

2006 - 2009

Annual Budget  
Statement  
Appendix A

management plan



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# Estimated Operating Results

	2005/2006 Budget (\$'000)	2006/2007 Budget (\$'000)
<b>OPERATING REVENUES</b>		
Rates & Annual Charges	44,038	48,222
User Charges & Fees	9,362	10,141
Interest	3,151	3,076
Other Operating Revenues	2,680	4,663
Grants & Contributions provided for operating purposes	4,926	5,775
<b>TOTAL OPERATING REVENUES</b>	<b>64,158</b>	<b>71,878</b>
<b>OPERATING EXPENSES</b>		
Employee Costs (Inc. Superannuation Payments)	23,988	27,108
Materials & Contracts	16,535	17,949
Borrowing Costs	665	568
Other Operating Expenses	10,506	12,682
<b>TOTAL OPERATING EXPENSES</b>	<b>51,694</b>	<b>58,307</b>
<b><i>OPERATING RESULT BEFORE CAPITAL AMOUNTS</i></b>	<b><i>12,464</i></b>	<b><i>13,571</i></b>
Grants & Contributions provided for capital purposes	7,103	4,072
Net Gain /(Loss) on disposal of Assets	2,065	(53)
	9,168	4,019
<b><i>CHANGE IN NET ASSETS BEFORE ABNORMAL ITEMS &amp; DEPRECIATION</i></b>	<b><i>21,632</i></b>	<b><i>17,591</i></b>
Depreciation & Amortisation	14,000	14,000
<b><i>CHANGE IN NET ASSETS RESULTING FROM OPERATIONS</i></b>	<b><i>7,632</i></b>	<b><i>3,591</i></b>

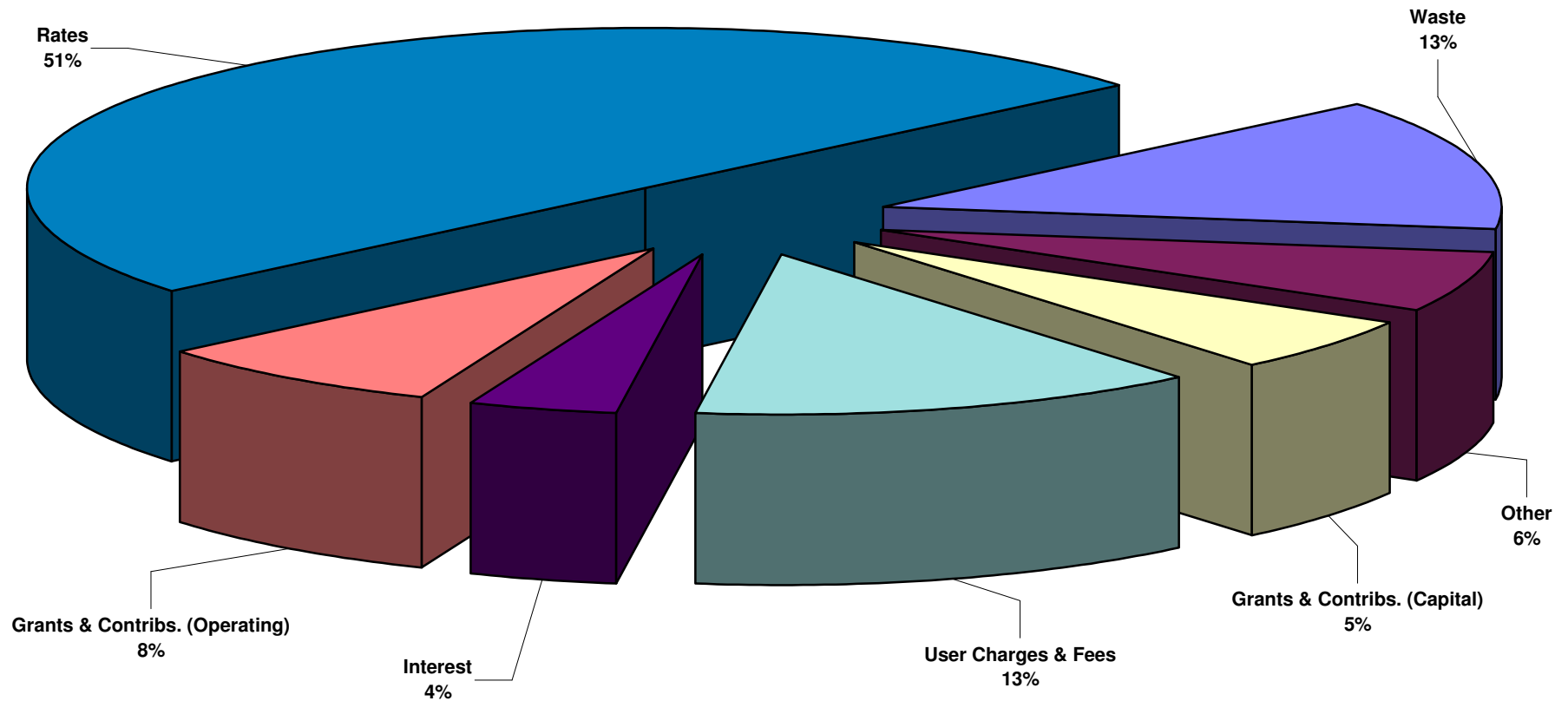
# Estimated Cash Flow and Capital Funding

	2005/2006 Budget (\$'000)		2006/2007 Budget (\$'000)	
<b>Operating Result</b>		7,632		3,591
Add Non-Cash Items:				
- Depreciation	14,000		14,000	
- Book Value of Assets Disposed	2,156		2,508	
- In Kind Contributions	0		0	
<b>Total Non-Cash Items</b>		16,156		16,508
<b>Cash Available to Fund Capital Expenditure</b>		<b>23,789</b>		<b>20,099</b>
<b>Capital Expenditure</b>				
- Community Life	(5,403)		(4,266)	
- Environment and Planning	(7)		(18)	
- Public Works	(15,156)		(18,410)	
- Corporate Services	(1,055)		(2,140)	
<b>Total Capital</b>		(21,621)		(24,833)
<b>Cash Flow to Fund</b>		<b>2,168</b>		<b>(4,734)</b>
<b>Financed By:</b>				
Opening Working Capital (Cash Only)		6,822		4,034
<b>Borrowings</b>				
New Borrowings	0		0	
Less: Loan Repayments	(1,393)		(1,319)	
Net Loan Funds		(1,393)		(1,319)
<b>Plus: Reserve Expenditure</b>				
Expenditure from Internally Restricted Reserves	10,570		9,812	
Expenditure from Externally Restricted Reserves	12,569		14,743	
Expenditure from Unexpended Grants (50%)	45		197	
Expenditure from Unexpended Grants (100%)	1,983		3,546	
<b>Less: Reserve Additions</b>				
Additions to Internally Restricted Reserves	(10,955)		(8,448)	
Additions to Internal Liability Reserves	(60)		(90)	
Additions to Externally Restricted Reserves	(15,883)		(13,961)	
Additions to Unexpended Grants (50%)	(45)		(197)	
Additions to Unexpended Grants (100%)	(1,787)		(2,743)	
<b>Net Funding from Reserves</b>		(3,562)		2,860
<b>Closing Working Capital</b>		<b>4,034</b>		<b>841</b>

# Income Summary 2006/2007

## Total Income - \$76.0M

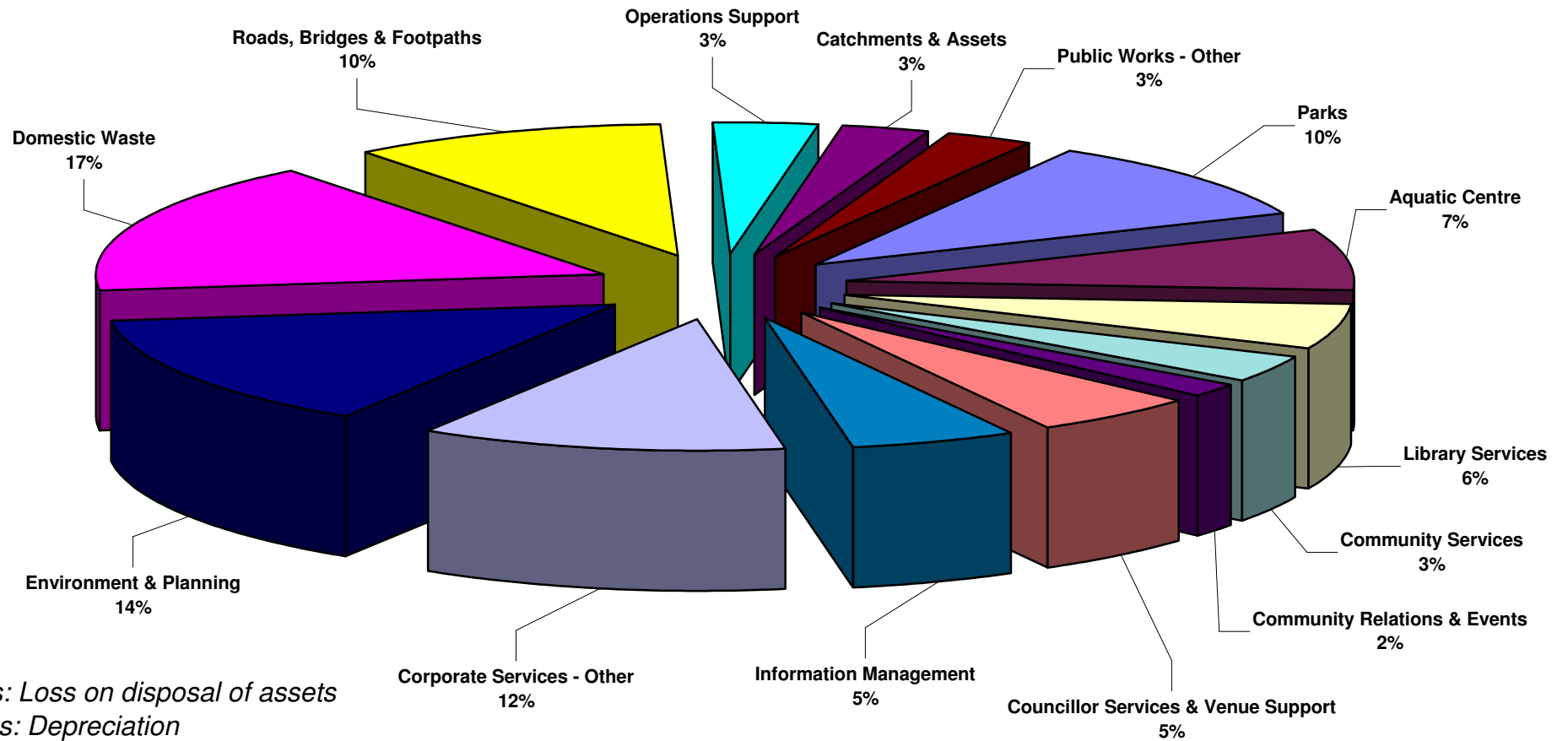
This includes:  
Operating Income of \$71.878M  
Capital Income of \$4.072M



*Includes revenue from: Stormwater Management Service Charge, Macquarie Park Special Rate & New Revenue Source*

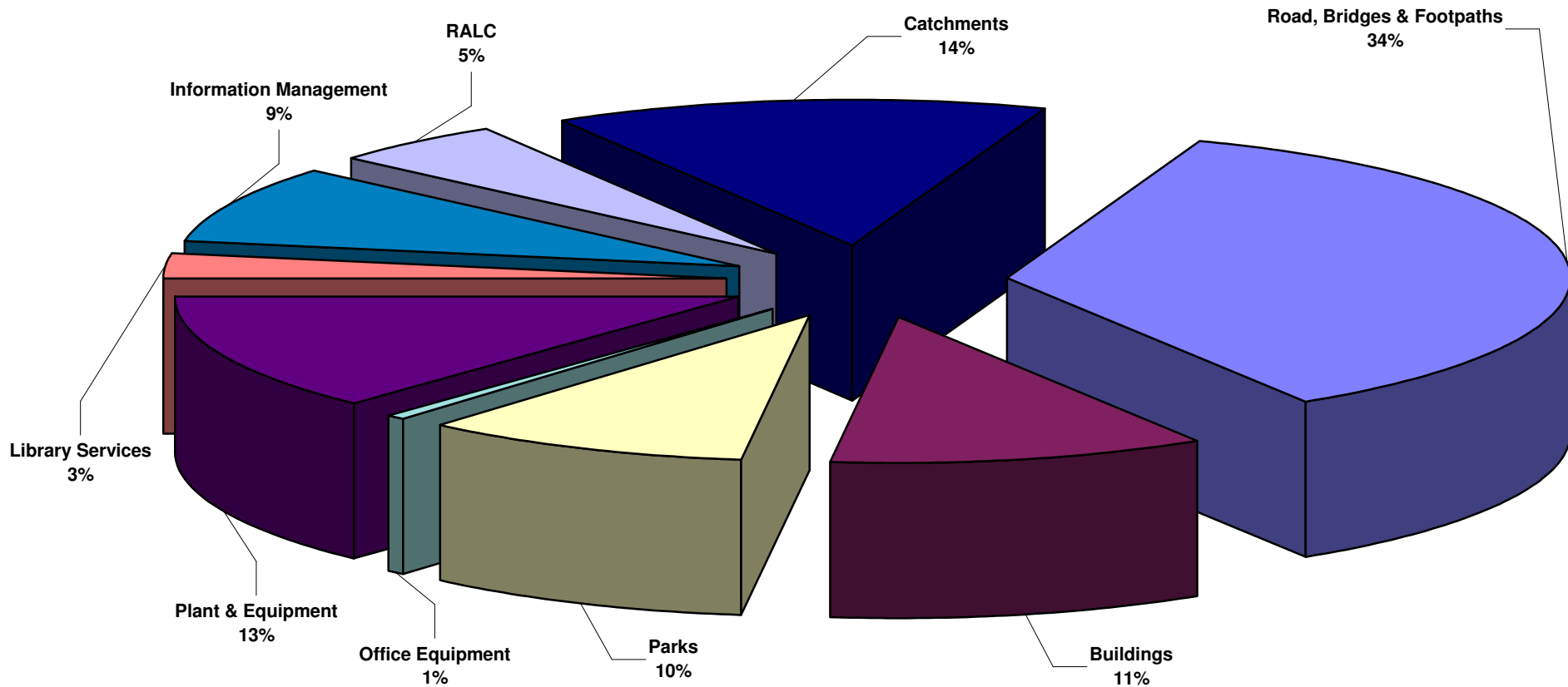
# Operating Expenditure Summary 2006/2007

## Total Operating Expenditure - \$58.4M



# Capital Expenditure Summary 2006/2007

## Total Capital Expenditure - \$24.8M



*Includes works funded by: Stormwater Management Service Charge, Macquarie Park Special Rate & New Revenue Source*

## 2006/2007 Operating Budget

<b>Key Outcome Area</b>	<b>People</b>	<b>(\$'000)</b>
	Operating Income	12,729
	Operating Expenditure	20,251
	Operating result	(7,522)
	Capital Income	20
<b>Key Performance Indicators</b>		
<b>Action Plan Groups</b>	<b>Culture</b>	<b>(\$'000)</b>
	Operating Income	157
	Operating Expenditure	931
	Operating result	(774)
	Capital Income	0
	<b>Equity</b>	<b>(\$'000)</b>
	Operating Income	575
	Operating Expenditure	949
	Operating result	(374)
	Capital Income	0
	<b>Health, Recreation &amp; Leisure</b>	<b>(\$'000)</b>
	Operating Income	5,492
	Operating Expenditure	10,522
	Operating result	(5,030)
	Capital Income	20



**Action Plan Groups**

<b>Community Capacity</b>		<b>(\$'000)</b>
Operating Income		959
Operating Expenditure		2,285
Operating result		(1,326)
Capital Income		0

<b>Regulatory Framework</b>		<b>(\$'000)</b>
Operating Income		5,546
Operating Expenditure		5,564
Operating result		(18)
Capital Income		0

## 2006/2007 Operating Budget

<b>Key Outcome Area</b>	<b>Assets</b>	<b>(\$'000)</b>
	Operating Income	4,803
	Operating Expenditure	9,548
	Operating result	(4,746)
	Capital Income	3,407
<b>Key Performance Indicators</b>		
<b>Action Plan Groups</b>	<b>Access</b>	<b>(\$'000)</b>
	Operating Income	3,288
	Operating Expenditure	5,722
	Operating result	(2,434)
	Capital Income	907
	<b>Community Buildings</b>	<b>(\$'000)</b>
	Operating Income	0
	Operating Expenditure	1,954
	Operating result	(1,954)
	Capital Income	0
	<b>Land</b>	<b>(\$'000)</b>
	Operating Income	0
	Operating Expenditure	405
	Operating result	(405)
	Capital Income	1,800
	<b>Stormwater Infrastructure</b>	<b>(\$'000)</b>
	Operating Income	1,515
	Operating Expenditure	1,467
	Operating result	48
	Capital Income	700

## 2006/2007 Operating Budget

<b>Key Outcome Area</b>	<b>Environment</b>	<b>(\$'000)</b>
	Operating Income	11,869
	Operating Expenditure	15,499
	Operating result	(3,630)
	Capital Income	445
<b>Key Performance Indicators</b>		
<b>Action Plan Groups</b>	<b>Air Quality</b>	<b>(\$'000)</b>
	Operating Income	10
	Operating Expenditure	166
	Operating result	(156)
	Capital Income	0
	<b>Bushland &amp; Biodiversity</b>	<b>(\$'000)</b>
	Operating Income	5
	Operating Expenditure	1,030
	Operating result	(1,025)
	Capital Income	0
	<b>Human Settlement &amp; Built Environment</b>	<b>(\$'000)</b>
	Operating Income	11,854
	Operating Expenditure	14,088
	Operating result	(2,234)
	Capital Income	445

**Action Plan Groups**

<b>Soil &amp; Land</b>		<b>(\$'000)</b>
Operating Income		0
Operating Expenditure		10
Operating result		(10)
Capital Income		0

<b>Water Quality</b>		<b>(\$'000)</b>
Operating Income		0
Operating Expenditure		205
Operating result		(205)
Capital Income		0

## 2006/2007 Operating Budget

<b>Key Outcome Area</b>	<b>Governance</b>	<b>(\$'000)</b>
	Operating Income	42,477
	Operating Expenditure	13,008
	Operating result	29,469
	Capital Income	147
<b>Key Performance Indicators</b>		
<b>Action Plan Groups</b>	<b>Community Consultation</b>	<b>(\$'000)</b>
	Operating Income	0
	Operating Expenditure	1,104
	Operating result	(1,104)
	Capital Income	0
	<b>Business Sustainability</b>	<b>(\$'000)</b>
	Operating Income	42,477
	Operating Expenditure	11,904
	Operating result	30,573
	Capital Income	147

## Consolidated Income & Expenditure Estimates 2005/2006 - 2008/2009

PROJECTED OPERATING RESULT BEFORE CAPITAL AMOUNTS	2005/2006 Budget	2006/2007 Budget	2007/2008 Projected	2008/2009 Projected
<b>OPERATING REVENUES</b>				
Rates & Annual Charges	44,038	48,222	49,815	51,461
User Charges & Fees	9,362	10,141	10,648	11,181
Interest	3,151	3,076	2,627	2,221
Other Operating Revenues	2,680	4,663	6,771	6,953
Operating Grants & Contributions	4,926	5,775	5,127	5,367
<b>TOTAL OPERATING REVENUES</b>	<b>64,158</b>	<b>71,878</b>	<b>74,989</b>	<b>77,184</b>
<b>OPERATING EXPENSES</b>				
Employee Costs (Inc. Superannuation Payments)	23,988	27,108	28,193	29,304
Materials & Contracts	16,535	17,949	18,400	19,093
Borrowing Costs	665	568	469	411
Other Operating Expenses	10,506	12,682	12,398	12,866
<b>TOTAL OPERATING EXPENSES</b>	<b>51,694</b>	<b>58,307</b>	<b>59,460</b>	<b>61,674</b>
<b>Operating Result Before Capital Amounts</b>	<b>12,464</b>	<b>13,571</b>	<b>15,529</b>	<b>15,510</b>
Capital Grants & Contributions	7,103	4,072	3,205	3,174
Net / Gain (Loss) on disposal of Assets	2,065	(53)	(300)	(300)
	<b>9,168</b>	<b>4,019</b>	<b>2,905</b>	<b>2,874</b>
<b>Operating Result before Depreciation</b>	<b>21,632</b>	<b>17,591</b>	<b>18,434</b>	<b>18,385</b>
Depreciation & Amortisation	14,000	14,000	14,026	14,339
<b>Operating Result</b>	<b>7,632</b>	<b>3,591</b>	<b>4,407</b>	<b>4,045</b>
PROJECTED FUNDING	2005/2006 Budget	2006/2007 Budget	2007/2008 Projected	2008/2009 Projected
<b>Operating Result</b>	<b>7,632</b>	<b>3,591</b>	<b>4,407</b>	<b>4,045</b>
<b>FUNDING</b>				
Add: (Non-Cash) - Depreciation	14,000	14,000	14,026	14,339
Add: Book Value of Assets Disposed	2,156	2,508	2,500	2,500
Add/Less: Other Non-Cash Adjustments	0	0	0	0
Less: In Kind Contributions	0	0	0	0
<b>Cash Available to Fund Capital Expenditure</b>	<b>23,789</b>	<b>20,099</b>	<b>20,934</b>	<b>20,885</b>
<b>Capital Expenditure</b>				
- Community Life	(5,403)	(4,266)	(4,515)	(6,442)
- Environment & Planning	(7)	(18)	(7)	(7)
- Public Works	(15,156)	(18,410)	(17,934)	(16,638)
- Corporate Services	(1,055)	(2,140)	(1,879)	(1,935)
<b>Total Capital</b>	<b>(21,621)</b>	<b>(24,833)</b>	<b>(24,335)</b>	<b>(25,022)</b>
<b>Cash Flow to Fund</b>	<b>2,168</b>	<b>(4,734)</b>	<b>(3,401)</b>	<b>(4,137)</b>
<b>Financed By:</b>				
Opening Working Capital	6,822	4,034	841	(90)
Targeted Savings from Base Budget			500	523
<b>Borrowings</b>				
New Borrowings	0	0	0	0
Less: Loan Repayments	(1,393)	(1,319)	(1,375)	(715)
Net Loan Funds (Payments/Receipts)	(1,393)	(1,319)	(1,375)	(715)
<b>Net Funding from Reserves</b>	<b>(3,562)</b>	<b>2,860</b>	<b>3,345</b>	<b>4,042</b>
<b>Closing Working Capital</b>	<b>4,034</b>	<b>841</b>	<b>(90)</b>	<b>(378)</b>