</b>	<b>-21,456,707</b>	<b>-21,767,727</b>	<b>-22,549,776</b>	<b>-22,978,504</b>	<b>-23,975,968</b>	<b>-24,709,758</b>	<b>-25,452,778</b>
<b>Operating Income</b>										
5221 Rates, Investment Interest & General Revenue	-15,764,981	-17,212,022	-18,794,874	-19,508,589	-20,072,551	-20,674,439	-21,295,576	-22,004,635	-22,689,118	-23,345,556
5222 Grants - General Purpose	-5,687,400	-5,747,922	-5,891,620	-6,038,911	-6,189,884	-6,344,631	-6,503,246	-6,665,828	-6,832,473	-7,003,285
5312 Administration / Governance Services	-36,531	-37,444	-38,380	-39,340	-40,323	-41,331	-42,365	-43,424	-44,509	-45,622
5321 Human Resources Administration	-43,571	-43,660	-43,752	-43,846	-43,942	-44,040	-44,141	-44,245	-44,351	-44,460
5331 Stores & Purchasing	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000
5333 General Fleet	-221,000	-243,000	-267,000	-294,000	-308,500	-314,500	-321,000	-327,500	-334,000	-340,000
<b>Total Operating Income</b>	<b>-21,755,483</b>	<b>-23,286,049</b>	<b>-25,037,626</b>	<b>-25,926,685</b>	<b>-26,657,200</b>	<b>-27,420,941</b>	<b>-28,208,328</b>	<b>-29,087,631</b>	<b>-29,946,452</b>	<b>-30,780,923</b>
<b>Operating Expenses</b>										
5211 Financial Services	587,395	599,927	612,743	625,828	639,159	651,909	666,001	680,383	695,061	710,049
5311 General Manager	378,858	388,748	398,887	409,287	419,951	430,023	440,329	450,873	461,662	472,701
5312 Administration / Governance Services	1,248,767	1,279,446	1,310,871	1,343,061	1,376,031	1,408,301	1,441,313	1,475,083	1,509,630	1,544,973
5314 Information Technology Services	1,002,153	1,027,348	1,053,173	1,079,641	1,106,769	1,132,818	1,159,466	1,186,731	1,214,626	1,243,164
5321 Human Resources Administration	46,886	50,379	53,960	57,623	61,383	65,232	69,182	73,238	77,383	81,619
5323 Employment Overheads	76,277	145,122	297,000	159,000	227,500	113,500	100,500	162,000	24,000	35,635
5331 Stores & Purchasing	138,293	141,918	145,640	149,460	153,382	156,942	160,586	164,313	168,127	172,028
5332 Fleet Co-ordination	94,410	96,774	99,192	101,666	104,195	106,378	108,599	110,858	113,158	115,498
5333 General Fleet	-506,267	-539,529	-574,459	-613,123	-411,614	-378,311	-356,621	-357,457	-310,430	-308,500
5334 Water Fleet	-82,560	-80,774	-78,547	-76,305	-72,459	-65,903	-63,231	-64,509	-66,242	-69,590
5335 Waste Fleet	4,623	3,188	3,280	3,375	3,474	3,574	3,678	3,784	3,894	4,007
5336 Workshop Services	-225,601	-231,000	-236,525	-242,182	-247,972	-254,207	-260,597	-267,148	-273,862	-280,746
5513 Elected Official Expenses	229,533	235,525	456,674	247,986	254,463	260,445	506,567	272,831	279,242	285,807
5611 L & EE Management Costs	203,426	208,791	214,292	219,934	225,720	230,966	236,327	241,808	247,409	253,135
<b>Total Operating Expenses</b>	<b>3,196,193</b>	<b>3,325,864</b>	<b>3,756,182</b>	<b>3,465,252</b>	<b>3,839,981</b>	<b>3,861,667</b>	<b>4,212,099</b>	<b>4,132,786</b>	<b>4,143,659</b>	<b>4,259,780</b>
<b>Non Current Assets NCA</b>										
5211 Financial Services	1,589	1,629	1,669	1,711	1,754	1,798	1,843	1,889	1,936	1,984
5221 Rates, Investment Interest & General Revenue	-14,235	-15,125	-16,071	-17,076	-18,144	-19,278	-20,484	-21,756	-23,126	-24,615
5312 Administration / Governance Services	30,000	30,750	31,520	32,300	33,110	33,940	34,780	35,650	36,550	36,550
5314 Information Technology Services	133,968	137,317	140,750	144,269	147,876	151,573	155,362	159,246	163,227	167,307
5333 General Fleet	954,924	916,932	1,028,926	1,377,917	1,294,860	1,780,823	1,211,747	1,542,462	941,000	1,810,000
5334 Water Fleet	391,494	398,667	405,659	412,903	418,819	422,307	429,971	441,884	454,561	469,170
<b>Total Non Current Assets NCA</b>	<b>1,497,740</b>	<b>1,470,170</b>	<b>1,592,454</b>	<b>1,952,024</b>	<b>1,878,275</b>	<b>2,371,162</b>	<b>1,813,219</b>	<b>2,159,375</b>	<b>1,574,148</b>	<b>2,460,396</b>

## Appendx 1: Ten Year Financial Plans

### Corporate Services Management Management Activity Details Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Transfer to Reserve</b>										
5221 Rates, Investment Interest & General Revenue	125,000	130,000	133,250	150,000	161,000	172,000	184,000	197,000	211,000	225,000
5312 Administration / Governance Services	0	0	0	0	0	0	0	0	0	0
5314 Information Technology Services	51,250	52,500	53,500	55,000	56,500	58,000	59,500	61,000	62,500	64,000
5323 Employment Overheads	400,000	400,000	400,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
5333 General Fleet	0	62,000	112,000	0	196,820	0	337,837	38,623	669,000	0
<b>Total Transfer to Reserve</b>	<b>576,250</b>	<b>644,500</b>	<b>698,750</b>	<b>805,000</b>	<b>1,014,320</b>	<b>830,000</b>	<b>1,181,337</b>	<b>896,623</b>	<b>1,542,500</b>	<b>889,000</b>
<b>Transfer from Reserve</b>										
5311 General Manager	0	0	0	0	0	0	0	0	0	0
5312 Administration / Governance Services	0	0	0	0	0	0	0	0	0	0
5321 Human Resources Administration	0	0	0	0	0	0	0	0	0	0
5323 Employment Overheads	-157,000	-428,000	-251,000	-831,000	-207,500	-541,000	-468,500	-857,000	-425,000	-856,000
5333 General Fleet	6,000	0	0	-115,000	0	-261,820	0	0	0	-168,500
5335 Waste Fleet	36,475	39,102	40,236	41,403	42,603	43,839	45,110	46,419	47,765	49,150
5513 Elected Official Expenses	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer from Reserve</b>	<b>-114,525</b>	<b>-388,898</b>	<b>-210,764</b>	<b>-904,597</b>	<b>-164,897</b>	<b>-758,981</b>	<b>-423,390</b>	<b>-810,581</b>	<b>-377,235</b>	<b>-975,350</b>
<b>Repayment of Debt</b>										
5211 Financial Services	26,348	27,728	28,629	30,410	32,302	0	0	0	0	0
5333 General Fleet	234,519	252,050	270,909	291,170	89,670	60,020	39,949	42,230	0	0
<b>Total Repayment of Debt</b>	<b>260,867</b>	<b>279,778</b>	<b>299,538</b>	<b>321,580</b>	<b>121,972</b>	<b>60,020</b>	<b>39,949</b>	<b>42,230</b>	<b>0</b>	<b>0</b>
<b>Contra Accounts (Non Cash)</b>										
5312 Administration / Governance Services	-12,070	-12,420	-12,780	-13,151	-13,532	-13,925	-14,328	-14,744	-15,172	-15,612
5314 Information Technology Services	-100,766	-103,688	-106,695	-109,789	-112,973	-116,249	-119,621	-123,090	-126,659	-130,332
5323 Employment Overheads	-493,000	-237,000	-446,000	172,000	-420,000	-72,500	-132,000	195,000	-99,000	286,000
5333 General Fleet	-768,176	-790,453	-813,376	-836,964	-861,236	-886,212	-911,912	-938,358	-965,570	-993,000
5334 Water Fleet	-308,934	-317,893	-327,112	-336,598	-346,360	-356,404	-366,740	-377,375	-388,319	-399,580
5335 Waste Fleet	-41,098	-42,290	-43,516	-44,778	-46,077	-47,413	-48,788	-50,203	-51,659	-53,157
<b>Total Contra Accounts (Non Cash)</b>	<b>-1,724,044</b>	<b>-1,503,744</b>	<b>-1,749,480</b>	<b>-1,169,281</b>	<b>-1,800,178</b>	<b>-1,492,703</b>	<b>-1,593,389</b>	<b>-1,308,769</b>	<b>-1,646,379</b>	<b>-1,305,681</b>

Appendix 1: Ten Year Financial Plans

<b>Kempsey Shire Council</b> <b>Income Statement</b> <b>Consolidated - Scenario 2*</b>										
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Income from Continuing Operations</b>										
Rates & Annual Charges	28,708,868	30,264,521	31,692,110	33,118,543	34,611,145	36,041,266	37,536,087	39,100,449	40,736,392	42,319,753
User Charges & Fees	15,553,460	16,103,752	16,757,166	17,372,689	17,999,539	18,643,109	19,311,979	20,007,950	20,732,306	21,475,862
Interest	1,343,607	1,379,715	1,409,817	1,440,513	1,471,812	1,525,069	1,581,125	1,708,162	1,793,176	1,832,166
Operating Grants & Contributions	10,487,570	10,655,176	10,898,625	11,158,910	11,415,692	11,688,641	11,958,427	12,245,229	12,529,229	12,830,116
Capital Grants & Contributions	2,270,172	2,016,380	1,893,096	1,684,194	1,814,127	1,716,278	1,730,605	1,745,270	1,760,280	1,775,645
Other Revenues	158,615	160,859	163,160	165,518	167,935	170,412	172,951	175,554	178,222	180,956
<b>Total Income from Continuing Operations</b>	<b>58,522,292</b>	<b>60,580,403</b>	<b>62,813,974</b>	<b>64,940,367</b>	<b>67,480,250</b>	<b>69,784,775</b>	<b>72,291,174</b>	<b>74,982,614</b>	<b>77,729,605</b>	<b>80,414,498</b>
<b>Expenses from Continuing Operations</b>										
Employee Expenses	20,525,659	20,808,815	21,566,793	22,262,589	22,308,162	23,079,658	24,298,242	23,899,383	24,448,054	23,644,097
Borrowing Costs	3,773,086	4,231,692	4,662,264	5,057,972	5,013,065	5,181,557	5,509,796	6,040,396	6,425,282	6,677,412
Materials & Contracts	17,120,417	17,867,480	18,278,039	17,977,125	19,192,809	19,356,448	19,022,242	20,450,182	20,848,376	22,691,676
Depreciation	31,165,588	32,069,388	32,999,402	33,956,387	34,941,121	35,954,409	36,997,090	38,070,008	39,174,040	40,309,514
Other Expenses	3,992,523	4,313,676	4,851,607	4,993,951	5,185,461	5,393,547	5,850,760	5,837,518	6,074,275	6,321,494
	<b>76,577,274</b>	<b>79,291,051</b>	<b>82,358,105</b>	<b>84,248,024</b>	<b>86,640,618</b>	<b>88,965,620</b>	<b>91,678,130</b>	<b>94,297,488</b>	<b>96,970,027</b>	<b>99,644,193</b>
<b>Operating Result from Continuing Operations</b>	<b>- 18,054,982</b>	<b>- 18,710,648</b>	<b>- 19,544,131</b>	<b>- 19,307,656</b>	<b>- 19,160,368</b>	<b>- 19,180,845</b>	<b>- 19,386,956</b>	<b>- 19,314,874</b>	<b>- 19,240,422</b>	<b>- 19,229,694</b>
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>- 20,325,154</b>	<b>- 20,727,028</b>	<b>- 21,437,227</b>	<b>- 20,991,850</b>	<b>- 20,974,495</b>	<b>- 20,897,123</b>	<b>- 21,117,561</b>	<b>- 21,060,144</b>	<b>- 21,000,702</b>	<b>- 21,005,339</b>

\* Scenario 2 is based on Council's General Rates increasing by the Statutory Rate Pegging Increase of 2.3% in 2014/15 and an estimated 3% thereafter combined with the reallocation of Council funding in the General Fund with an emphasis on the maintenance and renewal of infrastructure assets in particular the road network.

# Appendix 1: Ten Year Financial Plans

<b>Kempsey Shire Council</b> <b>Statement of Financial Position</b> <b>Consolidated - General, Water &amp; Sewer Funds (Scenario 2)</b>										
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Current Assets</b>										
Cash & Investments	21,984,698	22,252,560	22,449,580	21,653,430	22,964,904	23,780,852	25,760,077	26,463,890	28,498,576	29,975,484
Receivables	6,354,681	6,599,082	6,863,974	7,117,935	7,419,020	7,695,025	7,994,730	8,316,315	8,645,457	8,958,175
Inventories & other Assets	352,018	334,417	317,697	301,812	286,721	272,385	258,766	245,828	233,536	221,859
<b>Total Current Assets</b>	<b>28,691,398</b>	<b>29,186,060</b>	<b>29,631,250</b>	<b>29,073,177</b>	<b>30,670,646</b>	<b>31,748,263</b>	<b>34,013,574</b>	<b>35,026,033</b>	<b>37,377,569</b>	<b>39,155,518</b>
<b>Non Current Assets</b>										
Receivables	164,703	149,575	133,503	116,422	98,280	78,999	58,507	36,749	13,622	0
Infrastructure, Property, Plant & Equipment	1,143,042,010	1,130,725,222	1,117,141,883	1,096,675,471	1,078,482,508	1,062,717,377	1,049,337,319	1,034,345,427	1,016,053,667	1,000,632,236
<b>Total Non-Current Assets</b>	<b>1,143,206,713</b>	<b>1,130,874,797</b>	<b>1,117,275,386</b>	<b>1,096,791,893</b>	<b>1,078,580,787</b>	<b>1,062,796,376</b>	<b>1,049,395,826</b>	<b>1,034,382,175</b>	<b>1,016,067,289</b>	<b>1,000,632,236</b>
<b>TOTAL ASSETS</b>	<b>1,171,898,110</b>	<b>1,160,060,856</b>	<b>1,146,906,636</b>	<b>1,125,865,070</b>	<b>1,109,251,433</b>	<b>1,094,544,638</b>	<b>1,083,409,399</b>	<b>1,069,408,208</b>	<b>1,053,444,858</b>	<b>1,039,787,755</b>
<b>Current Liabilities</b>										
Payables	5,243,903	5,435,214	5,600,714	5,161,525	5,581,954	6,010,055	6,468,787	6,563,454	6,512,570	7,010,928
Borrowings	2,291,701	5,426,334	5,177,519	5,078,547	5,091,452	4,663,968	5,280,987	5,406,096	5,974,869	5,734,149
Provisions	9,193,922	9,427,922	9,870,922	9,701,922	10,118,922	10,188,422	10,320,422	10,122,422	10,218,422	9,929,422
<b>Total Current Liabilities</b>	<b>16,729,526</b>	<b>20,289,470</b>	<b>20,649,155</b>	<b>19,941,994</b>	<b>20,792,328</b>	<b>20,862,445</b>	<b>22,070,196</b>	<b>22,091,972</b>	<b>22,705,861</b>	<b>22,674,499</b>
<b>Non Current Liabilities</b>										
Payables	530,804	525,496	520,241	515,038	509,888	504,789	499,741	494,744	489,796	484,898
Borrowings	64,754,058	68,069,817	74,102,298	73,083,751	74,782,299	79,188,331	86,237,344	91,531,248	94,196,379	99,802,230
Provisions	315,970	318,970	321,970	318,970	321,970	324,970	324,970	327,970	330,970	333,970
<b>Total Non-Current Liabilities</b>	<b>65,600,832</b>	<b>68,914,283</b>	<b>74,944,509</b>	<b>73,917,759</b>	<b>75,614,157</b>	<b>80,018,090</b>	<b>87,062,055</b>	<b>92,353,962</b>	<b>95,017,145</b>	<b>100,621,098</b>
<b>TOTAL LIABILITIES</b>	<b>82,330,358</b>	<b>89,203,752</b>	<b>95,593,663</b>	<b>93,859,753</b>	<b>96,406,484</b>	<b>100,880,535</b>	<b>109,132,251</b>	<b>114,445,934</b>	<b>117,723,006</b>	<b>123,295,597</b>
<b>NET ASSETS</b>	<b>1,089,567,753</b>	<b>1,070,857,104</b>	<b>1,051,312,973</b>	<b>1,032,005,316</b>	<b>1,012,844,949</b>	<b>993,664,104</b>	<b>974,277,148</b>	<b>954,962,274</b>	<b>935,721,852</b>	<b>916,492,158</b>
<b>OPENING EQUITY</b>	<b>1,107,622,734</b>	<b>1,089,567,753</b>	<b>1,070,857,104</b>	<b>1,051,312,973</b>	<b>1,032,005,316</b>	<b>1,012,844,949</b>	<b>993,664,104</b>	<b>974,277,148</b>	<b>954,962,274</b>	<b>935,721,852</b>
Operating Result	- 18,054,982 -	- 18,710,648 -	- 19,544,131 -	- 19,307,656 -	- 19,160,368 -	- 19,180,845 -	- 19,386,956 -	- 19,314,874 -	- 19,240,422 -	- 19,229,694 -
<b>CLOSING EQUITY</b>	<b>1,089,567,753</b>	<b>1,070,857,104</b>	<b>1,051,312,973</b>	<b>1,032,005,316</b>	<b>1,012,844,949</b>	<b>993,664,104</b>	<b>974,277,148</b>	<b>954,962,274</b>	<b>935,721,852</b>	<b>916,492,158</b>



Appendix 1: Ten Year Financial Plans

<b>Kempsey Shire Council</b> <b>Statement of Cash Flows</b> <b>Consolidated - General, Water &amp; Sewer Funds (Scenario 2)</b>										
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Cash Flow from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	28,846,102	30,210,593	31,633,661	33,062,506	34,544,710	35,980,365	37,469,956	39,029,491	40,663,766	42,248,325
User Charges & Fees	15,845,683	15,988,919	16,632,706	17,253,365	17,858,074	18,513,427	19,171,162	19,856,853	20,577,658	21,323,764
Interest	1,358,220	1,373,973	1,403,593	1,434,546	1,464,738	1,518,584	1,574,083	1,700,606	1,785,443	1,824,560
Grants & Contributions	12,935,618	12,601,657	12,715,962	12,770,471	13,143,709	13,325,982	13,603,317	13,898,526	14,195,375	14,513,179
Other Revenues	177,142	178,460	179,881	181,403	183,026	184,748	186,570	188,492	190,513	192,633
<b>Payments:</b>										
Employee Expenses	- 20,166,016 -	- 20,559,799 -	- 21,110,441 -	- 22,463,296 -	- 21,861,335 -	- 22,979,832 -	- 24,136,934 -	- 24,088,591 -	- 24,352,661 -	- 23,898,220
Borrowing Costs	- 3,983,663 -	- 4,212,719 -	- 4,645,918 -	- 5,103,302 -	- 4,970,704 -	- 5,138,408 -	- 5,463,518 -	- 6,031,249 -	- 6,430,977 -	- 6,627,076
Materials & Contracts	- 18,840,843 -	- 17,712,467 -	- 18,144,491 -	- 18,347,478 -	- 18,846,719 -	- 19,003,921 -	- 18,644,144 -	- 20,375,452 -	- 20,894,906 -	- 22,280,429
Other Expenses	- 3,992,523 -	- 4,313,676 -	- 4,851,607 -	- 4,993,951 -	- 5,185,461 -	- 5,393,547 -	- 5,850,760 -	- 5,837,518 -	- 6,074,275 -	- 6,321,494
<b>Net Cash provided by(or used in ) Operating Activities</b>	12,179,720	13,554,942	13,813,345	13,794,263	16,330,037	17,007,397	17,909,733	18,341,157	19,659,935	20,975,243
<b>Cash Flow From Investing Activities</b>										
<b>Receipts:</b>										
Deferred Debtor Repayments	14,237	15,128	16,072	17,081	18,142	19,281	20,492	21,758	23,127	24,617
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant and Equipment	- 19,472,658 -	- 19,752,600 -	- 19,416,064 -	- 13,489,975 -	- 16,748,158 -	- 20,189,278 -	- 23,617,032 -	- 23,078,115 -	- 20,882,280 -	- 24,888,083
<b>Net Cash provided by( or used in ) Investing Activities</b>	- 19,458,422 -	- 19,737,472 -	- 19,399,992 -	- 13,472,894 -	- 16,730,016 -	- 20,169,997 -	- 23,596,540 -	- 23,056,357 -	- 20,859,153 -	- 24,863,466
<b>Cash Flow From Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	11,720,000	11,700,000	11,210,000	4,060,000	6,790,000	9,070,000	12,330,000	10,700,000	8,640,000	11,340,000
<b>Payments:</b>										
Repayment of Borrowings & Advances	- 5,267,900 -	- 5,249,608 -	- 5,426,334 -	- 5,177,519 -	- 5,078,547 -	- 5,091,452 -	- 4,663,968 -	- 5,280,987 -	- 5,406,096 -	- 5,974,869
<b>Net Cash provided by(or used in ) Financing Activities</b>	6,452,100	6,450,392	5,783,666	1,117,519	1,711,453	3,978,548	7,666,032	5,419,013	3,233,904	5,365,131
<b>Net Increase (Decrease) in Cash</b>	- 826,601	267,862	197,019	796,150	1,311,474	815,948	1,979,225	703,813	2,034,686	1,476,907
plus: Cash & Cash Equivalents - beginning of the year	22,811,300	21,984,698	22,252,560	22,449,579	21,653,429	22,964,903	23,780,851	25,760,076	26,463,889	28,498,575
<b>Cash &amp; Cash Equivalents - End of the year</b>	<b>21,984,698</b>	<b>22,252,560</b>	<b>22,449,579</b>	<b>21,653,429</b>	<b>22,964,903</b>	<b>23,780,851</b>	<b>25,760,076</b>	<b>26,463,889</b>	<b>28,498,575</b>	<b>29,975,483</b>

# Appendix 1: Ten Year Financial Plans

Kempsey Shire Council Scenario 2										
Consolidated Ratio's - General Water & Sewer Funds										
Ratio	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Operating Result before Capital Amounts</b>	20,325,154	20,727,028	21,437,227	20,991,850	20,974,495	20,897,123	21,117,561	21,060,144	21,000,702	21,005,339
<b>Operating Balance Ratio</b>										
<u>Operating Result before Capital Amounts</u>	<u>20,325,154</u>	<u>20,727,028</u>	<u>21,437,227</u>	<u>20,991,850</u>	<u>20,974,495</u>	<u>20,897,123</u>	<u>21,117,561</u>	<u>21,060,144</u>	<u>21,000,702</u>	<u>21,005,339</u>
Operating Income (excluding Capital Grants/Contributions)	56,252,120	58,564,023	60,920,878	63,256,173	65,666,123	68,068,497	70,560,569	73,237,344	75,969,325	78,638,853
Ratio	-36.13%	-35.39%	-35.19%	-33.19%	-31.94%	-30.70%	-29.93%	-28.76%	-27.64%	-26.71%
<b>Unrestricted Current Ratio</b>										
<u>Current Assets (less external restrictions)</u>	<u>22,522,829</u>	<u>22,640,538</u>	<u>22,840,894</u>	<u>21,813,409</u>	<u>22,897,090</u>	<u>23,575,464</u>	<u>25,402,616</u>	<u>25,937,079</u>	<u>27,756,949</u>	<u>28,916,495</u>
Current Liabilities (less Specific Purpose liabilities)	7,586,770	10,736,633	11,385,139	10,226,259	10,989,783	10,967,455	12,432,059	12,216,533	13,162,494	12,866,732
Ratio	2.97	2.11	2.01	2.13	2.08	2.15	2.04	2.12	2.11	2.25
<b>Debt Service Ratio</b>										
<u>Loan Interest &amp; Principal Repayments</u>	<u>9,040,986</u>	<u>9,481,300</u>	<u>10,088,598</u>	<u>10,235,491</u>	<u>10,091,612</u>	<u>10,273,009</u>	<u>10,173,764</u>	<u>11,321,383</u>	<u>11,831,378</u>	<u>12,652,281</u>
Revenue from Continuing Operations excluding Capital Items & Specific Purpose Grants & Contributions	51,797,450	54,002,769	56,260,373	58,483,174	60,787,815	63,072,487	65,453,888	68,006,943	70,622,069	73,162,022
Ratio	17.45%	17.56%	17.93%	17.50%	16.60%	16.29%	15.54%	16.65%	16.75%	17.29%
<b>Rates &amp; Annual Charges Coverage Ratio</b>										
<u>Rates &amp; Annual Charges Income</u>	<u>28,708,868</u>	<u>30,264,521</u>	<u>31,692,110</u>	<u>33,118,543</u>	<u>34,611,145</u>	<u>36,041,266</u>	<u>37,536,087</u>	<u>39,100,449</u>	<u>40,736,392</u>	<u>42,319,753</u>
Operating Income	58,522,292	60,580,403	62,813,974	64,940,367	67,480,250	69,784,775	72,291,174	74,982,614	77,729,605	80,414,498
Ratio	49.06%	49.96%	50.45%	51.00%	51.29%	51.65%	51.92%	52.15%	52.41%	52.63%
<b>Asset Renewal Ratio</b>										
<u>Asset Renewals Expenditure</u>	<u>18,155,617</u>	<u>18,620,483</u>	<u>18,532,408</u>	<u>12,580,894</u>	<u>12,612,910</u>	<u>14,027,108</u>	<u>22,227,176</u>	<u>20,459,766</u>	<u>18,334,609</u>	<u>23,811,167</u>
Depreciation	31,165,588	32,069,388	32,999,402	33,956,387	34,941,121	35,954,409	36,997,090	38,070,008	39,174,040	40,309,514
Ratio	58.26%	58.06%	56.16%	37.05%	36.10%	39.01%	60.08%	53.74%	46.80%	59.07%
<b>Building &amp; Infrastructure Renewal Ratio</b>										
<u>Building &amp; Infrastructure Renewals Expenditure</u>	<u>16,639,361</u>	<u>17,128,937</u>	<u>16,915,271</u>	<u>10,600,846</u>	<u>10,701,711</u>	<u>11,615,395</u>	<u>20,369,646</u>	<u>18,256,280</u>	<u>16,716,979</u>	<u>21,308,565</u>
Depreciation	28,710,145	29,542,737	30,399,479	31,281,065	32,188,215	33,121,670	34,082,202	35,070,587	36,087,634	37,134,177
<b>Building &amp; Infrastructure Renewal Ratio</b>	57.96%	57.98%	55.64%	33.89%	33.25%	35.07%	59.77%	52.06%	46.32%	57.38%

# Appendix 1: Ten Year Financial Plans

## Kempsey Shire Council Consolidated Budget Summary Scenario 2- General , Water & Sewer Funds For Period 2014/15 to 2023/24

Management Activity Summary	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>-1</b>	<b>1</b>	<b>-2</b>	<b>-1</b>	<b>1</b>	<b>0</b>	<b>-5</b>
<b>Operating Income</b>										
- Ecological & Economic Sustainable Development	-1,804,789	-2,026,568	-2,164,459	-2,237,831	-2,294,981	-2,352,729	-2,412,046	-2,472,931	-2,535,412	-2,599,526
- Social, Cultural & Community	-1,895,430	-2,158,879	-2,213,020	-2,276,992	-2,322,327	-2,389,071	-2,446,556	-2,516,834	-2,578,957	-2,652,973
- Infrastructure & Services	-31,744,712	-33,057,659	-34,616,455	-36,189,693	-37,868,149	-39,486,389	-41,181,440	-42,958,482	-44,821,842	-46,636,170
- Leadership & Effective, Efficient Management	-20,807,189	-21,320,918	-21,926,942	-22,551,658	-23,180,665	-23,840,309	-24,520,527	-25,289,098	-26,033,116	-26,750,182
<b>Total Operating Income</b>	<b>-56,252,120</b>	<b>-58,564,023</b>	<b>-60,920,877</b>	<b>-63,256,174</b>	<b>-65,666,122</b>	<b>-68,068,499</b>	<b>-70,560,570</b>	<b>-73,237,345</b>	<b>-75,969,327</b>	<b>-78,638,851</b>
<b>Operating Expenses</b>										
- Ecological & Economic Sustainable Development	3,845,029	4,102,309	4,328,116	4,421,403	4,501,074	4,612,228	4,609,970	4,723,863	4,840,990	4,960,322
- Social, Cultural & Community	5,011,940	5,116,654	5,207,040	5,208,552	5,192,410	5,325,889	5,386,508	5,517,356	5,646,354	5,787,518
- Infrastructure & Services	64,458,342	66,684,942	69,003,951	71,088,428	73,041,156	75,098,189	77,400,214	79,852,413	82,266,178	84,561,894
- Beneficial Relationships	65,769	61,285	62,817	64,387	65,997	67,647	69,338	71,072	72,848	74,670
- Leadership & Effective, Efficient Management	3,196,193	3,325,864	3,756,182	3,465,252	3,839,981	3,861,667	4,212,099	4,132,786	4,143,659	4,259,780
<b>Total Operating Expenses</b>	<b>76,577,273</b>	<b>79,291,053</b>	<b>82,358,105</b>	<b>84,248,022</b>	<b>86,640,618</b>	<b>88,965,620</b>	<b>91,678,129</b>	<b>94,297,489</b>	<b>96,970,029</b>	<b>99,644,184</b>
<b>Non Operating Income</b>										
- Social, Cultural & Community	0	0	0	0	0	0	0	0	0	0
- Infrastructure & Services	-2,270,172	-2,016,380	-1,893,096	-1,684,194	-1,814,127	-1,716,278	-1,730,605	-1,745,270	-1,760,280	-1,775,645
<b>Total Non Operating Income</b>	<b>-2,270,172</b>	<b>-2,016,380</b>	<b>-1,893,096</b>	<b>-1,684,194</b>	<b>-1,814,127</b>	<b>-1,716,278</b>	<b>-1,730,605</b>	<b>-1,745,270</b>	<b>-1,760,280</b>	<b>-1,775,645</b>
<b>Non Current Assets NCA</b>										
- Social, Cultural & Community	4,099	4,201	4,307	4,414	4,525	4,638	4,754	4,872	4,994	5,120
- Infrastructure & Services	17,956,584	18,263,102	17,803,233	11,516,458	14,847,216	17,794,198	21,778,571	20,892,112	19,280,011	22,397,953
- Beneficial Relationships	0	0	0	0	0	0	0	0	0	0
- Leadership & Effective, Efficient Management	1,497,740	1,470,170	1,592,454	1,952,024	1,878,275	2,371,162	1,813,219	2,159,375	1,574,148	2,460,396
<b>Total Non Current Assets NCA</b>	<b>19,458,423</b>	<b>19,737,474</b>	<b>19,399,993</b>	<b>13,472,897</b>	<b>16,730,015</b>	<b>20,169,998</b>	<b>23,596,543</b>	<b>23,056,359</b>	<b>20,859,153</b>	<b>24,863,469</b>
<b>Transfer to Reserve</b>										
- Ecological & Economic Sustainable Development	20,058	20,433	20,994	21,572	22,166	22,720	23,287	23,869	24,466	25,229
- Social, Cultural & Community	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
- Infrastructure & Services	1,517,686	1,375,350	1,394,799	1,463,118	1,555,283	1,159,839	1,248,972	875,317	1,003,446	1,080,305
- Beneficial Relationships	576,250	644,500	698,750	805,000	1,014,320	830,000	1,181,337	896,623	1,542,500	889,000
- Leadership & Effective, Efficient Management	2,118,994	2,045,283	2,119,543	2,294,690	2,596,769	2,017,559	2,458,596	1,800,809	2,575,412	1,999,534

# Appendix 1: Ten Year Financial Plans

## Kempsey Shire Council Consolidated Budget Summary Scenario 2- General , Water & Sewer Funds For Period 2014/15 to 2023/24

Management Activity Summary	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Transfer from Reserve</b>										
- Ecological & Economic Sustainable Development	0	0	0	0	0	0	0	0	0	0
- Social, Cultural & Community	-19,598	-20,088	-20,590	-21,105	-21,633	-22,173	-22,728	-23,296	-23,878	-24,470
- Infrastructure & Services	-1,387,586	-1,327,638	-1,603,243	-1,482,670	-1,228,049	-581,789	-200,852	-44,143	233,071	295,771
- Leadership & Effective, Efficient Management	-114,525	-388,898	-210,764	-904,597	-164,897	-758,981	-423,390	-810,581	-377,235	-975,350
<b>Total Transfer from Reserve</b>	<b>-1,521,709</b>	<b>-1,736,624</b>	<b>-1,834,597</b>	<b>-2,408,372</b>	<b>-1,414,578</b>	<b>-1,362,944</b>	<b>-646,970</b>	<b>-878,019</b>	<b>-168,043</b>	<b>-704,049</b>
<b>Repayment of Debt</b>										
- Social, Cultural & Community	20,350	21,733	22,939	16,205	0	0	0	0	0	0
- Infrastructure & Services	4,986,683	4,948,097	5,103,857	4,839,734	4,956,575	5,031,432	4,624,019	5,238,757	5,406,096	5,974,869
- Leadership & Effective, Efficient Management	260,867	279,778	299,538	321,580	121,972	60,020	39,949	42,230	0	0
<b>Total Repayment of Debt</b>	<b>5,267,900</b>	<b>5,249,608</b>	<b>5,426,334</b>	<b>5,177,519</b>	<b>5,078,547</b>	<b>5,091,452</b>	<b>4,663,968</b>	<b>5,280,987</b>	<b>5,406,096</b>	<b>5,974,869</b>
<b>Loan Borrowings Utilised</b>										
- Infrastructure & Services	-11,720,000	-11,700,000	-11,210,000	-4,060,000	-6,790,000	-9,070,000	-12,330,000	-10,700,000	-8,640,000	-11,340,000
<b>Total Loan Borrowings Utilised</b>	<b>-11,720,000</b>	<b>-11,700,000</b>	<b>-11,210,000</b>	<b>-4,060,000</b>	<b>-6,790,000</b>	<b>-9,070,000</b>	<b>-12,330,000</b>	<b>-10,700,000</b>	<b>-8,640,000</b>	<b>-11,340,000</b>
<b>Contra Accounts (Non Cash)</b>										
- Ecological & Economic Sustainable Development	-9,133	-9,398	-9,670	-9,951	-10,239	-10,536	-10,842	-11,156	-11,480	-11,813
- Social, Cultural & Community	-388,642	-399,913	-411,510	-423,444	-435,724	-448,359	-461,361	-474,742	-488,510	-502,675
- Infrastructure & Services	-29,536,770	-30,393,334	-31,274,743	-32,181,713	-33,114,981	-34,075,312	-35,063,500	-36,080,342	-37,126,673	-38,203,347
- Leadership & Effective, Efficient Management	-1,724,044	-1,503,744	-1,749,480	-1,169,281	-1,800,178	-1,492,703	-1,593,389	-1,308,769	-1,646,379	-1,305,681
<b>Total Contra Accounts (Non Cash)</b>	<b>-31,658,589</b>	<b>-32,306,389</b>	<b>-33,445,403</b>	<b>-33,784,388</b>	<b>-35,361,122</b>	<b>-36,026,910</b>	<b>-37,129,092</b>	<b>-37,875,009</b>	<b>-39,273,041</b>	<b>-40,023,516</b>

## Appendix 1: Ten Year Financial Plans

### Ecological & Economic Sustainable Development Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>2,051,165</b>	<b>2,086,776</b>	<b>2,174,980</b>	<b>2,195,194</b>	<b>2,218,019</b>	<b>2,271,683</b>	<b>2,210,369</b>	<b>2,263,644</b>	<b>2,318,564</b>	<b>2,374,212</b>
<b>Operating Income</b>										
1111 Coastal Environmental Management	-314,706	-323,223	-331,971	-340,955	-350,184	-358,937	-367,910	-377,107	-386,534	-396,197
1112 Estuary Management	-373,095	-384,225	-400,110	-450,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000
1113 Vegetation Management	-63,786	-105,241	-123,529	-116,791	-70,408	-72,168	-73,972	-75,822	-94,317	-117,760
1211 Develop Long Term Plans to Manage Environmental Im	-177,286	-246,065	-244,325	-238,985	-256,059	-275,646	-295,844	-316,655	-321,479	-322,017
1213 149 Certificates	-94,300	-96,658	-99,074	-101,551	-104,090	-106,692	-109,359	-112,093	-114,895	-117,768
1312 Review & Implement the Economic Development Strate	0	-70,000	-144,265	-147,834	-151,483	-154,959	-158,526	-162,158	-165,863	-169,653
1313 Review & Implement the Tourism Strategic Plan	0	0	0	0	0	0	0	0	0	0
1411 Building Control to Ensure Health & Safety	-283,974	-291,073	-298,350	-305,809	-313,454	-321,291	-329,323	-337,556	-345,995	-354,644
1412 Control Development to Ensure High Standards	-252,229	-258,535	-264,998	-271,623	-278,414	-285,374	-292,508	-299,821	-307,317	-315,000
1414 Regulatory Enforcement to Protect the Community an	-159,131	-163,109	-167,187	-171,367	-175,651	-180,042	-184,543	-189,157	-193,886	-198,733
1511 E & ESD Management Costs	-86,282	-88,439	-90,650	-92,916	-95,239	-97,620	-100,061	-102,562	-105,126	-107,754
<b>Total Operating Income</b>	<b>-1,804,789</b>	<b>-2,026,568</b>	<b>-2,164,459</b>	<b>-2,237,831</b>	<b>-2,294,981</b>	<b>-2,352,729</b>	<b>-2,412,046</b>	<b>-2,472,931</b>	<b>-2,535,412</b>	<b>-2,599,526</b>
<b>Operating Expenses</b>										
1111 Coastal Environmental Management	248,025	254,825	261,635	268,632	275,820	282,539	289,426	296,483	303,718	310,982
1112 Estuary Management	373,095	384,225	400,110	450,000	500,000	500,000	500,000	500,000	500,000	500,000
1113 Vegetation Management	154,400	198,341	219,177	215,047	171,335	175,566	179,896	184,326	205,459	231,597
1211 Develop Long Term Plans to Manage Environmental Im	201,259	272,000	302,000	259,000	239,600	258,700	275,400	295,700	300,000	300,000
1312 Review & Implement the Economic Development Strate	333,006	389,839	472,485	484,650	497,115	509,153	408,350	418,135	428,139	438,379
1313 Review & Implement the Tourism Strategic Plan	30,904	31,677	32,469	33,280	34,112	34,965	35,839	36,735	37,654	38,595
1412 Control Development to Ensure High Standards	100,410	102,675	104,997	107,377	109,816	112,317	114,880	117,507	120,199	122,959
1414 Regulatory Enforcement to Protect the Community an	78,471	80,549	82,681	84,871	87,118	89,316	91,570	93,881	96,251	98,679
1511 E & ESD Management Costs	2,325,459	2,388,179	2,452,562	2,518,546	2,586,156	2,649,672	2,714,609	2,781,095	2,849,570	2,919,131
<b>Total Operating Expenses</b>	<b>3,845,029</b>	<b>4,102,309</b>	<b>4,328,116</b>	<b>4,421,403</b>	<b>4,501,074</b>	<b>4,612,228</b>	<b>4,609,970</b>	<b>4,723,863</b>	<b>4,840,990</b>	<b>4,960,322</b>
<b>Transfer to Reserve</b>										
1111 Coastal Environmental Management	20,058	20,433	20,994	21,572	22,166	22,720	23,287	23,869	24,466	25,229
<b>Total Transfer to Reserve</b>	<b>20,058</b>	<b>20,433</b>	<b>20,994</b>	<b>21,572</b>	<b>22,166</b>	<b>22,720</b>	<b>23,287</b>	<b>23,869</b>	<b>24,466</b>	<b>25,229</b>
<b>Transfer from Reserve</b>										
1112 Estuary Management	0	0	0	0	0	0	0	0	0	0
1211 Develop Long Term Plans to Manage Environmental Im	0	0	0	0	0	0	0	0	0	0
1312 Review & Implement the Economic Development Strate	0	0	0	0	0	0	0	0	0	0
1313 Review & Implement the Tourism Strategic Plan	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer from Reserve</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Ecological & Economic Sustainable Development Management  
Management Activity Details Scenario 2  
Financial Budget 2014/15 to 2023/24**

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Contra Accounts (Non Cash)</b>										
1312 Review & Implement the Economic Development Strate	-2,626	-2,702	-2,781	-2,861	-2,944	-3,030	-3,117	-3,208	-3,301	-3,397
1414 Regulatory Enforcement to Protect the Community an	-4,548	-4,680	-4,816	-4,955	-5,099	-5,247	-5,399	-5,556	-5,717	-5,882
1511 E & ESD Management Costs	-1,959	-2,016	-2,074	-2,134	-2,196	-2,260	-2,326	-2,393	-2,462	-2,534
<b>Total Contra Accounts (Non Cash)</b>	<b>-9,133</b>	<b>-9,398</b>	<b>-9,670</b>	<b>-9,951</b>	<b>-10,239</b>	<b>-10,536</b>	<b>-10,842</b>	<b>-11,156</b>	<b>-11,480</b>	<b>-11,813</b>

# Appendx 1: Ten Year Financial Plans

## Social, Cultural & Community Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>2,737,719</b>	<b>2,568,709</b>	<b>2,594,165</b>	<b>2,512,630</b>	<b>2,422,251</b>	<b>2,475,923</b>	<b>2,465,616</b>	<b>2,512,357</b>	<b>2,565,004</b>	<b>2,617,520</b>
<b>Operating Income</b>										
2111 Macleay Community Care Options	-1,497,177	-1,540,597	-1,585,272	-1,631,246	-1,678,551	-1,727,230	-1,777,318	-1,828,861	-1,881,899	-1,936,472
2121 Community Houses South / West	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273
2122 Homes for Aged	-43,616	-44,881	-46,182	-47,522	-48,900	-50,318	-51,777	-53,279	-54,824	-56,414
2123 Other Community Services	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000
2213 Medical Scholarships	0	0	0	0	0	0	0	0	0	0
2311 Aboriginal	-63,468	-65,055	-66,681	-68,348	-70,057	-71,808	-73,603	-75,444	-77,330	-79,263
2312 Youth	-512	-525	-538	-551	-565	-579	-594	-609	-624	-639
2321 Customer Interaction	0	0	0	0	0	0	0	0	0	0
2322 Visitor Information Services	-20,487	-229,229	-237,247	-243,629	-239,873	-245,977	-251,233	-257,643	-264,211	-270,947
2421 Art Gallery	-20,285	-25,792	-21,312	-26,844	-22,391	-27,950	-23,524	-29,112	-24,715	-30,332
2422 Festivals/ Cultural Events	-12,376	-12,685	-13,003	-13,328	-13,661	-14,002	-14,352	-14,711	-15,079	-15,456
2423 Library Services	-71,457	-73,243	-75,075	-76,951	-78,875	-80,847	-82,868	-84,940	-87,063	-89,240
2521 Community Safety & Crime Prevention	-3,177	-3,256	-3,338	-3,421	-3,507	-3,594	-3,684	-3,776	-3,871	-3,968
2523 Graffiti Busters	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000
2531 Community Buildings	-29,602	-30,342	-31,101	-31,878	-32,675	-33,492	-34,329	-35,187	-36,067	-36,969
<b>Total Operating Income</b>	<b>-1,895,430</b>	<b>-2,158,879</b>	<b>-2,213,020</b>	<b>-2,276,992</b>	<b>-2,322,327</b>	<b>-2,389,071</b>	<b>-2,446,556</b>	<b>-2,516,834</b>	<b>-2,578,957</b>	<b>-2,652,973</b>
<b>Operating Expenses</b>										
2111 Macleay Community Care Options	1,512,630	1,556,498	1,601,634	1,648,083	1,695,876	1,745,057	1,795,662	1,847,737	1,901,323	1,956,459
2121 Community Houses South / West	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273
2122 Homes for Aged	63,435	65,275	67,167	69,116	71,120	73,182	75,304	77,489	79,736	82,048
2123 Other Community Services	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
2211 Community Subsidies	3,330	3,413	3,499	3,586	3,676	3,768	3,862	3,958	4,057	4,159
2212 Civic Functions	10,681	10,948	11,222	11,502	11,790	12,085	12,387	12,696	13,014	13,340
2213 Medical Scholarships	0	0	0	0	0	0	0	0	0	0
2214 356 Donations	28,436	23,358	13,962	8,389	0	0	0	0	0	0
2311 Aboriginal	62,556	65,054	66,681	68,348	70,057	71,808	73,604	75,444	77,329	79,263
2312 Youth	90,409	92,833	95,320	24,976	25,591	26,033	26,480	20,931	21,236	21,541
2321 Customer Interaction	764,746	762,095	782,407	743,258	693,171	709,489	661,800	677,270	693,097	709,288
2322 Visitor Information Services	276,325	286,075	295,222	302,728	310,517	318,603	325,895	334,401	343,127	352,078
2421 Art Gallery	15,160	20,555	15,960	21,376	16,804	22,242	17,690	23,152	18,625	24,111
2422 Festivals/ Cultural Events	68,111	69,599	46,111	45,034	44,015	42,856	41,440	39,738	37,718	35,345
2423 Library Services	871,681	895,186	911,297	936,138	894,307	917,445	941,167	965,490	990,428	1,015,997
2521 Community Safety & Crime Prevention	154,842	158,886	163,033	167,289	171,654	175,935	180,321	184,815	189,422	194,141
2523 Graffiti Busters	30,314	31,045	31,793	32,560	33,345	34,149	34,972	35,815	36,679	37,563
2531 Community Buildings	307,691	307,679	316,586	323,593	330,028	336,123	341,765	346,817	351,111	354,447
2611 SC & C Management Costs	620,320	636,882	653,873	671,305	689,188	705,843	722,887	740,328	758,179	776,465
<b>Total Operating Expenses</b>	<b>5,011,940</b>	<b>5,116,654</b>	<b>5,207,040</b>	<b>5,208,552</b>	<b>5,192,410</b>	<b>5,325,889</b>	<b>5,386,508</b>	<b>5,517,356</b>	<b>5,646,354</b>	<b>5,787,518</b>

# Appendix 1: Ten Year Financial Plans

## Social, Cultural & Community Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Non Operating Income</b>										
2423 Library Services	0	0	0	0	0	0	0	0	0	0
<b>Total Non Operating Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Non Current Assets NCA</b>										
2111 Macleay Community Care Options	0	0	0	0	0	0	0	0	0	0
2321 Customer Interaction	1,537	1,575	1,615	1,655	1,697	1,739	1,782	1,827	1,873	1,920
2423 Library Services	0	0	0	0	0	0	0	0	0	0
2531 Community Buildings	0	0	0	0	0	0	0	0	0	0
2611 SC & C Management Costs	2,562	2,626	2,692	2,759	2,828	2,899	2,971	3,045	3,122	3,200
<b>Total Non Current Assets NCA</b>	<b>4,099</b>	<b>4,201</b>	<b>4,307</b>	<b>4,414</b>	<b>4,525</b>	<b>4,638</b>	<b>4,754</b>	<b>4,872</b>	<b>4,994</b>	<b>5,120</b>
<b>Transfer to Reserve</b>										
2423 Library Services	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Total Transfer to Reserve</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Transfer from Reserve</b>										
2111 Macleay Community Care Options	0	0	0	0	0	0	0	0	0	0
2123 Other Community Services	0	0	0	0	0	0	0	0	0	0
2311 Aboriginal	0	0	0	0	0	0	0	0	0	0
2321 Customer Interaction	0	0	0	0	0	0	0	0	0	0
2322 Visitor Information Services	-19,598	-20,088	-20,590	-21,105	-21,633	-22,173	-22,728	-23,296	-23,878	-24,470
2421 Art Gallery	0	0	0	0	0	0	0	0	0	0
2422 Festivals/ Cultural Events	0	0	0	0	0	0	0	0	0	0
2531 Community Buildings	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer from Reserve</b>	<b>-19,598</b>	<b>-20,088</b>	<b>-20,590</b>	<b>-21,105</b>	<b>-21,633</b>	<b>-22,173</b>	<b>-22,728</b>	<b>-23,296</b>	<b>-23,878</b>	<b>-24,470</b>
<b>Repayment of Debt</b>										
2122 Homes for Aged	0	0	0	0	0	0	0	0	0	0
2322 Visitor Information Services	7,671	8,276	8,937	9,653	0	0	0	0	0	0
2422 Festivals/ Cultural Events	5,206	5,617	6,066	6,552	0	0	0	0	0	0
2423 Library Services	6,956	7,428	7,936	0	0	0	0	0	0	0
2531 Community Buildings	517	412	0	0	0	0	0	0	0	0
<b>Total Repayment of Debt</b>	<b>20,350</b>	<b>21,733</b>	<b>22,939</b>	<b>16,205</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Contra Accounts (Non Cash)</b>										
2111 Macleay Community Care Options	-15,453	-15,901	-16,362	-16,837	-17,325	-17,827	-18,344	-18,876	-19,424	-19,987
2122 Homes for Aged	-19,819	-20,394	-20,985	-21,594	-22,220	-22,864	-23,527	-24,210	-24,912	-25,634
2322 Visitor Information Services	-56,564	-58,204	-59,892	-61,629	-63,416	-65,255	-67,148	-69,095	-71,099	-73,161
2422 Festivals/ Cultural Events	-2,026	-2,085	-2,145	-2,207	-2,271	-2,337	-2,405	-2,475	-2,547	-2,620
2423 Library Services	-107,127	-110,234	-113,430	-116,720	-120,105	-123,588	-127,172	-130,860	-134,655	-138,560
2531 Community Buildings	-187,653	-193,095	-198,695	-204,457	-210,386	-216,487	-222,765	-229,226	-235,873	-242,713
<b>Total Contra Accounts (Non Cash)</b>	<b>-388,642</b>	<b>-399,913</b>	<b>-411,510</b>	<b>-423,444</b>	<b>-435,724</b>	<b>-448,359</b>	<b>-461,361</b>	<b>-474,742</b>	<b>-488,510</b>	<b>-502,675</b>



# Appendx 1: Ten Year Financial Plans

## Infrastructure Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>12,260,055</b>	<b>12,776,480</b>	<b>12,708,302</b>	<b>13,309,468</b>	<b>13,584,925</b>	<b>14,153,889</b>	<b>14,545,379</b>	<b>15,330,363</b>	<b>15,840,007</b>	<b>16,355,630</b>
<b>Operating Income</b>										
3112 Local Roads	-1,572,623	-1,583,478	-1,608,349	-1,633,037	-1,657,490	-1,681,650	-1,705,453	-1,728,833	-1,751,718	-1,774,029
3117 Ancillary Roads	-139,886	-143,258	-146,715	-150,257	-153,889	-157,611	-161,426	-165,337	-169,345	-173,454
3122 Timber Bridge Replacement Program	0	0	0	0	0	0	0	0	0	0
3142 Private Works	-90,148	-92,402	-94,712	-97,080	-99,507	-101,994	-104,544	-107,158	-109,837	-112,582
3144 Street Lighting	-84,050	-86,151	-88,305	-90,513	-92,775	-95,095	-97,472	-99,909	-102,407	-104,967
3151 Airport	-73,884	-80,731	-82,751	-84,811	-86,924	-89,120	-91,349	-93,613	-95,962	-98,370
3152 Provide Cemetery Facilities	-284,875	-291,997	-299,297	-306,779	-314,449	-322,310	-330,367	-338,627	-347,092	-355,770
3153 Saleyards	-290,034	-283,641	-290,764	-298,067	-305,596	-314,380	-322,239	-330,295	-338,553	-347,017
3155 DWMS	-3,970,218	-4,085,643	-4,204,491	-4,327,365	-4,453,372	-4,583,118	-4,716,717	-4,854,284	-4,995,938	-5,141,807
3156 Other Waste	-576,079	-593,361	-611,162	-629,497	-648,382	-667,833	-687,868	-708,505	-729,760	-751,653
3157 Landfill	-3,037,263	-3,126,121	-3,217,592	-3,311,752	-3,408,682	-3,508,462	-3,611,178	-3,716,916	-3,825,764	-3,937,815
3163 Parks	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500
3164 Sporting Grounds	-15,375	-15,759	-16,153	-16,557	-16,971	-17,395	-17,830	-18,276	-18,733	-19,201
3166 Swimming Pools	-375	-375	-70,375	-77,375	-85,075	-93,545	-102,862	-113,111	-124,384	-136,785
3172 Water Fund Operations	-9,476,406	-9,935,210	-10,416,734	-10,922,110	-11,452,523	-12,009,222	-12,593,516	-13,206,777	-13,850,450	-14,526,047
3173 Sewer Fund Operations	-8,671,337	-9,290,859	-9,955,948	-10,669,980	-11,437,084	-12,106,425	-12,815,667	-13,567,199	-14,363,553	-15,067,555
3174 Stormwater and Flooding	-46,854	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	-146,534	-117,720	-104,872	-87,200	-87,200	-87,200	-87,200	-87,200	-87,200	-87,200
3211 Asset Management	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000
3213 Corporate Buildings	-33,517	-20,676	-21,193	-21,723	-22,266	-22,823	-23,393	-23,978	-24,578	-25,192
3214 4 Shore Tourist Parks	-2,204,923	-2,255,636	-2,307,516	-2,360,589	-2,414,882	-2,470,425	-2,527,244	-2,585,371	-2,644,834	-2,705,666
3215 South West Rocks Reserve	-680,683	-696,339	-712,354	-728,739	-745,500	-762,646	-780,187	-798,131	-816,488	-835,268
3217 Rental Properties	-57,414	-58,849	-60,321	-61,829	-63,374	-64,959	-66,582	-68,247	-69,953	-71,703
3218 Fire Control	-288,734	-295,952	-303,351	-310,935	-318,708	-326,676	-334,843	-343,214	-351,794	-360,589
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Income</b>	<b>-31,744,712</b>	<b>-33,057,659</b>	<b>-34,616,455</b>	<b>-36,189,693</b>	<b>-37,868,149</b>	<b>-39,486,389</b>	<b>-41,181,440</b>	<b>-42,958,482</b>	<b>-44,821,842</b>	<b>-46,636,170</b>
<b>Operating Expenses</b>										
3101 Operations Management	598,405	613,197	628,312	643,757	659,541	673,270	687,230	701,425	715,860	730,538
3112 Local Roads	23,397,183	23,971,435	24,575,229	25,200,240	25,848,773	26,522,446	27,219,766	27,936,127	28,672,988	29,431,428
3117 Ancillary Roads	541,482	553,278	565,240	577,402	590,978	606,241	622,878	640,553	658,731	677,424
3122 Timber Bridge Replacement Program	1,130,029	1,131,840	1,132,402	1,135,053	1,141,966	1,150,158	1,167,976	1,200,900	1,234,860	1,269,944
3131 Cycleways and Footpaths	257,639	264,210	270,945	277,847	284,673	292,064	300,118	308,394	316,900	325,640
3141 Car Parking	187,389	196,864	207,034	203,460	208,862	214,545	220,378	226,365	232,511	238,818
3142 Private Works	54,666	56,033	57,433	58,869	60,341	61,850	63,396	64,981	66,605	68,270
3143 Quarries	35,101	36,461	37,002	37,846	38,925	40,036	41,179	42,355	43,565	44,810
3144 Street Lighting	606,184	616,305	627,426	638,645	650,062	661,720	673,621	685,768	698,164	710,917
3151 Airport	141,776	147,289	153,103	158,243	162,798	167,485	172,307	177,268	182,372	187,625

# Appendx 1: Ten Year Financial Plans

## Infrastructure Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Operating Expenses</b>										
3152 Provide Cemetery Facilities	310,543	318,427	326,600	331,752	341,466	350,851	361,671	372,768	383,145	393,815
3153 Saleyards	226,101	223,611	223,064	224,460	227,883	233,453	240,277	247,303	254,537	261,985
3155 DWMS	3,927,368	4,034,839	4,145,275	4,258,757	4,375,369	4,495,200	4,618,339	4,744,877	4,874,910	5,008,535
3156 Other Waste	363,198	374,084	385,297	396,846	408,741	420,992	433,611	446,608	459,995	473,783
3157 Landfill	2,198,368	2,263,983	2,326,616	2,396,222	2,462,943	2,536,740	2,607,402	2,685,488	2,760,359	2,842,981
3161 Beach Foreshores	145,061	148,694	152,418	156,235	160,148	164,159	168,271	172,485	176,805	181,233
3162 Boat Ramps	24,092	23,167	22,454	16,998	16,538	16,089	16,216	16,686	17,170	17,668
3163 Parks	875,280	905,559	937,161	966,261	951,412	980,127	1,009,730	1,040,249	1,033,829	1,065,171
3164 Sporting Grounds	609,109	626,828	645,202	664,478	637,878	655,110	673,720	652,172	671,048	687,477
3165 Civic Maintenance	740,694	763,604	747,320	746,499	768,173	790,476	798,273	802,507	825,809	830,159
3166 Swimming Pools	844,519	872,325	901,234	709,923	716,241	720,668	723,591	724,803	724,070	721,136
3167 Horseshoe Bay Day Visitor Area	77,480	80,377	83,443	86,188	88,345	90,707	93,311	95,990	98,747	101,583
3168 Passive Recreation	35,069	36,091	37,143	38,226	39,340	40,487	41,667	42,882	44,132	45,418
3169 Street Sweeping	320,160	280,628	289,991	299,670	309,676	275,802	284,930	294,368	304,125	276,327
3171 Water Services Management	7,445	7,661	7,883	8,112	8,347	8,589	8,838	9,094	9,358	9,629
3172 Water Fund Operations	11,946,621	12,312,729	12,670,982	13,094,581	13,723,291	14,348,788	15,095,531	15,543,117	16,077,654	16,593,885
3173 Sewer Fund Operations	9,900,333	10,742,085	11,573,033	12,384,526	12,635,135	12,908,115	13,228,173	14,027,091	14,612,590	15,079,565
3174 Stormwater and Flooding	781,232	799,655	820,159	841,175	863,090	886,006	909,951	935,131	961,303	988,665
3175 Floodplain Management	360,115	363,878	369,258	375,883	384,406	394,524	405,911	417,626	429,680	442,082
3211 Asset Management	814,521	835,359	856,697	878,549	900,929	921,280	942,051	963,253	984,895	1,006,987
3213 Corporate Buildings	624,966	649,477	681,814	714,730	733,255	752,720	773,165	794,170	815,748	837,918
3214 4 Shore Tourist Parks	1,053,364	1,082,486	1,112,875	1,144,468	1,179,228	1,215,102	1,252,131	1,290,355	1,329,813	1,370,550
3215 South West Rocks Reserve	180,574	179,313	178,218	179,842	183,632	187,605	192,797	198,987	205,380	211,983
3216 Property Development	14,687	15,113	15,551	16,002	16,466	16,944	17,435	17,941	18,461	18,997
3217 Rental Properties	73,331	78,490	84,101	87,109	89,688	92,345	95,080	97,896	100,796	103,781
3218 Fire Control	693,205	710,854	728,953	747,514	766,548	786,069	806,088	826,618	847,673	869,267
3219 Emergency Services	74,735	75,163	76,116	77,485	78,988	80,494	82,098	83,815	85,730	87,946
3611 I & S Management Costs	286,317	293,550	300,968	308,576	316,379	323,371	330,516	337,817	345,277	352,904
<b>Total Operating Expenses</b>	<b>64,458,342</b>	<b>66,684,942</b>	<b>69,003,951</b>	<b>71,088,428</b>	<b>73,041,156</b>	<b>75,098,189</b>	<b>77,400,214</b>	<b>79,852,413</b>	<b>82,266,178</b>	<b>84,561,894</b>
<b>Non Operating Income</b>										
3112 Local Roads	-940,500	-908,000	-1,035,847	-823,586	-819,845	-908,000	-908,000	-908,000	-908,000	-908,000
3117 Ancillary Roads	0	0	0	0	0	0	0	0	0	0
3122 Timber Bridge Replacement Program	0	0	0	0	0	0	0	0	0	0
3151 Airport	0	0	0	0	0	0	0	0	0	0
3157 Landfill	-265,225	-273,182	0	0	0	0	0	0	0	0
3162 Boat Ramps	0	0	0	0	0	0	0	0	0	0
3163 Parks	0	0	0	0	0	0	0	0	0	0
3164 Sporting Grounds	0	0	0	0	0	0	0	0	0	0
3166 Swimming Pools	0	0	0	0	0	0	0	0	0	0

# Appendx 1: Ten Year Financial Plans

## Infrastructure Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Non Operating Income</b>										
3172 Water Fund Operations	-250,000	0	0	0	0	0	0	0	0	0
3173 Sewer Fund Operations	-273,000	-281,000	-290,000	-280,000	-400,000	-200,000	-200,000	-200,000	-200,000	-200,000
3174 Stormwater and Flooding	0	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	-148,608	-152,323	-156,131	-160,035	-164,035	-168,136	-172,340	-176,648	-181,064	-185,591
3218 Fire Control	-392,839	-401,874	-411,117	-420,573	-430,246	-440,142	-450,265	-460,621	-471,216	-482,054
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Non Operating Income</b>	<b>-2,270,172</b>	<b>-2,016,380</b>	<b>-1,893,096</b>	<b>-1,684,194</b>	<b>-1,814,127</b>	<b>-1,716,278</b>	<b>-1,730,605</b>	<b>-1,745,270</b>	<b>-1,760,280</b>	<b>-1,775,645</b>
<b>Non Current Assets NCA</b>										
3112 Local Roads	3,911,318	4,246,064	4,422,523	5,074,276	5,501,787	5,824,659	6,209,595	6,785,969	7,201,258	7,565,197
3117 Ancillary Roads	21,579	22,118	22,671	23,238	23,819	24,415	25,025	25,651	26,292	26,949
3122 Timber Bridge Replacement Program	185,513	190,893	196,429	202,125	207,987	214,018	220,225	226,612	233,183	239,946
3131 Cycleways and Footpaths	21,939	22,575	23,230	23,904	24,597	25,310	26,044	26,799	27,577	28,378
3151 Airport	0	0	0	0	0	0	0	0	0	0
3153 Saleyards	0	0	0	0	0	0	0	0	0	0
3157 Landfill	265,225	273,182	0	0	0	0	0	0	0	0
3162 Boat Ramps	0	0	0	0	0	0	0	0	0	0
3163 Parks	0	0	0	0	0	0	0	0	0	0
3164 Sporting Grounds	0	0	0	0	0	0	0	0	0	0
3165 Civic Maintenance	0	0	0	0	0	0	0	0	0	0
3166 Swimming Pools	0	0	0	0	0	0	0	0	0	0
3167 Horseshoe Bay Day Visitor Area	13,462	13,832	14,213	14,603	14,969	15,343	15,726	16,119	16,522	16,936
3172 Water Fund Operations	2,784,682	2,344,763	1,981,261	2,403,311	5,119,955	7,168,246	2,564,224	3,889,943	3,763,451	2,418,802
3173 Sewer Fund Operations	9,336,974	9,568,496	9,500,932	1,926,710	2,078,960	2,107,724	9,963,048	7,019,976	5,078,556	9,138,837
3174 Stormwater and Flooding	0	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	391,662	402,129	412,876	423,913	435,246	446,884	458,835	471,107	483,709	496,651
3211 Asset Management	15,375	15,759	16,153	16,557	16,971	17,395	17,830	18,276	18,733	19,201
3213 Corporate Buildings	0	0	0	0	0	0	0	0	0	0
3214 4 Shore Tourist Parks	500,000	630,000	660,000	750,000	750,000	1,261,941	1,529,180	1,642,000	1,650,000	1,655,000
3215 South West Rocks Reserve	100,000	115,000	125,000	220,000	225,000	230,000	280,000	290,000	290,000	290,000
3218 Fire Control	392,839	401,874	411,117	420,573	430,246	440,142	450,265	460,621	471,216	482,054
3219 Emergency Services	16,016	16,416	16,827	17,247	17,679	18,121	18,574	19,038	19,514	20,002
<b>Total Non Current Assets NCA</b>	<b>17,956,584</b>	<b>18,263,102</b>	<b>17,803,233</b>	<b>11,516,458</b>	<b>14,847,216</b>	<b>17,794,198</b>	<b>21,778,571</b>	<b>20,892,112</b>	<b>19,280,011</b>	<b>22,397,953</b>
<b>Transfer to Reserve</b>										
3112 Local Roads	0	44,382	0	0	0	0	0	0	0	0
3152 Provide Cemetery Facilities	13,758	14,091	14,433	14,782	15,152	15,531	15,919	16,317	16,725	17,143
3153 Saleyards	31,953	47,074	85,932	123,806	163,818	202,767	207,335	212,001	216,766	221,632
3155 DWMS	80,352	89,393	98,925	109,469	120,047	131,182	142,897	155,217	168,166	181,778
3173 Sewer Fund Operations	251,782	0	0	0	0	24,095	314,800	0	70,678	85,565

# Appendix 1: Ten Year Financial Plans

## Infrastructure Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Transfer to Reserve</b>										
3214 4 Shore Tourist Parks	862,219	900,274	907,648	916,095	948,679	469,833	236,203	157,502	184,138	214,287
3215 South West Rocks Reserve	277,622	280,136	287,861	298,966	307,587	316,431	331,818	334,280	346,973	359,900
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer to Reserve</b>	<b>1,517,686</b>	<b>1,375,350</b>	<b>1,394,799</b>	<b>1,463,118</b>	<b>1,555,283</b>	<b>1,159,839</b>	<b>1,248,972</b>	<b>875,317</b>	<b>1,003,446</b>	<b>1,080,305</b>
<b>Transfer from Reserve</b>										
3112 Local Roads	0	0	-44,382	0	0	0	0	0	0	0
3122 Timber Bridge Replacement Program	0	0	0	0	0	0	0	0	0	0
3141 Car Parking	0	0	0	0	0	0	0	0	0	0
3143 Quarries	-42,152	-43,991	-45,048	-37,846	-38,925	-40,036	-41,179	-42,355	-43,565	-44,810
3151 Airport	0	0	0	0	0	0	0	0	0	0
3153 Saleyards	0	0	0	0	0	0	0	0	0	0
3157 Landfill	0	0	0	0	0	0	0	0	0	0
3161 Beach Foreshores	-109,156	-111,667	-114,235	-116,862	-119,550	-122,300	-125,113	-127,990	-130,934	-133,946
3163 Parks	-289,000	-306,000	-315,000	-335,000	-341,000	-345,000	-102,820	0	0	0
3164 Sporting Grounds	-410,000	-420,000	-430,000	-435,000	-440,000	-3,059	0	0	0	0
3165 Civic Maintenance	-191,700	-196,600	-201,550	-206,650	-210,900	-210,000	-213,000	-216,000	-219,000	-222,042
3167 Horseshoe Bay Day Visitor Area	-45,832	-47,926	-50,173	-52,085	-53,355	-49,321	-50,663	-52,043	-53,461	-54,918
3168 Passive Recreation	-3,255	-3,353	-3,453	-3,557	-3,664	-3,773	-3,887	-4,003	-4,123	0
3172 Water Fund Operations	-296,491	2,415	179,302	421,571	263,113	191,700	335,809	448,291	684,154	751,487
3173 Sewer Fund Operations	0	-200,517	-578,704	-717,241	-283,768	0	0	-50,042	0	0
3174 Stormwater and Flooding	0	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	0	0	0	0	0	0	0	0	0	0
3211 Asset Management	0	0	0	0	0	0	0	0	0	0
3213 Corporate Buildings	0	0	0	0	0	0	0	0	0	0
3214 4 Shore Tourist Parks	0	0	0	0	0	0	0	0	0	0
3215 South West Rocks Reserve	0	0	0	0	0	0	0	0	0	0
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer from Reserve</b>	<b>-1,387,586</b>	<b>-1,327,638</b>	<b>-1,603,243</b>	<b>-1,482,670</b>	<b>-1,228,049</b>	<b>-581,789</b>	<b>-200,852</b>	<b>-44,143</b>	<b>233,071</b>	<b>295,771</b>
<b>Repayment of Debt</b>										
3112 Local Roads	827,460	853,509	826,702	781,895	724,390	605,392	640,585	677,841	673,744	712,976
3117 Ancillary Roads	43,355	46,655	50,044	53,683	29,501	13,327	0	0	0	0
3122 Timber Bridge Replacement Program	367,324	397,756	425,211	364,597	325,544	348,651	4,243	4,485	0	0
3131 Cycleways and Footpaths	10,655	11,318	12,023	12,770	13,565	0	0	0	0	0
3141 Car Parking	3,299	3,559	3,844	4,151	0	0	0	0	0	0
3143 Quarries	7,051	7,530	8,046	0	0	0	0	0	0	0
3152 Provide Cemetery Facilities	20,063	20,994	20,970	14,172	5,172	0	0	0	0	0
3153 Saleyards	137,592	121,631	93,594	64,870	32,302	0	0	0	0	0
3155 DWMS	0	0	0	0	0	0	0	0	0	0

# Appendix 1: Ten Year Financial Plans

## Infrastructure Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Repayment of Debt</b>										
3157 Landfill	4,629	4,943	5,282	0	0	0	0	0	0	0
3162 Boat Ramps	34,366	33,500	29,468	25,500	25,500	25,500	0	0	0	0
3164 Sporting Grounds	28,786	30,816	32,881	29,444	26,929	8,077	0	0	0	0
3166 Swimming Pools	0	0	0	0	0	0	0	0	0	0
3167 Horseshoe Bay Day Visitor Area	4,063	4,316	4,584	4,870	5,172	0	0	0	0	0
3172 Water Fund Operations	1,661,594	1,512,893	1,513,489	1,464,868	1,625,608	1,750,557	1,572,144	1,747,340	1,758,529	1,970,448
3173 Sewer Fund Operations	1,142,285	1,445,014	1,742,302	1,858,269	2,022,044	2,197,188	2,388,237	2,789,207	2,973,823	3,291,445
3174 Stormwater and Flooding	74,251	31,220	33,429	35,785	23,388	24,920	11,994	12,679	0	0
3175 Floodplain Management	99,861	76,029	66,054	45,565	23,842	0	0	0	0	0
3213 Corporate Buildings	151,905	114,937	18,170	19,414	13,291	0	0	0	0	0
3214 4 Shore Tourist Parks	202,332	67,845	64,286	0	0	0	0	0	0	0
3215 South West Rocks Reserve	143,064	143,064	143,064	52,350	52,350	52,350	0	0	0	0
3219 Emergency Services	22,748	20,568	10,414	7,531	7,977	5,470	6,816	7,205	0	0
<b>Total Repayment of Debt</b>	<b>4,986,683</b>	<b>4,948,097</b>	<b>5,103,857</b>	<b>4,839,734</b>	<b>4,956,575</b>	<b>5,031,432</b>	<b>4,624,019</b>	<b>5,238,757</b>	<b>5,406,096</b>	<b>5,974,869</b>
<b>Loan Borrowings Utilised</b>										
3112 Local Roads	0	0	0	0	0	0	0	0	0	0
3162 Boat Ramps	0	0	0	0	0	0	0	0	0	0
3165 Civic Maintenance	0	0	0	0	0	0	0	0	0	0
3172 Water Fund Operations	-2,660,000	-2,420,000	-2,000,000	-2,420,000	-5,120,000	-7,170,000	-2,570,000	-3,890,000	-3,770,000	-2,410,000
3173 Sewer Fund Operations	-9,060,000	-9,280,000	-9,210,000	-1,640,000	-1,670,000	-1,900,000	-9,760,000	-6,810,000	-4,870,000	-8,930,000
3174 Stormwater and Flooding	0	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	0	0	0	0	0	0	0	0	0	0
3214 4 Shore Tourist Parks	0	0	0	0	0	0	0	0	0	0
3215 South West Rocks Reserve	0	0	0	0	0	0	0	0	0	0
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Loan Borrowings Utilised</b>	<b>-11,720,000</b>	<b>-11,700,000</b>	<b>-11,210,000</b>	<b>-4,060,000</b>	<b>-6,790,000</b>	<b>-9,070,000</b>	<b>-12,330,000</b>	<b>-10,700,000</b>	<b>-8,640,000</b>	<b>-11,340,000</b>
<b>Contra Accounts (Non Cash)</b>										
3112 Local Roads	-19,187,352	-19,743,785	-20,316,355	-20,905,529	-21,511,790	-22,135,632	-22,777,565	-23,438,114	-24,117,820	-24,817,237
3117 Ancillary Roads	-349,266	-359,395	-369,817	-380,542	-391,578	-402,933	-414,618	-426,642	-439,015	-451,746
3122 Timber Bridge Replacement Program	-837,703	-861,996	-886,994	-912,717	-939,186	-966,422	-994,449	-1,023,288	-1,052,963	-1,083,499
3131 Cycleways and Footpaths	-145,337	-149,552	-153,889	-158,352	-162,944	-167,669	-172,532	-177,535	-182,683	-187,981
3141 Car Parking	-60,079	-61,821	-63,614	-65,459	-67,357	-69,311	-71,321	-73,389	-75,517	-77,707
3151 Airport	-55,401	-57,008	-58,661	-60,362	-62,113	-63,914	-65,767	-67,675	-69,637	-71,657
3152 Provide Cemetery Facilities	-10,254	-10,551	-10,857	-11,172	-11,496	-11,830	-12,173	-12,526	-12,889	-13,263
3153 Saleyards	-105,612	-108,675	-111,826	-115,069	-118,406	-121,840	-125,373	-129,009	-132,751	-136,600
3155 DWMS	-37,502	-38,590	-39,709	-40,860	-42,045	-43,264	-44,519	-45,810	-47,139	-48,506
3156 Other Waste	-9,556	-9,833	-10,118	-10,412	-10,714	-11,024	-11,344	-11,673	-12,012	-12,360

# Appendix 1: Ten Year Financial Plans

## Infrastructure Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Contra Accounts (Non Cash)</b>										
3157 Landfill	-60,523	-62,278	-64,084	-65,943	-67,855	-69,823	-71,848	-73,931	-76,075	-78,281
3161 Beach Foreshores	-1,613	-1,660	-1,708	-1,757	-1,808	-1,861	-1,915	-1,970	-2,027	-2,086
3163 Parks	-116,522	-119,901	-123,378	-126,956	-130,638	-134,426	-138,325	-142,336	-146,464	-150,711
3164 Sporting Grounds	-243,043	-250,091	-257,344	-264,807	-272,486	-280,388	-288,520	-296,887	-305,496	-314,356
3166 Swimming Pools	-158,295	-162,886	-167,609	-172,470	-177,472	-182,618	-187,914	-193,364	-198,971	-204,741
3167 Horseshoe Bay Day Visitor Area	-49,173	-50,599	-52,066	-53,576	-55,130	-56,729	-58,374	-60,067	-61,809	-63,601
3168 Passive Recreation	-5,349	-5,504	-5,664	-5,828	-5,997	-6,171	-6,350	-6,534	-6,724	-6,918
3171 Water Services Management	-7,445	-7,661	-7,883	-8,112	-8,347	-8,589	-8,838	-9,094	-9,358	-9,629
3172 Water Fund Operations	-3,710,000	-3,817,590	-3,928,300	-4,042,221	-4,159,445	-4,280,069	-4,404,191	-4,531,913	-4,663,338	-4,798,575
3173 Sewer Fund Operations	-2,627,037	-2,703,219	-2,781,615	-2,862,283	-2,945,288	-3,030,698	-3,118,592	-3,209,032	-3,302,095	-3,397,857
3174 Stormwater and Flooding	-622,021	-640,060	-658,621	-677,721	-697,375	-717,599	-738,410	-759,823	-781,858	-804,532
3175 Floodplain Management	-311,572	-320,608	-329,905	-339,472	-349,317	-359,447	-369,871	-380,598	-391,635	-402,992
3213 Corporate Buildings	-267,469	-275,226	-283,207	-291,420	-299,871	-308,568	-317,516	-326,724	-336,199	-345,949
3214 4 Shore Tourist Parks	-412,992	-424,969	-437,293	-449,974	-463,024	-476,451	-490,268	-504,486	-519,116	-534,171
3215 South West Rocks Reserve	-20,577	-21,174	-21,788	-22,420	-23,070	-23,739	-24,427	-25,136	-25,865	-26,615
3217 Rental Properties	-19,389	-19,951	-20,530	-21,125	-21,738	-22,368	-23,017	-23,684	-24,371	-25,078
3218 Fire Control	-79,607	-81,916	-84,291	-86,736	-89,251	-91,839	-94,503	-97,243	-100,063	-102,965
3219 Emergency Services	-14,549	-14,971	-15,405	-15,852	-16,312	-16,785	-17,271	-17,772	-18,288	-18,818
3611 I & S Management Costs	-11,532	-11,866	-12,211	-12,565	-12,929	-13,304	-13,690	-14,087	-14,495	-14,916
<b>Total Contra Accounts (Non Cash)</b>	<b>-29,536,770</b>	<b>-30,393,334</b>	<b>-31,274,743</b>	<b>-32,181,713</b>	<b>-33,114,981</b>	<b>-34,075,312</b>	<b>-35,063,500</b>	<b>-36,080,342</b>	<b>-37,126,673</b>	<b>-38,203,347</b>

**Beneficial Relationship Management  
Management Activity Details Scenario 2  
Financial Budget 2014/15 to 2023/24**

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>65,769</b>	<b>61,285</b>	<b>62,817</b>	<b>64,387</b>	<b>65,997</b>	<b>67,647</b>	<b>69,338</b>	<b>71,072</b>	<b>72,848</b>	<b>74,670</b>
<b>Operating Expenses</b>										
4111 Alliance Costs	22,493	23,055	23,632	24,223	24,828	25,449	26,085	26,737	27,406	28,091
4121 Association Membership	43,276	38,229	39,185	40,165	41,169	42,198	43,253	44,334	45,443	46,579
<b>Total Operating Expenses</b>	<b>65,769</b>	<b>61,285</b>	<b>62,817</b>	<b>64,387</b>	<b>65,997</b>	<b>67,647</b>	<b>69,338</b>	<b>71,072</b>	<b>72,848</b>	<b>74,670</b>
<b>Non Current Assets NCA</b>										
4121 Association Membership	0	0	0	0	0	0	0	0	0	0
<b>Total Non Current Assets NCA</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Appendix 1: Ten Year Financial Plans

## Corporate Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>-17,114,708</b>	<b>-17,493,248</b>	<b>-17,540,263</b>	<b>-18,081,680</b>	<b>-18,291,192</b>	<b>-18,969,144</b>	<b>-19,290,703</b>	<b>-20,177,435</b>	<b>-20,796,422</b>	<b>-21,422,037</b>
<b>Operating Income</b>										
5221 Rates, Investment Interest & General Revenue	-14,816,687	-15,246,891	-15,684,190	-16,133,562	-16,596,016	-17,093,807	-17,607,775	-18,206,102	-18,775,782	-19,314,815
5222 Grants - General Purpose	-5,687,400	-5,747,922	-5,891,620	-6,038,911	-6,189,884	-6,344,631	-6,503,246	-6,665,828	-6,832,473	-7,003,285
5312 Administration / Governance Services	-36,531	-37,444	-38,380	-39,340	-40,323	-41,331	-42,365	-43,424	-44,509	-45,622
5321 Human Resources Administration	-43,571	-43,660	-43,752	-43,846	-43,942	-44,040	-44,141	-44,245	-44,351	-44,460
5331 Stores & Purchasing	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000
5333 General Fleet	-221,000	-243,000	-267,000	-294,000	-308,500	-314,500	-321,000	-327,500	-334,000	-340,000
<b>Total Operating Income</b>	<b>-20,807,189</b>	<b>-21,320,918</b>	<b>-21,926,942</b>	<b>-22,551,658</b>	<b>-23,180,665</b>	<b>-23,840,309</b>	<b>-24,520,527</b>	<b>-25,289,098</b>	<b>-26,033,116</b>	<b>-26,750,182</b>
<b>Operating Expenses</b>										
5211 Financial Services	587,395	599,927	612,743	625,828	639,159	651,909	666,001	680,383	695,061	710,049
5311 General Manager	378,858	388,748	398,887	409,287	419,951	430,023	440,329	450,873	461,662	472,701
5312 Administration / Governance Services	1,248,767	1,279,446	1,310,871	1,343,061	1,376,031	1,408,301	1,441,313	1,475,083	1,509,630	1,544,973
5314 Information Technology Services	1,002,153	1,027,348	1,053,173	1,079,641	1,106,769	1,132,818	1,159,466	1,186,731	1,214,626	1,243,164
5321 Human Resources Administration	46,886	50,379	53,960	57,623	61,383	65,232	69,182	73,238	77,383	81,619
5323 Employment Overheads	76,277	145,122	297,000	159,000	227,500	113,500	100,500	162,000	24,000	35,635
5331 Stores & Purchasing	138,293	141,918	145,640	149,460	153,382	156,942	160,586	164,313	168,127	172,028
5332 Fleet Co-ordination	94,410	96,774	99,192	101,666	104,195	106,378	108,599	110,858	113,158	115,498
5333 General Fleet	-506,267	-539,529	-574,459	-613,123	-411,614	-378,311	-356,621	-357,457	-310,430	-308,500
5334 Water Fleet	-82,560	-80,774	-78,547	-76,305	-72,459	-65,903	-63,231	-64,509	-66,242	-69,590
5335 Waste Fleet	4,623	3,188	3,280	3,375	3,474	3,574	3,678	3,784	3,894	4,007
5336 Workshop Services	-225,601	-231,000	-236,525	-242,182	-247,972	-254,207	-260,597	-267,148	-273,862	-280,746
5513 Elected Official Expenses	229,533	235,525	456,674	247,986	254,463	260,445	506,567	272,831	279,242	285,807
5611 L & EE Management Costs	203,426	208,791	214,292	219,934	225,720	230,966	236,327	241,808	247,409	253,135
<b>Total Operating Expenses</b>	<b>3,196,193</b>	<b>3,325,864</b>	<b>3,756,182</b>	<b>3,465,252</b>	<b>3,839,981</b>	<b>3,861,667</b>	<b>4,212,099</b>	<b>4,132,786</b>	<b>4,143,659</b>	<b>4,259,780</b>
<b>Non Current Assets NCA</b>										
5211 Financial Services	1,589	1,629	1,669	1,711	1,754	1,798	1,843	1,889	1,936	1,984
5221 Rates, Investment Interest & General Revenue	-14,235	-15,125	-16,071	-17,076	-18,144	-19,278	-20,484	-21,756	-23,126	-24,615
5312 Administration / Governance Services	30,000	30,750	31,520	32,300	33,110	33,940	34,780	35,650	36,550	36,550
5314 Information Technology Services	133,968	137,317	140,750	144,269	147,876	151,573	155,362	159,246	163,227	167,307
5333 General Fleet	954,924	916,932	1,028,926	1,377,917	1,294,860	1,780,823	1,211,747	1,542,462	941,000	1,810,000
5334 Water Fleet	391,494	398,667	405,659	412,903	418,819	422,307	429,971	441,884	454,561	469,170
<b>Total Non Current Assets NCA</b>	<b>1,497,740</b>	<b>1,470,170</b>	<b>1,592,454</b>	<b>1,952,024</b>	<b>1,878,275</b>	<b>2,371,162</b>	<b>1,813,219</b>	<b>2,159,375</b>	<b>1,574,148</b>	<b>2,460,396</b>



# Appendix 1: Ten Year Financial Plans

## Corporate Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Transfer to Reserve</b>										
5221 Rates, Investment Interest & General Revenue	125,000	130,000	133,250	150,000	161,000	172,000	184,000	197,000	211,000	225,000
5312 Administration / Governance Services	0	0	0	0	0	0	0	0	0	0
5314 Information Technology Services	51,250	52,500	53,500	55,000	56,500	58,000	59,500	61,000	62,500	64,000
5323 Employment Overheads	400,000	400,000	400,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
5333 General Fleet	0	62,000	112,000	0	196,820	0	337,837	38,623	669,000	0
<b>Total Transfer to Reserve</b>	<b>576,250</b>	<b>644,500</b>	<b>698,750</b>	<b>805,000</b>	<b>1,014,320</b>	<b>830,000</b>	<b>1,181,337</b>	<b>896,623</b>	<b>1,542,500</b>	<b>889,000</b>
<b>Transfer from Reserve</b>										
5311 General Manager	0	0	0	0	0	0	0	0	0	0
5312 Administration / Governance Services	0	0	0	0	0	0	0	0	0	0
5321 Human Resources Administration	0	0	0	0	0	0	0	0	0	0
5323 Employment Overheads	-157,000	-428,000	-251,000	-831,000	-207,500	-541,000	-468,500	-857,000	-425,000	-856,000
5333 General Fleet	6,000	0	0	-115,000	0	-261,820	0	0	0	-168,500
5335 Waste Fleet	36,475	39,102	40,236	41,403	42,603	43,839	45,110	46,419	47,765	49,150
5513 Elected Official Expenses	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer from Reserve</b>	<b>-114,525</b>	<b>-388,898</b>	<b>-210,764</b>	<b>-904,597</b>	<b>-164,897</b>	<b>-758,981</b>	<b>-423,390</b>	<b>-810,581</b>	<b>-377,235</b>	<b>-975,350</b>
<b>Repayment of Debt</b>										
5211 Financial Services	26,348	27,728	28,629	30,410	32,302	0	0	0	0	0
5333 General Fleet	234,519	252,050	270,909	291,170	89,670	60,020	39,949	42,230	0	0
<b>Total Repayment of Debt</b>	<b>260,867</b>	<b>279,778</b>	<b>299,538</b>	<b>321,580</b>	<b>121,972</b>	<b>60,020</b>	<b>39,949</b>	<b>42,230</b>	<b>0</b>	<b>0</b>
<b>Contra Accounts (Non Cash)</b>										
5312 Administration / Governance Services	-12,070	-12,420	-12,780	-13,151	-13,532	-13,925	-14,328	-14,744	-15,172	-15,612
5314 Information Technology Services	-100,766	-103,688	-106,695	-109,789	-112,973	-116,249	-119,621	-123,090	-126,659	-130,332
5323 Employment Overheads	-493,000	-237,000	-446,000	172,000	-420,000	-72,500	-132,000	195,000	-99,000	286,000
5333 General Fleet	-768,176	-790,453	-813,376	-836,964	-861,236	-886,212	-911,912	-938,358	-965,570	-993,000
5334 Water Fleet	-308,934	-317,893	-327,112	-336,598	-346,360	-356,404	-366,740	-377,375	-388,319	-399,580
5335 Waste Fleet	-41,098	-42,290	-43,516	-44,778	-46,077	-47,413	-48,788	-50,203	-51,659	-53,157
<b>Total Contra Accounts (Non Cash)</b>	<b>-1,724,044</b>	<b>-1,503,744</b>	<b>-1,749,480</b>	<b>-1,169,281</b>	<b>-1,800,178</b>	<b>-1,492,703</b>	<b>-1,593,389</b>	<b>-1,308,769</b>	<b>-1,646,379</b>	<b>-1,305,681</b>

Kempsey Shire Council Income Statement General Fund - Scenario 2										
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Income from Continuing Operations</b>										
Rates & Annual Charges	17,489,835	18,292,680	18,915,432	19,481,318	20,053,716	20,653,479	21,270,275	21,906,191	22,560,358	23,234,918
User Charges & Fees	9,053,795	9,283,209	9,599,584	9,861,084	10,116,061	10,368,995	10,627,510	10,892,399	11,163,886	11,441,642
Interest	1,226,157	1,260,266	1,288,320	1,316,916	1,346,062	1,397,113	1,450,908	1,575,627	1,658,265	1,694,820
Operating Grants & Contributions	10,175,975	10,340,940	10,581,700	10,839,247	11,092,741	11,362,851	11,629,742	11,913,596	12,194,591	12,492,915
Capital Grants & Contributions	1,747,172	1,735,380	1,603,096	1,404,194	1,414,127	1,516,278	1,530,605	1,545,270	1,560,280	1,575,645
Other Revenues	158,615	160,859	163,160	165,518	167,935	170,412	172,951	175,554	178,222	180,956
<b>Total Income from Continuing Operations</b>	<b>39,851,549</b>	<b>41,073,334</b>	<b>42,151,292</b>	<b>43,068,277</b>	<b>44,190,642</b>	<b>45,469,128</b>	<b>46,681,991</b>	<b>48,008,637</b>	<b>49,315,602</b>	<b>50,620,896</b>
<b>Expenses from Continuing Operations</b>										
Employee Expenses	15,854,761	16,009,720	16,636,053	17,196,655	17,103,391	17,739,956	18,820,165	18,279,397	18,682,529	17,728,998
Borrowing Costs	789,568	643,067	503,428	374,843	275,557	197,432	140,768	99,581	58,499	18,899
Materials & Contracts	10,600,981	11,189,289	11,446,801	10,924,539	11,698,718	11,596,939	10,977,844	12,138,922	12,262,055	13,844,608
Depreciation	24,828,551	25,548,579	26,289,487	27,051,883	27,836,388	28,643,642	29,474,307	30,329,063	31,208,607	32,113,082
Other Expenses	2,656,458	2,845,581	3,238,321	3,220,997	3,368,139	3,530,746	3,941,342	3,880,316	4,068,092	4,265,156
	<b>54,730,319</b>	<b>56,236,237</b>	<b>58,114,090</b>	<b>58,768,917</b>	<b>60,282,193</b>	<b>61,708,716</b>	<b>63,354,426</b>	<b>64,727,280</b>	<b>66,279,783</b>	<b>67,970,742</b>
<b>Operating Result from Continuing Operations</b>	<b>- 14,878,770</b>	<b>- 15,162,903</b>	<b>- 15,962,799</b>	<b>- 15,700,640</b>	<b>- 16,091,550</b>	<b>- 16,239,588</b>	<b>- 16,672,435</b>	<b>- 16,718,643</b>	<b>- 16,964,180</b>	<b>- 17,349,845</b>
<b>Net Operating Result before Capital Grants &amp; Contributions</b>	<b>- 16,625,942</b>	<b>- 16,898,283</b>	<b>- 17,565,895</b>	<b>- 17,104,834</b>	<b>- 17,505,677</b>	<b>- 17,755,866</b>	<b>- 18,203,040</b>	<b>- 18,263,913</b>	<b>- 18,524,460</b>	<b>- 18,925,490</b>

\* Scenario 2 is based on Council's General Rates increasing by the Statutory Rate Pegging increase of 2.3% in 2014/15 and an estimated 3% thereafter combined with the reallocation of Council funding in the General Fund with an emphasis on the maintenance and renewal of infrastructure assets in particular the road network.

# Appendix 1: Ten Year Financial Plans

Kempsey Shire Council Statement of Financial Position General Fund - Scenario 2										
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Current Assets</b>										
Cash & Investments	14,022,159	14,553,070	15,269,288	15,484,641	16,698,424	17,228,298	18,373,118	18,936,398	20,509,013	21,058,354
Receivables	3,816,467	3,953,652	4,077,414	4,186,102	4,316,370	4,463,370	4,605,027	4,759,318	4,913,011	5,057,028
Inventories & other Assets	352,018	334,417	317,697	301,812	286,721	272,385	258,766	245,828	233,536	221,859
Total Current Assets	18,190,645	18,841,139	19,664,398	19,972,555	21,301,515	21,964,054	23,236,911	23,941,544	25,655,560	26,337,241
<b>Non Current Assets</b>										
Receivables	164,703	149,575	133,501	116,419	98,276	78,996	58,504	36,745	13,618	0
Infrastructure, Property, Plant & Equip	782,292,327	764,583,089	746,227,473	728,335,545	710,048,399	692,318,066	673,933,519	655,772,651	636,604,318	617,821,680
Total Non-Current Assets	782,457,030	764,732,664	746,360,974	728,451,963	710,146,675	692,397,061	673,992,022	655,809,396	636,617,935	617,821,680
<b>TOTAL ASSETS</b>	<b>800,647,674</b>	<b>783,573,803</b>	<b>766,025,372</b>	<b>748,424,518</b>	<b>731,448,190</b>	<b>714,361,115</b>	<b>697,228,934</b>	<b>679,750,940</b>	<b>662,273,495</b>	<b>644,158,920</b>
<b>Current Liabilities</b>										
Payables	3,671,309	3,820,350	3,964,515	4,095,886	4,227,154	4,455,973	4,572,861	4,757,948	4,824,375	5,063,520
Borrowings	2,291,701	2,170,543	1,854,382	1,430,895	1,143,707	703,587	744,440	673,744	712,976	0
Provisions	9,193,922	9,427,922	9,870,922	9,701,922	10,118,922	10,188,422	10,317,422	10,119,422	10,215,422	9,926,422
Total Current Liabilities	15,156,932	15,418,815	15,689,819	15,228,703	15,489,783	15,347,982	15,634,723	15,551,114	15,752,773	14,989,942
<b>Non Current Liabilities</b>										
Payables	530,804	525,496	520,241	515,038	509,888	504,789	499,741	494,744	488,271	483,373
Borrowings	9,432,749	7,262,206	5,407,824	3,976,929	2,833,222	2,129,635	1,385,195	711,451	0	0
Provisions	315,970	318,970	321,970	318,970	321,970	324,970	327,970	330,970	333,970	336,970
Total Non-Current Liabilities	10,279,523	8,106,672	6,250,035	4,810,937	3,665,080	2,959,394	2,212,906	1,537,165	822,241	820,343
<b>TOTAL LIABILITIES</b>	<b>25,436,454</b>	<b>23,525,487</b>	<b>21,939,854</b>	<b>20,039,640</b>	<b>19,154,862</b>	<b>18,307,376</b>	<b>17,847,629</b>	<b>17,088,278</b>	<b>16,575,014</b>	<b>15,810,285</b>
<b>NET ASSETS</b>	<b>775,211,220</b>	<b>760,048,316</b>	<b>744,085,518</b>	<b>728,384,878</b>	<b>712,293,327</b>	<b>696,053,739</b>	<b>679,381,304</b>	<b>662,662,661</b>	<b>645,698,481</b>	<b>628,348,635</b>
<b>OPENING EQUITY</b>	<b>790,089,990</b>	<b>775,211,220</b>	<b>760,048,316</b>	<b>744,085,518</b>	<b>728,384,878</b>	<b>712,293,327</b>	<b>696,053,739</b>	<b>679,381,304</b>	<b>662,662,661</b>	<b>645,698,481</b>
Operating Result	- 14,878,770 -	- 15,162,903 -	- 15,962,799 -	- 15,700,640 -	- 16,091,550 -	- 16,239,588 -	- 16,672,435 -	- 16,718,643 -	- 16,964,180 -	- 17,349,845
<b>CLOSING EQUITY</b>	<b>775,211,220</b>	<b>760,048,316</b>	<b>744,085,518</b>	<b>728,384,878</b>	<b>712,293,327</b>	<b>696,053,739</b>	<b>679,381,304</b>	<b>662,662,661</b>	<b>645,698,481</b>	<b>628,348,635</b>

Appendix 1: Ten Year Financial Plans

**Kempsey Shire Council  
Statement of Cash Flows  
General Fund (Scenario 2)**

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<b>Cash Flow from Operating Activities</b>										
<b>Receipts:</b>										
Rates & Annual Charges	17,569,665	18,267,045	18,892,306	19,461,009	20,029,374	20,626,011	21,243,805	21,877,360	22,531,640	23,205,952
User Charges & Fees	9,216,683	9,230,904	9,552,397	9,819,644	10,066,394	10,312,948	10,573,500	10,833,572	11,105,287	11,382,539
Interest	1,242,144	1,255,132	1,283,689	1,312,849	1,341,187	1,391,612	1,445,607	1,569,853	1,652,514	1,689,019
Grants & Contributions	12,091,663	12,022,208	12,135,979	12,200,569	12,455,485	12,821,145	13,104,471	13,398,006	13,694,247	14,007,415
Other Revenues	177,142	178,460	179,881	181,403	183,026	184,748	186,570	188,492	190,513	192,633
	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Employee Expenses	- 15,511,146 -	- 15,760,683 -	- 16,178,420 -	- 17,358,089 -	- 16,672,829 -	- 17,648,721 -	- 18,678,799 -	- 18,459,316 -	- 18,578,380 -	- 17,995,380
Borrowing Costs	- 862,148 -	- 637,219 -	- 497,776 -	- 369,709 -	- 270,425 -	- 188,329 -	- 136,217 -	- 92,253 -	- 55,997 -	- 9,368
Materials & Contracts	- 12,162,780 -	- 11,063,442 -	- 11,325,176 -	- 10,814,070 -	- 11,588,294 -	- 11,401,058 -	- 10,879,920 -	- 11,981,243 -	- 12,208,225 -	- 13,639,510
Other Expenses	- 2,656,458 -	- 2,845,581 -	- 3,238,321 -	- 3,220,997 -	- 3,368,139 -	- 3,530,746 -	- 3,941,342 -	- 3,880,316 -	- 4,068,092 -	- 4,265,156
	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided by(or used in ) Operating Activities</b>	9,104,765	10,646,825	10,804,558	11,212,607	12,175,778	12,567,609	12,917,675	13,454,156	14,263,505	14,568,144
<b>Cash Flow From Investing Activities</b>										
<b>Receipts:</b>										
Deferred Debtor Repayments	14,237	15,128	16,074	17,082	18,143	19,280	20,492	21,759	23,127	24,617
	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Purchase of Infrastructure, Property, Plant and Equipment	- 7,351,002 -	- 7,839,341 -	- 7,933,871 -	- 9,159,954 -	- 9,549,243 -	- 10,913,308 -	- 11,089,760 -	- 12,168,196 -	- 12,040,273 -	- 13,330,444
	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided by( or used in ) Investing Activities</b>	- 7,336,766 -	- 7,824,213 -	- 7,917,797 -	- 9,142,872 -	- 9,531,100 -	- 10,894,028 -	- 11,069,268 -	- 12,146,437 -	- 12,017,146 -	- 13,305,827
	-	-	-	-	-	-	-	-	-	-
<b>Cash Flow From Financing Activities</b>										
<b>Receipts:</b>										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>										
Repayment of Borrowings & Advances	- 2,464,021 -	- 2,291,701 -	- 2,170,543 -	- 1,854,382 -	- 1,430,895 -	- 1,143,707 -	- 703,587 -	- 744,440 -	- 673,744 -	- 712,976
	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided by(or used in ) Financing Activities</b>	- 2,464,021 -	- 2,291,701 -	- 2,170,543 -	- 1,854,382 -	- 1,430,895 -	- 1,143,707 -	- 703,587 -	- 744,440 -	- 673,744 -	- 712,976
	-	-	-	-	-	-	-	-	-	-
<b>Net Increase (Decrease) in Cash</b>	- 696,021	530,911	716,218	215,353	1,213,783	529,874	1,144,820	563,279	1,572,615	549,341
plus: Cash & Cash Equivalents - beginning of the year	14,718,180	14,022,159	14,553,070	15,269,288	15,484,641	16,698,424	17,228,299	18,373,119	18,936,397	20,509,012
<b>Cash &amp; Cash Equivalents - End of the year</b>	<b>14,022,159</b>	<b>14,553,070</b>	<b>15,269,288</b>	<b>15,484,641</b>	<b>16,698,424</b>	<b>17,228,299</b>	<b>18,373,119</b>	<b>18,936,397</b>	<b>20,509,012</b>	<b>21,058,353</b>
	-	-	-	-	-	-	-	-	-	-

# Appendix 1: Ten Year Financial Plans

Kempsey Shire Council Scenario 2 General Fund Ratio's											
Ratio	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	
<b>Operating Result before Capital Amounts</b>	- 16,625,942 -	16,898,283 -	17,565,895 -	17,104,834 -	17,505,677 -	17,755,866 -	18,203,040 -	18,263,913 -	18,524,460 -	18,925,490	
<b>Operating Balance Ratio</b>											
<u>Operating Result before Capital Amounts</u>	- 16,625,942 -	16,898,283 -	17,565,895 -	17,104,834 -	17,505,677 -	17,755,866 -	18,203,040 -	18,263,913 -	18,524,460 -	18,925,490	
Operating Income (excluding Capital Grants/Contributions)	38,104,377	39,337,954	40,548,196	41,664,083	42,776,515	43,952,850	45,151,386	46,463,367	47,755,322	49,045,251	
Ratio	-43.63%	-42.96%	-43.32%	-41.05%	-40.92%	-40.40%	-40.32%	-39.31%	-38.79%	-38.59%	
<b>Unrestricted Current Ratio</b>											
<u>Current Assets (less external restrictions)</u>	13,831,870	14,084,979	14,642,408	14,459,582	15,252,588	15,493,164	16,304,576	16,507,344	17,665,227	17,703,279	
Current Liabilities (less Specific Purpose liabilities)	6,014,176	5,865,978	6,425,803	5,512,968	5,687,238	5,452,992	5,996,586	5,675,675	6,209,406	5,182,175	
Ratio	2.30	2.40	2.28	2.62	2.68	2.84	2.72	2.91	2.84	3.42	
<b>Debt Service Ratio</b>											
<u>Loan Interest &amp; Principal Repayments</u>	3,253,589	2,934,768	2,673,971	2,229,225	1,706,452	1,341,139	844,355	844,021	732,243	731,875	
Revenue from Continuing Operations (excluding Capital Items & Specific Purpose Grants / Contributions)	33,961,302	35,090,936	36,204,616	37,210,747	38,221,158	39,282,630	40,373,390	41,564,599	42,742,704	43,905,621	
Ratio	9.58%	8.36%	7.39%	5.99%	4.46%	3.41%	2.09%	2.03%	1.71%	1.67%	
<b>Rates &amp; Annual Charges Coverage Ratio</b>											
<u>Rates &amp; Annual Charges Income</u>	17,489,835	18,292,680	18,915,432	19,481,318	20,053,716	20,653,479	21,270,275	21,906,191	22,560,358	23,234,918	
Operating Income	39,851,549	41,073,334	42,151,292	43,068,277	44,190,642	45,469,128	46,681,991	48,008,637	49,315,602	50,620,896	
Ratio	43.89%	44.54%	44.88%	45.23%	45.38%	45.42%	45.56%	45.63%	45.75%	45.90%	
<b>Asset Renewal Ratio</b>											
<u>Asset Renewals Expenditure</u>	7,039,761	7,518,992	7,885,524	9,110,407	9,498,454	10,861,248	11,036,406	12,113,508	11,984,209	13,273,892	
Depreciation	24,828,551	25,548,579	26,289,487	27,051,883	27,836,388	28,643,642	29,474,307	30,329,063	31,208,607	32,113,082	
Ratio	28.35%	29.43%	29.99%	33.68%	34.12%	37.92%	37.44%	39.94%	38.40%	41.33%	
<b>Building &amp; Infrastructure Renewal Ratio</b>											
<u>Building &amp; Infrastructure Renewals Expenditure</u>	5,132,011	5,628,779	5,862,729	6,717,456	7,168,435	8,027,228	8,748,905	9,468,138	9,912,019	10,302,120	
Depreciation	22,373,108	23,021,928	23,689,564	24,376,561	25,083,482	25,810,903	26,559,419	27,329,642	28,122,201	28,937,745	
<b>Building &amp; Infrastructure Renewal Ratio</b>	22.94%	24.45%	24.75%	27.56%	28.58%	31.10%	32.94%	34.64%	35.25%	35.60%	

**Kempsey Shire Council**  
**General Budget Summary - Scenario 2**  
**For Period 2014/15 to 2023/24**

Management Activity Summary	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>-2</b>	<b>1</b>	<b>-2</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>-5</b>
<b>Operating Income</b>										
- Ecological & Economic Sustainable Development	-1,804,789	-2,026,568	-2,164,459	-2,237,831	-2,294,981	-2,352,729	-2,412,046	-2,472,931	-2,535,412	-2,599,526
- Social, Cultural & Community	-1,895,430	-2,158,879	-2,213,020	-2,276,992	-2,322,327	-2,389,071	-2,446,556	-2,516,834	-2,578,957	-2,652,973
- Infrastructure & Services	-13,596,969	-13,831,590	-14,243,773	-14,597,604	-14,978,542	-15,370,742	-15,772,257	-16,184,505	-16,607,840	-17,042,568
- Leadership & Effective, Efficient Management	-20,807,189	-21,320,918	-21,926,942	-22,551,658	-23,180,665	-23,840,309	-24,520,527	-25,289,098	-26,033,116	-26,750,182
<b>Total Operating Income</b>	<b>-38,104,377</b>	<b>-39,337,954</b>	<b>-40,548,195</b>	<b>-41,664,084</b>	<b>-42,776,515</b>	<b>-43,952,852</b>	<b>-45,151,387</b>	<b>-46,463,369</b>	<b>-47,755,324</b>	<b>-49,045,249</b>
<b>Operating Expenses</b>										
- Ecological & Economic Sustainable Development	3,845,029	4,102,309	4,328,116	4,421,403	4,501,074	4,612,228	4,609,970	4,723,863	4,840,990	4,960,322
- Social, Cultural & Community	5,011,940	5,116,654	5,207,040	5,208,552	5,192,410	5,325,889	5,386,508	5,517,356	5,646,354	5,787,518
- Infrastructure & Services	42,611,388	43,630,128	44,759,937	45,609,321	46,682,730	47,841,285	49,076,510	50,282,205	51,575,933	52,888,444
- Beneficial Relationships	65,769	61,285	62,817	64,387	65,997	67,647	69,338	71,072	72,848	74,670
- Leadership & Effective, Efficient Management	3,196,193	3,325,864	3,756,182	3,465,252	3,839,981	3,861,667	4,212,099	4,132,786	4,143,659	4,259,780
<b>Total Operating Expenses</b>	<b>54,730,319</b>	<b>56,236,239</b>	<b>58,114,091</b>	<b>58,768,916</b>	<b>60,282,191</b>	<b>61,708,716</b>	<b>63,354,424</b>	<b>64,727,282</b>	<b>66,279,784</b>	<b>67,970,734</b>
<b>Non Operating Income</b>										
- Social, Cultural & Community	0	0	0	0	0	0	0	0	0	0
- Infrastructure & Services	-1,747,172	-1,735,380	-1,603,096	-1,404,194	-1,414,127	-1,516,278	-1,530,605	-1,545,270	-1,560,280	-1,575,645
<b>Total Non Operating Income</b>	<b>-1,747,172</b>	<b>-1,735,380</b>	<b>-1,603,096</b>	<b>-1,404,194</b>	<b>-1,414,127</b>	<b>-1,516,278</b>	<b>-1,530,605</b>	<b>-1,545,270</b>	<b>-1,560,280</b>	<b>-1,575,645</b>
<b>Non Current Assets NCA</b>										
- Social, Cultural & Community	4,099	4,201	4,307	4,414	4,525	4,638	4,754	4,872	4,994	5,120
- Infrastructure & Services	5,834,928	6,349,843	6,321,039	7,186,437	7,648,301	8,518,228	9,251,299	9,982,193	10,438,004	10,840,314
- Beneficial Relationships	0	0	0	0	0	0	0	0	0	0
- Leadership & Effective, Efficient Management	1,497,740	1,470,170	1,592,454	1,952,024	1,878,275	2,371,162	1,813,219	2,159,375	1,574,148	2,460,396
<b>Total Non Current Assets NCA</b>	<b>7,336,767</b>	<b>7,824,215</b>	<b>7,917,799</b>	<b>9,142,875</b>	<b>9,531,100</b>	<b>10,894,028</b>	<b>11,069,272</b>	<b>12,146,440</b>	<b>12,017,146</b>	<b>13,305,830</b>
<b>Transfer to Reserve</b>										
- Ecological & Economic Sustainable Development	20,058	20,433	20,994	21,572	22,166	22,720	23,287	23,869	24,466	25,229
- Social, Cultural & Community	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
- Infrastructure & Services	1,265,904	1,375,350	1,394,799	1,463,118	1,555,283	1,135,744	934,172	875,317	932,768	994,740
- Beneficial Relationships	576,250	644,500	698,750	805,000	1,014,320	830,000	1,181,337	896,623	1,542,500	889,000
- Leadership & Effective, Efficient Management	1,867,212	2,045,283	2,119,543	2,294,690	2,596,769	1,993,464	2,143,796	1,800,809	2,504,734	1,913,969

# Appendix 1: Ten Year Financial Plans

## Kempsey Shire Council General Budget Summary - Scenario 2 For Period 2014/15 to 2023/24

Management Activity Summary	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Transfer from Reserve</b>										
- Ecological & Economic Sustainable Development	0	0	0	0	0	0	0	0	0	0
- Social, Cultural & Community	-19,598	-20,088	-20,590	-21,105	-21,633	-22,173	-22,728	-23,296	-23,878	-24,470
- Infrastructure & Services	-1,091,095	-1,129,536	-1,203,841	-1,187,000	-1,207,394	-773,489	-536,661	-442,392	-451,083	-455,716
- Leadership & Effective, Efficient Management	-114,525	-388,898	-210,764	-904,597	-164,897	-758,981	-423,390	-810,581	-377,235	-975,350
<b>Total Transfer from Reserve</b>	<b>-1,225,218</b>	<b>-1,538,522</b>	<b>-1,435,195</b>	<b>-2,112,702</b>	<b>-1,393,923</b>	<b>-1,554,644</b>	<b>-982,779</b>	<b>-1,276,268</b>	<b>-852,197</b>	<b>-1,455,536</b>
<b>Repayment of Debt</b>										
- Social, Cultural & Community	20,350	21,733	22,939	16,205	0	0	0	0	0	0
- Infrastructure & Services	2,182,804	1,990,190	1,848,066	1,516,597	1,308,923	1,083,687	663,638	702,210	673,744	712,976
- Leadership & Effective, Efficient Management	260,867	279,778	299,538	321,580	121,972	60,020	39,949	42,230	0	0
<b>Total Repayment of Debt</b>	<b>2,464,021</b>	<b>2,291,701</b>	<b>2,170,543</b>	<b>1,854,382</b>	<b>1,430,895</b>	<b>1,143,707</b>	<b>703,587</b>	<b>744,440</b>	<b>673,744</b>	<b>712,976</b>
<b>Loan Borrowings Utilised</b>										
- Infrastructure & Services	0	0	0	0	0	0	0	0	0	0
<b>Total Loan Borrowings Utilised</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Contra Accounts (Non Cash)</b>										
- Ecological & Economic Sustainable Development	-9,133	-9,398	-9,670	-9,951	-10,239	-10,536	-10,842	-11,156	-11,480	-11,813
- Social, Cultural & Community	-388,642	-399,913	-411,510	-423,444	-435,724	-448,359	-461,361	-474,742	-488,510	-502,675
- Infrastructure & Services	-23,199,733	-23,872,525	-24,564,828	-25,277,209	-26,010,248	-26,764,545	-27,540,717	-28,339,397	-29,161,240	-30,006,915
- Leadership & Effective, Efficient Management	-1,724,044	-1,503,744	-1,749,480	-1,169,281	-1,800,178	-1,492,703	-1,593,389	-1,308,769	-1,646,379	-1,305,681
<b>Total Contra Accounts (Non Cash)</b>	<b>-25,321,552</b>	<b>-25,785,580</b>	<b>-26,735,488</b>	<b>-26,879,884</b>	<b>-28,256,389</b>	<b>-28,716,143</b>	<b>-29,606,309</b>	<b>-30,134,064</b>	<b>-31,307,608</b>	<b>-31,827,084</b>

## Appendx 1: Ten Year Financial Plans

### Ecological & Economic Sustainable Development Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>2,051,165</b>	<b>2,086,776</b>	<b>2,174,980</b>	<b>2,195,194</b>	<b>2,218,019</b>	<b>2,271,683</b>	<b>2,210,369</b>	<b>2,263,644</b>	<b>2,318,564</b>	<b>2,374,212</b>
<b>Operating Income</b>										
1111 Coastal Environmental Management	-314,706	-323,223	-331,971	-340,955	-350,184	-358,937	-367,910	-377,107	-386,534	-396,197
1112 Estuary Management	-373,095	-384,225	-400,110	-450,000	-500,000	-500,000	-500,000	-500,000	-500,000	-500,000
1113 Vegetation Management	-63,786	-105,241	-123,529	-116,791	-70,408	-72,168	-73,972	-75,822	-94,317	-117,760
1211 Develop Long Term Plans to Manage Environmental Im	-177,286	-246,065	-244,325	-238,985	-256,059	-275,646	-295,844	-316,655	-321,479	-322,017
1213 149 Certificates	-94,300	-96,658	-99,074	-101,551	-104,090	-106,692	-109,359	-112,093	-114,895	-117,768
1312 Review & Implement the Economic Development Strate	0	-70,000	-144,265	-147,834	-151,483	-154,959	-158,526	-162,158	-165,863	-169,653
1313 Review & Implement the Tourism Strategic Plan	0	0	0	0	0	0	0	0	0	0
1411 Building Control to Ensure Health & Safety	-283,974	-291,073	-298,350	-305,809	-313,454	-321,291	-329,323	-337,556	-345,995	-354,644
1412 Control Development to Ensure High Standards	-252,229	-258,535	-264,998	-271,623	-278,414	-285,374	-292,508	-299,821	-307,317	-315,000
1414 Regulatory Enforcement to Protect the Community an	-159,131	-163,109	-167,187	-171,367	-175,651	-180,042	-184,543	-189,157	-193,886	-198,733
1511 E & ESD Management Costs	-86,282	-88,439	-90,650	-92,916	-95,239	-97,620	-100,061	-102,562	-105,126	-107,754
<b>Total Operating Income</b>	<b>-1,804,789</b>	<b>-2,026,568</b>	<b>-2,164,459</b>	<b>-2,237,831</b>	<b>-2,294,981</b>	<b>-2,352,729</b>	<b>-2,412,046</b>	<b>-2,472,931</b>	<b>-2,535,412</b>	<b>-2,599,526</b>
<b>Operating Expenses</b>										
1111 Coastal Environmental Management	248,025	254,825	261,635	268,632	275,820	282,539	289,426	296,483	303,718	310,982
1112 Estuary Management	373,095	384,225	400,110	450,000	500,000	500,000	500,000	500,000	500,000	500,000
1113 Vegetation Management	154,400	198,341	219,177	215,047	171,335	175,566	179,896	184,326	205,459	231,597
1211 Develop Long Term Plans to Manage Environmental Im	201,259	272,000	302,000	259,000	239,600	258,700	275,400	295,700	300,000	300,000
1312 Review & Implement the Economic Development Strate	333,006	389,839	472,485	484,650	497,115	509,153	408,350	418,135	428,139	438,379
1313 Review & Implement the Tourism Strategic Plan	30,904	31,677	32,469	33,280	34,112	34,965	35,839	36,735	37,654	38,595
1412 Control Development to Ensure High Standards	100,410	102,675	104,997	107,377	109,816	112,317	114,880	117,507	120,199	122,959
1414 Regulatory Enforcement to Protect the Community an	78,471	80,549	82,681	84,871	87,118	89,316	91,570	93,881	96,251	98,679
1511 E & ESD Management Costs	2,325,459	2,388,179	2,452,562	2,518,546	2,586,156	2,649,672	2,714,609	2,781,095	2,849,570	2,919,131
<b>Total Operating Expenses</b>	<b>3,845,029</b>	<b>4,102,309</b>	<b>4,328,116</b>	<b>4,421,403</b>	<b>4,501,074</b>	<b>4,612,228</b>	<b>4,609,970</b>	<b>4,723,863</b>	<b>4,840,990</b>	<b>4,960,322</b>
<b>Transfer to Reserve</b>										
1111 Coastal Environmental Management	20,058	20,433	20,994	21,572	22,166	22,720	23,287	23,869	24,466	25,229
<b>Total Transfer to Reserve</b>	<b>20,058</b>	<b>20,433</b>	<b>20,994</b>	<b>21,572</b>	<b>22,166</b>	<b>22,720</b>	<b>23,287</b>	<b>23,869</b>	<b>24,466</b>	<b>25,229</b>
<b>Transfer from Reserve</b>										
1112 Estuary Management	0	0	0	0	0	0	0	0	0	0
1211 Develop Long Term Plans to Manage Environmental Im	0	0	0	0	0	0	0	0	0	0
1312 Review & Implement the Economic Development Strate	0	0	0	0	0	0	0	0	0	0
1313 Review & Implement the Tourism Strategic Plan	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer from Reserve</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Ecological & Economic Sustainable Development Management  
Management Activity Details Scenario 2  
Financial Budget 2014/15 to 2023/24**

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Contra Accounts (Non Cash)</b>										
1312 Review & Implement the Economic Development Strategy	-2,626	-2,702	-2,781	-2,861	-2,944	-3,030	-3,117	-3,208	-3,301	-3,397
1414 Regulatory Enforcement to Protect the Community an	-4,548	-4,680	-4,816	-4,955	-5,099	-5,247	-5,399	-5,556	-5,717	-5,882
1511 E & ESD Management Costs	-1,959	-2,016	-2,074	-2,134	-2,196	-2,260	-2,326	-2,393	-2,462	-2,534
<b>Total Contra Accounts (Non Cash)</b>	<b>-9,133</b>	<b>-9,398</b>	<b>-9,670</b>	<b>-9,951</b>	<b>-10,239</b>	<b>-10,536</b>	<b>-10,842</b>	<b>-11,156</b>	<b>-11,480</b>	<b>-11,813</b>

# Appendx 1: Ten Year Financial Plans

## Social, Cultural & Community Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>2,737,719</b>	<b>2,568,709</b>	<b>2,594,165</b>	<b>2,512,630</b>	<b>2,422,251</b>	<b>2,475,923</b>	<b>2,465,616</b>	<b>2,512,357</b>	<b>2,565,004</b>	<b>2,617,520</b>
<b>Operating Income</b>										
2111 Macleay Community Care Options	-1,497,177	-1,540,597	-1,585,272	-1,631,246	-1,678,551	-1,727,230	-1,777,318	-1,828,861	-1,881,899	-1,936,472
2121 Community Houses South / West	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273	-127,273
2122 Homes for Aged	-43,616	-44,881	-46,182	-47,522	-48,900	-50,318	-51,777	-53,279	-54,824	-56,414
2123 Other Community Services	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000
2213 Medical Scholarships	0	0	0	0	0	0	0	0	0	0
2311 Aboriginal	-63,468	-65,055	-66,681	-68,348	-70,057	-71,808	-73,603	-75,444	-77,330	-79,263
2312 Youth	-512	-525	-538	-551	-565	-579	-594	-609	-624	-639
2321 Customer Interaction	0	0	0	0	0	0	0	0	0	0
2322 Visitor Information Services	-20,487	-229,229	-237,247	-243,629	-239,873	-245,977	-251,233	-257,643	-264,211	-270,947
2421 Art Gallery	-20,285	-25,792	-21,312	-26,844	-22,391	-27,950	-23,524	-29,112	-24,715	-30,332
2422 Festivals/ Cultural Events	-12,376	-12,685	-13,003	-13,328	-13,661	-14,002	-14,352	-14,711	-15,079	-15,456
2423 Library Services	-71,457	-73,243	-75,075	-76,951	-78,875	-80,847	-82,868	-84,940	-87,063	-89,240
2521 Community Safety & Crime Prevention	-3,177	-3,256	-3,338	-3,421	-3,507	-3,594	-3,684	-3,776	-3,871	-3,968
2523 Graffiti Busters	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000
2531 Community Buildings	-29,602	-30,342	-31,101	-31,878	-32,675	-33,492	-34,329	-35,187	-36,067	-36,969
<b>Total Operating Income</b>	<b>-1,895,430</b>	<b>-2,158,879</b>	<b>-2,213,020</b>	<b>-2,276,992</b>	<b>-2,322,327</b>	<b>-2,389,071</b>	<b>-2,446,556</b>	<b>-2,516,834</b>	<b>-2,578,957</b>	<b>-2,652,973</b>
<b>Operating Expenses</b>										
2111 Macleay Community Care Options	1,512,630	1,556,498	1,601,634	1,648,083	1,695,876	1,745,057	1,795,662	1,847,737	1,901,323	1,956,459
2121 Community Houses South / West	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273	127,273
2122 Homes for Aged	63,435	65,275	67,167	69,116	71,120	73,182	75,304	77,489	79,736	82,048
2123 Other Community Services	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
2211 Community Subsidies	3,330	3,413	3,499	3,586	3,676	3,768	3,862	3,958	4,057	4,159
2212 Civic Functions	10,681	10,948	11,222	11,502	11,790	12,085	12,387	12,696	13,014	13,340
2213 Medical Scholarships	0	0	0	0	0	0	0	0	0	0
2214 356 Donations	28,436	23,358	13,962	8,389	0	0	0	0	0	0
2311 Aboriginal	62,556	65,054	66,681	68,348	70,057	71,808	73,604	75,444	77,329	79,263
2312 Youth	90,409	92,833	95,320	97,876	100,491	103,163	105,894	108,684	111,533	114,441
2321 Customer Interaction	764,746	762,095	782,407	743,258	693,171	709,489	661,800	677,270	693,097	709,288
2322 Visitor Information Services	276,325	286,075	295,222	302,728	310,517	318,603	325,895	334,401	343,127	352,078
2421 Art Gallery	15,160	20,555	15,960	21,376	16,804	22,242	17,690	23,152	18,625	24,111
2422 Festivals/ Cultural Events	68,111	69,599	46,111	45,034	44,015	42,856	41,440	39,738	37,718	35,345
2423 Library Services	871,681	895,186	911,297	936,138	894,307	917,445	941,167	965,490	990,428	1,015,997
2521 Community Safety & Crime Prevention	154,842	158,886	163,033	167,289	171,654	175,935	180,321	184,816	189,422	194,141
2523 Graffiti Busters	30,314	31,045	31,793	32,560	33,345	34,149	34,972	35,815	36,679	37,563
2531 Community Buildings	307,691	307,679	316,586	323,593	330,028	336,123	341,765	346,817	351,111	354,447
2611 SC & C Management Costs	620,320	636,882	653,873	671,305	689,188	705,843	722,887	740,328	758,179	776,465
<b>Total Operating Expenses</b>	<b>5,011,940</b>	<b>5,116,654</b>	<b>5,207,040</b>	<b>5,208,552</b>	<b>5,192,410</b>	<b>5,325,889</b>	<b>5,386,508</b>	<b>5,517,356</b>	<b>5,646,354</b>	<b>5,787,518</b>

# Appendix 1: Ten Year Financial Plans

## Social, Cultural & Community Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Non Operating Income</b>										
2423 Library Services	0	0	0	0	0	0	0	0	0	0
<b>Total Non Operating Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Non Current Assets NCA</b>										
2111 Macleay Community Care Options	0	0	0	0	0	0	0	0	0	0
2321 Customer Interaction	1,537	1,575	1,615	1,655	1,697	1,739	1,782	1,827	1,873	1,920
2423 Library Services	0	0	0	0	0	0	0	0	0	0
2531 Community Buildings	0	0	0	0	0	0	0	0	0	0
2611 SC & C Management Costs	2,562	2,626	2,692	2,759	2,828	2,899	2,971	3,045	3,122	3,200
<b>Total Non Current Assets NCA</b>	<b>4,099</b>	<b>4,201</b>	<b>4,307</b>	<b>4,414</b>	<b>4,525</b>	<b>4,638</b>	<b>4,754</b>	<b>4,872</b>	<b>4,994</b>	<b>5,120</b>
<b>Transfer to Reserve</b>										
2423 Library Services	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Total Transfer to Reserve</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Transfer from Reserve</b>										
2111 Macleay Community Care Options	0	0	0	0	0	0	0	0	0	0
2123 Other Community Services	0	0	0	0	0	0	0	0	0	0
2311 Aboriginal	0	0	0	0	0	0	0	0	0	0
2321 Customer Interaction	0	0	0	0	0	0	0	0	0	0
2322 Visitor Information Services	-19,598	-20,088	-20,590	-21,105	-21,633	-22,173	-22,728	-23,296	-23,878	-24,470
2421 Art Gallery	0	0	0	0	0	0	0	0	0	0
2422 Festivals/ Cultural Events	0	0	0	0	0	0	0	0	0	0
2531 Community Buildings	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer from Reserve</b>	<b>-19,598</b>	<b>-20,088</b>	<b>-20,590</b>	<b>-21,105</b>	<b>-21,633</b>	<b>-22,173</b>	<b>-22,728</b>	<b>-23,296</b>	<b>-23,878</b>	<b>-24,470</b>
<b>Repayment of Debt</b>										
2122 Homes for Aged	0	0	0	0	0	0	0	0	0	0
2322 Visitor Information Services	7,671	8,276	8,937	9,653	0	0	0	0	0	0
2422 Festivals/ Cultural Events	5,206	5,617	6,066	6,552	0	0	0	0	0	0
2423 Library Services	6,956	7,428	7,936	0	0	0	0	0	0	0
2531 Community Buildings	0	0	0	0	0	0	0	0	0	0
<b>Total Repayment of Debt</b>	<b>20,350</b>	<b>21,733</b>	<b>22,939</b>	<b>16,205</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Contra Accounts (Non Cash)</b>										
2111 Macleay Community Care Options	-15,453	-15,901	-16,362	-16,837	-17,325	-17,827	-18,344	-18,876	-19,424	-19,987
2122 Homes for Aged	-19,819	-20,394	-20,985	-21,594	-22,220	-22,864	-23,527	-24,210	-24,912	-25,634
2322 Visitor Information Services	-56,564	-58,204	-59,892	-61,629	-63,416	-65,255	-67,148	-69,095	-71,099	-73,161
2422 Festivals/ Cultural Events	-2,026	-2,085	-2,145	-2,207	-2,271	-2,337	-2,405	-2,475	-2,547	-2,620
2423 Library Services	-107,127	-110,234	-113,430	-116,720	-120,105	-123,588	-127,172	-130,860	-134,655	-138,560
2531 Community Buildings	-187,653	-193,095	-198,695	-204,457	-210,386	-216,487	-222,765	-229,226	-235,873	-242,713
<b>Total Contra Accounts (Non Cash)</b>	<b>-388,642</b>	<b>-399,913</b>	<b>-411,510</b>	<b>-423,444</b>	<b>-435,724</b>	<b>-448,359</b>	<b>-461,361</b>	<b>-474,742</b>	<b>-488,510</b>	<b>-502,675</b>

# Appendix 1: Ten Year Financial Plans

## Infrastructure Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>12,260,055</b>	<b>12,776,480</b>	<b>12,708,303</b>	<b>13,309,467</b>	<b>13,584,926</b>	<b>14,153,889</b>	<b>14,545,378</b>	<b>15,330,362</b>	<b>15,840,007</b>	<b>16,355,630</b>
<b>Operating Income</b>										
3112 Local Roads	-1,572,623	-1,583,478	-1,608,349	-1,633,037	-1,657,490	-1,681,650	-1,705,453	-1,728,833	-1,751,718	-1,774,029
3117 Ancillary Roads	-139,886	-143,258	-146,715	-150,257	-153,889	-157,611	-161,426	-165,337	-169,345	-173,454
3122 Timber Bridge Replacement Program	0	0	0	0	0	0	0	0	0	0
3142 Private Works	-90,148	-92,402	-94,712	-97,080	-99,507	-101,994	-104,544	-107,158	-109,837	-112,582
3144 Street Lighting	-84,050	-86,151	-88,305	-90,513	-92,775	-95,095	-97,472	-99,909	-102,407	-104,967
3151 Airport	-73,884	-80,731	-82,751	-84,811	-86,924	-89,120	-91,349	-93,613	-95,962	-98,370
3152 Provide Cemetery Facilities	-284,875	-291,997	-299,297	-306,779	-314,449	-322,310	-330,367	-338,627	-347,092	-355,770
3153 Saleyards	-290,034	-283,641	-290,764	-298,067	-305,596	-314,380	-322,239	-330,295	-338,553	-347,017
3155 DWMS	-3,970,218	-4,085,643	-4,204,491	-4,327,365	-4,453,372	-4,583,118	-4,716,717	-4,854,284	-4,995,938	-5,141,807
3156 Other Waste	-576,079	-593,361	-611,162	-629,497	-648,382	-667,833	-687,868	-708,505	-729,760	-751,653
3157 Landfill	-3,037,263	-3,126,121	-3,217,592	-3,311,752	-3,408,682	-3,508,462	-3,611,178	-3,716,916	-3,825,764	-3,937,815
3163 Parks	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500
3164 Sporting Grounds	-15,375	-15,759	-16,153	-16,557	-16,971	-17,395	-17,830	-18,276	-18,733	-19,201
3166 Swimming Pools	-375	-375	-70,375	-77,375	-85,075	-93,545	-102,862	-113,111	-124,384	-136,785
3174 Stormwater and Flooding	-46,854	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	-146,534	-117,720	-104,872	-87,200	-87,200	-87,200	-87,200	-87,200	-87,200	-87,200
3211 Asset Management	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000
3213 Corporate Buildings	-33,517	-20,676	-21,193	-21,723	-22,266	-22,823	-23,393	-23,978	-24,578	-25,192
3214 4 Shore Tourist Parks	-2,204,923	-2,255,636	-2,307,516	-2,360,589	-2,414,882	-2,470,425	-2,527,244	-2,585,371	-2,644,834	-2,705,666
3215 South West Rocks Reserve	-680,683	-696,339	-712,354	-728,739	-745,500	-762,646	-780,187	-798,131	-816,488	-835,268
3217 Rental Properties	-57,414	-58,849	-60,321	-61,829	-63,374	-64,959	-66,582	-68,247	-69,953	-71,703
3218 Fire Control	-288,734	-295,952	-303,351	-310,935	-318,708	-326,676	-334,843	-343,214	-351,794	-360,589
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Operating Income</b>	<b>-13,596,969</b>	<b>-13,831,590</b>	<b>-14,243,773</b>	<b>-14,597,604</b>	<b>-14,978,542</b>	<b>-15,370,742</b>	<b>-15,772,257</b>	<b>-16,184,505</b>	<b>-16,607,840</b>	<b>-17,042,568</b>
<b>Operating Expenses</b>										
3101 Operations Management	598,405	613,197	628,312	643,757	659,541	673,270	687,230	701,425	715,860	730,538
3112 Local Roads	23,397,183	23,971,435	24,575,229	25,200,240	25,848,773	26,522,446	27,219,766	27,936,127	28,672,988	29,431,428
3117 Ancillary Roads	541,482	553,278	565,240	577,402	590,978	606,241	622,878	640,553	658,731	677,424
3122 Timber Bridge Replacement Program	1,130,029	1,131,840	1,132,402	1,135,053	1,141,966	1,150,158	1,167,976	1,200,900	1,234,860	1,269,944
3131 Cycleways and Footpaths	257,639	264,210	270,945	277,847	284,673	292,064	300,118	308,394	316,900	325,640
3141 Car Parking	187,389	196,864	207,034	203,460	208,862	214,545	220,378	226,365	232,511	238,818
3142 Private Works	54,666	56,033	57,433	58,869	60,341	61,850	63,396	64,981	66,605	68,270
3143 Quarries	35,101	36,461	37,002	37,846	38,925	40,036	41,179	42,355	43,565	44,810
3144 Street Lighting	606,184	616,305	627,426	638,645	650,062	661,780	673,799	686,118	698,847	711,986
3151 Airport	141,776	147,289	153,103	158,243	162,798	167,485	172,307	177,268	182,372	187,625

# Appendix 1: Ten Year Financial Plans

## Infrastructure Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Operating Expenses</b>										
3152 Provide Cemetery Facilities	310,543	318,427	326,600	331,752	341,466	350,851	361,671	372,768	383,145	393,815
3153 Saleyards	226,101	223,611	223,064	224,460	227,883	233,453	240,277	247,303	254,537	261,985
3155 DWMS	3,927,368	4,034,839	4,145,275	4,258,757	4,375,369	4,495,200	4,618,339	4,744,877	4,874,910	5,008,535
3156 Other Waste	363,198	374,084	385,297	396,846	408,741	420,992	433,611	446,608	459,995	473,783
3157 Landfill	2,198,368	2,263,983	2,326,616	2,396,222	2,462,943	2,536,740	2,607,402	2,685,488	2,760,359	2,842,981
3161 Beach Foreshores	145,061	148,694	152,418	156,235	160,148	164,159	168,271	172,485	176,805	181,233
3162 Boat Ramps	24,092	23,167	22,454	16,998	16,538	16,089	16,216	16,686	17,170	17,668
3163 Parks	875,280	905,559	937,161	966,261	951,412	980,127	1,009,730	1,040,249	1,033,829	1,065,171
3164 Sporting Grounds	609,109	626,828	645,202	664,478	637,878	655,110	673,720	652,172	671,048	687,477
3165 Civic Maintenance	740,694	763,604	747,320	746,499	768,173	790,476	798,273	802,507	825,809	830,159
3166 Swimming Pools	844,519	872,325	901,234	709,923	716,241	720,668	723,591	724,803	724,070	721,136
3167 Horseshoe Bay Day Visitor Area	77,480	80,377	83,443	86,188	88,345	90,707	93,311	95,990	98,747	101,583
3168 Passive Recreation	35,069	36,091	37,143	38,226	39,340	40,487	41,667	42,882	44,132	45,418
3169 Street Sweeping	320,160	280,628	289,991	299,670	309,676	275,802	284,930	294,368	304,125	276,327
3171 Water Services Management	7,445	7,661	7,883	8,112	8,347	8,589	8,838	9,094	9,358	9,629
3174 Stormwater and Flooding	781,232	799,655	820,159	841,175	863,090	886,006	909,951	935,131	961,303	988,665
3175 Floodplain Management	360,115	363,878	369,258	375,883	384,406	394,524	405,911	417,626	429,680	442,082
3211 Asset Management	814,521	835,359	856,697	878,549	900,929	921,280	942,051	963,253	984,895	1,006,987
3213 Corporate Buildings	624,966	649,477	681,814	714,730	733,255	752,720	773,165	794,170	815,748	837,918
3214 4 Shore Tourist Parks	1,053,364	1,082,486	1,112,875	1,144,468	1,179,228	1,215,102	1,252,131	1,290,355	1,329,813	1,370,550
3215 South West Rocks Reserve	180,574	179,313	178,218	179,842	183,632	187,605	192,797	198,987	205,380	211,983
3216 Property Development	14,687	15,113	15,551	16,002	16,466	16,944	17,435	17,941	18,461	18,997
3217 Rental Properties	73,331	78,490	84,101	87,109	89,688	92,345	95,080	97,896	100,796	103,781
3218 Fire Control	693,205	710,854	728,953	747,514	766,548	786,069	806,088	826,618	847,673	869,267
3219 Emergency Services	74,735	75,163	76,116	77,485	78,988	80,494	82,098	83,815	85,730	87,946
3611 I & S Management Costs	286,317	293,550	300,968	308,576	316,379	323,371	330,516	337,817	345,277	352,904
<b>Total Operating Expenses</b>	<b>42,611,388</b>	<b>43,630,128</b>	<b>44,759,937</b>	<b>45,609,321</b>	<b>46,682,730</b>	<b>47,841,285</b>	<b>49,076,510</b>	<b>50,282,205</b>	<b>51,575,933</b>	<b>52,888,444</b>
<b>Non Operating Income</b>										
3112 Local Roads	-940,500	-908,000	-1,035,847	-823,586	-819,845	-908,000	-908,000	-908,000	-908,000	-908,000
3117 Ancillary Roads	0	0	0	0	0	0	0	0	0	0
3122 Timber Bridge Replacement Program	0	0	0	0	0	0	0	0	0	0
3151 Airport	0	0	0	0	0	0	0	0	0	0
3157 Landfill	-265,225	-273,182	0	0	0	0	0	0	0	0
3162 Boat Ramps	0	0	0	0	0	0	0	0	0	0
3163 Parks	0	0	0	0	0	0	0	0	0	0
3164 Sporting Grounds	0	0	0	0	0	0	0	0	0	0
3166 Swimming Pools	0	0	0	0	0	0	0	0	0	0

# Appendx 1: Ten Year Financial Plans

## Infrastructure Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Non Operating Income</b>										
3174 Stormwater and Flooding	0	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	-148,608	-152,323	-156,131	-160,035	-164,035	-168,136	-172,340	-176,648	-181,064	-185,591
3218 Fire Control	-392,839	-401,874	-411,117	-420,573	-430,246	-440,142	-450,265	-460,621	-471,216	-482,054
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Non Operating Income</b>	<b>-1,747,172</b>	<b>-1,735,380</b>	<b>-1,603,096</b>	<b>-1,404,194</b>	<b>-1,414,127</b>	<b>-1,516,278</b>	<b>-1,530,605</b>	<b>-1,545,270</b>	<b>-1,560,280</b>	<b>-1,575,645</b>
<b>Non Current Assets NCA</b>										
3112 Local Roads	3,911,318	4,246,064	4,422,523	5,074,276	5,501,787	5,824,659	6,209,595	6,785,969	7,201,258	7,565,197
3117 Ancillary Roads	21,579	22,118	22,671	23,238	23,819	24,415	25,025	25,651	26,292	26,949
3122 Timber Bridge Replacement Program	185,513	190,893	196,429	202,125	207,987	214,018	220,225	226,612	233,183	239,946
3131 Cycleways and Footpaths	21,939	22,575	23,230	23,904	24,597	25,310	26,044	26,799	27,577	28,378
3151 Airport	0	0	0	0	0	0	0	0	0	0
3153 Saleyards	0	0	0	0	0	0	0	0	0	0
3157 Landfill	265,225	273,182	0	0	0	0	0	0	0	0
3162 Boat Ramps	0	0	0	0	0	0	0	0	0	0
3163 Parks	0	0	0	0	0	0	0	0	0	0
3164 Sporting Grounds	0	0	0	0	0	0	0	0	0	0
3165 Civic Maintenance	0	0	0	0	0	0	0	0	0	0
3166 Swimming Pools	0	0	0	0	0	0	0	0	0	0
3167 Horseshoe Bay Day Visitor Area	13,462	13,832	14,213	14,603	14,969	15,343	15,726	16,119	16,522	16,936
3174 Stormwater and Flooding	0	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	391,662	402,129	412,876	423,913	435,246	446,884	458,835	471,107	483,709	496,651
3211 Asset Management	15,375	15,759	16,153	16,557	16,971	17,395	17,830	18,276	18,733	19,201
3213 Corporate Buildings	0	0	0	0	0	0	0	0	0	0
3214 4 Shore Tourist Parks	500,000	630,000	660,000	750,000	750,000	1,261,941	1,529,180	1,642,000	1,650,000	1,655,000
3215 South West Rocks Reserve	100,000	115,000	125,000	220,000	225,000	230,000	280,000	290,000	290,000	290,000
3218 Fire Control	392,839	401,874	411,117	420,573	430,246	440,142	450,265	460,621	471,216	482,054
3219 Emergency Services	16,016	16,416	16,827	17,247	17,679	18,121	18,574	19,038	19,514	20,002
<b>Total Non Current Assets NCA</b>	<b>5,834,928</b>	<b>6,349,843</b>	<b>6,321,039</b>	<b>7,186,437</b>	<b>7,648,301</b>	<b>8,518,228</b>	<b>9,251,299</b>	<b>9,982,193</b>	<b>10,438,004</b>	<b>10,840,314</b>
<b>Transfer to Reserve</b>										
3112 Local Roads	0	44,382	0	0	0	0	0	0	0	0
3152 Provide Cemetery Facilities	13,758	14,091	14,433	14,782	15,152	15,531	15,919	16,317	16,725	17,143
3153 Saleyards	31,953	47,074	85,932	123,806	163,818	202,767	207,335	212,001	216,766	221,632
3155 DWMS	80,352	89,393	98,925	109,469	120,047	131,182	142,897	155,217	168,166	181,778

# Appendix 1: Ten Year Financial Plans

## Infrastructure Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Transfer to Reserve</b>										
3214 4 Shore Tourist Parks	862,219	900,274	907,648	916,095	948,679	469,833	236,203	157,502	184,138	214,287
3215 South West Rocks Reserve	277,622	280,136	287,861	298,966	307,587	316,431	331,818	334,280	346,973	359,900
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer to Reserve</b>	<b>1,265,904</b>	<b>1,375,350</b>	<b>1,394,799</b>	<b>1,463,118</b>	<b>1,555,283</b>	<b>1,135,744</b>	<b>934,172</b>	<b>875,317</b>	<b>932,768</b>	<b>994,740</b>
<b>Transfer from Reserve</b>										
3112 Local Roads	0	0	-44,382	0	0	0	0	0	0	0
3122 Timber Bridge Replacement Program	0	0	0	0	0	0	0	0	0	0
3141 Car Parking	0	0	0	0	0	0	0	0	0	0
3143 Quarries	-42,152	-43,991	-45,048	-37,846	-38,925	-40,036	-41,179	-42,355	-43,565	-44,810
3151 Airport	0	0	0	0	0	0	0	0	0	0
3153 Saleyards	0	0	0	0	0	0	0	0	0	0
3157 Landfill	0	0	0	0	0	0	0	0	0	0
3161 Beach Foreshores	-109,156	-111,667	-114,235	-116,862	-119,550	-122,300	-125,113	-127,990	-130,934	-133,946
3163 Parks	-289,000	-306,000	-315,000	-335,000	-341,000	-345,000	-102,820	0	0	0
3164 Sporting Grounds	-410,000	-420,000	-430,000	-435,000	-440,000	-3,059	0	0	0	0
3165 Civic Maintenance	-191,700	-196,600	-201,550	-206,650	-210,900	-210,000	-213,000	-216,000	-219,000	-222,042
3167 Horseshoe Bay Day Visitor Area	-45,832	-47,926	-50,173	-52,085	-53,355	-49,321	-50,663	-52,043	-53,461	-54,918
3168 Passive Recreation	-3,255	-3,353	-3,453	-3,557	-3,664	-3,773	-3,887	-4,003	-4,123	0
3174 Stormwater and Flooding	0	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	0	0	0	0	0	0	0	0	0	0
3211 Asset Management	0	0	0	0	0	0	0	0	0	0
3213 Corporate Buildings	0	0	0	0	0	0	0	0	0	0
3214 4 Shore Tourist Parks	0	0	0	0	0	0	0	0	0	0
3215 South West Rocks Reserve	0	0	0	0	0	0	0	0	0	0
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer from Reserve</b>	<b>-1,091,095</b>	<b>-1,129,536</b>	<b>-1,203,841</b>	<b>-1,187,000</b>	<b>-1,207,394</b>	<b>-773,489</b>	<b>-536,661</b>	<b>-442,392</b>	<b>-451,083</b>	<b>-455,716</b>
<b>Repayment of Debt</b>										
3112 Local Roads	827,460	853,509	826,702	781,895	724,390	605,392	640,585	677,841	673,744	712,976
3117 Ancillary Roads	43,355	46,655	50,044	53,683	29,501	13,327	0	0	0	0
3122 Timber Bridge Replacement Program	367,324	397,756	425,211	364,597	325,544	348,651	4,243	4,485	0	0
3131 Cycleways and Footpaths	10,655	11,318	12,023	12,770	13,565	0	0	0	0	0
3141 Car Parking	3,299	3,559	3,844	4,151	0	0	0	0	0	0
3143 Quarries	7,051	7,530	8,046	0	0	0	0	0	0	0
3152 Provide Cemetery Facilities	20,063	20,994	20,970	14,172	5,172	0	0	0	0	0
3153 Saleyards	137,592	121,631	93,594	64,870	32,302	0	0	0	0	0
3155 DWMS	0	0	0	0	0	0	0	0	0	0

**Infrastructure Services Management  
Management Activity Details Scenario 2  
Financial Budget 2014/15 to 2023/24**

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Repayment of Debt</b>										
3157 Landfill	4,629	4,943	5,282	0	0	0	0	0	0	0
3162 Boat Ramps	34,366	33,500	29,468	25,500	25,500	25,500	0	0	0	0
3164 Sporting Grounds	28,786	30,816	32,881	29,444	26,929	8,077	0	0	0	0
3166 Swimming Pools	0	0	0	0	0	0	0	0	0	0
3167 Horseshoe Bay Day Visitor Area	4,063	4,316	4,584	4,870	5,172	0	0	0	0	0
3174 Stormwater and Flooding	74,251	31,220	33,429	35,785	23,388	24,920	11,994	12,679	0	0
3175 Floodplain Management	99,861	76,029	66,054	45,565	23,842	0	0	0	0	0
3213 Corporate Buildings	151,905	114,937	18,170	19,414	13,291	0	0	0	0	0
3214 4 Shore Tourist Parks	202,332	67,845	64,286	0	0	0	0	0	0	0
3215 South West Rocks Reserve	143,064	143,064	143,064	52,350	52,350	52,350	0	0	0	0
3219 Emergency Services	22,748	20,568	10,414	7,531	7,977	5,470	6,816	7,205	0	0
<b>Total Repayment of Debt</b>	<b>2,182,804</b>	<b>1,990,190</b>	<b>1,848,066</b>	<b>1,516,597</b>	<b>1,308,923</b>	<b>1,083,687</b>	<b>663,638</b>	<b>702,210</b>	<b>673,744</b>	<b>712,976</b>
<b>Loan Borrowings Utilised</b>										
3112 Local Roads	0	0	0	0	0	0	0	0	0	0
3162 Boat Ramps	0	0	0	0	0	0	0	0	0	0
3165 Civic Maintenance	0	0	0	0	0	0	0	0	0	0
3174 Stormwater and Flooding	0	0	0	0	0	0	0	0	0	0
3175 Floodplain Management	0	0	0	0	0	0	0	0	0	0
3214 4 Shore Tourist Parks	0	0	0	0	0	0	0	0	0	0
3215 South West Rocks Reserve	0	0	0	0	0	0	0	0	0	0
3219 Emergency Services	0	0	0	0	0	0	0	0	0	0
<b>Total Loan Borrowings Utilised</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Contra Accounts (Non Cash)</b>										
3112 Local Roads	-19,187,352	-19,743,785	-20,316,355	-20,905,529	-21,511,790	-22,135,632	-22,777,565	-23,438,114	-24,117,820	-24,817,237
3117 Ancillary Roads	-349,266	-359,395	-369,817	-380,542	-391,578	-402,933	-414,618	-426,642	-439,015	-451,746
3122 Timber Bridge Replacement Program	-837,703	-861,996	-886,994	-912,717	-939,186	-966,422	-994,449	-1,023,288	-1,052,963	-1,083,499
3131 Cycleways and Footpaths	-145,337	-149,552	-153,889	-158,352	-162,944	-167,669	-172,532	-177,535	-182,683	-187,981
3141 Car Parking	-60,079	-61,821	-63,614	-65,459	-67,357	-69,311	-71,321	-73,389	-75,517	-77,707
3151 Airport	-55,401	-57,008	-58,661	-60,362	-62,113	-63,914	-65,767	-67,675	-69,637	-71,657
3152 Provide Cemetery Facilities	-10,254	-10,551	-10,857	-11,172	-11,496	-11,830	-12,173	-12,526	-12,889	-13,263
3153 Saleyards	-105,612	-108,675	-111,826	-115,069	-118,406	-121,840	-125,373	-129,009	-132,751	-136,600
3155 DWMS	-37,502	-38,590	-39,709	-40,860	-42,045	-43,264	-44,519	-45,810	-47,139	-48,506
3156 Other Waste	-9,556	-9,833	-10,118	-10,412	-10,714	-11,024	-11,344	-11,673	-12,012	-12,360



**Infrastructure Services Management  
Management Activity Details Scenario 2  
Financial Budget 2014/15 to 2023/24**

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Contra Accounts (Non Cash)</b>										
3157 Landfill	-60,523	-62,278	-64,084	-65,943	-67,855	-69,823	-71,848	-73,931	-76,075	-78,281
3161 Beach Foreshores	-1,613	-1,660	-1,708	-1,757	-1,808	-1,861	-1,915	-1,970	-2,027	-2,086
3163 Parks	-116,522	-119,901	-123,378	-126,956	-130,638	-134,426	-138,325	-142,336	-146,464	-150,711
3164 Sporting Grounds	-243,043	-250,091	-257,344	-264,807	-272,486	-280,388	-288,520	-296,887	-305,496	-314,356
3166 Swimming Pools	-158,295	-162,886	-167,609	-172,470	-177,472	-182,618	-187,914	-193,364	-198,971	-204,741
3167 Horseshoe Bay Day Visitor Area	-49,173	-50,599	-52,066	-53,576	-55,130	-56,729	-58,374	-60,067	-61,809	-63,601
3168 Passive Recreation	-5,349	-5,504	-5,664	-5,828	-5,997	-6,171	-6,350	-6,534	-6,724	-6,918
3171 Water Services Management	-7,445	-7,661	-7,883	-8,112	-8,347	-8,589	-8,838	-9,094	-9,358	-9,629
3174 Stormwater and Flooding	-622,021	-640,060	-658,621	-677,721	-697,375	-717,599	-738,410	-759,823	-781,858	-804,532
3175 Floodplain Management	-311,572	-320,608	-329,905	-339,472	-349,317	-359,447	-369,871	-380,598	-391,635	-402,992
3213 Corporate Buildings	-267,469	-275,226	-283,207	-291,420	-299,871	-308,568	-317,516	-326,724	-336,199	-345,949
3214 4 Shore Tourist Parks	-412,992	-424,969	-437,293	-449,974	-463,024	-476,451	-490,268	-504,486	-519,116	-534,171
3215 South West Rocks Reserve	-20,577	-21,174	-21,788	-22,420	-23,070	-23,739	-24,427	-25,136	-25,865	-26,615
3217 Rental Properties	-19,389	-19,951	-20,530	-21,125	-21,738	-22,368	-23,017	-23,684	-24,371	-25,078
3218 Fire Control	-79,607	-81,916	-84,291	-86,736	-89,251	-91,839	-94,503	-97,243	-100,063	-102,965
3219 Emergency Services	-14,549	-14,971	-15,405	-15,852	-16,312	-16,785	-17,271	-17,772	-18,288	-18,818
3611 I & S Management Costs	-11,532	-11,866	-12,211	-12,565	-12,929	-13,304	-13,690	-14,087	-14,495	-14,916
<b>Total Contra Accounts (Non Cash)</b>	<b>-23,199,733</b>	<b>-23,872,525</b>	<b>-24,564,828</b>	<b>-25,277,209</b>	<b>-26,010,248</b>	<b>-26,764,545</b>	<b>-27,540,717</b>	<b>-28,339,397</b>	<b>-29,161,240</b>	<b>-30,006,915</b>

**Beneficial Relationship Management  
Management Activity Details Scenario 2  
Financial Budget 2014/15 to 2023/24**

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>65,769</b>	<b>61,285</b>	<b>62,817</b>	<b>64,387</b>	<b>65,997</b>	<b>67,647</b>	<b>69,338</b>	<b>71,072</b>	<b>72,848</b>	<b>74,670</b>
<b>Operating Expenses</b>										
4111 Alliance Costs	22,493	23,055	23,632	24,223	24,828	25,449	26,085	26,737	27,406	28,091
4121 Association Membership	43,276	38,229	39,185	40,165	41,169	42,198	43,253	44,334	45,443	46,579
<b>Total Operating Expenses</b>	<b>65,769</b>	<b>61,285</b>	<b>62,817</b>	<b>64,387</b>	<b>65,997</b>	<b>67,647</b>	<b>69,338</b>	<b>71,072</b>	<b>72,848</b>	<b>74,670</b>
<b>Non Current Assets NCA</b>										
4121 Association Membership	0	0	0	0	0	0	0	0	0	0
<b>Total Non Current Assets NCA</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Appendx 1: Ten Year Financial Plans

## Corporate Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>-17,114,708</b>	<b>-17,493,248</b>	<b>-17,540,263</b>	<b>-18,081,680</b>	<b>-18,291,192</b>	<b>-18,969,144</b>	<b>-19,290,703</b>	<b>-20,177,435</b>	<b>-20,796,422</b>	<b>-21,422,037</b>
<b>Operating Income</b>										
5221 Rates, Investment Interest & General Revenue	-14,816,687	-15,246,891	-15,684,190	-16,133,562	-16,596,016	-17,093,807	-17,607,775	-18,206,102	-18,775,782	-19,314,815
5222 Grants - General Purpose	-5,687,400	-5,747,922	-5,891,620	-6,038,911	-6,189,884	-6,344,631	-6,503,246	-6,665,828	-6,832,473	-7,003,285
5312 Administration / Governance Services	-36,531	-37,444	-38,380	-39,340	-40,323	-41,331	-42,365	-43,424	-44,509	-45,622
5321 Human Resources Administration	-43,571	-43,660	-43,752	-43,846	-43,942	-44,040	-44,141	-44,245	-44,351	-44,460
5331 Stores & Purchasing	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000
5333 General Fleet	-221,000	-243,000	-267,000	-294,000	-308,500	-314,500	-321,000	-327,500	-334,000	-340,000
<b>Total Operating Income</b>	<b>-20,807,189</b>	<b>-21,320,918</b>	<b>-21,926,942</b>	<b>-22,551,658</b>	<b>-23,180,665</b>	<b>-23,840,309</b>	<b>-24,520,527</b>	<b>-25,289,098</b>	<b>-26,033,116</b>	<b>-26,750,182</b>
<b>Operating Expenses</b>										
5211 Financial Services	587,395	599,927	612,743	625,828	639,159	651,909	666,001	680,383	695,061	710,049
5311 General Manager	378,858	388,748	398,887	409,287	419,951	430,023	440,329	450,873	461,662	472,701
5312 Administration / Governance Services	1,248,767	1,279,446	1,310,871	1,343,061	1,376,031	1,408,301	1,441,313	1,475,083	1,509,630	1,544,973
5314 Information Technology Services	1,002,153	1,027,348	1,053,173	1,079,641	1,106,769	1,132,818	1,159,466	1,186,731	1,214,626	1,243,164
5321 Human Resources Administration	46,886	50,379	53,960	57,623	61,383	65,232	69,182	73,238	77,383	81,619
5323 Employment Overheads	76,277	145,122	297,000	159,000	227,500	113,500	100,500	162,000	24,000	35,635
5331 Stores & Purchasing	138,293	141,918	145,640	149,460	153,382	156,942	160,586	164,313	168,127	172,028
5332 Fleet Co-ordination	94,410	96,774	99,192	101,666	104,195	106,378	108,599	110,858	113,158	115,498
5333 General Fleet	-506,267	-539,529	-574,459	-613,123	-411,614	-378,311	-356,621	-357,457	-310,430	-308,500
5334 Water Fleet	-82,560	-80,774	-78,547	-76,305	-72,459	-65,903	-63,231	-64,509	-66,242	-69,590
5335 Waste Fleet	4,623	3,188	3,280	3,375	3,474	3,574	3,678	3,784	3,894	4,007
5336 Workshop Services	-225,601	-231,000	-236,525	-242,182	-247,972	-254,207	-260,597	-267,148	-273,862	-280,746
5513 Elected Official Expenses	229,533	235,525	456,674	247,986	254,463	260,445	506,567	272,831	279,242	285,807
5611 L & EE Management Costs	203,426	208,791	214,292	219,934	225,720	230,966	236,327	241,808	247,409	253,135
<b>Total Operating Expenses</b>	<b>3,196,193</b>	<b>3,325,864</b>	<b>3,756,182</b>	<b>3,465,252</b>	<b>3,839,981</b>	<b>3,861,667</b>	<b>4,212,099</b>	<b>4,132,786</b>	<b>4,143,659</b>	<b>4,259,780</b>
<b>Non Current Assets NCA</b>										
5211 Financial Services	1,589	1,629	1,669	1,711	1,754	1,798	1,843	1,889	1,936	1,984
5221 Rates, Investment Interest & General Revenue	-14,235	-15,125	-16,071	-17,076	-18,144	-19,278	-20,484	-21,756	-23,126	-24,615
5312 Administration / Governance Services	30,000	30,750	31,520	32,300	33,110	33,940	34,780	35,650	36,550	36,550
5314 Information Technology Services	133,968	137,317	140,750	144,269	147,876	151,573	155,362	159,246	163,227	167,307
5333 General Fleet	954,924	916,932	1,028,926	1,377,917	1,294,860	1,780,823	1,211,747	1,542,462	941,000	1,810,000
5334 Water Fleet	391,494	398,667	405,659	412,903	418,819	422,307	429,971	441,884	454,561	469,170
<b>Total Non Current Assets NCA</b>	<b>1,497,740</b>	<b>1,470,170</b>	<b>1,592,454</b>	<b>1,952,024</b>	<b>1,878,275</b>	<b>2,371,162</b>	<b>1,813,219</b>	<b>2,159,375</b>	<b>1,574,148</b>	<b>2,460,396</b>

# Appendix 1: Ten Year Financial Plans

## Corporate Services Management Management Activity Details Scenario 2 Financial Budget 2014/15 to 2023/24

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Transfer to Reserve</b>										
5221 Rates, Investment Interest & General Revenue	125,000	130,000	133,250	150,000	161,000	172,000	184,000	197,000	211,000	225,000
5312 Administration / Governance Services	0	0	0	0	0	0	0	0	0	0
5314 Information Technology Services	51,250	52,500	53,500	55,000	56,500	58,000	59,500	61,000	62,500	64,000
5323 Employment Overheads	400,000	400,000	400,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
5333 General Fleet	0	62,000	112,000	0	196,820	0	337,837	38,623	669,000	0
<b>Total Transfer to Reserve</b>	<b>576,250</b>	<b>644,500</b>	<b>698,750</b>	<b>805,000</b>	<b>1,014,320</b>	<b>830,000</b>	<b>1,181,337</b>	<b>896,623</b>	<b>1,542,500</b>	<b>889,000</b>
<b>Transfer from Reserve</b>										
5311 General Manager	0	0	0	0	0	0	0	0	0	0
5312 Administration / Governance Services	0	0	0	0	0	0	0	0	0	0
5321 Human Resources Administration	0	0	0	0	0	0	0	0	0	0
5323 Employment Overheads	-157,000	-428,000	-251,000	-831,000	-207,500	-541,000	-468,500	-857,000	-425,000	-856,000
5333 General Fleet	6,000	0	0	-115,000	0	-261,820	0	0	0	-168,500
5335 Waste Fleet	36,475	39,102	40,236	41,403	42,603	43,839	45,110	46,419	47,765	49,150
5513 Elected Official Expenses	0	0	0	0	0	0	0	0	0	0
<b>Total Transfer from Reserve</b>	<b>-114,525</b>	<b>-388,898</b>	<b>-210,764</b>	<b>-904,597</b>	<b>-164,897</b>	<b>-758,981</b>	<b>-423,390</b>	<b>-810,581</b>	<b>-377,235</b>	<b>-975,350</b>
<b>Repayment of Debt</b>										
5211 Financial Services	26,348	27,728	28,629	30,410	32,302	0	0	0	0	0
5333 General Fleet	234,519	252,050	270,909	291,170	89,670	60,020	39,949	42,230	0	0
<b>Total Repayment of Debt</b>	<b>260,867</b>	<b>279,778</b>	<b>299,538</b>	<b>321,580</b>	<b>121,972</b>	<b>60,020</b>	<b>39,949</b>	<b>42,230</b>	<b>0</b>	<b>0</b>
<b>Contra Accounts (Non Cash)</b>										
5312 Administration / Governance Services	-12,070	-12,420	-12,780	-13,151	-13,532	-13,925	-14,328	-14,744	-15,172	-15,612
5314 Information Technology Services	-100,766	-103,688	-106,695	-109,789	-112,973	-116,249	-119,621	-123,090	-126,659	-130,332
5323 Employment Overheads	-493,000	-237,000	-446,000	172,000	-420,000	-72,500	-132,000	195,000	-99,000	286,000
5333 General Fleet	-768,176	-790,453	-813,376	-836,964	-861,236	-886,212	-911,912	-938,358	-965,570	-993,000
5334 Water Fleet	-308,934	-317,893	-327,112	-336,598	-346,360	-356,404	-366,740	-377,375	-388,319	-399,580
5335 Waste Fleet	-41,098	-42,290	-43,516	-44,778	-46,077	-47,413	-48,788	-50,203	-51,659	-53,157
<b>Total Contra Accounts (Non Cash)</b>	<b>-1,724,044</b>	<b>-1,503,744</b>	<b>-1,749,480</b>	<b>-1,169,281</b>	<b>-1,800,178</b>	<b>-1,492,703</b>	<b>-1,593,389</b>	<b>-1,308,769</b>	<b>-1,646,379</b>	<b>-1,305,681</b>

**Kempsey Shire Council**  
**General Fund Budget**  
**Variations Incorporated in Scenario 2**  
**For Period 2014/15 to 2023/24**

Management Activity Summary	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>		<b>2</b>	<b>2</b>	<b>-1</b>	<b>1</b>	<b>-3</b>	<b>-1</b>	<b>1</b>	<b>1</b>	<b>-5</b>
<b>Operating Income</b>										
- Ecological & Economic Sustainable Development	38,706	60,140	43,486	51,900	143,400	124,300	124,600	104,300	83,400	61,900
- Infrastructure & Services		17,030	12,536	8,243	-86,773	-71,878	-77,129	-62,590	-48,329	-34,429
- Leadership & Effective, Efficient Management	948,294	1,965,131	3,110,684	3,375,027	3,476,535	3,580,632	3,687,801	3,798,533	3,913,336	4,030,741
<b>Total Operating Income</b>	<b>987,000</b>	<b>2,042,301</b>	<b>3,166,706</b>	<b>3,435,170</b>	<b>3,533,162</b>	<b>3,633,053</b>	<b>3,735,272</b>	<b>3,840,243</b>	<b>3,948,407</b>	<b>4,058,212</b>
<b>Operating Expenses</b>										
- Ecological & Economic Sustainable Development	-38,706	-82,013	-65,906	-74,880	-191,955	-178,444	-281,487	-270,634	-258,268	-245,391
- Social, Cultural & Community		-33,505	-69,181	-207,890	-355,575	-370,097	-450,237	-475,009	-495,597	-518,106
- Infrastructure & Services	-125,000	-193,920	-242,299	-609,843	-733,598	-818,563	-878,923	-1,027,375	-1,120,333	-1,237,908
<b>Total Operating Expenses</b>	<b>-163,706</b>	<b>-309,438</b>	<b>-377,387</b>	<b>-892,614</b>	<b>-1,281,128</b>	<b>-1,367,104</b>	<b>-1,610,647</b>	<b>-1,773,019</b>	<b>-1,874,198</b>	<b>-2,001,405</b>
<b>Non Current Assets NCA</b>										
- Social, Cultural & Community								-100,000	-200,000	-200,000
- Infrastructure & Services	-823,294	-1,732,861	-2,789,318	-2,542,557	-2,252,033	-2,265,952	-2,124,626	-1,967,223	-1,874,209	-1,856,812
<b>Total Non Current Assets NCA</b>	<b>-823,294</b>	<b>-1,732,861</b>	<b>-2,789,318</b>	<b>-2,542,557</b>	<b>-2,252,033</b>	<b>-2,265,952</b>	<b>-2,124,626</b>	<b>-2,067,223</b>	<b>-2,074,209</b>	<b>-2,056,812</b>

Appendx 1: Ten Year Financial Plans

**Ecological & Economic Sustainable Development  
Variations Incorporated in Scenario 2  
Financial Budget 2014/15 to 2023/24**

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>		<b>-21,873</b>	<b>-22,420</b>	<b>-22,981</b>	<b>-48,555</b>	<b>-54,145</b>	<b>-156,887</b>	<b>-166,335</b>	<b>-174,868</b>	<b>-183,491</b>
<b>Operating Income</b>										
1113 Vegetation Management		60,140	43,486	51,900	100,000	100,000	100,000	100,000	83,400	61,900
1211 Develop Long Term Plans to Manage Environmental Im	38,706				43,400	24,300	24,600	4,300		
<b>Total Operating Income</b>	<b>38,706</b>	<b>60,140</b>	<b>43,486</b>	<b>51,900</b>	<b>143,400</b>	<b>124,300</b>	<b>124,600</b>	<b>104,300</b>	<b>83,400</b>	<b>61,900</b>
<b>Operating Expenses</b>										
1113 Vegetation Management		-60,140	-43,486	-51,900	-100,000	-100,000	-100,000	-100,000	-83,400	-61,900
1211 Develop Long Term Plans to Manage Environmental Im	-38,706				-68,400	-54,300	-43,600	-29,300	-30,000	-35,000
1312 Review & Implement the Economic Development Strate		-21,873	-22,420	-22,980	-23,555	-24,144	-137,887	-141,335	-144,868	-148,491
<b>Total Operating Expenses</b>	<b>-38,706</b>	<b>-82,013</b>	<b>-65,906</b>	<b>-74,880</b>	<b>-191,955</b>	<b>-178,444</b>	<b>-281,487</b>	<b>-270,634</b>	<b>-258,268</b>	<b>-245,391</b>

Appendx 1: Ten Year Financial Plans

**Social, Cultural & Community Services Man  
Variations Incorporated in Scenario 2  
Financial Budget 2014/15 to 2023/24**

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
Grand Total		-33,505	-69,181	-207,890	-355,575	-370,097	-450,237	-575,009	-695,597	-718,106
Operating Expenses										
2312 Youth				-72,897	-74,902	-76,962	-79,077	-87,253	-89,637	-92,088
2321 Customer Interaction		-22,999	-23,575	-84,165	-156,270	-160,175	-228,566	-234,279	-240,137	-246,139
2422 Festivals/ Cultural Events			-24,999	-27,500	-30,250	-33,275	-36,602	-40,263	-44,289	-48,718
2423 Library Services			-8,000	-8,200	-76,000	-77,900	-79,848	-81,844	-83,889	-85,987
2531 Community Buildings		-10,506	-12,607	-15,129	-18,155	-21,786	-26,143	-31,370	-37,645	-45,174
Total Operating Expenses		-33,505	-69,181	-207,890	-355,575	-370,097	-450,237	-475,009	-495,597	-518,106
Non Current Assets NCA										
2531 Community Buildings								-100,000	-200,000	-200,000
Total Non Current Assets NCA								-100,000	-200,000	-200,000

Appendx 1: Ten Year Financial Plans

**Infrastructure Services Management  
Variations Incorporated in Scenario 2  
Financial Budget 2014/15 to 2023/24**

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
<b>Grand Total</b>	<b>-948,294</b>	<b>-1,909,750</b>	<b>-3,019,081</b>	<b>-3,144,157</b>	<b>-3,072,404</b>	<b>-3,156,393</b>	<b>-3,080,678</b>	<b>-3,057,189</b>	<b>-3,042,871</b>	<b>-3,129,149</b>
<b>Operating Income</b>										
3151 Airport		-5,000	-5,125	-5,253	-5,384	-5,519	-5,657	-5,799	-5,944	-6,091
3166 Swimming Pools			-70,000	-77,000	-84,700	-93,170	-102,487	-112,736	-124,009	-136,410
3175 Floodplain Management		22,030	87,661	90,496	3,311	26,811	31,015	55,945	81,624	108,072
<b>Total Operating Income</b>		<b>17,030</b>	<b>12,536</b>	<b>8,243</b>	<b>-86,773</b>	<b>-71,878</b>	<b>-77,129</b>	<b>-62,590</b>	<b>-48,329</b>	<b>-34,429</b>
<b>Operating Expenses</b>										
3112 Local Roads		-15,296	-18,494	-21,786	-25,173	-28,657	-32,243	-35,933	-39,731	-43,640
3141 Car Parking				-10,000	-10,500	-11,025	-11,577	-12,155	-12,762	-13,400
3144 Street Lighting				-100,000	-102,500	-105,063	-107,689	-150,000	-153,750	-157,594
3162 Boat Ramps				-5,000	-5,145	-5,294	-5,448	-5,606	-5,768	-5,936
3163 Parks	-50,000	-51,450	-52,942	-54,478	-100,000	-102,900	-105,884	-108,955	-150,000	-154,352
3164 Sporting Grounds	-50,000	-51,450	-52,942	-54,477	-100,000	-102,900	-105,884	-150,000	-154,350	-158,829
3165 Civic Maintenance	-25,000	-25,725	-66,471	-91,160	-93,804	-96,524	-114,477	-136,740	-140,705	-164,413
3166 Swimming Pools				-220,000	-242,000	-266,200	-292,820	-322,102	-354,313	-389,744
3169 Street Sweeping		-50,000	-51,450	-52,942	-54,477	-100,000	-102,900	-105,884	-108,955	-150,000
<b>Total Operating Expenses</b>	<b>-125,000</b>	<b>-193,920</b>	<b>-242,299</b>	<b>-609,843</b>	<b>-733,598</b>	<b>-818,563</b>	<b>-878,923</b>	<b>-1,027,375</b>	<b>-1,120,333</b>	<b>-1,237,908</b>
<b>Non Current Assets NCA</b>										
3112 Local Roads	-803,294	-1,690,251	-2,667,757	-2,391,111	-2,173,301	-2,166,067	-2,002,868	-1,654,508	-1,473,691	-1,350,864
3122 Timber Bridge Replacement Program	-20,000	-20,580	-21,177	-21,791	-22,423	-23,074	-23,742	-24,430	-25,140	-25,868
3174 Stormwater and Flooding								-64,000	-61,000	-300,000
3175 Floodplain Management		-22,030	-100,384	-129,655	-56,309	-76,811	-98,016	-224,285	-314,378	-180,080
<b>Total Non Current Assets NCA</b>	<b>-823,294</b>	<b>-1,732,861</b>	<b>-2,789,318</b>	<b>-2,542,557</b>	<b>-2,252,033</b>	<b>-2,265,952</b>	<b>-2,124,626</b>	<b>-1,967,223</b>	<b>-1,874,209</b>	<b>-1,856,812</b>



**Corporate Services Management  
Variations Incorporated in Scenario 2  
Financial Budget 2014/15 to 2023/24**

Management Activity	2014/15 Budget	2015/16 Budget	2016/17 Budget	2017/18 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget
Grand Total	948,294	1,965,131	3,110,684	3,375,027	3,476,535	3,580,632	3,687,801	3,798,533	3,913,336	4,030,741
Operating Income										
5221 Rates, Investment Interest & General Revenue	948,294	1,965,131	3,110,684	3,375,027	3,476,535	3,580,632	3,687,801	3,798,533	3,913,336	4,030,741
Total Operating Income	948,294	1,965,131	3,110,684	3,375,027	3,476,535	3,580,632	3,687,801	3,798,533	3,913,336	4,030,741