

Integrated Strategic Plan 2018

CHAPTER 5: Operational Plan - Budget

General Fund Budget

Income Statement - General Fund

	Estimated Result For the Year Ending 30th June		
	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000
Income from Continuing Operations			
Revenue:			
Rates and Annual Charges	92,548	97,513	102,742
User Charges and Fees	53,122	54,536	56,566
Interest and Investment Revenue	4,590	4,410	5,792
Other Revenues	3,274	3,341	3,409
Internal Revenue	54,093	55,464	56,735
Grants and Contributions provided for Operating Purposes	19,330	19,656	20,022
Grants and Contributions provided for Capital Purposes	16,489	15,928	7,071
Other Income:			
Net Gains from the disposal of assets	0	0	0
Total Income from Continuing Operations	243,446	250,848	252,337
Expenses from Continuing Operations			
Employee Benefits and On-Costs	69,096	71,781	73,470
Borrowing Costs	1,821	1,832	1,691
Materials and Contracts	48,663	48,689	49,444
Depreciation and Amortisation	41,265	42,576	43,497
Other Expenses	29,479	30,526	30,806
Internal Expenses	39,621	40,759	41,740
Net Losses from the disposal of assets	0	0	0
Total Expenses from Continuing Operations	229,945	236,163	240,648
Net Operating Result	13,501	14,685	11,689
Net Operating Result before grants and contributions provided for capital purposes	(2,988)	(1,243)	4,618

Statement of Financial Position - General Fund

	Estimated Result as at 30th		
	June		
	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000
ASSETS			
Current Assets			
Cash and Cash Equivalents	6,037	6,270	5,102
Investments	33,945	33,945	38,945
Receivables	16,039	16,356	16,690
Inventories	1,431	1,431	1,431
Other	855	855	855
Non-current Assets Classified as 'Held for Sale'	0	0	0
Total Current Assets	58,307	58,857	63,023
Non-Current Assets			
Investments	13,945	13,945	13,945
Receivables	4,219	4,219	4,219
Inventories	12,680	14,000	13,220
Infrastructure, Property, Plant & Equipment	1,813,644	1,848,383	1,883,233
Investments Accounted for using the Equity Method	0	0	0
Investment Property	1,555	1,555	1,555
Intangible Assets	291	291	291
Total Non-Current Assets	1,846,334	1,882,393	1,916,463
TOTAL ASSETS	1,904,641	1,941,250	1,979,486
LIABILITIES			
Current Liabilities			
Payables	26,229	24,622	24,628
Borrowings	6,520	6,520	6,520
Provisions	29,555	29,555	29,555
Total Current Liabilities	62,304	60,697	60,703
Non-Current Liabilities			
Payables	0	0	0
Borrowings	39,424	36,730	36,977
Provisions	3,687	3,687	3,687
Total Non-Current Liabilities	43,111	40,417	40,664
TOTAL LIABILITIES	105,415	101,114	101,367
NET ASSETS	1,799,226	1,840,136	1,878,119

Statement of Cash Flows - General Fund

	Estimated Result For the Year		
	Ending 30th June		
	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000
Cash Flows from Operating Activities			
Receipts:			
Rates and Annual Charges	92,246	97,196	102,408
User Charges and Fees	53,122	54,536	56,566
Interest and Investment Revenue	4,590	4,410	5,792
Grants and Contributions	35,819	35,584	27,093
Other Revenues	3,274	3,341	3,409
Internal Revenues	55,813	57,281	59,904
Payments:			
Employee Benefits and On-Costs	(69,096)	(71,781)	(73,470)
Borrowing Costs	(1,821)	(1,832)	(1,691)
Materials and Contracts	(49,156)	(48,687)	(49,381)
Other Expenses	(29,479)	(30,526)	(30,806)
Internal Expenses	(41,341)	(42,576)	(44,909)
Net Cash Provided from Operating Activities	53,971	56,946	54,915
Cash Flows from Investing Activities			
Receipts:			
Sale of Investment Securities	0	0	0
Sale of Investment Property	0	0	0
Sale of Real Estate	1,600	2,050	2,050
Sale of Infrastructure, Property, Plant & Equipment	2,444	2,726	3,273
Sale of Interest in Joint Venture & Associates	0	0	0
Other	0	0	0
Payments:			
Purchase of Investment Securities	0	0	(5,000)
Purchase of Investment Property	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(66,355)	(55,425)	(55,383)
Purchase of Real Estate Assets	(5,405)	(3,370)	(1,270)
Purchase of Interest in Joint Ventures & Associates	0	0	0
Deferred Debtors & Advances Made	0	0	0
Net Cash Provided from Investing Activities	(67,716)	(54,019)	(56,330)
Cash Flows from Financing Activities			
Receipts:			
Proceeds from Borrowings & Advances	9,801	4,201	6,900
Other Financing Activity Receipts	0	0	0
Payments:			
Repayment of borrowings & Advances	(7,272)	(6,895)	(6,653)
Repayment of Finance Lease Liabilities	0	0	0
Other Financing Activity Payments	0	0	0
Net Cash Provided from Financing Activities	2,529	(2,694)	247
Net Increase/(Decrease) in Cash & Cash Equivalents	(11,216)	233	(1,168)
Plus: Cash & Equivalents - beginning of year	17,253	6,037	6,270
Cash & Equivalents - end of year	6,037	6,270	5,102

General Fund Restricted Reserves Movements for Financial Years ending 30th June

	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000
Transfer To Reserve			
Externally Restricted			
Developer Contributions	(3,627)	(3,763)	(3,916)
Grants	(21,152)	(21,943)	(13,116)
Loans	(3,431)	(4,201)	(6,900)
Self Insurance	(1,473)	(1,503)	(1,533)
Special Rates Variation	(11,778)	(13,896)	(16,158)
Stormwater Levy	(1,101)	(1,108)	(1,116)
Waste Disposal	(48,888)	(50,468)	(52,255)
	(91,450)	(96,882)	(94,994)
Internally Restricted			
Arts Collection	0	0	0
Cemeteries	(38)	(39)	(41)
Coastal Management & Infrastructure	(500)	(500)	(500)
Committed Capital Works	0	0	0
Communication Towers	(884)	(928)	(962)
Critical Asset Compliance	0	0	0
Economic Development Projects	(200)	(225)	(250)
Employee Leave Entitlement	0	0	0
General Insurance	(1,656)	(1,689)	(1,723)
Industrial Land Development	(1,662)	(2,263)	(2,114)
Land Decontamination	0	0	0
North Nowra Link Road	0	0	0
Plant Replacement	(10,596)	(10,707)	(10,548)
Developer Contributions Matching Funds	0	0	0
Developer Contributions Recoupment	(566)	(566)	(566)
Sporting Facilities	(45)	(46)	(47)
Strategic Projects	(1,720)	(1,817)	(3,169)
Property	0	(500)	(900)
	(17,867)	(19,280)	(20,820)
	(109,317)	(116,162)	(115,814)
Transfer From Reserve			
Externally Restricted			
Developer Contributions	1,780	1,387	1,216
Grants	21,152	21,943	13,116
Loans	3,431	4,201	6,900
Self Insurance	1,473	1,503	1,533
Special Rates Variation	11,778	13,896	16,158
Stormwater Levy	1,093	1,101	1,108
Waste Disposal	50,223	49,176	52,990
	90,930	93,207	93,021
Internally Restricted			
Arts Collection	0	0	0
Cemeteries	0	0	0
Coastal Management & Infrastructure	500	500	500
Committed Capital Works	4,357	0	0
Communication Towers	1,118	995	1,403
Critical Asset Compliance	1,413	0	0
Economic Development Projects	100	110	121
Employee Leave Entitlement	0	0	0
General Insurance	1,656	1,689	1,723
Industrial Land Development	4,395	3,375	1,275
Land Decontamination	830	0	0
North Nowra Link Road	0	0	0
Plant Replacement	10,690	9,944	10,387
Developer Contributions Matching Funds	0	0	0
Developer Contributions Recoupment	922	2,648	566
Sporting Facilities	0	0	100
Strategic Projects	1,895	950	2,177
Property	578	587	595
	28,454	20,798	18,847
	119,384	114,005	111,868

General Fund Restricted Reserves Movements for Financial Years ending 30th June - Continued

	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000
Estimated Reserve Balances			
Externally Restricted			
Developer Contributions	31,753	34,129	36,829
Grants	0	0	0
Loans	0	0	0
Self Insurance	1,501	1,501	1,501
Special Rates Variation	0	0	0
Stormwater Levy	8	15	23
Waste Disposal	790,535	791,827	791,092
	823,797	827,472	829,445
Internally Restricted			
Arts Collection	25	25	25
Cemeteries	150	189	230
Coastal Management & Infrastructure	0	0	0
Committed Capital Works	0	0	0
Communication Towers	1,206	1,139	698
Critical Asset Compliance	391	391	391
Economic Development Projects	164	279	408
Employee Leave Entitlement	8,136	8,136	8,136
General Insurance	418	418	418
Industrial Land Development	1,274	162	1,001
Land Decontamination	619	619	619
North Nowra Link Road	274	274	274
Plant Replacement	65	828	989
Developer Contributions Matching Funds	0	0	0
Developer Contributions Recoupment	2,082	0	0
Sporting Facilities	273	319	266
Strategic Projects	33	900	1,892
Property	839	752	1,057
	15,949	14,431	16,404
	839,746	841,903	845,849

Water Fund Budget

Income Statement - Water Fund

	Estimated Result For the Year Ending 30th June		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income from Continuing Operations			
Revenue:			
Rates and Annual Charges	4,213	4,335	4,463
User Charges and Fees	18,559	19,411	20,250
Interest and Investment Revenue	1,264	629	576
Other Revenues	6	6	6
Internal Revenue	3,946	4,044	4,145
Grants and Contributions provided for Operating Purposes	503	511	519
Grants and Contributions provided for Capital Purposes	1,000	1,000	1,000
Other Income:			
Net Gains from the disposal of assets	0	0	0
Total Income from Continuing Operations	29,491	29,936	30,959
Expenses from Continuing Operations			
Employee Benefits and On-Costs	5,658	6,022	6,180
Borrowing Costs	0	0	0
Materials and Contracts	5,032	5,142	5,260
Depreciation and Amortisation	9,236	9,421	9,609
Other Expenses	1,677	1,876	1,947
Internal Expenses	5,467	5,511	5,607
Net Losses from the disposal of assets	0	0	0
Total Expenses from Continuing Operations	27,070	27,972	28,603
Net Operating Result	2,421	1,964	2,356
Net Operating Result before grants and contributions provided for capital purposes	1,421	964	1,356

Statement of Financial Position - Water Fund

Estimated Result as at 30th June

	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000
ASSETS			
Current Assets			
Cash and Cash Equivalents	9,499	3,055	4,476
Investments	9,400	6,400	1,400
Receivables	2,692	2,767	2,846
Inventories	941	941	941
Other	9	9	9
Non-current Assets Classified as 'Held for Sale'	0	0	0
Total Current Assets	22,541	13,172	9,672
Non-Current Assets			
Investments	12,668	7,668	7,668
Receivables	6,948	5,959	4,907
Inventories	0	0	0
Infrastructure, Property, Plant & Equipment	383,334	404,326	413,481
Investments Accounted for using the Equity Method	0	0	0
Investment Property	0	0	0
Intangible Assets	0	0	0
Total Non-Current Assets	402,950	417,953	426,056
TOTAL ASSETS	425,491	431,125	435,728
LIABILITIES			
Current Liabilities			
Payables	1,075	1,713	900
Borrowings	0	0	0
Provisions	0	0	0
Total Current Liabilities	1,075	1,713	900
Non-Current Liabilities			
Payables	0	0	0
Borrowings	0	0	0
Provisions	0	0	0
Total Non-Current Liabilities	0	0	0
TOTAL LIABILITIES	1,075	1,713	900
NET ASSETS	424,416	429,412	434,828
EQUITY			
Retained Earnings	213,048	213,343	214,013
Revaluation Reserves	211,368	216,069	220,815
TOTAL EQUITY	424,416	429,412	434,828

Statement of Cash Flows - Water Fund

	Estimated Result For the Year		
	Ending 30th June		
	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000
Cash Flows from Operating Activities			
Receipts:			
Rates and Annual Charges	4,218	4,319	4,447
User Charges and Fees	18,559	19,411	20,250
Interest and Investment Revenue	1,264	629	576
Grants and Contributions	1,503	1,511	1,519
Other Revenues	6	6	6
Internal Revenues	3,946	4,044	4,145
Payments:			
Employee Benefits and On-Costs	(5,658)	(6,022)	(6,180)
Borrowing Costs	0	0	0
Materials and Contracts	(5,014)	(5,133)	(5,250)
Other Expenses	(3,253)	(3,545)	(3,633)
Internal Expenses	(5,467)	(5,511)	(5,607)
Net Cash Provided from Operating Activities	10,104	9,709	10,273
Cash Flows from Investing Activities			
Receipts:			
Sale of Investment Securities	0	8,000	5,000
Sale of Investment Property	0	0	0
Sale of Real Estate	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	120	120	120
Sale of Interest in Joint Venture & Associates	0	0	0
Other	1,646	930	989
Cash Flows from Investing Activities - Continued			
Payments:			
Purchase of Investment Securities	0	0	0
Purchase of Investment Property	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(17,095)	(25,203)	(14,961)
Purchase of Real Estate Assets	0	0	0
Purchase of Interest in Joint Ventures & Associates	0	0	0
Deferred Debtors & Advances Made	0	0	0
Net Cash Provided from Investing Activities	(15,329)	(16,153)	(8,852)
Cash Flows from Financing Activities			
Receipts:			
Proceeds from Borrowings & Advances	0	0	0
Other Financing Activity Receipts	0	0	0
Payments:			
Repayment of borrowings & Advances	0	0	0
Repayment of Finance Lease Liabilities	0	0	0
Other Financing Activity Payments	0	0	0
Net Cash Provided from Financing Activities	0	0	0
Net Increase/(Decrease) in Cash & Cash Equivalents	(5,225)	(6,444)	1,421
Plus: Cash & Equivalents - beginning of year	14,724	9,499	3,055
Cash & Equivalents - end of year	9,499	3,055	4,476

Sewer Fund Budget

Income Statement - Sewer Fund

	Estimated Result For the Year Ending 30th June		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income from Continuing Operations			
Revenue:			
Rates and Annual Charges	43,221	44,359	45,495
User Charges and Fees	3,232	3,444	3,611
Interest and Investment Revenue	950	321	332
Other Revenues	0	0	0
Internal Revenue	1,754	1,798	1,843
Grants and Contributions provided for Operating Purposes	491	495	498
Grants and Contributions provided for Capital Purposes	1,500	1,500	1,500
Other Income:			
Net Gains from the disposal of assets	0	0	0
Total Income from Continuing Operations	51,148	51,917	53,279
Expenses from Continuing Operations			
Employee Benefits and On-Costs	6,570	6,828	6,981
Borrowing Costs	5,094	4,697	4,269
Materials and Contracts	7,267	7,810	7,932
Depreciation and Amortisation	11,179	11,403	11,631
Other Expenses	2,159	2,488	2,592
Internal Expenses	7,802	7,971	8,115
Net Losses from the disposal of assets	0	0	0
Total Expenses from Continuing Operations	40,071	41,197	41,520
Net Operating Result	11,077	10,720	11,759
Net Operating Result before grants and contributions provided for capital purposes	9,577	9,220	10,259

Statement of Financial Position - Sewer Fund

Estimated Result as at 30th June

	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000
ASSETS			
Current Assets			
Cash and Cash Equivalents	8,869	6,173	3,165
Investments	2,617	2,617	117
Receivables	6,477	6,626	6,776
Inventories	0	0	0
Other	0	0	0
Non-current Assets Classified as 'Held for Sale'	0	0	0
Total Current Assets	17,963	15,416	10,058
Non-Current Assets			
Investments	387	387	387
Receivables	1,948	1,948	1,948
Inventories	0	0	0
Infrastructure, Property, Plant & Equipment	613,626	621,382	637,631
Investments Accounted for using the Equity Method	0	0	0
Investment Property	0	0	0
Intangible Assets	0	0	0
Total Non-Current Assets	615,961	623,717	639,966
TOTAL ASSETS	633,924	639,133	650,024
LIABILITIES			
Current Liabilities			
Payables	6,939	2,036	3,433
Borrowings	5,346	5,346	5,346
Provisions	0	0	0
Total Current Liabilities	12,285	7,382	8,779
Non-Current Liabilities			
Payables	0	0	0
Borrowings	104,863	97,113	88,935
Provisions	0	0	0
Total Non-Current Liabilities	104,863	97,113	88,935
TOTAL LIABILITIES	117,148	104,495	97,714
NET ASSETS	516,776	534,638	552,310
EQUITY			
Retained Earnings	386,776	397,348	407,624
Revaluation Reserves	130,000	137,290	144,686
TOTAL EQUITY	516,776	534,638	552,310

Statement of Cash Flows - Sewer Fund

Estimated Result For the Year Ending 30th June

	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000
Cash Flows from Operating Activities			
Receipts:			
Rates and Annual Charges	42,974	44,210	45,345
User Charges and Fees	3,232	3,444	3,611
Interest and Investment Revenue	950	321	332
Grants and Contributions	1,991	1,995	1,998
Other Revenues	0	0	0
Internal Revenues	1,754	1,798	1,843
Payments:			
Employee Benefits and On-Costs	(6,570)	(6,828)	(6,981)
Borrowing Costs	(5,094)	(4,697)	(4,269)
Materials and Contracts	(7,256)	(7,775)	(7,924)
Other Expenses	(2,303)	(2,636)	(4,075)
Internal Expenses	(7,802)	(7,971)	(8,115)
Net Cash Provided from Operating Activities	21,876	21,861	21,765
Cash Flows from Investing Activities			
Receipts:			
Sale of Investment Securities	0	0	2,500
Sale of Investment Property	0	0	0
Sale of Real Estate	0	0	0
Sale of Infrastructure, Property, Plant & Equipment	120	120	120
Sale of Interest in Joint Venture & Associates	0	0	0
Other	0	0	0
Cash Flows from Investing Activities - Continued			
Payments:			
Purchase of Investment Securities	0	0	0
Purchase of Investment Property	0	0	0
Purchase of Infrastructure, Property, Plant & Equipment	(42,180)	(16,927)	(19,215)
Purchase of Real Estate Assets	0	0	0
Purchase of Interest in Joint Ventures & Associates	0	0	0
Deferred Debtors & Advances Made	0	0	0
Net Cash Provided from Investing Activities	(42,060)	(16,807)	(16,595)
Cash Flows from Financing Activities			
Receipts:			
Proceeds from Borrowings & Advances	0	0	0
Other Financing Activity Receipts	0	0	0
Payments:			
Repayment of borrowings & Advances	(7,361)	(7,750)	(8,178)
Repayment of Finance Lease Liabilities	0	0	0
Other Financing Activity Payments	0	0	0
Net Cash Provided from Financing Activities	(7,361)	(7,750)	(8,178)
Net Increase/(Decrease) in Cash & Cash Equivalents	(27,545)	(2,696)	(3,008)
Plus: Cash & Equivalents - beginning of year	36,414	8,869	6,173
Cash & Equivalents - end of year	8,869	6,173	3,165

Net Cost of Programs

	2018/19			2019/20			2020/21		
	Revenue	Operating and Capital Expenditure	Net Cost of Program	Revenue	Operating and Capital Expenditure	Net Cost of Program	Revenue	Operating and Capital Expenditure	Net Cost of Program
General Fund									
Operating Program									
Buildings and Property	2,024	11,282	9,258	2,073	11,573	9,500	2,122	11,816	9,694
Commercial Undertakings	36,794	36,545	(249)	37,596	37,091	(505)	39,003	37,847	(1,156)
Community and Culture	2,388	7,894	5,506	2,416	8,068	5,652	2,462	8,296	5,834
Economic Development	262	713	451	288	737	449	314	763	449
Environmental Management	292	1,615	1,323	225	1,622	1,397	230	1,652	1,422
Fire Protection and Emergency Services	768	2,658	1,890	783	2,728	1,945	799	2,785	1,986
Governance and Civic	46	7,565	7,519	48	9,044	8,996	50	8,793	8,743
Internal Corporate Services	120,374	40,046	(80,328)	125,409	40,843	(84,566)	132,061	41,512	(90,549)
Land Use Planning	571	3,239	2,668	585	3,312	2,727	599	3,388	2,789
Open Space, Sport and Recreation	241	14,615	14,374	247	14,859	14,612	254	15,070	14,816
Regulatory Services	7,496	14,577	7,081	7,664	14,911	7,247	7,838	15,253	7,415
Roads and Transport	2,665	37,908	35,243	2,719	39,122	36,403	2,775	40,026	37,251
Waste and Recycling Program	48,660	46,798	(1,862)	50,360	47,865	(2,495)	52,130	48,960	(3,170)
Water and Sewer Services	4,376	4,490	114	4,507	4,388	(119)	4,629	4,487	(142)
	226,957	229,945	2,988	234,920	236,163	1,243	245,266	240,648	(4,618)
Capital Program									
Buildings and Property	0	9,507	9,507	0	6,092	6,092	0	3,039	3,039
Commercial Undertakings	0	6,135	6,135	0	5,973	5,973	0	8,295	8,295
Community and Culture	0	527	527	0	538	538	0	549	549
Economic Development	787	5,405	4,618	0	3,370	3,370	0	1,270	1,270
Environmental Management	1,225	2,123	898	12	918	906	13	927	914
Fire Protection and Emergency Services	612	1,012	400	624	624	0	636	636	0
Internal Corporate Services	3,356	6,583	3,227	4,092	5,940	1,848	4,187	6,517	2,330
Land Use Planning	0	26	26	0	26	26	0	27	27
Open Space, Sport and Recreation	2,920	11,733	8,813	0	1,446	1,446	0	4,604	4,604
Regulatory Services	0	51	51	0	52	52	0	53	53
Roads and Transport	7,588	25,234	17,646	11,200	29,649	18,449	2,235	21,925	19,690
Waste and Recycling Program	0	5,431	5,431	0	2,550	2,550	0	8,295	8,295
Water and Sewer Services	0	18	18	0	8	8	0	459	459
	16,488	73,785	57,297	15,928	57,186	41,258	7,071	56,596	49,525
General Fund Total	243,445	303,730	60,285	250,848	293,349	42,501	252,337	297,244	44,907

	2018/19			2019/20			2020/21		
	Revenue	Operating and Capital Expenditure	Net Cost of Program	Revenue	Operating and Capital Expenditure	Net Cost of Program	Revenue	Operating and Capital Expenditure	Net Cost of Program
Water Fund									
Operating Program									
Water and Sewer Services	28,491	27,064	(1,427)	28,936	27,966	(970)	29,959	28,603	(1,356)
Capital Program									
Internal Corporate Services	0	2,000	2,000	0	0	0	0	0	0
Water and Sewer Services	1,000	14,835	13,835	1,000	25,832	24,832	1,000	14,138	13,138
	29,491	43,899	14,408	29,936	53,798	23,862	30,959	42,741	11,782
Other Outgoings									
Dividend and Tax Equivalent to General Fund		1,576			1,669			1,686	
Sewer Fund									
Operating Program									
Water and Sewer Services	49,648	40,071	(9,577)	50,417	41,197	(9,220)	51,779	41,520	(10,259)
Capital Program									
Water and Sewer Services	1,500	42,216	40,716	1,500	11,989	10,489	1,500	20,604	19,104
	51,148	82,287	31,139	51,917	53,186	1,269	53,279	62,124	8,845
Other Outgoings									
Dividend and Tax Equivalent to General Fund		144			148			1,483	

Financial Indicators

Indicator	Target	Fund	2018/19	2019/20	2020/21
Local Government Industry Indicators					
Operating Performance Ratio	Greater than 0%	Consolidated	2.6%	2.8%	5.0%
		General	-1.6%	-0.6%	2.2%
		Water	5.5%	3.7%	5.0%
		Sewer	19.8%	18.8%	20.3%
Own Source Operating Revenue Ratio	Greater than 60%	Consolidated	85.0%	85.5%	88.7%
		General	82.6%	83.2%	87.3%
		Water	94.4%	94.4%	94.6%
		Sewer	96.0%	96.1%	96.2%
Unrestricted Current Ratio	Greater than 1.5	Consolidated	1.43	1.47	1.60
		General	1.42	1.48	1.61
		Water	10.67	2.67	3.96
		Sewer	1.46	2.09	1.15
Debt Service Cover Ratio	Greater than 2.0	Consolidated	3.82	3.85	4.27
		General	4.41	4.95	5.97
		Water	No Debt	No Debt	No Debt
		Sewer	2.08	2.03	2.1
Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	Less than 10%	Consolidated	8.1%	7.4%	7.3%
		General	5.8%	4.9%	4.7%
		Water	13.7%	13.8%	13.8%
		Sewer	12.4%	12.2%	12.1%
Cash Expense Cover Ratio	Greater than 3 months	Consolidated	5.17	4.04	3.69
		General	2.57	2.53	2.60
		Water	17.56	8.88	7.59
		Sewer	3.62	2.64	1.10
Infrastructure Asset Performance Indicators					
Infrastructure Renewals Ratio	Greater than 100%	Consolidated	66.3%	46.5%	69.8%
		General	63.5%	54.0%	73.5%
		Water	48.2%	59.7%	66.3%
		Sewer	90.1%	10.5%	59.9%
Infrastructure Backlog Ratio	Less than 2%	Consolidated	3.0%	3.0%	2.9%
		General	5.0%	5.0%	5.0%
		Water	0.3%	0.3%	0.3%
		Sewer	0.0%	0.0%	0.0%
Asset Maintenance Ratio	Greater than 1x	Consolidated	0.94	0.96	0.97
		General	0.89	0.90	0.90
		Water	0.90	0.93	0.93
		Sewer	1.07	1.11	1.11
Cost to bring assets to agreed service level	No Benchmark	Consolidated	1.49%	1.46%	1.40%
		General	2.46%	2.42%	2.33%
		Water	0.00%	0.00%	0.00%
		Sewer	0.00%	0.00%	0.00%

Crown Lands

Crown Land Estimated Income and Expenditure 2018/19

Operating Income

Cemeteries	\$1,913,883
Communications and Electrical	\$700,826
Council Buildings and Property	\$248,599
Parks and Reserves	\$139,118
Swim and Fitness	\$1,445,341
Tourist Parks	\$24,136,628
Waterways, Coastal and Floodplain	<u>\$84,230</u>
	\$28,668,626

Capital Works - Revenue Funded

Cemeteries	\$134,000
Council Buildings and Property	\$206,800
Parks and Reserves	\$315,966
Swim and Fitness	\$150,500
Tourist Parks	\$3,628,600
Waterways, Coastal and Floodplain	<u>\$210,340</u>
	\$4,646,206

Operating Expenditure

Cemeteries	\$1,597,494
Communications and Electrical	\$756,756
Council Buildings and Property	\$2,114,649
Parks and Reserves	\$1,723,226
Swim and Fitness	\$2,676,334
Tourist Parks	\$15,466,618
Waterways, Coastal and Floodplain	<u>\$581,856</u>
	\$24,916,934

Total Cost to Shoalhaven City Council for
maintaining and operating crown reserves

\$894,514

Summary of Council Borrowings

	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Debt at Start of Year			
General Fund	43,415	45,944	43,250
Water Fund	0	0	0
Sewer Fund	117,570	110,209	102,459
Total	160,985	156,153	145,709
Borrowings			
General Fund	9,801	4,201	6,900
Water Fund	0	0	0
Sewer Fund	0	0	0
Total	9,801	4,201	6,900
Repayments			
General Fund	7,272	6,895	6,653
Water Fund	0	0	0
Sewer Fund	7,361	7,750	8,178
Total	14,633	14,645	14,831
Debt Outstanding			
General Fund	45,944	43,250	43,497
Water Fund	0	0	0
Sewer Fund	110,209	102,459	94,281
Total	156,153	145,709	137,778

Fit for the Future Improvement Plan Strategies

Actions	Milestones	Progress
1. Implement a Special Rate variation of 7.5% pa for 2 years.	Include in community consultation and Management Plan for implementation.	SRV approved for 13.2% in 2017/18 (one year). SRV approved in May 2018 to keep 13.2% increase with additional 5% in 2018/19, 2019/20 and 2020/21
2. Increase fees and charges by moving towards full cost recovery, increase by 1% above CPI.	Include in community consultation and Management Plan for implementation.	This has been implimented with fees and charges increasing at 4%.
3. Staff management Improvements.	<ul style="list-style-type: none"> - Finalise policies; - Undertake consultation with staff; - Manage under the Award; - Train staff to implement policy. 	Work is continuing towards this action.
4. Corporate continuous improvement.	Undertake service level reviews and competitive tendering in accordance with TTF.	Reviews are being completed according to TTF recommendations.
5. Improve the use of technology.	Undertake action in accordance with strategy.	Various technologies are being investigated
6. Introduce zero based budgeting.	Complete zero based budgeting for 2016/2017 Management Plan.	Zero based budgeting budgeting was completed in 2016/17.
7. Saving on procurement processes.	Regional JO operational. Finalise report and implement recommendations.	Working with Joint Organisation of Councils on procurement.
8. Asset utilisation and rationalisation.	Complete the "Ross Report" and commence implementation of recommendations.	The "Ross Report" has been adopted by Council, recommendations will follow in future years.
9. Increase renewal expenditure moderately over a period of time as follows: - 2015/16 \$966,667; - 2016/17 \$1,919,267; - 2017/18 \$4,026,523; - 2018/19 \$5,544,174; - 2019/20 \$2,660,522; - 2020/21 \$2,392,427; - 2021/22 \$2,649,376; - 2022/23 \$2,986,863; - 2023/24 \$2,834,299; - 2024/25 \$3,191,979	Include in community consultation and Management Plan for implementation.	Renewals have been increased in 2015/16 and 2016/17 by the required amounts, the amount from 2017/18 into the future as per the SRV application
10. Improve asset management systems, processes and data accuracy/efficacy.	Complete review of asset management system and implement to whole of organisation.	Review is in progress.
11. Install Civica's "AUTHORITY" software.	Finalise implementation.	Currently implimenting an alternative solution.
12. Review input and methodology of Backlog Ratio data.	Finalise review and check Backlog Ratio to determine whether further strategies are required.	Initially reviewed during the preparation of the 2015/16 financial statements, further review is required.
13. Increase yearly maintenance expenditure: - 2018/19-\$700,000; - 2019/20-\$730,000; - 2020/21-\$1,400,000; - 2021/22-\$1,500,000; - 2022/23-\$1,530,000; - 2023/24-\$2,060,000; - 2024/25-\$2,092,727	Include in community consultation and Management Plan for implementation.	The increase in maintenance as per approved in SRV application
14. Continue to implement the Transformation Task Force recommendations.	Implementation as per TTF recommendations.	Transformation Taskforce recommendations are being implemented.

Capital Program

This map shows the Planning areas referred to in the preceding Capital Listing by Planning Area



Capital Listing

				Total Over Three Years					City Wide
	2018/19	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	
General Fund									
Buildings and Property									
Community, Residential and Commercial Buildings									
Depot Improvements									
Depot Improvements	41,000	42,000	43,000	0	0	0	0	0	126,000
Public Amenities									
Cudmirrah Errol Bond Reserve (2019 SRV)	200,000			0	0	0	0	200,000	0
Public Amenities Berry CBD	300,000			300,000	0	0	0	0	0
Public Amenities Replacement		307,500	314,000	0	0	0	0	0	621,500
Public Buildings									
Arts Centre	22,000	22,600	23,100	67,700	0	0	0	0	0
Asbestos Mgmt Plan Bld Repairs	127,000	130,000	133,000	0	0	0	0	0	390,000
Community Buildings Minor Wrks	167,000	170,000	173,000	0	0	0	0	0	510,000
Community Buildings Renewals				0	0	0	0	0	0
Nowra Admin Building Compliance (fire)	1,412,517			1,412,517	0	0	0	0	0
Nowra Showground Building Renewal (2019 SRV)	600,000			600,000	0	0	0	0	0
Shoalhaven City Library				0	0	0	0	0	0
Special Rate Variation Building Renweal		1,000,000	2,081,000	0	0	0	0	3,081,000	0
Ulladulla Admin Build Upgrade	12,200	12,400	12,600	0	0	0	0	37,200	0
Bay and Basin Library		4,150,000		0	0	4,150,000	0	0	0
Corporate Buildings									
Administrative Building Management - Capital									
Admin Building Capital	55,000	57,000	59,000	171,000	0	0	0	0	0
Property Management									
Property Development & Disposal									
Property Develop General	200,000	200,000	200,000	0	0	0	0	0	600,000
Open Space Land Acquisition	6,370,000			6,370,000	0	0	0	0	0
Commercial Undertakings									
Cemeteries									
Cemeteries Works Program									
Cemeteries Capital Works	134,000	138,000	142,000	414,000	0	0	0	0	0
Worrigee Expansion - Segment 11	238,000			238,000	0	0	0	0	0
Entertainment Centre									
Shoalhaven Entertainment Centre Capital									
Shoalhaven Entertainment Centr	51,000	52,000	53,000	156,000	0	0	0	0	0
Mechanical Services									
Mechanical Services Equipment									
Mechanical Workshop Capital	6,000	6,200	6,400	18,600	0	0	0	0	0
Swim and Fitness									
Aquatics Capital Program									
Bomaderry Pool Rehabilitation			2,000,000	2,000,000	0	0	0	0	0
General Aquatic Capital Works	430,000	547,000	753,000	0	0	0	0	0	1,730,000
Tourist Parks									
Annual Tourist Parks Works Program									
Caravan Park Development	1,297,500	1,423,500	1,350,000	0	0	0	0	0	4,071,000
Caravan Parks Renewal	3,978,600	3,806,200	3,990,200	0	0	0	0	0	11,775,000

				Total Over Three Years					City Wide
	2018/19	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	
Community and Culture									
Community Services									
Community Services - Capital									
Nowra CBD CCTV Upgrade	51,000	52,000	53,000	156,000	0	0	0	0	0
Library									
Books & Audio Visual									
Books & Audio Visual	420,200	428,600	437,200	0	0	0	0	0	1,286,000
Library Furniture & Equipment									
Library Furniture & Equip	56,100	57,200	58,300	0	0	0	0	0	171,600
Economic Development									
Economic Development									
Industrial Land Development									
Industrial Land Development	4,390,000	3,370,000	1,270,000	0	0	0	0	0	9,030,000
Ulladulla Harbour Berthing Facility	1,014,585			0	0	0	0	1,014,585	0
Environmental Management									
Coastal and Estuary Management									
Coastal Programme									
Coastal Foreshore Erosion Works	413,200	564,500	565,800	0	0	0	0	0	1,543,500
Coastal Foreshore Access Strategy	50,000	51,000	52,000	0	0	0	0	0	153,000
Estuary Programme									
Implement Estuary Management Plans	108,100	161,300	164,500	0	0	0	0	0	433,900
Implementation Entrance Plans	64,300	65,600	66,900	0	0	0	0	0	196,800
Shoalhaven Heads Rock Protection	1,413,000			1,413,000	0	0	0	0	0
Floodplain Management									
Floodplain Programme									
Floodplain Program General	36,700	37,400	38,100	0	0	0	0	0	112,200
Natural Areas									
Natural Areas Infrastructure									
Walking Track Upgrades	37,700	38,500	39,300	0	0	0	0	0	115,500
Fire Protection and Emergency Services									
Fire Protection and Emergency Services									
Rural Fire Service Buildings									
Fire Stations	1,012,000	624,000	636,000	0	0	0	0	0	2,272,000
Internal Corporate Services									
Asset Planning and Development									
Office Equipment									
Engineers Equipment	37,700	38,500	39,300	0	0	0	0	0	115,500
Fleet and Plant									
Purchase / Sale of Plant									
Multifunction machine purchase	50,000	25,000	150,000	0	0	0	0	0	225,000
Plant Purchases	2,620,922	2,220,000	2,415,149	0	0	0	0	0	7,256,071
Purchase / Sale of Vehicles									
Vehicle Purchases	3,296,000	3,296,000	3,347,500	0	0	0	0	0	9,939,500

				Total Over Three Years					City Wide
	2018/19	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	
Information Technology									
IT Capital Projects									
Additional Disk Storage	164,800	92,000	94,000	0	0	0	0	0	350,800
Corporate Pc Hardware	151,000	154,000	157,100	0	0	0	0	0	462,100
Councillors Equipment	8,200	8,400	8,600	0	0	0	0	0	25,200
It Administration Equipment	6,100	6,200	6,300	0	0	0	0	0	18,600
It Network Equipment	60,200	61,400	62,600	0	0	0	0	0	184,200
Printing Equipment	50,375		200,000	0	0	0	0	0	250,375
GIS Data Input	50,000			0	0	0	0	0	50,000
VOIP Upgrades	20,000			0	0	0	0	0	20,000
Skype for business	30,000			0	0	0	0	0	30,000
Management and Support									
Office Furniture and Equipment									
Corp Services Equip	37,700	38,500	39,300	0	0	0	0	0	115,500
Land Use Planning									
Land Use Planning									
Planning Services Equipment									
Graphics Unit Equipment	25,500	26,000	26,500	0	0	0	0	0	78,000
Open Space, Sport and Recreation									
Parks, Reserves, Sport and Recreation Areas									
Active Recreation									
Active Rec Minor Improvement	256,500	262,200	267,900	0	0	0	0	0	786,600
Car Parking Active (CrownLand)	85,700	87,400	89,100	0	0	0	0	0	262,200
Forward Design	38,800	39,600	40,400	0	0	0	0	0	118,800
Frogs Holla Sporting Complex - Wastewater Upgrade	95,509			0	0	0	0	95,509	0
Milton Ulladulla Croquet Project	750,000			0	0	0	0	0	750,000
Shoalhaven Indoor Sport Centre	8,800,195			0	0	0	0	8,800,195	0
Showground Improvement Program	61,000		64,890	125,890	0	0	0	0	0
Sports Grounds Upgrades (2019 SRV)	500,000	512,500	525,313	0	0	0	0	0	1,537,813
Sporting Fields - Planning Area 5			2,000,000	0	0	0	0	0	2,000,000
Sporting fields in Planning Area 3			1,000,000	1,000,000	0	0	0	0	0
Sports Capital Works Partnership Program	155,000	158,100	161,300	474,400	0	0	0	0	0
Tennis Minor Program		50,000		0	0	0	0	0	50,000
Passive Recreation									
Community Building Equip Renew	12,200	12,400	12,600	0	0	0	0	0	37,200
Implementation of POMS	37,700	38,500	39,300	0	0	0	0	0	115,500
Park Enhancement Program	290,500	285,100	302,800	0	0	0	0	0	878,400
Regional Skate Park Area 3	650,000			0	0	0	0	0	650,000
Tennis Courts Capital									
Tennis Courts Capital			100,000	0	0	0	0	0	100,000

				Total Over Three Years					City Wide
	2018/19	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	
Regulatory Services									
Development, Building and Compliance									
Development Services Equipment									
Development Serv Equip	25,500	26,000	26,500	0	0	0	0	0	78,000
Environmental Regulation									
Water Sampling Unit									
Environmental Unit Capital	25,500	26,000	26,500	0	0	0	0	0	78,000
Roads and Transport									
Car Parking									
Car Parking Construction									
McGrath Avenue Parking Spaces	100,000			100,000	0	0	0	0	0
Nowra CBD All Day Carparking	150,000	200,000	300,000	650,000	0	0	0	0	0
Pedestrian Facilities									
Pedestrian Facilities									
Bicycle Racks	10,200	10,400	10,600	0	0	0	0	0	31,200
Cycleways - Community Projects	110,000	110,000	110,000	0	0	0	0	0	330,000
Footpath Forward Investigation	13,300	13,600	13,900	0	0	0	0	0	40,800
Footpaths - Replace	57,100	58,200	59,400	200,000	0	63,000	0	88,000	-176,300
Footpaths/Cycleways - New	164,000	167,300	170,600	0	0	0	0	0	501,900
Kerb Ramps	10,200	10,400	10,600	0	0	31,200	0	0	0
Pedestrian Signals Princes Hwy and Junction St	200,000			200,000	0	0	0	0	0
Prov Pedestrian Crossings	40,000	40,800	41,600	0	0	0	0	0	122,400
Roads									
Bridge Program									
Bridge Replacement Programme	113,000	520,200	530,600	0	0	0	0	0	1,163,800
Bundewallah Bridge Replacement	300,000			300,000	0	0	0	0	0
Crookhaven River Bridge Upgrade	397,000			0	397,000	0	0	0	0
Design-Bridge Replacement	20,400	20,800	21,200	0	0	0	0	0	62,400
Comerong Ferry									
Comerong Ferry Overhaul	391,000			391,000	0	0	0	0	0
Kerb & Guttering Programme									
Cont To Ratepayers Adv	15,300	15,600	15,900	0	0	0	0	0	46,800
Kerb & Gutter Replace Program		171,700	175,100	0	0	0	0	346,800	0
Grant St, Nowra KG Replace	45,000			45,000	0	0	0	0	0
St Anns St, Nowra KG Replace	29,000			29,000	0	0	0	0	0
Surfers Ave, Narrawallee KG Replace	94,300			0	0	0	0	94,300	0

				Total Over Three Years					City Wide
	2018/19	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	
Local Road Repair Program									
Albert Street	500,000			500,000	0	0	0	0	0
Cambewarra Road	524,000			524,000	0	0	0	0	0
Island Point Road	601,015			0	0	601,015	0	0	0
Kingham Street Nowra	200,000			0	0	0	0	200,000	0
Larmer Avenue, Sanctuary Point	800,000			0	0	800,000	0	0	0
Local Road Repair Program		3,230,300	3,294,900	0	6,525,200	0	0	0	0
Local Road Resheet	550,000	550,000	550,000	0	1,650,000	0	0	0	0
Local Road Resurface	3,159,200	3,497,800	3,567,800	0	10,224,800	0	0	0	0
Mitchell Parade	600,000			0	0	0	0	0	600,000
Murramarang Road, Bawley Point	500,000			0	0	0	0	500,000	0
Orient Avenue	300,000			0	300,000	0	0	0	0
Otranto Avenue	300,000			0	300,000	0	0	0	0
Roads to Recovery Program		1,800,000	1,800,000	0	0	0	0	0	3,600,000
Spec Rate Var Renewal Works (2014)		2,625,226	2,690,857	5,316,083	0	0	0	0	0
Spec Rate Var Renewal Works (2019)		1,676,466	3,995,040	5,671,506	0	0	0	0	0
St Anns Street, Nowra	600,000			600,000	0	0	0	0	0
Tannery Road, Cambewarra (2019 SRV)	601,754			601,754	0	0	0	0	0
The Lake Circuit, Culburra	500,000			0	500,000	0	0	0	0
Victoria Street	600,000			0	600,000	0	0	0	0
Woodhill Mountain Road	730,000			730,000	0	0	0	0	0
Worrigea Road	20,000			20,000	0	0	0	0	0
Regional Road Repair Program									
General Regional Road Repair P		686,700	700,400	0	0	0	0	0	1,387,100
The Wool Road	823,200			0	0	823,200	0	0	0
Roads Strategy Projects									
Guardrail Prov/Replace Prog	85,000	86,700	88,400	0	0	0	0	0	260,100
Huskisson Service Lane - Morton Street	1,545,000	1,545,000		0	0	3,090,000	0	0	0
Land Acquisition	73,400	74,900	76,400	0	0	0	0	0	224,700
Local Roads-Survey/Design	58,100	59,300	60,500	0	0	0	0	0	177,900
Nowra Strategic Roads	4,800,000	9,000,000		13,800,000	0	0	0	0	0
Rural Road Sealing									
Rural Road Sealing	300,000	308,000	316,000	0	0	0	0	0	924,000

	2018/19	2019/20	2020/21	Total Over Three Years					City Wide
				Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	
Stormwater									
Drainage									
Drainage Investigation	29,600	30,200	30,800	90,600	0	0	0	0	0
Implementation of Drainage Strategy		1,100,500	1,108,000	0	0	0	0	2,208,500	0
Local Drainage Improvement Program		392,200	400,000	0	0	0	0	792,200	0
Aries Place, Narrawallee	75,000			0	0	0	0	75,000	0
Bendalong Point, Bendalong	80,000			0	0	0	0	80,000	0
Edwards Street, Berry	195,000			195,000	0	0	0	0	0
Elizabeth Drive, Vincentia	50,000			0	0	50,000	0	0	0
Enterprise Avenue, South Nowra	95,000			95,000	0	0	0	0	0
Forest Meadows Way, Worrigeer	80,000			80,000	0	0	0	0	0
Katela Avenue, Bomaderry	80,000			80,000	0	0	0	0	0
Lake Conjola Entrance Road	40,000			0	0	0	0	40,000	0
Meroo Road, Bomaderry	80,000			0	80,000	0	0	0	0
Orient Point Rd, Culburra	25,000			0	0	25,000	0	0	0
Prentice Avenue, Old Errowal Bay	80,000			0	0	80,000	0	0	0
Prince Edward Avenue, Culburra	125,000			125,000	0	0	0	0	0
Pritchard Avenue, Huskisson	15,000			0	0	15,000	0	0	0
Reserve Road, Basin View	80,000			0	0	80,000	0	0	0
St Andrews Way Coolangatta Stg 2	80,000			80,000	0	0	0	0	0
St Vincent St, Ulladulla	100,000			0	0	0	0	100,000	0
Sussex Inlet Road, Sussex Inlet	107,500			0	0	0	107,500	0	0
The Park Drive easement piping	90,000			0	0	90,000	0	0	0
Stormwater Manage Plan	77,500	79,100	80,700	237,300	0	0	0	0	0
Strategic S/Water Catchment An	19,400	19,800	20,200	0	0	0	0	0	59,400
Streetscapes									
Other Streetscape Program									
Nowra CBD renewal	500,000	512,500	525,313	1,537,813	0	0	0	0	0
Streetscape path renewal		200,000		200,000	0	0	0	0	0
Streetscape Renewal (2019 SRV)	512,500	525,313	538,446	0	0	0	0	0	1,576,259
Village Identification Signage	50,000		52,000	0	0	0	0	0	102,000
Traffic Management									
Traffic Facilities Program									
Bolong Rd - 800m Section East of Broughton Ck NBSP	125,000			0	0	0	0	0	125,000
Currarong Rd - Ch 7.7 11.5Km NBSP	450,000			0	0	0	0	0	450,000
Illaroo/Page North Nowra - NBBSP	120,000			0	0	0	0	0	120,000
Jervis Bay/Gardner Rds - NBBSP	135,000			0	0	0	0	0	135,000
Minor Traffic Control Works	87,200	88,900	90,700	0	0	0	0	0	266,800
Mitchell Pde/Donlan Rd Mollymook - NBBSP	140,000			0	0	0	0	0	140,000
School Traffic Safety Program	35,700	36,400	37,100	0	0	0	0	0	109,200
Signage Improvement Program	14,300	14,600	14,900	0	0	0	0	0	43,800
Street Lighting Programme	14,300	15,000	15,450	0	0	0	0	0	44,750
Waterways Infrastructure									
Waterways Infrastructure									
Berringer Lake Foreshore			160,000	0	0	0	0	0	160,000
Better Boating Program		104,000		104,000	0	0	0	0	0
Greenwell Point - Marina	366,000			366,000	0	0	0	0	0
Greenwell Point - reconstruct sandstone wall			200,000	200,000	0	0	0	0	0
Waterways Minor Improve Prog	50,000	51,000	52,000	0	0	0	0	0	153,000

				Total Over Three Years					City Wide
	2018/19	2019/20	2020/21	Planning Area 1	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5	
Waste and Recycling Program									
Landfill and Transfer Station Operations									
Vehicle / Plant Replacement Program									
Waste Plant Purchases	1,440,000	750,000	795,000	0	0	0	0	0	2,985,000
Waste Management - Capital Expenditure									
West Nowra Landfill Extension	50,000	0	0	50,000	0	0	0	0	0
Resource Recovery Park - West Nowra	2,250,000	0	0	2,250,000	0	0	0	0	0
Waste Management Capital	0	1,800,000	7,500,000	9,300,000	0	0	0	0	0
Install Liner and Leachate Controls	875,000	0	0	875,000	0	0	0	0	0
West Nowra Perimeter Road	166,102	0	0	166,102	0	0	0	0	0
Berry Transfer Station - weighbridge	100,000	0	0	100,000	0	0	0	0	0
Recycling Infrastructure	300,000	0	0	300,000	0	0	0	0	0
Waste Education Centre	250,000	0	0	250,000	0	0	0	0	0
Water and Sewer Services									
Water Services									
Communications Infrastructure & Equipment									
Communication Towers Capital -GF	10,000		450,000	0	0	0	0	0	460,000
Communications Section	8,200	8,400	8,600	0	0	0	0	0	25,200
General Fund Total	73,785,074	57,185,605	56,596,358	61,277,265	20,577,000	9,898,415	107,500	17,753,289	77,953,568
Planning Area Totals									
Planning Area 1	25,478,473	16,713,392	18,885,400						
Planning Area 2	5,886,200	7,278,100	7,412,700						
Planning Area 3	4,119,415	5,705,400	10,600						
Planning Area 4	107,500	0	0						
Planning Area 5	11,211,789	2,676,800	3,776,700						
City Wide	26,981,697	24,811,913	26,510,958						
	73,785,074	57,185,605	56,596,358						

	2018/19	2019/20	2020/21
Water Fund			
Internal Corporate Services			
Management and Support			
Business Improvement	2,000,000		
Water and Sewer Services			
Water Services			
Chargeable Private Works	100,000	103,000	106,090
New Works (Asset Enhancement)	8,292,000	14,296,400	2,383,489
New Works Growth	1,405,000	4,207,550	4,238,296
Other Asset Purchases	1,697,796	2,008,500	1,591,350
Renewal / Replacement Works	3,340,000	5,216,950	5,819,037
Water Fund Total	16,834,796	25,832,400	14,138,262

	2018/19	2019/20	2020/21
Sewer Fund			
Water and Sewer Services			
Sewer Services			
Chargeable Private Works	100,000	103,000	106,090
New Works (Asset Enhancement)	31,866,270	4,635,000	1,113,945
New Works Growth	7,650,000	5,170,600	15,914,561
Other Asset Purchases	1,270,000	1,133,000	1,166,990
Renewal / Replacement Works	1,330,000	947,600	2,302,153
Sewer Fund Total	42,216,270	11,989,200	20,603,739