



EXTRAORDINARY MEETING OF COUNCIL

To be held at 9am on

Wednesday 7 November 2018

Council Chambers

11 Manning Street, KIAMA NSW 2533

Order of Business

- 1 Apologies
- 2 Acknowledgement of Traditional owners
- 3 Report of the Director Corporate & Commercial Services
- 4 Closure

Members

His Worship the Mayor
Councillor M Honey
Councillor A Sloan
Deputy Mayor
Councillor M Brown
Councillor N Reilly
Councillor K Rice
Councillor W Steel
Councillor D Watson
Councillor M Way
Councillor M Westhoff

COUNCIL OF THE MUNICIPALITY OF KIAMA

Council Chambers
11 Manning Street
KIAMA NSW 2533

1 November 2018

To the Chairman and Councillors:

NOTICE OF EXTRAORDINARY MEETING

You are respectfully requested to attend an **Extraordinary Meeting** of the Council of Kiama, to be held in the **Council Chambers 11 Manning Street, KIAMA NSW 2533** on **Wednesday 7 November 2018** commencing at **9am** for the consideration of the undermentioned business.

Yours faithfully



Kerry McMurray
General Manager

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**AGENDA FOR THE
EXTRAORDINARY MEETING OF KIAMA MUNICIPAL COUNCIL
WEDNESDAY 7 NOVEMBER 2018**

1 APOLOGIES

2 ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

“On behalf of those present, I would like to show my respect and acknowledge the traditional owners of the Land, of Elders past and present, on which this meeting takes place, and extend that respect to other Aboriginal and Torres Strait Islander people present.”

3 REPORT OF THE DIRECTOR CORPORATE & COMMERCIAL SERVICES

3.1 Revised Long Term Financial Plan 2018-2019 to 2026-27, Operational Plan 2018-19 and Delivery Program 2017-21 to go on public exhibition.

CSP Objective: 4.0 Responsible civic leadership that is transparent, innovative and accessible

CSP Strategy: 4.1 Council is financially sustainable

Delivery Program: 4.1.1 Meeting and reporting against IPART/Fit for the Future benchmarks

Summary

To have Council resolve to place the draft revised Long Term Financial Plan 2017-18 to 2026-27 and incorporated into the Operational Plan 2018-19 and Delivery Program 2017-21 on exhibition for a period of 28 days.

Finance

The proposed Special Rate Variation has already been previously adopted by Council and included in the strategic scenario detailed in the Long Term Financial Plan 2017-18 to 2026-27 and incorporated in Council's Delivery Program and adopted Asset Management Plans. The proposed Special Rate Variation was also included in Council's original Fit for the Future submission and in Council's subsequent financial re-assessment (November 2016) in which Council was deemed Fit for the Future.

The current revised documents contain the final two years of the Special Rate Variation which was part of the previous three year application to IPART, which was only approved for one year. The overall impact on ratepayers remains unchanged from the original proposal.

Policy

N/A

Communication/Community Engagement

Details of this are set out in background to the report below.

Attachments

- 1 Draft Operational Plan 2018/19 and Delivery Program 2017-2021 [↓](#)
- 2 Draft - Long Term Financial Plan 2018-19 to 2027-28 [↓](#)

Enclosures

Nil

RECOMMENDATION

Report of the Director Corporate & Commercial Services

3.1 Revised Long Term Financial Plan 2018-2019 to 2026-27, Operational Plan 2018-19 and Delivery Program 2017-21 to go on public exhibition. (cont)

That Council:

1. endorse the amended Delivery Program
2. endorse the actions of the General Manager in making administrative changes to the Delivery Program and placing it on public exhibition
3. note that the closing date for these submissions on the amended Delivery Program is 6 December 2018 after allowing 28 days public exhibition
4. proceed to formal application to IPART for a section 508(A) special rate variation including rate pegging of 9.83% for 2019-20 and 6.00% for 2020-21, to be retained permanently in the rate base.

Item 3.1

BACKGROUND

Council at its meeting held on 16 October 2018, resolved:

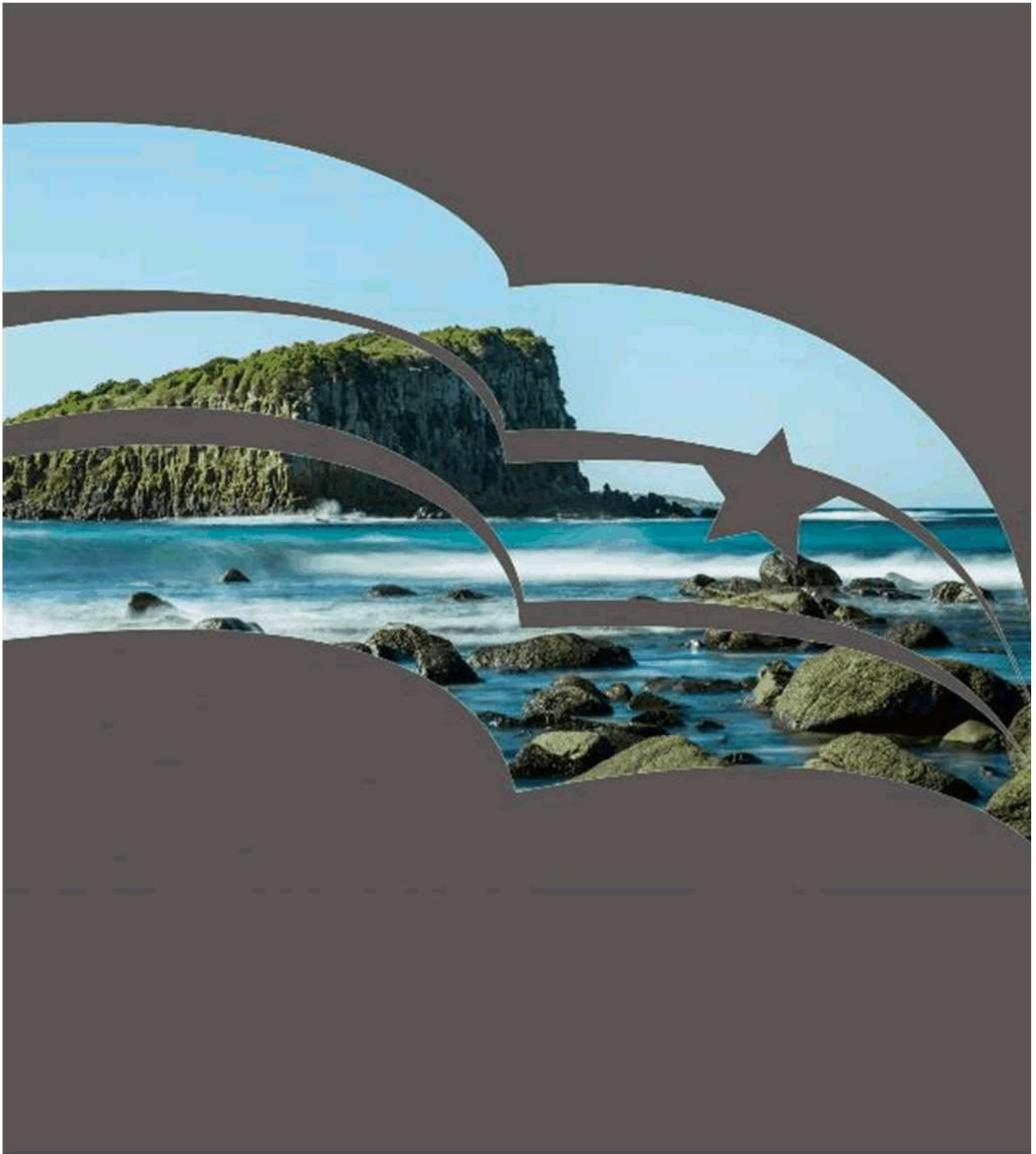
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Committee recommendation that Council notify IPART of its intention to apply for a Section 508A Permanent Special Rate Variation of 9.83% for 2019-20 and 6.00% for 2020-21, inclusive of the rate peg, to be retained permanently in the rate base.

(Councillors Westhoff and Reilly)”

Since that resolution, Council has commenced community engagement around the proposed Special Rate Variation. This engagement has included the following:

1. A press release has been distributed setting out the details of the proposed Special Rate Variation, and also advising that Council will be addressing the local precinct meetings.
2. Notification on Council’s website inviting submissions on the proposed Special Rate Variation.
3. The development of a dynamic FAQ and answers on Council’s website.
4. Reinstating the rates estimator that calculated individual impacts of the Special Rate Variation onto Council’s website.
5. An update on the Special Rate Variation application was included in Council’s October 2018 edition of Kimunico, which has been sent to every household.
6. Presentation made to the Central Precinct committee, with a similar presentation to be made to the South Precinct committee, the Minnamurra progress association and the Jamberoo Residents and Ratepayers Association.
7. Further notifications will be made in both local newspapers as well as electronic media in the coming weeks.



Item 3.1

Attachment 1

Kiama Council
DRAFT Operational Plan 2018-19 and Delivery Program 2017-21
Amended November 2018



Our **Operational Plan** is our 'action plan'.

It outlines the services, programs, events, facilities and infrastructure we will provide and maintain for the 2018-19 financial year, to work towards the commitments made in the four-year *Delivery Program*. It also includes our detailed annual budget and the Statement of Council's Revenue Policy, including the proposed rates, fees and charges for 2018-19.

The **Delivery Program** for 2017-21 details a broad plan for the principal activities we will undertake to implement the strategies established by the Community Strategic Plan 2017-27.

Kiama Municipal Council One Council, One Team

The RIITE Way



RESPECT
We treat others as we expect to be treated - in a fair and professional manner.



INNOVATION
We champion change in order to provide superior services to our community.



INTEGRITY
We are open, honest and ethical in our behaviours - at all times.



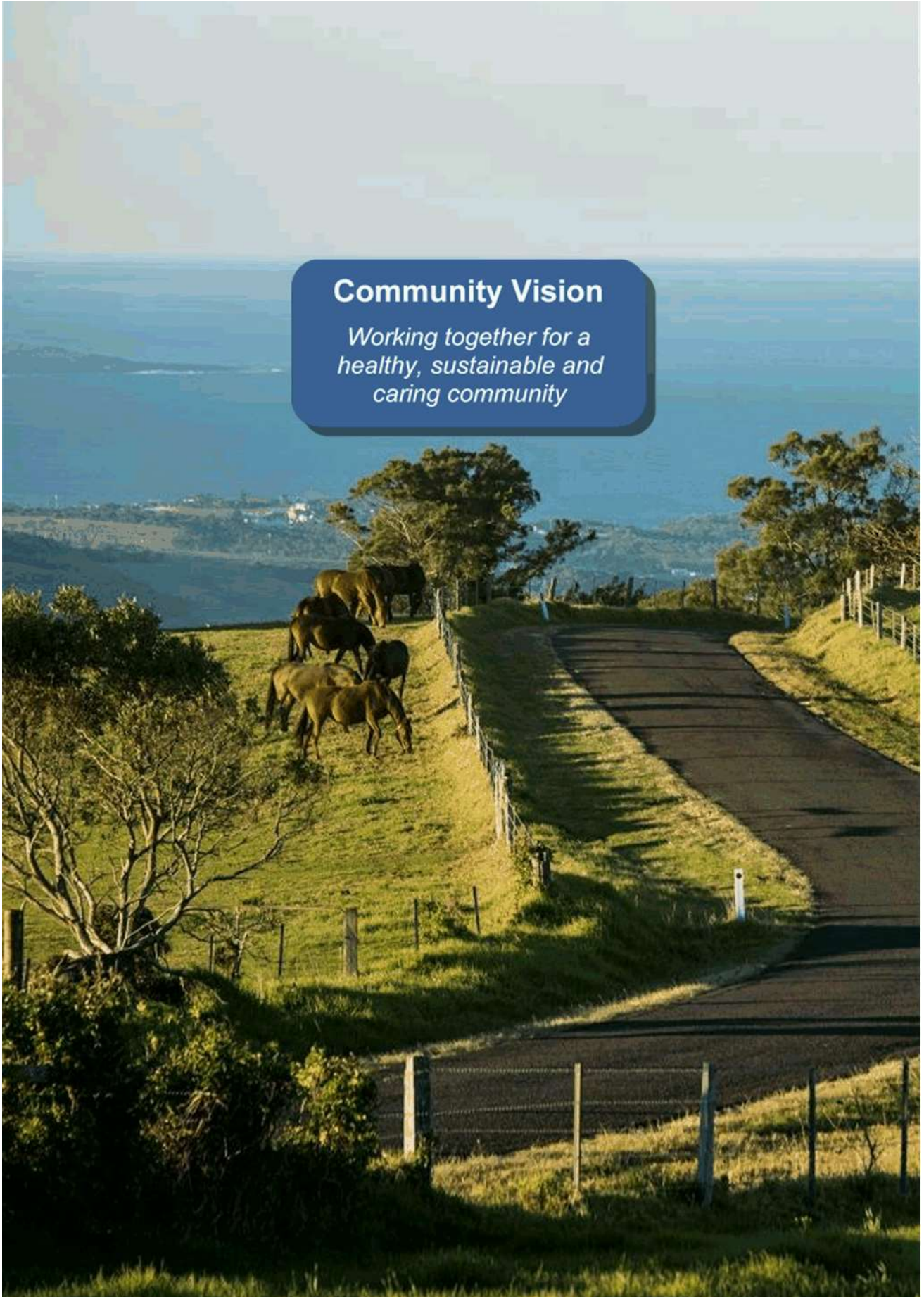
TEAMWORK
We are one team - working together with trust and commitment to achieve shared goals.



EXCELLENCE
We aspire to be the best - in everything we do.

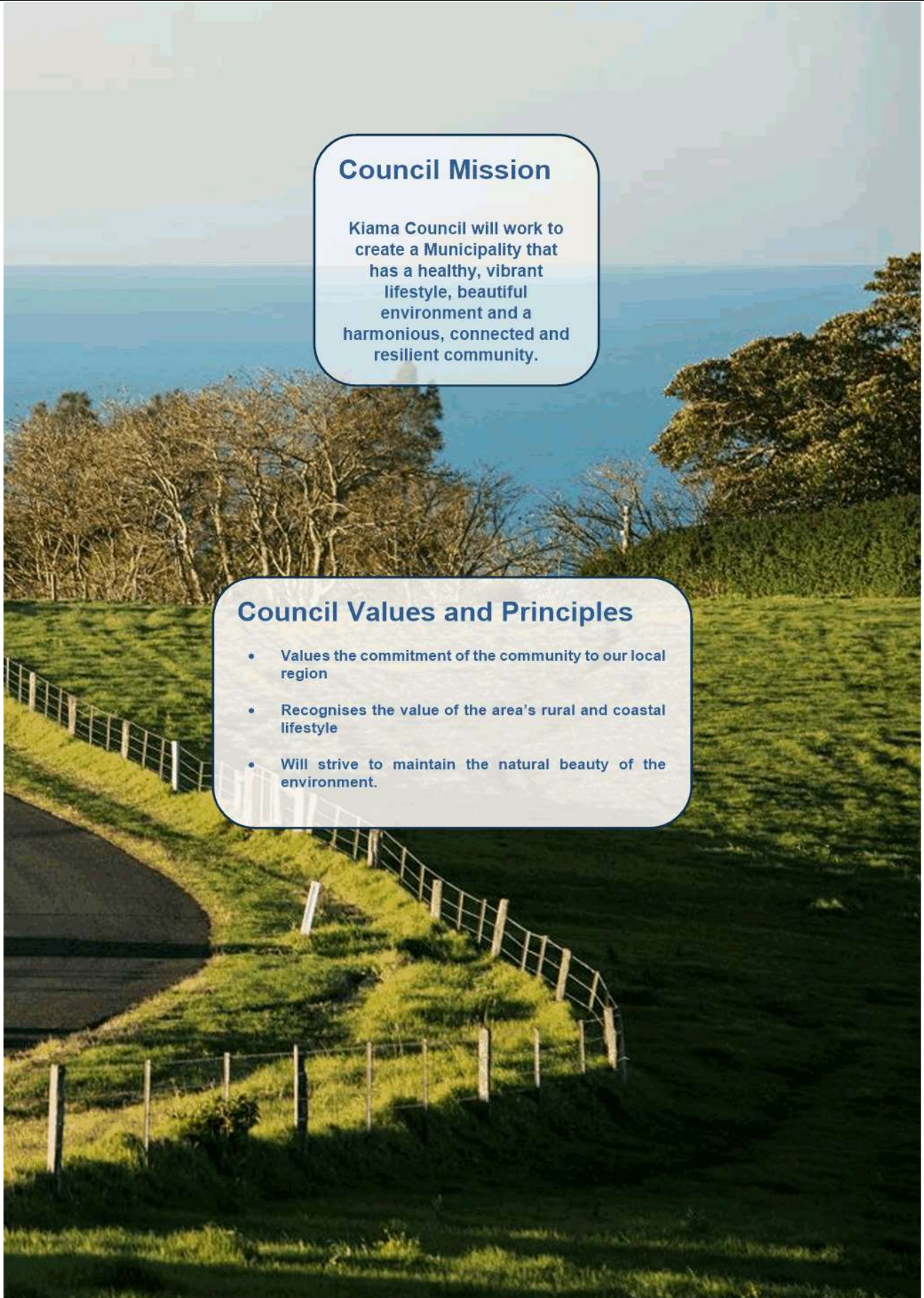
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Community Vision

Working together for a healthy, sustainable and caring community



Council Mission

Kiama Council will work to create a Municipality that has a healthy, vibrant lifestyle, beautiful environment and a harmonious, connected and resilient community.

Council Values and Principles

- Values the commitment of the community to our local region
- Recognises the value of the area's rural and coastal lifestyle
- Will strive to maintain the natural beauty of the environment.

Kiama Municipality Map



Item 3.1

Attachment 1

Welcome from the General Manager

Kiama Council is pleased to present its annual *Operational Plan* for 2018-19. This *Operational Plan* is for the second year of our four-year *Delivery Program 2017-21*.

Within this document, you will find the activities, projects, programs, events, services and day-to-day tasks that staff and elected councillors will carry out to provide our community with the services, facilities and infrastructure that were identified as priorities in our *Community Strategic Plan 2017-27*.

Our *Operational Plan* and *Delivery Program* are crucial components of the NSW Integrated Planning and Reporting framework set by the state government. This framework provides guidance to councils on effective long-term strategic planning and is designed to achieve stronger and more effective engagement and transparency with the community and other stakeholders.

We use these plans to identify actions that will be carried out in order to work towards achieving the long-term goals and objectives of the *Community Strategic Plan 2017-2027*.

The Community's long-term vision for the Municipality is '*Working together for a healthy, sustainable and caring community*', so we will continue to work with the local community, private enterprise, and other government agencies to work towards achieving this vision.

Earlier this year Council applied to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV) of 6% for three successive years and this rate income to be permanently retained. In May 2018 we were advised that IPART had approved a 6% Special Rate Variation for the 2018-19 financial year.

The approval of the SRV by IPART is crucial for Council to ensure it continues to meet the NSW Government's '*Fit for the Future*' requirements and to ensure we have sufficient funds to renew and maintain public assets such as libraries, pools and cycleways.

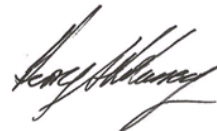
Our community has an expectation that these assets will be maintained at a high standard and without these additional funds Council

may need to reduce services or lower maintenance standards.

As Council has had only one year of its three year Special Rate Variation approved by IPART it is Council's intention to reapply for a Special Rate Variation for two years (2019-21) by December 2018. The total amount of the Special Rate Variation and the impact on ratepayers remains the same as the proposal presented to the community in 2017. As part of the application process Council will re-exhibit an Operational Plan in November 2018.

Council continues to seek to reduce costs and improve efficiencies by the streamlining of processes and the review of how our services are delivered. We will also continue to look for other sources of revenue, including land development.

We encourage you to engage with Council or your elected councillors to discuss your ideas or concerns and help create a Municipality that you are proud to live, work and play in.

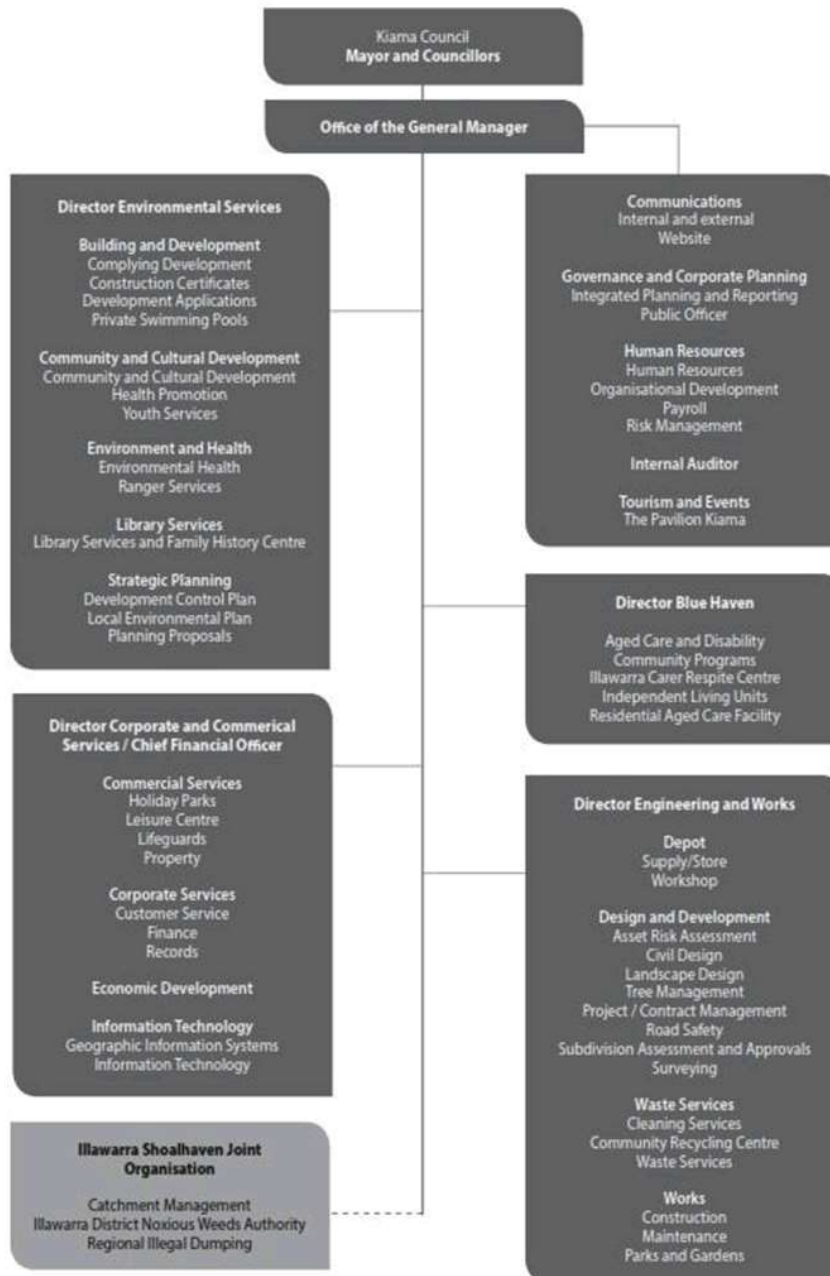


Kerry McMurray
General Manager



Organisation Structure

Organisational Structure



Why develop this Plan?

The four-year *Delivery Program 2017-2021* and the one-year *Operational Plan* are key components of the NSW Integrated Planning and Reporting framework.

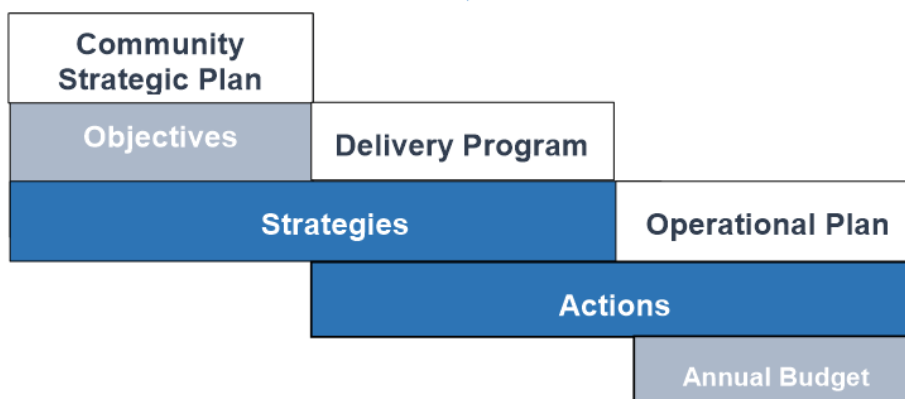
Our *Operational Plan* is our annual 'Action Plan' for providing the activities defined in our four-year *Delivery Program*. It outlines in detail the specific projects, programs, events and services Council will deliver during the 2018-19 financial year.

We chose to combine these two plans into one document as both plans work together to guide us towards meeting our community's needs and demands for services, facilities and infrastructure.

Combining these two plans also allows us to show a clear link between how the long-term objectives and strategies of our *Community Strategic Plan* are translated into activities and specific actions.

The *Operational Plan* also contains Council's detailed annual budget and Revenue Policy, including proposed rates, fees and charges.

The below diagram shows how the various levels of the planning framework connect.



¹NSW Division of Local Government Social Justice Framework 2008-2012

Both of these plans have been developed giving consideration to the four key areas of Community, Environment, Economy and Civic Leadership and are based on the Social Justice Principles¹ of:

Equity: There should be fairness in decision-making, prioritising and allocation of resources, particularly for those in need. Everyone should have fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interest of people in vulnerable circumstances.

Access: All people should have fair access to services, resources and opportunities to improve their quality of life.

Participation: Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

Rights: Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

How will we report on our progress?

We will regularly report to the community on the progress we are making towards achieving the long-term objectives of the *Community Strategic Plan* over the next ten years.

Every three months we will complete a Quarterly Operational Plan Report. It will focus on the actual number of services and activities we complete (Outputs) and whether we are delivering them as planned and within budget.

Every six months we will complete a Biannual Delivery Program Report. It will focus on demonstrating how our services and activities are meeting our community's expectations (Outcomes).

Every 12 months we will complete an Annual Report, which will focus on our progress in implementing our *Delivery Program* and *Operational Plan*.

Every four years we will complete an *End of Term Report*. This will report on the achievements the outgoing Council has made to implement our *Community Strategic Plan* during their four-year term.

These four types of reports will be available to the community as reports to Council meetings and published on our website.

Prior to the *Community Strategic Plan* development for 2021-2031 we will develop a suite of Community Indicators using data collected by Council, government or community-based agencies which will help us understand how effectively we are contributing to positive change within our community.



How will we measure our progress?

Which Plan?	What are we measuring?	How will we measure?	When will we measure?
<p>Community Strategic Plan (CSP)</p> <p>2017-2027</p>	<p>Progress being made towards achieving the Objectives identified in the <i>Community Strategic Plan</i>.</p> <p>There are a range of stakeholders working towards these Objectives.</p>	<p>We will use a range of statistics as well as results from community surveys and engagement activities.</p> <p>Prior to the next review of the CSP in 2021 we will develop a suite of Community Indicators using data collected by Council, government or community-based agencies which will help us understand how effectively we are contributing to positive change within our community.</p>	<p>We will prepare a report ever four-years at the end of each Council term.</p>
<p>Delivery Program</p> <p>2017-2021</p>	<p>The outcomes of Council's delivery of activities and services: whether Council is making a positive difference for the community.</p>	<p>We will use a range of measures, including statistics, service reports and targeted satisfaction surveys to measure the community's satisfaction with the services and activities that Council provides.</p>	<p>We will prepare a report every six-months and report to Council.</p>
<p>Operational Plan</p> <p>2018-2019</p>	<p>The outputs of Council's delivery of services and activities to monitor whether we are delivering our activities as planned and within budget.</p>	<p>We will use a range of key performance indicators (KPI), with a focus on completion of activities and services on time and within budget.</p>	<p>We will prepare a progress report every three months and report to Council.</p> <p>An annual report, including audited financial reports, will be prepared at the end of each financial year (and will include a report on the State of the Environment every four years, usually in the year of a Council election).</p>

Fit for the Future (Amended November 2018 to detail Special Rate Variation proposal)

In November 2016, Council submitted a Fit for the Future Reassessment Proposal to the NSW Government that demonstrated Council would meet the seven financial benchmarks by 2020-21.

Council's audited 2015-16 financial statements showed that Council was already meeting 6 of the benchmarks with the own source revenue ratio of 59.84% marginally below the target of 60%.

Council as part of the original submission identified an improvement strategy, with the assistance of Morrison Low Consulting, to move Council to a more financially sustainable footing. Since that time, staff have been actively involved in implementing a range of improvement strategies to improve the long-term financial sustainability of the organisation including:

- a review of depreciation
- a substantial review of assets
- a review of fees and charges with further work to be carried out
- joint procurement with the Illawarra Shoalhaven Joint Organisation including a combined legal panel, tree services, building services and security services
- the commencement of a business process and internal efficiencies improvement program
- a financial audit of classification of expenditure to ensure capital renewal and maintenance are appropriately carried out.

Council's adopted Long Term Financial Plan 2017-18 – 2026-27 (LTFP) meets all of the Fit for the Future Benchmarks.

On 26 June 2015, Council submitted its endorsed Fit for the Future Improvement Proposal demonstrating a number of strategies it would implement, including an application to IPART for a SRV of 6% including rate pegging for three years and retaining the rate income permanently after that time.

In October 2015, IPART in a document titled "Assessment of Council Fit for the Future Proposal" determined Kiama Municipal Council as "unfit" despite the Council Improvement Plan (CIP) and the proposed SRV. Council was deemed unfit on the following grounds:

"The council does not satisfy the financial criteria overall. Although it satisfies the infrastructure and service management criterion, it does not satisfy the sustainability and efficiency criteria.

- *The council does not satisfy the sustainability criterion based on its forecast for a negative operating performance ratio by 2019-20.*
- *We consider a council's operating performance ratio is a key measure of financial sustainability that all Fit for the Future (FFTF) councils must meet, therefore the council is not fit.*

Sustainability – does not satisfy

- *The council does not satisfy the sustainability criterion. It does not meet the operating performance and building and infrastructure asset renewal benchmarks by 2019-20.*
- *The operating performance ratio was - 7.7% in 2014-15 and is forecast to be - 6.1% by 2019-20 which does not meet the benchmark. These figures rely on a number of assumptions, including the successful application for and adoption of a special variation from 2018-19 of 17.4% cumulative over three years (9.7% above the rate peg).*
- *The council cites the construction of a \$62m Centre of Excellence in Aged Care as contributing to its poor operating performance ratio. While this Centre is forecast to produce revenue from 2018 onwards, our analysis suggests it may be earning a low return on capital. Lower returns on capital are appropriate for councils pursuing social or other objectives supported by the local community.*

- The council has forecast it will meet the benchmark for the own source revenue ratio by 2019-20.

Infrastructure and service management – satisfies

- The council satisfies the infrastructure and service management criterion based on meeting the infrastructure backlog and debt service ratios by 2019-20. However, the council is close to exceeding the debt service benchmark by 2019-20 due to borrowing needed to fund its Centre of Excellence in Aged Care.
- While the council marginally misses the asset maintenance benchmark, it indicates it has identified optimal asset maintenance based on community expectations, the life of assets and that renewals are accounted for in its Asset Management Plan and Long Term Financial Plan.

Efficiency – does not satisfy

- The council does not meet the efficiency criterion based on an increase in real operating expenditure per capita from \$2,200 in 2014-15 to \$2,450 in 2019-20."

Council was then proposed for a possible merger with Shoalhaven City Council. Kiama Council embarked on a detailed implementation of the adopted CIP to enable the organisation to meet the FFTF benchmarks, along with significant community engagement and input regarding the proposed merger. The Council proposal opposing the merger, which was presented to a range of very large community meetings, continued to propose an application to IPART for a SRV of 6% including rate pegging for three years and retaining the rate income permanently after that time.

The proposal against the merger, which included the SRV, culminated in Council holding a plebiscite on Saturday 7 May 2016, in which 8,190 people turned out to vote on the proposal. The vote was 95.4% in favour of Kiama Municipal Council standing alone based on the Council FFTF submission.

In August 2016 Kiama Municipal Council was invited to nominate for reassessment of its financial sustainability and demonstrate

Council is Fit for the Future and ready to deliver the services and infrastructure the community needs.

Council since 2015, has continued to work through and deliver on the initiatives identified in the CIP to achieve financial sustainability and meet the FFTF benchmarks.

Our CIP included initiatives such as:

- implementation of Activity Based Costing (commenced due for completion 2018-19)
- internal efficiency review - Business Process Improvement (Process mapping, LEAN methodology implemented)
- Community Satisfaction Survey (completed 2016)
- review of Fees and Charges (completed – increased revenue by \$350,000)
- undertake review of status of commercial interests and maximise revenue opportunities (commenced and ongoing)
- review depreciation and asset lives (completed reduction of \$1.4M)
- procurement efficiencies (Joint Organisation) – saving 1% (\$300,000) per year
- introduction of efficiency dividend – 1.5% per year (achieved in 2015-16 and 2016-17).

Council refined its LTFP after the implementation and modelling of the initiatives detailed in the CIP, including the proposal to make an application to IPART for a SRV of 6% including rate pegging for three years, commencing 2018-19, and retaining the rate income permanently after that time. The LTFP was publically exhibited along with Council's Reassessment Submission with no submissions being received. Council adopted this LTFP at its meeting held on 21 November 2016.

The complete suite of Integrated Planning Documents were again reviewed in detail in early 2017, with a number of community workshops held identifying community aspirations, needs and targets. The Integrated Plans including the LTFP and Delivery Program were publically exhibited with eight community submissions received. Council adopted the Integrated Plans on 22 June 2017.

Please refer to the LTFP 2017-18 to 2026-27 for further information about achieving the benchmarks under our FTFF proposal.

We are continuing to drive organisational efficiencies and have committed to a long-term service review program to ensure we are delivering service and facilities that meet our community's needs in the most effective way possible.

Despite these savings, Council still does not have sufficient funds to renew and maintain our asset base. Council provides over \$31,000 of asset per assessment (excluding land, property, plant, equipment and waste assets) which is significantly higher than a number of Councils.

At present, Council's revenue is regulated under "rate pegging". This is where IPART sets a rate peg which limits the amount by which councils can increase their rate revenue from one year to the next. Making an application for a SRV is a way for Council to increase its rates above the rate peg for a set period.

Special Rate Variation to fund the Asset Maintenance and Renewal gap

It is essential that Council keeps its community assets in a safe working order and that they meet community expectations. In light of the condition audit, the current levels of infrastructure funding and the service standards identified by the community, we have determined the following asset areas need increased Council funding which could be achieved via a rate increase.

Specifically:

- roads
- footpaths and cycleways
- transport, which includes roads, bridges, footpaths and cycleways
- buildings
- public amenities
- park facilities.

Increasing the level of funding for these assets (as detailed in the proposal for an SRV) will allow Council to renew and maintain those assets as required under the adopted Asset Management Plans. It will also ensure that the condition of assets do not decline below what is expected by the community and the infrastructure backlog does not increase.

Funding Infrastructure Renewal and Maintenance – Special Rate Variation

Base Case – Rate Peg Only

Council developed a 'Base Case', as part of its FFTF submission and Integrated Planning documents which reflected Council's current funded position with respect to the management of physical assets without a rate increase option – rate peg only, in its Strategic Asset Management Plan (SAMP) and LTFP. This model compared Council's average asset consumption, accumulated high-risk assets (renewal backlog) and additional operations and maintenance to control high-risk assets against Council's LTFP. The evidence demonstrated that such a scenario is not financially sustainable into the future, as both the FFTF benchmarks and the condition of assets will continue to "Steadily decline".

The Base Case also found that the required expenditure exceeds the current budget allocations and Council was unable to meet the required benchmarks. Council conducted extensive planning and forecasting under the Base Case scenario, and taking into consideration the result that its assets and infrastructure would decline under the current funding, opted to develop a financial model which sustainably funds asset maintenance and renewal and achieves financial sustainability as detailed in Council's FFTF Financial Reassessment submission, with the least impact on ratepayers.

During the FFTF process and proposed merger Council critically reviewed, with the assistance of Morrison Low, a number of initiatives including the development and implementation of a CIP to improve Council's financial sustainability to be able to fund asset maintenance and renewal. This CIP identified improvements that could be made (the majority have either been implemented or are being implemented) to address the issue. Council redeveloped its LTFP, which included a proposed SRV from 2018-19. This proposed SRV has been in the LTFP and Integrated Planning documents since 2014-15 and was part of the proposal presented to State Government in the FFTF original submission and the financial re-assessment that resulted in Kiama Municipal Council being deemed FFTF. This was presented to the community during both rounds of the FFTF process and publically exhibited as part of Council's Integrated Plans on two occasions.

In developing the FFTF re-assessment submission in 2016 and the Integrated Plans in 2017 Council removed the Base Case scenario (which was not financially sustainable nor met the required FFTF benchmarks) and adopted the one scenario detailed in the LTFP known as the "Strategic Scenario" reflected in the remaining Integrated Planning Documents.

"STRATEGIC SCENARIO"

Initially a Special Rate Variation of 6.0% each year for three years from 2018-19, including rate pegging, was submitted to IPART. Over the three year period this is a cumulative increase of 19.1%. At the end of the three year period the SRV increases would be built into the rate base and permanently retained.

IPART's determination of the proposal in May 2018 only allowed the first year of the variation. This was the result of the length of time the revised variation was on public exhibition as well as the non-inclusion of a base case in the proposal. Otherwise, the application was successful.

In view of the above, a further SRV is now required to cover the second and third years of the original proposal. This entails a 9.83% increase for 2019-20 and a 6.00% increase for 2020-21 (both inclusive of rate pegging). The overall impact on ratepayers remains unchanged at 19.1% over the three year period, which will be retained in the rate base.

(Note that the 9.83% increase in 2019-20 is necessary as this has to be applied to the 2017-18 rate base rather than the 2018-19 rate base, as the 6.00% increase granted by IPART for 2018-19 was not permanently retained in the rate base.)

Funding Impact

This proposal would generate an additional \$3.577 million over three years from the increased rates. The additional funding would be allocated to the following assets:

- \$965,000 on roads
- \$1.46 million on buildings and public amenities
- \$861,000 on footpaths and cycleways
- \$291,000 on parks and open spaces.

Maintain, Renew

We would be able to fund essential maintenance and renewal of our assets. This means the average condition of our roads, town and village centres, buildings, public toilets, footpaths, cycleways, parks and open spaces (including playgrounds and sports fields) would stabilise and improve.

New assets

We will have little capacity for extra new capital works apart from those, already detailed in the LTFP, and those funded by developer contributions and grants.

Amendments to Integrated Planning and Reporting documents to reflect SRV

This Delivery Program has been reviewed and amended as part of the SRV process, after community consultation has been undertaken specifically on the SRV proposal.

Council's key Integrated Planning and Reporting documents under review and amendment for the purpose of reflecting an SRV application include:

- this Delivery Program,
- the Long-Term Financial Plan
- the Strategic Asset Management Plan.

As the adopted Delivery Program already included the SRV, Council has added additional detail in this section of the plan at this time after community engagement has been conducted over the past two months.

One of the CSP's aim for 'Well Planned and Managed Spaces, Places and Environment' is to effectively manage our transport, drainage and other infrastructure and assets.

It is essential that this SAMP for general fund assets, links to the CSP. The SAMP has been developed in line with Council's FFTF Reassessment Proposal and the adopted CIP submitted on 28 November 2016. It has been further revised to align with the 30 June 2017 audited figures.

Cumulative impact of SRV on average land values for each rate category

Rate Type	Average Land Value	% of Assessments under Average	Year	Rate Peg impact/ week	SRV Impact/ week	Combined Impact/ week
Residential	\$418,274	63%	2018/2019	\$0.68	\$0.95	\$1.63
			2019/2020	\$1.38	\$1.98	\$3.36
			2020/2021	\$2.09	\$3.10	\$5.19
Rural Residential	\$1,056,740	61%	2018/2019	\$1.31	\$1.83	\$3.14
			2019/2020	\$2.65	\$3.82	\$6.47
			2020/2021	\$4.02	\$5.97	\$9.99
Business Commercial Industrial	\$429,798	91%	2018/2019	\$1.03	\$1.44	\$2.47
			2019/2020	\$2.09	\$3.01	\$5.10
			2020/2021	\$3.17	\$4.71	\$7.88
Business Ordinary	\$268,512	78%	2018/2019	\$0.44	\$0.62	\$1.06
			2019/2020	\$0.90	\$1.30	\$2.20
			2020/2021	\$1.37	\$2.03	\$3.40
Farmland	\$1,394,638	55%	2018/2019	\$1.17	\$1.64	\$2.81
			2019/2020	\$2.38	\$3.43	\$5.81
			2020/2021	\$3.61	\$5.36	\$8.98

Item 3.1

Attachment 1



Community

The original inhabitants of the Kiama area were the Wodi Wodi Aboriginal people and the name Kiama is thought to be from an Aboriginal word meaning 'where the sea makes a noise'.

Today Kiama Council services a community of approximately 22,000 people and covers an area of 259 square kilometres.

The local community enjoys a relaxed atmosphere, which is valued by residents as a friendly and community-minded place to live.

This is largely attributed to the development of residential areas around small village centres that act as focal points for the community.

There continues to be strong feelings within the community that any future development must be managed in a way that will maintain and enhance this positive sense of community. Kiama continues to have high proportions of population at both ends of the age spectrum.

According to the 2016 Census 22.69% of our population was aged between 0 to 19 years, while 31.75% were aged 60 years or over.

This indicates a need to develop varied strategies to meet the requirements of the community at different life stages and to encourage young people to remain in the area.

Currently Kiama Council supports a range of cultural facilities and celebrations within the community. These act as positive influences within the community and provide opportunities for development, and personal expression; and also contribute to economic development and tourism.

The 2016 Census results also show that 386 residents (1.8%) of the Kiama local government area identify as Aboriginal or Torres Strait Islanders, which is well below the regional average of 3.9%.

Census results also shows that 79.5% or 17,070 of our residents are Australian born, well above the NSW State average of 65.5% with a significant portion of the population being born in the United Kingdom, New Zealand, South Africa and Germany.

Kiama residents display a great sense of community, with 26.6% of residents aged 15 years or above carrying out regular volunteering work, which is much higher than the NSW State average of 18.11%.





Environment

Located on the South Coast of New South Wales, Kiama Municipality is located approximately 120 kilometres south of Sydney.

The Municipality is bounded by Shellharbour City in the north, the Tasman Sea in the east, Shoalhaven City in the south and Wingecarribee Shire in the west.

Established in 1859, Kiama Municipality covers an area of approximately 259 square kilometres, including national parks, beaches, rivers and rainforests.



The area is predominately rural with distinct local villages along the coast. The main urban centres are Gerringong, Gerroa, Jamberoo, Kiama and Kiama Downs. Rural land is used mainly for dairy farming and cattle grazing, with some basalt mining.

Major features of the area include Seven Mile Beach National Park, Budderoo National Park, Barren Grounds Nature Reserve, Kiama Blowhole and many beaches.

There are many endangered ecological communities within the Kiama Municipality, ranging from Bangalay Sand Forest to Subtropical Rainforest, with Threatened Species like *Zieria granulate*. A total of 919 native flora species and 363 native fauna species have been recorded in the area.

The Kiama local area is host to eight active Landcare groups, where volunteers play an important role in rehabilitation and revegetation activities.

Council currently supports a range of environmental activities and services that promote cleaner, greener living, such as cycleways, walkways and waste reuse and recycling programs.

There is strong community support for the continuation of an active agricultural industry in the area, to ensure that land is used productively and is not converted to residential development.

However, there will be a need for additional housing to accommodate the expected increase in population during the next decade.

This will place additional pressure on the planning process to ensure sympathetic and sustainable principles are utilised if the area is not to appear 'overdeveloped'.



Economy

From its origins in the dairy and quarrying industries, Kiama now has a more diverse economic base, with tourism being a major contributor.

Kiama central business district hosts commercial and retail outlets as well as service industries.

Local shopping strips exist in all the village centres and cater to the daily needs of residents, while speciality shops are enjoyed by both tourists and locals alike.

The provision of accommodation, cafes and restaurants create employment in our area and bring income into the region

According to the 2016 Census results, of the 8,931 community members currently in the workforce, 30.17% work full time and 19.86% work part time. Additionally, 436 people were seeking employment.

Currently 6,792 residents of the local area are not in the labour force and are not looking for employment.

Census data for 2016 also shows that 8.95% of our local workforce is employed in accommodation and food service provision, compared to the state average of only 7.32%.

Health Care and Social Assistance 14.96%, Education and Training 13.42% and Construction 11.85% are the major industries of employment for the Kiama workforce. Compared to Regional NSW, we have a relatively higher proportion of our workers employed as Managers and professionals.

There is a heavy reliance on private transport means within the area, with 32.25% of the working population reporting that they utilise private vehicles to travel to work, compared to the state average of only 29.18%. This reliance on private transport places increased pressure on our road infrastructure.

Currently 62% of our workforce travels outside of the Kiama local area for work.

The 2016 Census also showed that only 3,560 people (17.20%) reside in rental properties within the local area, compared to the state average of 28.75%





Civic Leadership

Civic Leadership is an important aspect of Local Government. It refers to the way a Council sets community standards and applies good governance.

Governance is the making of decisions and the management of the Community's finances and assets.

Kiama Council was established in 1859 and currently consists of nine elected councillors. These councillors are elected by the community every four years, with the Mayor being elected every twelve months by the sitting Council.

Councillors play an integral role in representing the views of their local electorate. They are responsible for development of strategic direction and long-term planning and are required to make sound financial decisions to ensure the long-term sustainability of Council. It is their role to ensure that the community's priorities are identified and objectives set to meet these needs.

Council believes that by pursuing the objectives and strategies contained in the *Community Strategic Plan*, the community will continue to benefit from a responsive and committed Council that understands local issues.

Council believes that Civic Leadership should reflect the community's aspirations of a local government that is transparent, honest, ethical and responsible.

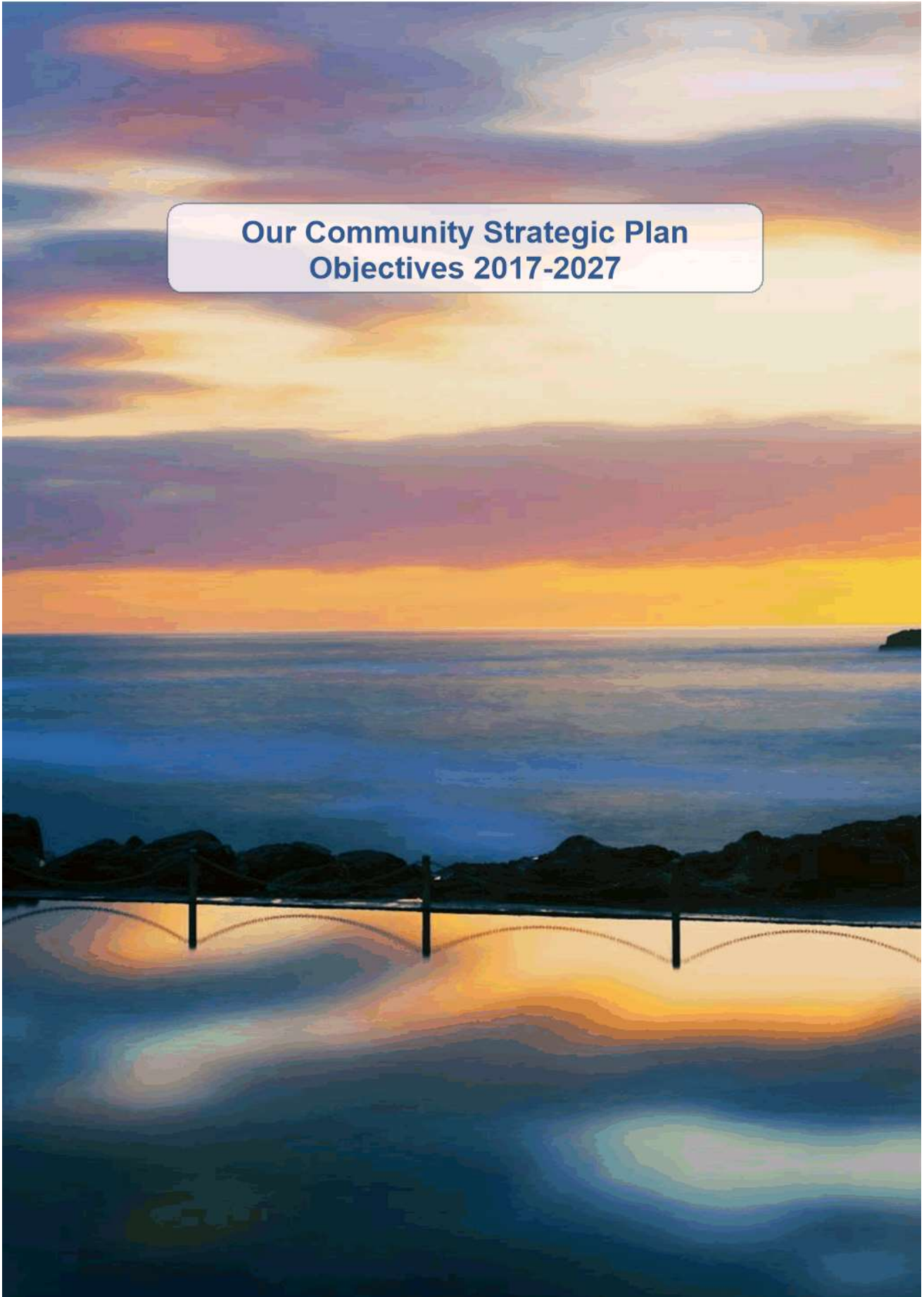
We aim to actively engage with the local community on relevant issues; clearly articulate how decisions are made; and to ensure that avenues are available for community members to provide input into the decision making process.

We are committed to maintaining a sound financial position by managing our finances responsibly and ensuring that assets are maintained for the enjoyment of current and future generations.

We also recognise our role as a significant employer and purchaser of goods within the local area and strive to foster positive relationships with current and potential local businesses. We also endeavour to promote employment opportunities with Council, including for Aboriginal people and people with a disability.

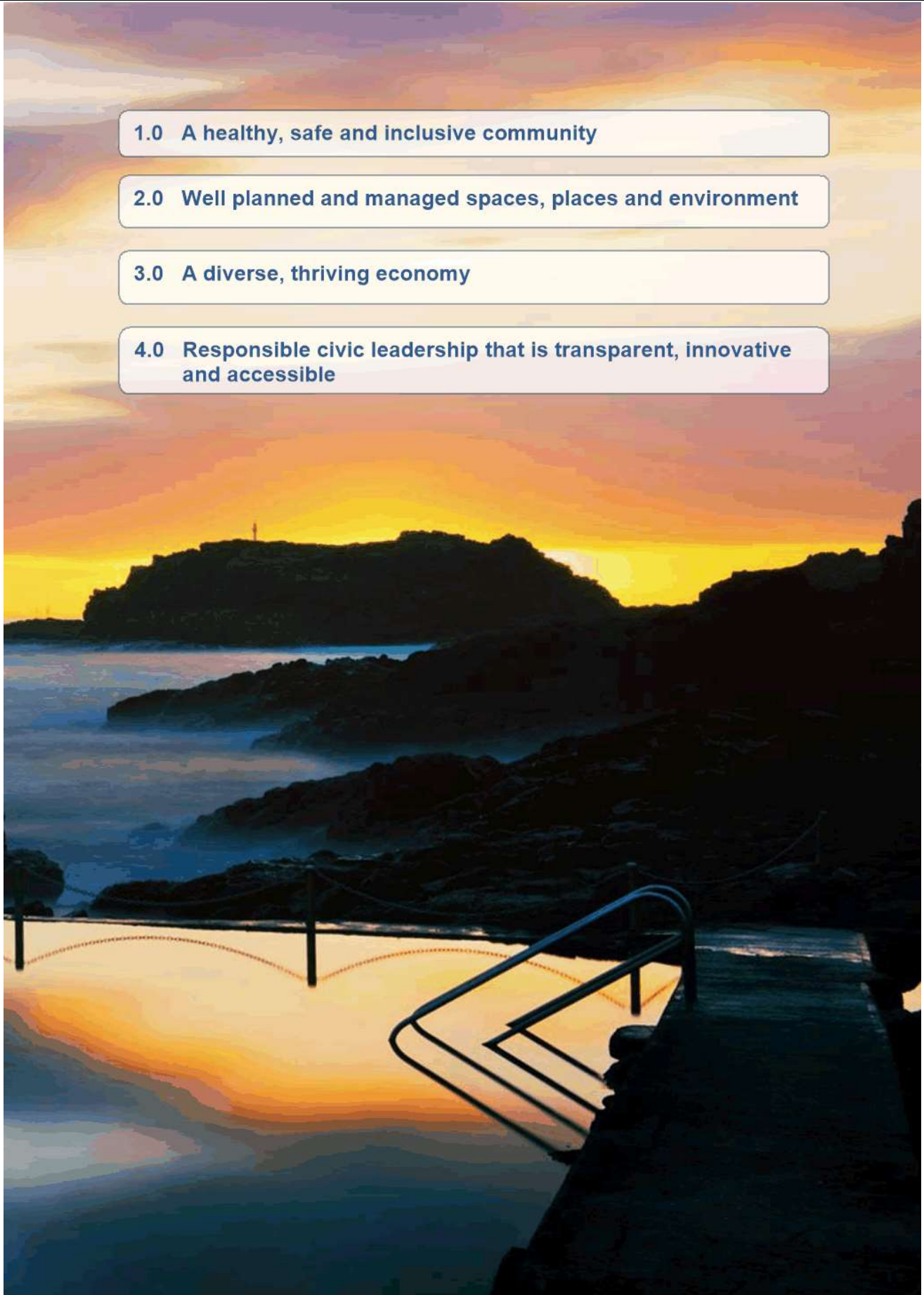
Our annual operating budget is approximately \$55 million. Approximately 30% of this annual budget is derived from rates income.





Item 3.1

Attachment 1



1.0 A healthy, safe and inclusive community

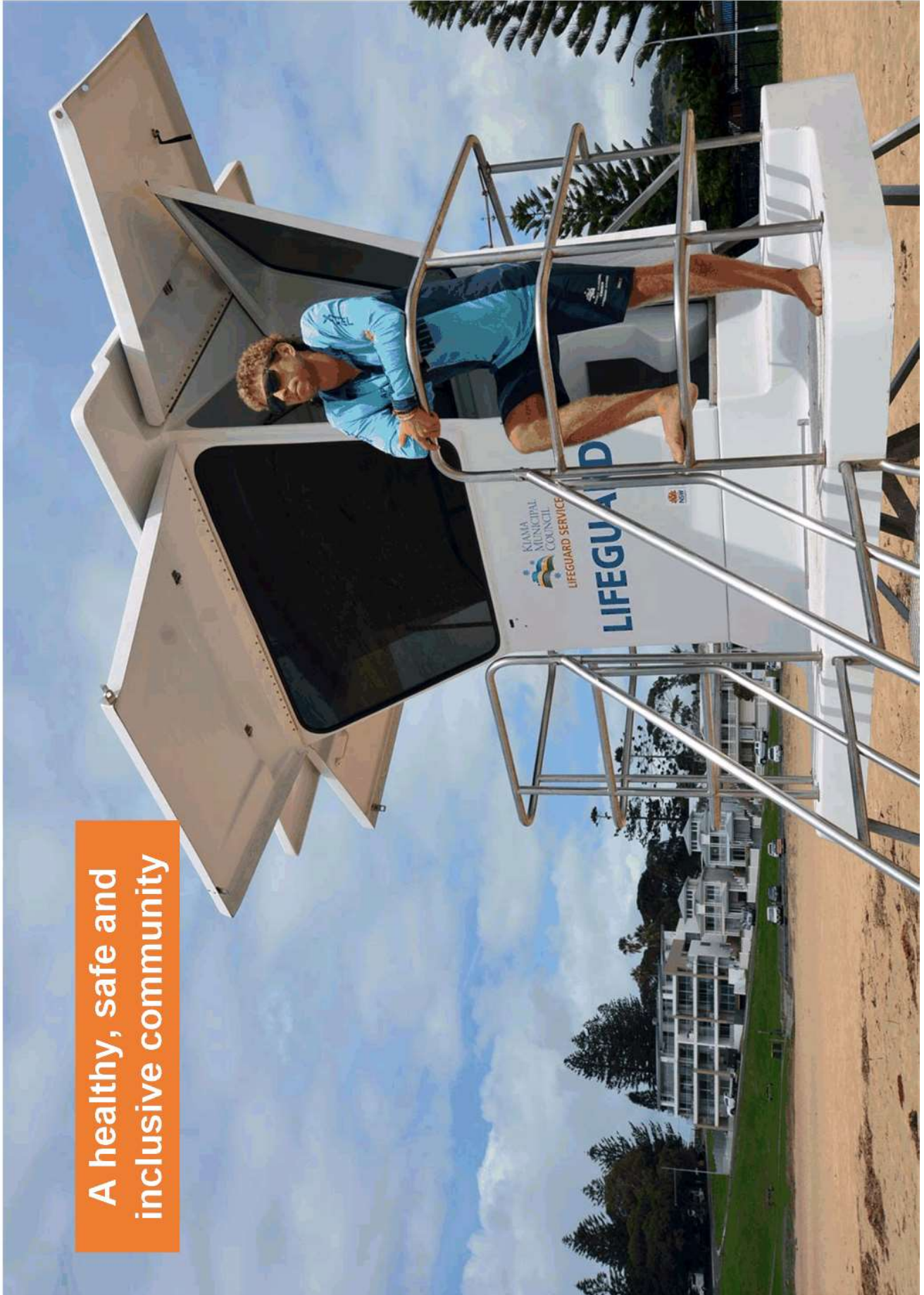
2.0 Well planned and managed spaces, places and environment

3.0 A diverse, thriving economy

4.0 Responsible civic leadership that is transparent, innovative and accessible

Item 3.1

Attachment 1



A healthy, safe and inclusive community

Item 3.1

Attachment 1

1.1: Developing and implementing services and programs that promote social cohesion, healthy and active lifestyles for residents of all ages, abilities and interests

1.1.1: Improving the liveability of Kiama for those with diverse backgrounds and abilities

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.1.1.1	Monitor and improve accessibility within the Municipality	Access Committee regularly advises Council on accessibility issues, infrastructure and developments	5 meetings held pa	Manager Community & Cultural Development
1.1.1.2	Encourage, develop and acknowledge volunteers	Timebanking program set up and promoted	20% increase in membership pa	Community and Cultural Development Officer
1.1.1.3	Support Age/Disability sector development	Grant funding received and activity plan targets met	> 80% of activity targets met pa	Manager Community & Cultural Development
1.1.1.4	Maintain currency of information about the accessibility of Council's public toilets, on the National Public Toilets Register	National Public Toilet Register is kept up to date	100% updated	Manager Community & Cultural Development
1.1.1.5	Assist local businesses and commercial facility owners to identify and address existing barriers to access or use of their business by people with a range of abilities.	Number of articles promoting accessibility in Council newsletters	2 articles pa	Manager Community & Cultural Development
1.1.1.6	Work with local business networks to provide training and resource support to develop and promote Kiama as an outstanding accessible community and holiday venue for people with disability.	Number of presentations promoting accessibility at Council run events	2 presentations pa	Manager Community & Cultural Development
1.1.1.7	Allocate an accessibility budget to support access resources and assistance to ensure maximum opportunity for all residents to genuinely participate in Council functions, consultations, events and activities.	Annual budget allocated to assist accessibility of Council's community consultations and events	100% of budget allocated	Manager Community & Cultural Development
1.1.1.8	Support the Dementia Friendly Kiama Project subject to available funding	Activities of the Projects Action Plan are implemented, subject to funding	100% of activities implemented	Manager Community & Cultural Development

1.1.2: Work collaboratively with the Aboriginal community

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.1.2.1	Plan and undertake annual NAIDOC Week activities	Annual NAIDOC Week activities are completed in July 2018	activities 100% completed	Manager Community & Cultural Development
1.1.2.2	Participate in planning and staging of annual Local Government Regional NAIDOC Awards	Annual Local Government Regional NAIDOC Awards are held in July 2018	100% completed	Manager Community & Cultural Development
1.1.2.3	Maintain Council representation on the Aboriginal Education Consultative Group (AECG)	Attendance at scheduled meetings	>90% of scheduled meetings attended	Manager Community & Cultural Development
1.1.2.4	Plan and undertake Annual Sorry Day events	Annual Sorry Day events held in May 2019	100% completed by May 2019	Manager Community & Cultural Development
1.1.2.5	Undertake other activities to engage with the local Aboriginal community as opportunities arise	All opportunities for engagement investigated	100% completed	Manager Community & Cultural Development
1.1.2.6	Develop a targeted employment strategy to attract and retain Aboriginal staff to grow a talented and diverse workforce in local government.	Aboriginal Employment Strategy developed and adopted	100% completed by 30/06/2019	Senior HR Officer

1.1.3: Provide and promote cultural and artistic activities and programs

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.1.3.1	Undertake activities that promote cultural diversity	Number of cultural diversity events held	2 events held pa	Community and Cultural Development Officer
1.1.3.2	Undertake activities that support the 'Build' strategy identified in Council's BISI cultural planning document as funding allows	Plans are developed and progressed to be DA ready	100% completed by 30/06/2019	Community and Cultural Development Officer
1.1.3.3	Undertake activities that support the 'Integrate' strategy identified in Council's BISI cultural planning document	Cultural Board meetings are held each year Deliver the annual Music in the Park program	6 meetings pa 100% completed	Community and Cultural Development Officer

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.1.3.4	Undertake activities that support the 'Sustain' strategy identified in Council's BISI cultural planning document	The annual Arts Honour Roll program is completed	100% completed	Community and Cultural Development Officer
		Annual program of Arts Biz education workshops are held in partnership with Shellharbour City Council	>3 workshops held pa	
		Number of artists gatherings held to promote networking	4 gatherings held pa	
1.1.3.5	Undertake activities that support the 'Invest' strategy identified in Council's BISI cultural planning document	Opportunities for increasing public art installations within the Kiama LGA are investigated	100% completed	Community and Cultural Development Officer
		Kiama Cultural Grants rounds are held and projects funded.	100% completed	
		'Weave' directory updated and promoted as required	100% completed	

1.1.4: Provide a range of library resources and services that support our community in recreational and lifelong learning

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.1.4.1	Manage Library and Family History Centre programs	Provide a range of library community programs that support recreation and lifelong learning	70 programs pa	Manager Library Services
		Provide a range of Family History Centre community programs that support recreation and lifelong learning	2 programs pa	
1.1.4.2	Manage Library and Family History Centre customer services	Number of Family History Centre enquiries satisfied	100 enquiries pa	Manager Library Services
		Number of library enquiries completed	15,000 enquiries pa	

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.1.4.3	Manage Library loan services	Number of loans processed at Gerringong Library	4,000 loans pa	Manager Library Services
		Number of loans processed at Kiama Library	120,000 loans pa	
1.1.4.4	Develop and implement literacy programs	Undertake satisfaction survey of literacy program attendees as required	100% completed	Manager Library Services
		Number of literacy events held	48 events pa	
		Number of attendees at literacy events	200 attendees pa	
1.1.4.5	Manage Library Information Technology Program	Number of hours of internet access provided	2,000 hours pa	Manager Library Services
		Number of users of public computers	2,000 users pa	
1.1.4.6	Identify opportunities and implement changes to improve disability access and inclusion in facilities and services	Number of changes investigated	2 changes implemented pa	Manager Library Services
1.1.4.7	Plan for and implement Gerringong Library services	Collaborate with Project Manager to ensure required HR, Risk, Policies and Protocols are developed by various KMC teams and implemented as required	100% completed	Manager Library Services
		Ensure all required library resources (collections, IT resources, etc) are available for opening of new facility	100% completed	
		Regular attendance and input into Project planning meetings	100% attendance	

1.1.5: Facilitate sport and health related facilities and programs

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.1.5.1	Implement a range of health and wellbeing programs for young people	<p>Number of health and wellbeing programs for young people completed</p> <p>Number of young people participating in health and wellbeing programs</p> <p>80% of program participants report in their evaluations that they feel more confident about their wellbeing having participated in the program</p>	<p>4 programs held pa</p> <p>60 participants pa</p> <p>>80% of participants pa</p>	Senior Youth Worker
1.1.5.2	Incorporate strategies from the reviewed Kiama Health Plan into Council's Integrated Planning and Reporting framework for 2019-20	Revised strategies are developed and ready for inclusion in the Operational Plan for 2019-20	100% completed by 30/06/2019	Health Promotions Officer
1.1.5.3	Engage with and educate members of the community on healthy, affordable and sustainable food and gardening practices	Implement activities to engage with and educate members of the community on healthy, affordable and sustainable food and gardening practices	> 2 activities pa	Health Promotions Officer
1.1.5.4	Engage with and educate members of the community on leading an active, healthy and sustainable lifestyle	Implement activities to engage with and educate members of the community on leading an active, healthy and sustainable lifestyle	> 2 activities pa	Health Promotions Officer
1.1.5.5	Engage with members of the community to promote Council and community health and sustainability events, information and activities	Implement activities to promote Council and community health and sustainability events, information and activities	> 4 activities pa	Health Promotions Officer
1.1.5.6	Collaborate with Council's Human Resources department to develop a Breastfeeding Friendly protocol for Council staff	Breastfeeding Friendly protocol for Council staff is developed and implemented	100% completed by 30/06/2019	Health Promotions Officer
1.1.5.7	Maintain an up-to-date New Residents' Kit for the Kiama Local Government Area	Ensure New Residents Kit is reviewed and updated as required and available for distribution to local residents	100% completed	Health Promotions Officer

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.1.5.8	Deliver community health grants programs	Ensure Health and Sustainability grants programs are offered Ensure Community Garden Grants are offered	2 grants pa 2 grants pa	Health Promotions Officer
1.1.5.9	Facilitate Health and Sustainability Committee Meetings	Ensure Health and Sustainability meetings are held	>4 meetings pa	Health Promotions Officer
1.1.5.10	Undertake planned program of maintenance to ensure the Leisure centre and Jamberoo pool facilities are maintained to required standards	Leisure centre and Jamberoo pool programmed maintenance is completed within budget	100% completed	Leisure Centre Manager
1.1.5.11	Undertake capital improvements and renewal to ensure the Leisure Centre and Jamberoo pool facilities are maintained to required standards	Planned program of capital works and renewal completed on time and within budget	100% completed	Leisure Centre Manager
1.1.5.12	Ensure effective operations of Leisure centre and Jamberoo Pool to meet community needs	Monitor total Leisure Centre patronage to meet customer needs	200,000 patrons pa	Leisure Centre Manager
		Maintain number of pool bookings for schools, swim clubs and aquatic customers pa	10 bookings pa	
		Ensure Leisure Centre membership is maintained at capacity	900 members	
		Swim school operation levels are maintained	85% capacity	
1.1.5.13	Maintain or increase user satisfaction of Leisure Centre and Jamberoo Pool facilities and its activities and programs	Customer satisfaction levels in annual customer satisfaction survey reported as good, very good or excellent	95% of patrons	Leisure Centre Manager
1.1.5.14	Identify opportunities and implement changes to improve disability access and inclusion in facilities and services at Leisure Centre	Number of changes completed	2 changes pa	Leisure Centre Manager

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.1.5.15	Represent the Mayor as a foundation Member of the Illawarra Academy of Sport	Scheduled Members' meetings attended	>80% of meetings pa	Director Community Services

1.1.6: Manage footpath and cycleway infrastructure and assets

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.1.6.1	Manage footpath and cycleway asset renewals	Percentage of Council approved renewal program completed on time, within approved scope, within budget and to agreed standard	100% completed	Works Coordinator
		Percentage of renewal budget expended	100% expended	
1.1.6.2	Manage new footpath and cycleway asset creation	Percentage of Council approved new asset program completed on time, within approved scope, within budget and to agreed standard	100% completed	Works Coordinator
		Percentage of new asset budget expended	100% expended	
1.1.6.3	Implement maintenance program for footpath and cycleway infrastructure and assets.	Percentage of Council approved maintenance program completed on time, within approved scope, within budget and to agreed standard	100% completed	Works Coordinator
		All required maintenance completed within 5 days	90% completed within 5 days	
1.1.6.4	Consult with people with a range of disability types to establish priorities within Council's pathway management plan	Quarterly review of pathways planning invites input from Council's Access Committee	100% completed	Manager Depot Operations
1.1.6.5	Identify and prepare cycleway funding applications	Lodgement of applications for external grant funding for cycleways	100% of applications completed	Manager Design and Development

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.1.6.6	Process access driveway permits	Driveway access inspections carried out within 48 hours	80% completed within 48 hours	Engineering Inspector

1.1.7: Manage recreation and open space infrastructure to cater for current and future generations

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.1.7.1	Manage recreation and open space renewals	Percentage of renewal budget expended	100% expended	Manager Depot Operations
1.1.7.2	Manage new recreation and open space asset creation	Percentage of Council approved renewal program completed on time, within approved scope, within budget and to agreed standard	100% completed	Manager Depot Operations
1.1.7.3	Implement maintenance program for recreation and open space infrastructure.	Percentage of Council approved new asset program completed on time, within approved scope, within budget and to agreed standard	100% completed	Manager Depot Operations
1.1.7.4	Improve accessibility of recreational facilities including wheelchair access to seating, shaded areas, outdoor exercise and play equipment	Percentage of new asset budget expended	100% expended	Manager Depot Operations
1.1.7.5	Continue to provide free public Wi-Fi in the Kiama CBD	All required maintenance completed within 5 days	90% completed within 5 days	Engineering Administration Officer
		Where facilities are to be upgraded or new facilities provided, the plan for these facilities are tabled at Access Committee for comment with the feedback incorporated into the 4-year work program	100% completed	Manager Design and Development
		Wi-Fi availability	95% availability	Manager Information Services

1.2: Planning for and assisting specific needs groups

1.2.1: Operate Blue Haven Care

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.2.1.1	Provide grant-funded group and individual transport to targeted service users	Meet contractual requirements in reporting on community transport funding	100% completed	Manager Community Programs
1.2.1.2	Provide residential care at Blue Haven	Household rosters implemented and working effectively	100% completed by 31/12/2018	Manager Community Programs
		Manage service delivery within budget	<100% of budget	
		Compliance with aged care accreditation standards	100% compliant	
1.2.1.3	Plan for the professional development needs of Blue Haven Care to meet current aged care standards	Corporate Professional Development Plan developed for Blue Haven Care	100% completed by 31/12/2018	Manager Community Programs
1.2.1.4	Provide programs to enhance the culture of Blue Haven Care	FISH Philosophy program implemented across Blue Haven Care	100% completed by 30/06/2019	Manager Community Programs
1.2.1.5	Undertake Quality reviews as required by the Aged Care Quality Agency	Community Transport reviewed and positive assessment received	100% completed by 30/09/2018	Manager Community Programs
		Home Care Packages reviewed and positive assessment received	100% completed by 30/09/2018	
		Commonwealth Home Support Program reviewed and positive assessment received	100% completed by 30/09/2018	
1.2.1.6	Create a positive volunteer culture within Blue Haven Care	Targeted volunteer recruitment strategy developed and implemented	100% completed by 30/09/2018	Manager Community Programs
		Volunteer satisfaction levels	>90% satisfaction rating	
1.2.1.7	Coordinate workforce, infrastructure and service planning for Blue Haven Bonaira	Fittings, furniture and equipment requirements are identified and procured within governance framework	100% completed	Director Community Services

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
		ITC working group meetings are convened and chaired as scheduled Workforce Planning working group meetings are convened and chaired as scheduled Executive Steering Committee meetings are convened and chaired as scheduled	>90% pa 90% pa >90% pa	
1.2.1.8	Prioritise processes to be mapped and complete using ProMapp	Number of processes mapped	12 process pa	Manager Community Programs
1.2.1.9	Refine/review marketing plan for National Disability Insurance Scheme and extend across Blue Haven Care	Marketing Plan adopted	100% completed by 31/12/2018	Manager Community Programs
1.2.1.10	Support Carers through the delivery of funded carer programs	Manage service delivery within budget	<100% of budget expended	Coordinator Information and Carer Support
1.2.1.11	Investigate the capacity of LeeCare to manage maintenance and quality programs	Review undertaken	100% completed by 30/09/2018	Manager Community Programs
1.2.1.12	Blue Haven Care to be recognised as an inclusive organisation	Rainbow Tick achieved	100% achieved by 30/06/2019	Manager Community Programs
1.2.1.13	Monitor viability of National Disability Insurance Scheme (NDIS) services	Monitor financial performance to ensure expenses do not exceed income Unit costing project completed	expenses < 100% of income 100% completed by 31/12/2018	Financial Accountant
1.2.1.14	Expand the Commonwealth Home Care Packages program to eligible people across Shoalhaven, Kiama, Shellharbour and Wollongong local government areas	Increase total number of packages by 10% from original allocation	121 packages pa	Manager Community Programs

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.2.1.15	Expand the Commonwealth Home Care Packages program to eligible people across Shoalhaven, Kiama, Shellharbour and Wollongong local government areas	Meet contractual requirements in reporting on all programs including Home Maintenance, Personal Care, Social Support, Domestic Assistance and Respite	100% completed	Manager Community Programs
1.2.1.16	Investigate the implementation of Point to Point transport	Recommendation made in regard to the delivery Point to Point transport following review of guidelines and analysis of viability for Blue Haven Care	100% completed by 30/09/2018	Manager Community Programs
1.2.1.17	Set up brokerage model	Brokerage unit is fully operational to manage all Support Worker requests, rosters, recruitment, etc.	100% completed by 30/09/2018	Manager Community Programs
1.2.1.18	Determine the cost and viability of providing social support groups	Recommendation made in regard to the provision of Social Support groups following an analysis of cost and viability for Blue Haven Care	100% completed by 31/12/2018	Manager Community Programs
1.2.1.19	Measure satisfaction with Blue Haven Care community services	Satisfaction surveys, focus groups, complaints resolution feedback	>90% of surveys	Manager Community Programs
1.2.1.20	Implement free Wi-Fi at Blue Haven Aged Care for the use of residents and their visitors	Wi-Fi availability	100% availability	Manager Information Services
1.2.1.21	Blue Haven Care to be recognised as a dementia friendly organisation	Assessment undertaken and approved	100% completed by 30/06/2019	Manager Community Programs
1.2.1.22	Meet all prudential reporting requirements required by funding bodies	All acquittals and financial reporting completed on time	100% completed	Financial Accountant

1.2.2: Operate Blue Haven Independent Living Units

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.2.2.1	Maintain occupancy levels to ensure that units are reoccupied within the mandatory 6 month refund requirement under the with the Retirement Villages Act 1999 and Retirement Villages Regulation 2017	Percentage of units reoccupied within six months of vacation	100% of units pa	Manager Project Development and ILU Operations
1.2.2.2	Ensure compliance with the Retirement Villages Act 1999 and Retirement Villages Regulation 2017	Audited Financial Statements are prepared and made available in accordance with the Retirement Villages Act and Regulation	100% completed	Manager Project Development and ILU Operations
		Disclosure, marketing and contract documentation are maintained in accordance with the Retirement Villages Act and Regulation	100% completed	
		Refunds to outgoing residents or their estate is undertaken within the 6 month period required under with the Retirement Villages Act and Regulation	100% compliant	

1.2.3: Operate the Kiama Youth Centre and facilitate youth services and programs

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.2.3.1	Develop and implement a program of events for young people	Percentage of program participants report in their evaluations that they feel more confident about themselves having participated in the program.	> 80% of participants	Senior Youth Worker
1.2.3.2	Provide a range of educational and recreational community development programs in conjunction with local schools	Percentage of program participants report in their evaluations that they gained valuable skills and knowledge from participating in the programs	> 80% of participants	Senior Youth Worker

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.2.3.3	Provide information, referral, advocacy and support for young people through the SENTRAL youth facility and online mediums	Percentage of program participants report that the support provided by the Youth Service has assisted them	> 90% of participants	Senior Youth Worker

1.3: We live in a safe community

1.3.1: Provide lifeguard and beach safety services and programs

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.3.1.1	Undertake scheduled patrol programs for Council beaches	Ratio of rescues conducted to preventative actions undertaken	Ratio 1:20	Leisure Centre Manager
1.3.1.2	Conduct surf awareness education programs in local primary schools	Annual program completed	100% completed	Leisure Centre Manager
1.3.1.3	Undertake program of scheduled maintenance of equipment	Maintenance schedule completed on time and within budget	100% completed	Leisure Centre Manager

1.3.2: Implement public health and community compliance regulations and programs

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.3.2.1	Administer Food Safety Legislation	Food recall system implemented with 48 hours of notification	100% implemented within 48 hours	Environmental Health Officer
		Temporary food stall applications determined within 21 working days	100% determined within 21 days	
		Inspections conducted in accordance with NSW Food Regulation Partnership	80% completed	
		Compliance with legislation and food safety standards	90% 3 to 5 star rating	
1.3.2.2	Provide Food Safety Education	Number of food safety newsletters developed and distributed	2 editions pa	Environmental Health Officer
		Number of food safety education workshops held	1 workshop pa	
		Provide 'I'm Alert' online food education training	40 participants pa	
1.3.2.3	Ensure Occupation Certificates are issued/received for completed premises	Establish an audit program to identify recently completed premises that have not been issued with an Occupation Certificate, investigate and take appropriate action as required	25% of premises inspected	Manager Design and Development
1.3.2.4	Create a register and implement a compliance program as required by the Environmental Planning and Assessment Regulation	Ensure Annual Fire Safety Statements are received annually for all relevant premises	90% completed	Manager Design and Development
1.3.2.5	Implement and record registration and inspection program as required by legislation i.e. Roads Act	Registration and Inspection Program implemented as per legislation	100% completed	Manager Commercial Services

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.3.2.6	Create a register and implement an inspection and compliance program as required by the Swimming Pool Act	Ensure all pools requiring an inspection are inspected in accordance with requirements of Swimming Pool Act to ensure compliance	90% inspected	Manager Design and Development
1.3.2.7	On-site Sewerage Management legislative compliance	Percentage of compliant operating systems	80% compliant	Manager Environment and Health
		High risk system inspections conducted in accordance with risk rating schedule	95% inspected pa	
		Low risk systems inspections conducted in accordance with risk rating schedule	25% inspected pa	
1.3.2.8	Implement Public Health Act legislation (public and private swimming pools and water supplies, skin penetration, legionella)	Annual report submitted to NSW Health by due date	100% completed	Environmental Health Officer
		Action to rectify breaches of legislation commenced within 5 days of notification	100% action commenced within 5 days	
		Registers of premises and compliance are reviewed and updated as required by legislation	100% completed	
1.3.2.9	Inspect and issue approval for caravan parks to operate as required by the Local Government Act	Inspections of all registered premises conducted in accordance with schedule	100% completed	Manager Design and Development
1.3.2.10	Implementation of Dog Off Leash Areas	Users satisfied, aware of usage requirements and comply with requirements	90% compliance	Senior Ranger
1.3.2.11	Implementation of Companion Animals Legislation	Annual reports and registration financial statements submitted to Department of Local Government by due date	100% completed by due date	Senior Ranger

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.3.2.12	Facilitate Companion Animals Education	Dog attacks investigated within 24 hours of notification	100% investigated within 24 hours	Senior Ranger
		Animals impounded are returned to owner or rehomed	90% returned or rehomed pa	
		Complaints about animals investigated within 2 days of notification	95% investigated within 2 days	
1.3.2.13	Implementation of Roads Transport Act, Impounding Act, Crown Lands Act and Road Rules	Number of companion animal education events conducted	1 event conducted pa	Senior Ranger
		Non-high risk public and environmental health complaints investigated within 2 days of notification	100% investigated within 2 days	
		Enforcement action undertaken for non-compliance (Cautions, Penalty Infringement Notices issued) of established breach of legislation issued within 2 days of notification	100% completed within 2 days	
		Non-high risk vehicle complaints investigated within 2 days of notification	100% investigated within 2 days	
		High risk public and environmental health complaints investigated within 4 hours of notification	100% investigated within 4 hours	
		High risk vehicle complaints investigated within 4 hours of notification	100% investigated within 4 hours	
Parking patrols conducted in accordance with monthly schedule	100% completed			

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.3.2.14	Implementation of Protection of Environment Operations (Clean Air) Regulations	Determine applications under Protection of Environment Operations (Clean Air) Regulations within 14 days	100% determined within 14 days	Senior Ranger

1.3.3: Undertake local community safety initiatives

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.3.3.1	Implement Local Road Safety Action Plan	Council endorsed recommendations implemented or included in Asset Management Plan Plan, promote and implement Road Safety Workshop	100% completed 4 workshops pa	Road Safety Officer
1.3.3.2	Prepare road safety funding applications	Plan, promote and implement Bike Week activities Applications lodged for all available grant funding for road safety initiatives	100% completed	Road Safety Officer
1.3.3.3	Implement and manage the ongoing operation of CCTV systems in public spaces identified in Council's Crime Prevention Plan	Timely responses to approved requests for CCTV footage 95% compliance is achieved, identified through an independent audit conducted each council term	95% processed within 2 weeks >95% compliance pa	Manager Community & Cultural Development
1.3.3.4	Community Safety Committee meets on a regular basis	Number of Community Safety Committee meetings held Meetings held monthly	4 meetings pa 12 meetings held pa	Manager Community & Cultural Development
1.3.3.5	Action Local Traffic Committee recommendations	Endorsed recommendations implemented or included in Asset Management Plan	100% completed	Manager Design and Development

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
1.3.3.6	Plan, promote and implement Road Safety activities	Host NSW Bike Week Activities Host Road Safety Workshops	100% completed 100% completed	Road Safety Officer
1.3.3.7	Participate in the Shoalhaven Illawarra Enabling Regional Adaptation Project	Attend regional workshops and provide input as appropriate	100% participation	Environment Sustainability Officer



Well planned and managed spaces, places & environment

Item 3.1

Attachment 1

2.1: Maintain the separation and distinct nature of local towns, villages and agricultural land

2.1.1: Develop and implement appropriate land use plans

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
2.1.1.1	Prepare catchment flood studies	Complete the preparation of catchment flood studies identified in annual budget Schedules	100% completed	Manager Design and Development
2.1.1.2	Prepare flood study funding applications	Lodgement of applications for external grant funding for flood studies - dependent on budget allocation	100% completed	Manager Design and Development
2.1.1.3	Commence research and community engagement process to inform review of strategic and statutory land use planning documents	Vision and principles to inform the review of strategic and statutory land use planning documents complete	100% completed	Manager Strategic Planning
2.1.1.4	Assess Planning Proposals against relevant State Government legislation and Council Policy.	Requests for Planning Proposals are reported/determined within 90 days of lodgement	100% reported within 90 days	Manager Strategic Planning
		All Planning Proposals are completed within timeframe set out in Gateway Determination	100% completed	
2.1.1.5	Review planning outcomes and controls for Kiama Town Centre	Prepare a Kiama Town Centre Study	100% completed by 30/11/2018	Manager Strategic Planning

2.1.2: Recognise and protect our heritage

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
2.1.2.1	Assess development applications in accordance with relevant Heritage requirements	Assessments carried out in accordance with adopted Protocols with referral to Council's Heritage Advisor	90% completed	Manager Design and Development

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
2.1.2.2	Protect and maintain heritage items through LEP and DCP controls	Identification and introduction of controls for the Terralong Heritage Precinct into the Kiama LEP	100% completed by 30/06/2019	Manager Strategic Planning

2.1.3: Recognise and protect our agricultural lands

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
2.1.3.1	Protect and maintain productive agricultural lands through ensuring Council's statutory and policy documents contain necessary framework	Council to liaise with NSW DPI-Lands to determine a timeframe for agricultural classification mapping project	100% completed by 31/12/2018	Manager Strategic Planning

2.2: Our community and natural environments are adaptive, resilient and sustainable and informed of predicted climate change impacts

2.2.1: Implement adopted Coastal Management Programs and legislative requirements

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
2.2.1.1	Implement actions identified within adopted Coastal Zone Management Plans in accordance with funding and resource availability	Grant funded programs are delivered to schedule	100% completed	Environment Sustainability Officer
2.2.1.2	Implement programs required as a result of the NSW Coastal Reforms process	Develop Kiama LGA Coastal Management Program in line with agreed work program	100% completed by 31/08/2020	Environment Sustainability Officer

2.2.2: Protect and maintain environmentally significant natural areas

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
2.2.2.1	Support and implement local Illawarra Landcare projects	Requests for technical/material support completed within allocated budget	10 completed pa	Landscape Officer
2.2.2.2	Pursue grant funding for natural area restoration at priority sites on Council land	Appropriate grant applications are reviewed and/or submitted for funding consideration	100% completed	Environment Sustainability Officer
2.2.2.3	Manage vegetation at Seven Mile Beach Reserve	All bush regeneration works are completed as scheduled	100% completed	Landscape Officer
2.2.2.4	Investigate and implement pledges from the Cities Power Partnership Program as funding, resources and opportunities permit	Cities Power Partnership Program pledges are implemented as funding, resources and opportunities permit	2 Pledges pa	Environment Sustainability Officer
2.2.2.5	Bushfire prone land is accurately mapped and considered in planning processes	Review of bushfire prone land mapping is completed	100% completed by 30/06/2019	Manager Strategic Planning

2.2.3: Ensure environmental protection compliance

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
2.2.3.1	Comply with Noxious weeds Biosecurity legislation through Illawarra District Noxious Weeds Authority	All notifiable events are reported to the Illawarra District Weeds Authority	100% completed	Landscape Officer
2.2.3.2	Undertake and support on-ground activities and biodiversity education to promote and enhance natural areas	Community education events aligned to National Tree Day and World Environment Day	2 Events pa	Environment Sustainability Officer

2.3: The principles of ecologically sustainable development and compliance underpin town planning and local development

2.3.1: Conduct development and building assessment/approval functions in accordance with statutory requirements, policies and procedures

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
2.3.1.1	Process Development Applications in accordance with delegations	Report all Development Applications to Council for determination in accordance with delegations	100% completed	Manager Design and Development
2.3.1.2	Development Applications are processed and determined in accordance with adopted timeframes	Process Local Development Applications within legislative requirements and timeframes	50% processed within 40 days	Manager Design and Development
		Process Integrated Development Applications within legislative requirements and timeframes	50% processed within 60 days	
2.3.1.3	Undertake Building Inspections as Principal Certifying Authority	Requested inspections undertaken on the scheduled day with 48 hours' notice	90% completed within 48 hours	Manager Design and Development
2.3.1.4	Process Complying Development Certificates within legislative timeframes	Complying Development Certificates processed within 10 days after provision of all relevant information	100% completed within 10 days	Manager Design and Development
2.3.1.5	Process Construction Certificates within legislative timeframes	Occupation Certificates processed within 10 days after provision of all relevant information	100% completed within 10 days	Manager Design and Development
		Construction Certificates processed within 10 days after provision of all relevant information	75% processed within 10 days	
2.3.1.6	Process Section 149 Certificates and maintain required data base to meet statutory requirements	Planning Certificates issued within 3 days after provision of all relevant information	90% issued within 3 days	Manager Strategic Planning

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
2.3.1.7	Apply and oversight application of Council's S94 plan(s)	Councils updated Indirect Contributions Plan exhibited and adopted	100% completed	Manager Strategic Planning
2.3.1.8	Implement tree management legislation and policies and investigate breaches of legislation and customer action requests	Tree Management Applications processed or determined within 21 days	90% determined within 21 days	Manager Environment and Health
		Reported breaches of tree management legislation are investigated within 21 days of notification	90% investigated within 21 days	
		Non-high risk Customer Action Requests related to trees on Council land investigated within 12 days of notification	95% investigated within 12 days	
2.3.1.9	Process engineering development assessment	High risk Customer Action Requests related to trees on Council land investigated within 4 hours of notification	100% investigated within 4 hours	Subdivision and Development Engineer
2.3.1.10	Implement tree management legislation and policies and investigate breaches of legislation and customer action requests	Engineering development referrals are completed within 14 days	80% completed within 14 days	Manager Environment and Health
2.3.1.11	Process road occupation permits	Review Chapter 3 (Preservation and management of trees and vegetation) of Kiama DCP	100% completed by 30/06/2019	Subdivision and Development Engineer
		Road Occupation permits processed within 5 days	90% processed within 5 days	

2.4: Effectively manage our waste and resources

2.4.1: Manage waste services

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
2.4.1.1	Operate Community Recycling Centre	Amount of waste diverted from landfill Increase in the usage of the Community Recycling Centre	300 tonnes diverted pa 10% increase pa	Manager Waste Services
2.4.1.2	Provide scheduled domestic and commercial collections for waste, recycling and organics	Services comply with collection and recycling contract and service schedule	100% completed on schedule	Manager Waste Services

2.4.2: Undertake waste management programs

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
2.4.2.1	Implement programs identified in the Regional Waste Plan	Programs commenced or completed in accordance with adopted annual work plan	90% pa	Waste Minimisation Officer
2.4.2.2	Implement programs identified in the Regional Litter Strategy	Programs commenced or completed in accordance with adopted annual work plan	90% pa	Manager Environment and Health
2.4.2.3	Improve the format and accessibility of online waste and recycling information on Council's website main page	Produce an accessible online waste and recycling information video for inclusion on Council's website	100% completed	Waste Minimisation Officer
2.4.2.4	Develop and implement approved programs funded through the NSW EPA Better Recycling Fund	Programs implemented as per Better Waste Recycling Fund Project Table	100% completed	Waste Minimisation Officer
2.4.2.5	Undertake scheduled waste management programs and workshops	Total tonnages diverted from landfill from programs undertaken Number of waste management workshops	150 tonnes diverted pa 4 workshops held pa	Waste Minimisation Officer

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
		Number of annual waste management events undertaken	3 Events pa	
		Total tonnages of organics processed	4,000 tonnes pa	
2.4.2.6	Process recyclables and organics	Resource Recovery target achieved as set by NSW EPA	75% achieved pa	Waste Minimisation Officer
		Total tonnages of recyclable processed	6,000 tonnes pa	
		Illegal dumping incidents investigated within 5 days of notification	100% investigated within 5 days	
2.4.2.7	Implement programs identified in the Regional Illegal Dumping Plan	Proactive illegal dumping patrols undertaken	80 patrols pa	RID Compliance Officer
		Control structures, detection systems or actions implemented to reduce illegal dumping incidents	5 implemented pa	

2.5: Effectively manage our transport, drainage and other infrastructure and assets
2.5.1: Manage road infrastructure through the Road Asset Management Plan

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
2.5.1.1	Implement road asset renewal program	Percentage of Council approved program completed on time, within approved scope, within budget and to agreed standard	100% completed	Works Coordinator
		Percentage of renewal budget expended	100% expended	
2.5.1.2	Implement new road asset creation	Percentage of Council approved program completed on time, within approved scope, within budget and to agreed standard	100% completed	Works Coordinator
		Percentage of new asset budget expended	100% expended	
2.5.1.3	Implement maintenance program for roads, footpaths and cycleways	All required maintenance completed within 5 days	90% completed within 5 days	Engineering Administration Officer
2.5.1.4	Complete audit of all accessible parking places and identify improvements. Where facilities are to be upgraded or new facilities provided, the plan for these facilities are tabled at Access Committee for comment with the feedback incorporated into the 4-year work program	Completion of audit	100% completed by 30/06/2019	Manager Design and Development
		Plans tabled at Access Committee for comment as required	100% completed	
2.5.1.5	Complete audit of all signs at bus stops to assess accessibility for people with a disability program	Audit completed with any identified improvements included in 4-year work program	100% completed by 30/06/2019	Maintenance Coordinator

2.5.2: Manage drainage infrastructure through Drainage Asset Management Plans

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
2.5.2.1	Implement drainage asset renewals	Percentage of Council approved renewal program completed on time, within approved scope, within budget and to agreed standard	100% completed	Asset Officer
		Percentage of renewal budget expended	100% expended	
2.5.2.2	Implement new drainage asset creation	Percentage of Council approved new asset program completed on time, within approved scope, within budget and to agreed standard	100% completed	Asset Officer
		Percentage of new asset budget expended	100% expended	
2.5.2.3	Implement maintenance program for drainage infrastructure	All required maintenance completed within 5 days	90% completed within 5 days	Engineering Administration Officer
2.5.2.4	Manage drainage asset maintenance and operation including gross pollutant traps and drainage pits	All required maintenance completed within 5 days	90% completed within 5 working days	Engineering Administration Officer
		Annual schedule developed	Schedule developed by August each year	Director Engineering and Works

2.5.3: Manage community buildings through the Community Building Asset Management Plan

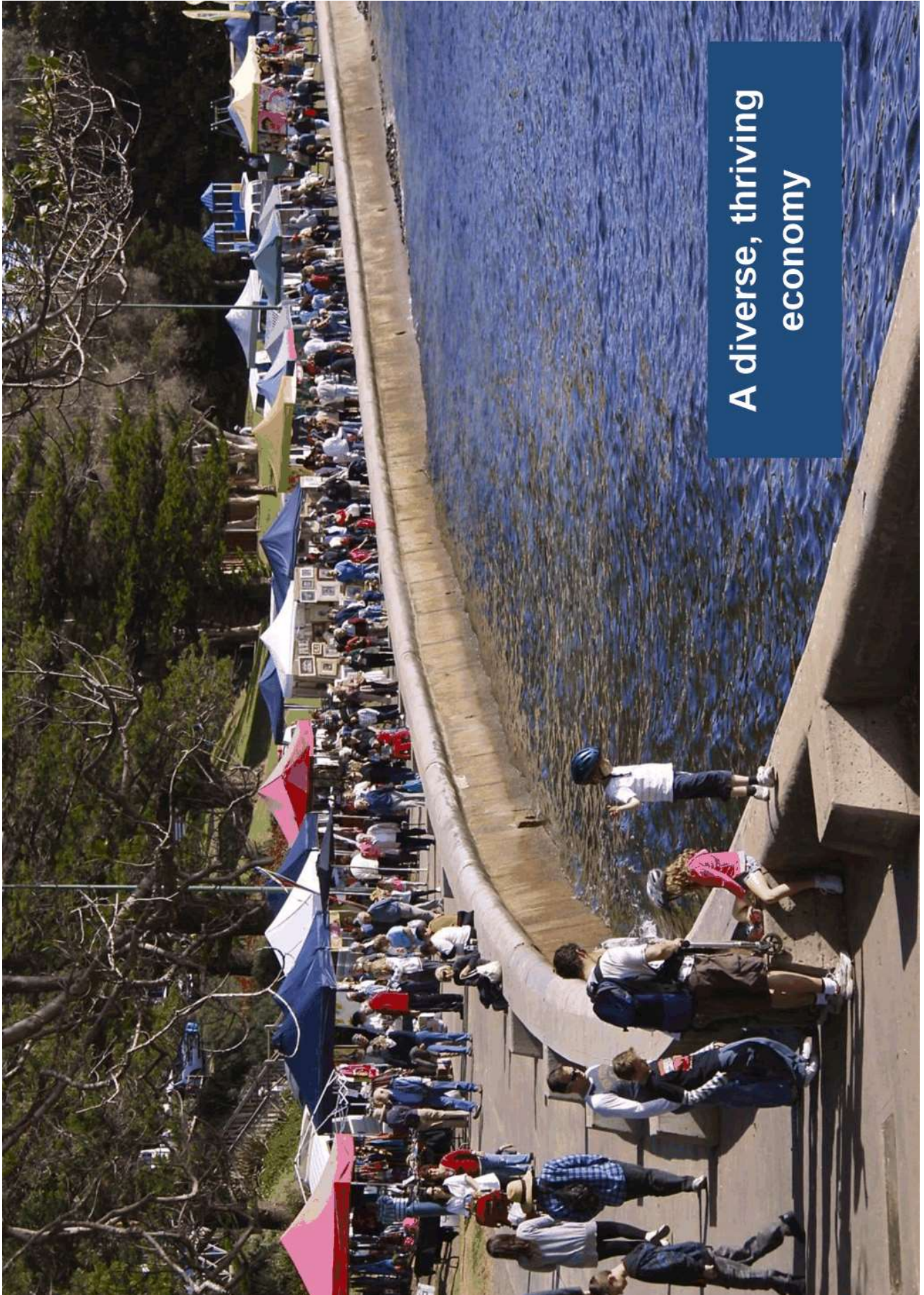
Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
2.5.3.1	Implement Community Buildings asset renewals	Percentage of Council approved renewal program completed on time, within approved scope, within budget and to agreed standard	100% completed	Maintenance Coordinator

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
		Percentage of renewal budget expended	100% expended	
2.5.3.2	Implement new Community Buildings asset creation	Percentage of Council approved new asset program completed on time, within approved scope, within budget and to agreed standard	100% completed	Asset Officer
2.5.3.3	Implement maintenance program for community buildings	Percentage of new asset budget expended	100% expended	
		All required maintenance completed within 5 days	90% completed within 5 working days	Maintenance Coordinator
2.5.3.4	Provide public adult change facilities and ambulant assisted cubicles in each main town, which are easily accessible, well sign-posted and promoted in Council's media	Public adult change facilities and ambulant assisted cubicle installed at Kevin Walsh Oval Jamberoo - subject to available funding	100% completed by 30/06/2019	Manager Design and Development
2.5.3.5	Develop a 4-year work program that identifies and measures the number of public toilets and signage on other public buildings to be replaced to improve accessibility	Where facilities are to be upgraded or new facilities provided, the plan for these facilities is tabled at Access Committee for comment and feedback incorporated into 4-year work program	100% completed	Asset Officer

2.5.4: Manage other assets and infrastructure through the Other Asset and Infrastructure Asset Management Plans

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
2.5.4.1	Implement other assets and infrastructure asset renewals	Percentage Council approved renewal program completed on time, within approved scope, within budget and to agreed standard	100% completed	Asset Officer

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
		Percentage of renewal budget expended	100% expended	
2.5.4.2	Implement new other assets and infrastructure asset creation	Percentage Council approved new asset program completed on time, within approved scope, within budget and to agreed standard	100% completed	Asset Officer
		Percentage of new asset budget expended	100% expended	
2.5.4.3	Implement maintenance program for other assets and infrastructure	All required maintenance completed within 5 days	90% completed within 5 working days	Engineering Inspector



Item 3.1

Attachment 1

3.1: Promote and encourage business development and economic prosperity in the local area

3.1.1: Implement the Kiama Economic Development Strategy

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
3.1.1.1	Prioritise key projects in partnership with the Economic Development Committee	Regular meetings are held with the Economic Development Committee	6 meetings pa	Manager Economic Development
3.1.1.2	Undertake a 'Demand Study' to ensure an adequate supply of employment lands to meet future needs	Completion of Demand Study	100% completed by 30/12/0018	Manager Economic Development
3.1.1.3	Participate in ongoing process reviews to minimise 'red tape'	Number of processes reviewed	> 5 processes reviewed pa	Manager Economic Development

3.1.2: Develop opportunities to increase the economic output of rural land

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
3.1.2.1	Develop Agribusiness Policy	New business enquiries resulting from Guidelines completed and implemented	10 new business enquiries pa	Manager Economic Development
3.1.2.2	Participate in review of LEP to facilitate rural diversification	Number of new ventures entered into	10 new ventures pa	Manager Economic Development

3.1.3: Encourage business innovation, creativity and diversification opportunities

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
3.1.3.1	Conduct forums and programs that support Economic Development via the Kiama Small Business Forum	Number of forums and programs held supporting the Kiama Small Business Forum	6 forums/programs supported pa	Manager Economic Development

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
3.1.3.2	Work with local business networks to provide training and resource support to develop and promote Kiama as an outstanding accessible community and holiday venue for people with a disability	Speaker presentations undertaken	6 per annum	Manager Economic Development
3.1.3.3	Encourage local businesses to enter Tourism Awards recognising disability inclusion and promote accordingly	Relevant articles placed in newsletters	6 articles pa	Manager Economic Development
3.1.3.4	Develop and promote Kiama's economic and employment opportunities	Development of an Investor's Prospectus	100% completed by 30/06/2019	Manager Economic Development

3.2: Recognise and support Council as a significant purchaser in the local area

3.2.1: Procurement protocols encourage local and regional business engagement

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
3.2.1.1	Monitor and implement procurement policy	All major procurement considered for regional procurement via Illawarra Shoalhaven Joint Organisation (ISJO) Continual review to identify opportunities for procurement from social enterprise	100% of major procurement considered 100% completed	Director Engineering & Works

3.3: Promote and support tourism in the local area
3.3.1: Management of Kiama Coast Holiday Parks as viable business entities

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
3.3.1.1	Operate Kiama Coast Holiday Parks as a financially sustainable, quality accommodation provider	Net financial returns of Kiama Coast Holiday Parks achieve budget	100% budget achieved	Holiday Parks Coordinator
		A program of planned and mystery audits are undertaken to ensure quality facilities and high level customer service is maintained	100% of audit program completed	
3.3.1.2	Undertake activities to actively promote Kiama Coast Holiday Parks as a destination of choice	Maximise social media exposure for Kiama Coast Holiday parks	> 200 Facebook likes pa	Holiday Parks Coordinator
		Maximise park representation at industry specific training/conferences as appropriate	100% attendance at appropriate events	
		Increase market exposure by placement of online and print media advertisements	10 placements pa	
		Provide sponsorships and donations to community groups	12 community groups receive funding pa	
3.3.1.3	Meet all legislative and accreditation requirements for Holiday Parks	Number of trade shows attended to increase market exposure	5 shows pa	Holiday Parks Coordinator
		Park Managers compliance with contract requirements	100% compliant	
3.3.1.4	Identify opportunities and implement changes to improve disability access and inclusion in facilities and services	Licensing and accreditation currency maintained	100% completed	Holiday Parks Coordinator
		Consideration to improve disability access and inclusion incorporated into all planning processes	100% completed	

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
3.3.1.5	Implement strategies identified in the Kiama Coast Holiday Parks Masterplan	Cabin occupancy rates are maintained at NSW average during Master Plan Implementation period	>49% occupancy pa	Holiday Parks Coordinator
		Powered site occupancy rates are maintained at NSW average during Master Plan implementation period	>27% occupancy pa	
		Complete planned maintenance program for Holiday Parks on time and within budget	100% completed	
3.3.1.6	Develop and implement Managed Service Agreement with each Holiday Park	Complete capital works and renewals program for Holiday Parks on time and within budget	100% completed by 30/06/2019	Manager Information Services
		Managed Service Agreement developed and approved at each Holiday Park	100% completed by 31/10/2018	

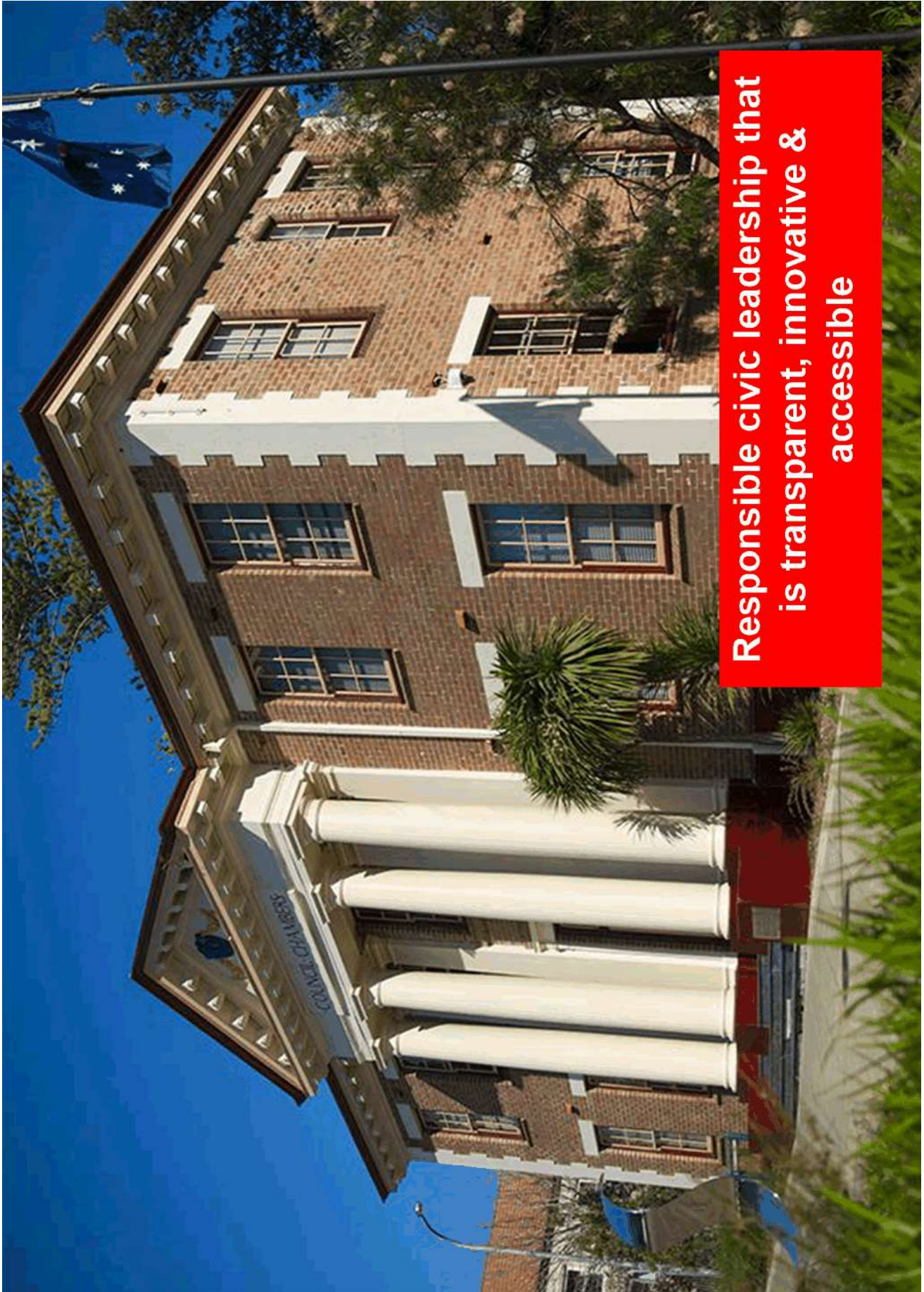
3.3.2: Maximise the tourism economy through the promotion of the Kiama Municipality as a destination and the provision of product options and experiences for all visitors

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
3.3.2.1	Implement the Strategic Tourism and Events Plan	Provide industry development opportunities annually	3 opportunities pa	Manager Tourism & Events
		Overnight Visitor Expenditure (averaged) is maintained or increased	\$200M overnight visitor spend pa	
3.3.2.2	Deliver and promote a year round Events Strategy	Events Strategy is developed and adopted by Council	100% completed by 31/08/2018	Manager Tourism & Events
		Annual Events Calendar is created	100% completed by 30/09/2018	

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
		Event funding criteria is developed and implemented	100% completed by 31/08/2018	
3.3.2.3	Identify and prioritise tourism development opportunities	Tourism Opportunity Plan is completed and adopted Tourism Opportunity Plan priorities are communicated and actioned by Council and external stakeholders	100% completed by 31/08/2018 100% completed by 30/06/2019	Manager Tourism & Events
3.3.2.4	Grow community and tourism industry engagement	Conduct Tourism After Hours events	4 events pa	Manager Tourism & Events
3.3.2.5	Market and promote visitation to Kiama	An annual destination marketing campaign is conducted Australian Tourism Data Warehouse listings for Kiama are increased	100% completed by 30/06/2019 10% increase pa	Manager Tourism & Events
3.3.2.6	Work with local tourism businesses to address existing access barriers for potential customers and users with a disability	Accessibility issues are included in presentations for tourism operators	100% completed	Manager Tourism & Events
3.3.2.7	Operate the Visitors Information Centre to provide high level visitor services seven days per week	Maintain a Level 1 Accreditation	100% completed by 30/06/2019	Visitor Services Coordinator
3.3.2.8	Implement upgraded network at the Visitor Information Centre	Upgraded network completed on time and within budget	100% completed by 30/06/2019	Manager Information Services
3.3.2.9	Implement upgraded public WiFi at the Visitor Information Centre	Upgrade of IT facilities completed	100% completed by 30/06/2019	Manager Information Services
3.3.2.10	Develop and implement Managed Service Agreement for the Visitor Information Centre	Managed Service Agreement developed and approved	100% completed by 31/10/2018	Manager Information Services

3.3.3: Promote and manage activities and functions at The Pavilion Kiama

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
3.3.3.1	Pursue opportunities to increase number of events hosted at The Pavilion Kiama	Increase number of events	5% increase pa	Event & Conference Marketing Coordinator 1
3.3.3.2	Implement the provisions of the Disability Inclusion Plan for The Pavilion Kiama	Ensure disability inclusion is considered for all Pavilion events	100% considered	Event & Conference Marketing Coordinator 1



**Responsible civic leadership that
is transparent, innovative &
accessible**

Attachment 1

Item 3.1

4.1: Council is financially sustainable

4.1.1: Meeting and reporting against IPART/Fit for the future benchmarks

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
4.1.1.1	Maintain financial sustainability	Council meets the seven 'Fit for the Future' financial health and sustainability ratios	7 benchmarks met	General Manager
4.1.1.2	Implement financial ledger restructure	Successful implementation of new financial ledger	100% completed by 30/06/2019	Chief Financial Officer
4.1.1.3	Implement Accounts Payable workflow	Accounts Payable Workflow implementation	100% completed by 30/06/2019	Chief Financial Officer

4.1.2: Identify opportunities to diversify and maximise funding sources

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
4.1.2.1	Maximise return from commercial operations	Returns from commercial operations exceeds budget	95% of budget achieved	Director Finance, Corporate and Commercial Services
4.1.2.2	Comply with all financial legislative requirements	All requirements met with designated dates	100% completed within designated dates	Chief Financial Officer
4.1.2.3	Maximise interest return from investments	Interest rates exceed benchmarks while meeting investment guidelines	>90 day Bank Bill Swap Rate (BBSR)	Chief Financial Officer
4.1.2.4	Review Council's fees and charges annually	Fees and charges other than those subject to legislation or community obligations at least meet Council's expense	100% reviewed	Chief Financial Officer

4.2: Council embraces good governance and better practice strategies

4.2.1: Manage effective risk framework across council

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
4.2.1.1	Provide timely, comprehensive advice on proposed corporate policy and legislative change.	All proposed changes reviewed and reported	100% completed	Corporate Planner/Public Officer
4.2.1.2	Maintain legislated corporate reporting requirements including PID, GIPA, Complaints Register, Publication Guide, Code of Conduct	All legislative reporting is submitted by due dates	100% compliant	Corporate Planner/Public Officer
4.2.1.3	Review, coordinate and implement the Risk Management program of works	Manage claims in accordance with legislation and Council protocols	100% compliant	Risk Coordinator
		Planned program of work delivered within agreed timeframe	100% completed by 31/12/2018	
4.2.1.4	Review, coordinate and implement the Work Health and Safety program of works	Planned program of work delivered within agreed timeframe	100% completed by 31/12/2018	Risk Management Officer - Work Health & Safety
		Review and implement improvements to the Contractor Management System for engaging new contractors	100% completed by 30/06/2019	
		Maintain and action Council's Hazard Register	100% of reported hazards registered and actioned	
		Conduct investigations into significant incidents	100% of significant incidents investigated	
4.2.1.5	Review, coordinate and implement the Injury Management program of works	Deliver Work Health and Safety Services in line with service level agreements (SLA)	100% of services delivered within SLA	Risk Management Officer - Injury Management
		Planned program of work delivered within agreed timeframe	100% completed by 31/12/2018	

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
		Claims managed in accordance with legislative requirements	100% compliant	
4.2.1.6	Review, coordinate and implement the Enterprise Risk Management framework	Review and implement Risk Management Policy Planned program of work delivered within agreed timeframe	100% completed by 31/12/2018 100% completed by 31/12/2018	Risk Coordinator
4.2.1.7	Implement continuous improvement for risk management	CRIP Audit actions implemented	100% completed by 31/12/2018	Risk Coordinator
4.2.1.8	Enact corporate risk management strategies	CRIP audit report recommendations implemented	80% implemented	Director Finance, Corporate and Commercial Services
4.2.1.9	Establish and maintain Audit Risk and Improvement Committee	Audit Risk and Improvement Committee meets at least quarterly and reviews implementation of risk management strategies and actions	4 meetings held pa	General Manager
4.2.1.10	Provide information and communication systems which meet business needs	Service Delivery will be measured by response times for Requests / Incidents. ManageEngine will be used to provide these statistics	95% SLA met	Manager Information Services
4.2.1.11	Develop and implement automated monitoring with the ability to record availability statistics for our network	IT equipment replacement plan developed and implemented Automated monitoring of the network is in place and availability statistics are recorded	100% completed by 31/12/2018 100% completed by 30/06/2019	Manager Information Services
4.2.1.12	Develop and implement an Information Technology Disaster Recovery (DR) Plan	Develop Disaster Recovery Plan and publish in TRIM and ProMapp	100% completed by 01/03/2019	Manager Information Services

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
4.2.1.13	Annual review of ICT (Information Communication Technology) Strategic Plan	Review and update of Plan is complete	100% complete by 30/06/2019	Manager Information Services
4.2.1.14	Develop and implement an Information Technology Backup Plan	Develop Backup Plan and publish in TRIM and ProMapp	100% completed by 01/03/2019	Manager Information Services
4.2.1.15	Develop and implement internal Service Level Agreements for IT services across Council functions	Service Level Agreements developed and implemented	100% completed by 31/12/2018	Manager Information Services

4.2.2: Manage an effective workforce in an environment of continuous improvement

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
4.2.2.1	Develop, review and implement the Human Resource Management program of works	Review and implement Council's Employee Improvement and Performance Review process	100% completed by 08/07/2018	Senior HR Officer
		Develop an employee recognition and reward process	100% completed by 31/12/2018	
		Review and implement Council's Salary Structure	100% completed by 31/03/2019	
		Deliver a weekly payroll service, with 95% accuracy or above	95% accuracy	
4.2.2.2	Develop, review and implement the Organisational Development program of works	Planned program of work delivered within agreed timeframe	100% completed by 31/12/2018	Organisation Development Coordinator
		Deliver HR services in line with Service Level Agreements	100% of services delivered within SLA	

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
		Coordinate special interest groups - including the Women's Leadership Group and Lunch and Learn	100% annual schedule completed by 31/12/2018	
		Planned program of work delivered within agreed timeframe	100% completed by 31/12/2018	
		Develop and implement the leadership development program	100% completed by 31/12/2018	
		Disability inclusion awareness is included in staff training/inductions	100% completed	
4.2.2.3	Revise Council's recruitment practices to ensure that access and equity principles are actively and consistently implemented	Ongoing review of recruitment practices as appropriate	100% completed	Senior HR Officer
4.2.2.4	Develop and promote supported employment placements for people with a disability to develop work skills in Council operations and services	Supported employment placement protocol for people with a disability is endorsed by MANEX	100% completed by 30/06/2019	Senior HR Officer

4.2.3: Council, the Illawarra Pilot Joint Organisation and our neighbour councils working together

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
4.2.3.1	Initiate and support collaboration through Illawarra Shoalhaven Joint Organisation (ISJO) to advance Council and regional strategic objectives	New joint activities and procedures established for mutual benefit of ISJO stakeholders	>4 new joint activities or procedures pa	General Manager

4.2.4: Develop strategic partnerships with regional and other organisations to advance local community priorities

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
4.2.4.1	Initiate and support partnerships at regional level to advance Council's strategic objectives	All approved partnerships are implemented	100% completed	General Manager
4.2.4.2	Advocate for provision of improved and accessible public transport within and between towns	Advocacy undertaken with key stakeholders	100% completed	General Manager

4.3: Council and the community working together

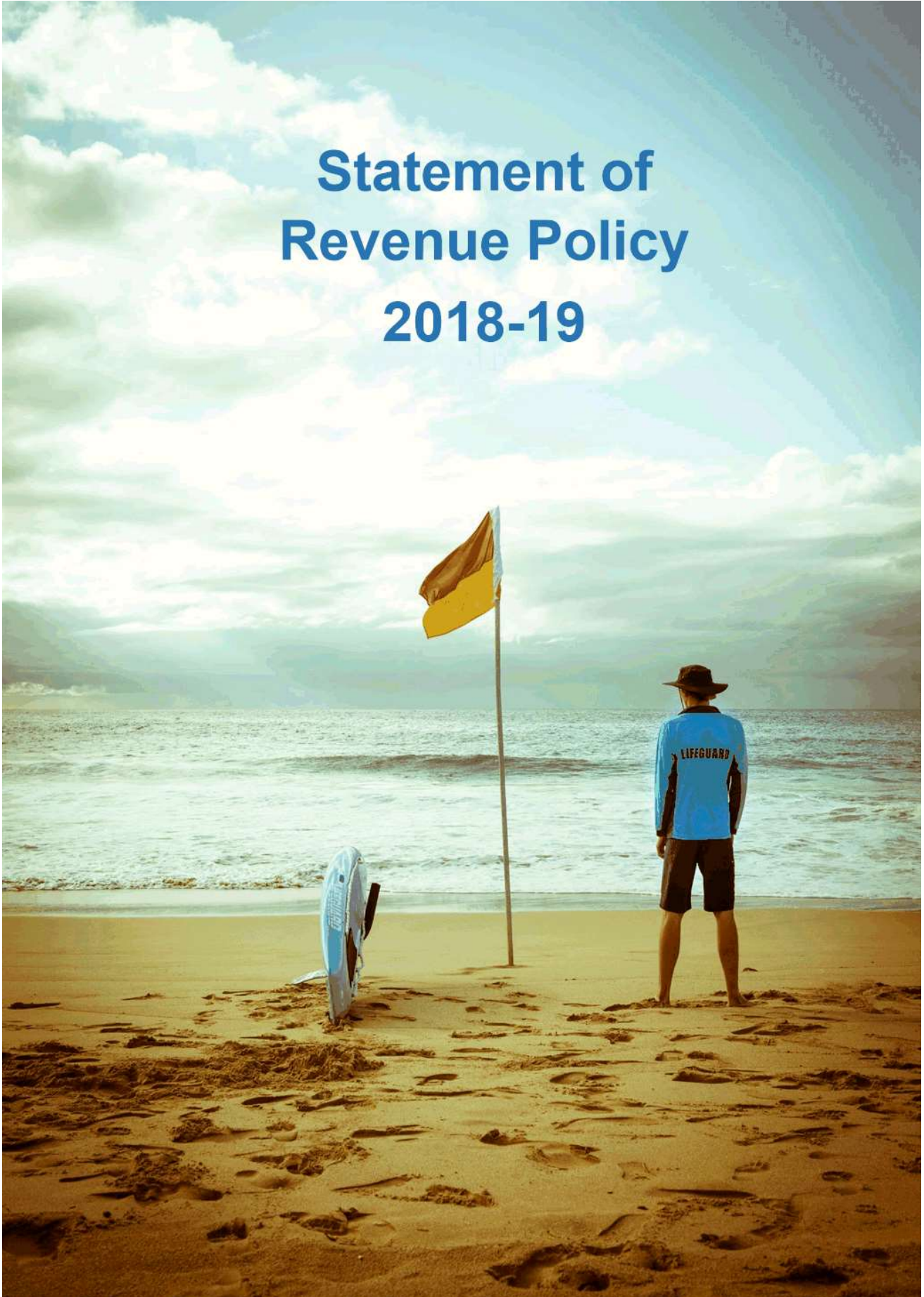
4.3.1: Foster positive community relationships through open communication, opportunities for participation and sharing of information

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
4.3.1.1	Council's website meets legal requirements, industry and accessibility standards and facilitates effective engagement for community and staff	Website availability	99% available	Communications Officer 01
		Annual website review ensures web pages are up-to-date	100% completed by 30/06/19	
		Annual website review ensures WACAG 2.0 Level AA compliance - 75% Compliant	100% completed by 30/06/19	
		Annual website review of compliance, quality, accessibility, and useability undertaken	5% increase in users pa	
4.3.1.2	Provide Plain English, easy read, and low vision readability versions of Council's communications material	Priority items implemented	100% completed by 30/06/19	Communications Officer 01
		Program for priority items created	100% completed by 31/12/2018	

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
4.3.1.3	Coordinate information on Council activities and policies on a regular basis through a range of media	Public notices and regular notifications placed in local newspapers	20 notices pa	Communications Officer 02
4.3.1.4	Distribute information of Council activities and policies on a regular basis through a range of media	Community newsletter printed and distributed to ratepayers (hard copy) each quarter	4 newsletter editions pa	Communications Officer 02
		Community newsletter distributed to residents and ratepayers electronically each week (50 weeks pa)	50 newsletter editions pa	
4.3.1.5	Facilitate effective engagement with the community on Council activities and policies	Review of Community Engagement Strategy includes a range of accessible participation options	100% completed	Communications Officer 01
		Community Engagement Strategy is reviewed and implemented	100% completed by 31/12/2018	
		Interactive Community Engagement Strategy available on Intranet by March 2019	100% completed by 31/03/2019	
4.3.1.6	Live broadcast of Council meetings and public access meetings	Council meeting recordings are available online within 2 working days following the meeting	90% availability	Manager Information Services
		Availability of Live broadcast of Council meetings and public access	90% availability of live broadcast	
4.3.1.7	Council's social media sites are coordinated for content compliance with Social Media Protocol and Style Guide	Account access and content of Council social media sites are reviewed for compliance	100% of sites reviewed	Communications Officer 02

Action Code	Action Name	Performance Measure	Target	Responsible Officer Position
4.3.1.8	Council's Intranet is coordinated and managed to provide business efficiencies for staff and is reviewed for improved access and engagement.	Annual review of Council's Intranet for access and business efficiencies Increase in user engagement due to annual review of Council's Intranet for access and business efficiencies	5% increase in number of published articles pa 5% increase in user engagement pa	Communications Officer 01
4.3.1.9	Coordinate Council's media liaison and provide timely information to the community.	Media releases and statements comply with Council's Communications Protocol	100% completed	Communications Officer 02
4.3.1.10	Promote availability of accessible Council information and events	Accessible Council information and events are promoted	100% completed	Communications Officer 02
4.3.1.11	Council's events and consultation procedures revised to ensure suitable transport, access facilities and services are included.	Ensure disability inclusion is considered for all events managed by the Tourism and Events team	100% completed	Manager Tourism & Events

Statement of Revenue Policy 2018-19



Item 3.1

Attachment 1

Income and Expenditure 2018-19

Overview

Council's revenue and accounting policies are kept in accordance with the Australian Accounting Standards Board. Council abides by the:

- *Local Government Act (1993)*
- *Local Government (General Regulation 2005)*
- *Local Government Code of Accounting Practice and Financial Reporting.*

Income and expenditure estimates 2018-19

Our Delivery Program and Operational Plan include Council's predicted expenses and revenues. Council prepares its budget with the objectives of:

- meeting Council's policies and procedures
- maximising income from all existing sources in line with Council's policies
- providing works and services at sustainable levels
- achieving economy of operation
- achieving further self-funding opportunities where appropriate.

The 2018-19 estimates are prepared as a balanced budget excluding depreciation.

All councils continue to face increasing difficulty in being able to retain the current service levels they provide to the community.

This is due to the combination of a decline in government grants in real terms, state government rate pegging legislation that has seen rating revenue fall below the inflation level for the past decade, cost shifting to local government by other levels of government, and increasing cost of materials and contracts.

We continue to review service levels in line with budget constraints. Council aims to continue to provide a high level of service; however, the above factors may result in reduced service levels in some areas in the future.

Council's Waste Business Unit will continue to operate our waste management services.

Revenue policy for ordinary rates to be levied

Council will continue to levy base charges (introduced in 1994-95) to residential and farmland categories. Council calculates rates by:

rate bill = base rate + (land value x ad valorem amount)

The Business–Ordinary category will once again be totally based on land value.

A maximum pension rebate of \$250 per year (subject to Ministerial approval) will be applied to properties where person(s) meet eligible pensioner criteria.

A special council rebate of \$10.00 will be applied to properties where person(s) meet eligible pensioner criteria.

A 6% Special Rate Variation (SRV) for 2018-19 was approved by the Independent Pricing and Regulatory Tribunal (IPART) and has been included in this Revenue Policy.

Council's rating policy is as follows:

WITH RATE VARIATION OF 6%

Category	Sub-Category	Ad valorem	Base Amount			Total rate yield \$
			\$	Base amount yield % of category	Base amount yield	
Residential	-	0.001801	744.00	49.84	7,133,330.64	14,330,879.31
Residential	Rural Residential	0.002023	744.00	25.76	98,952.00	384,155.98
Farmland	-	0.001324	744.00	28.34	173,352.00	611,794.20
Business	Commercial/ industrial	0.005310	744.00 minimum applies	Nil	Nil	1,298,821.17
Business	Ordinary	0.003644	Nil	Nil	Nil	42,451.03

Categorisation of land

In accordance with Section 514 of the Local Government Act 1993 each parcel of land within our municipality is categorised for rating purposes and all categories are now declared as at 30 June 2017.

Valuations | Base date 1/07/16

The rates levied in the 2018-19 year are based on total land values of \$4,703,768,699. The base date is 1 July 2016 and is determined by the Valuer General's Department.

Statement of rating categorisation

Residential

Base amount applied to all parcels of land: \$744.00 (49.84%)

Ad valorem rate of 0.001801 cents in the dollar on a rateable value of \$3,996,417,917 including mixed development properties will be applied.

Estimated yield: \$14,330,879.31

No minimum rates apply.

Rural Residential

Base amount applied to all parcels of land: \$744.00 (25.76%)

An ad valorem rate of 0.002023 cents in the dollar on a rateable value of \$140,980,712 will be applied.

Estimated yield: \$384,155.98

No minimum rates apply.

Farmland

Base amount applied to all parcels of land: \$744.00 (28.34%)

Ad valorem rate of 0.001324 cents in the dollar on a rateable value of \$331,149,700 will be applied.

Estimated yield: \$611,794.20

No minimum rates apply.

Business–Commercial/Industrial

Ad valorem rate of 0.00531 cents in the dollar on a rateable value of \$200,967,970 including mixed development properties will be applied

Estimated yield: \$1,298,821.17

Minimum rate for properties with a land value under \$140,113 is \$744.00.

Business–Ordinary

Ad valorem rate of 0.003644 cents in the dollar only on a rateable value of \$11,649,570 will be applied.

Estimated yield: \$42,451.03

No minimum rates apply.

Interest on rates and charges

Each year the Office of Local Government advises and sets the maximum interest rate that Councils can apply to overdue rates and charges. The 2018-19 interest rate is 7.5%.

Revenue policy for charges proposed to be charged

Under Section 608 of the Local Government Act 1993, Council may charge and recover an approved fee for its services. Fee for service charges may not be placed on services provided (or proposed to be provided) annually for which Council is authorised or required to charge an annual fee.

Services where an approved fee may be charged include:

- supplying a service, product or commodity
- giving information
- providing a service related to Council's regulatory functions including receiving an application for approval, granting an approval, conducting an inspection and issuing a certificate
- allowing admission to any building or enclosure.

Pricing policy for proposed fees

Council must consider the following when establishing approved fees:

- the cost of provision of the service
- recommended prices suggested by outside bodies
- the importance of the service
- legislation that regulates certain fees
- Goods and Services Tax legislation.

Proposed charges for works on private land

Council may carry out lawful work of any kind on private land, with the agreement of the owner or occupier of that land. Charges for private works are:

External plant hire	Reviewed annually based on a commercial rate of return on capital invested
Additional labour	Actual cost plus 36.9% for overheads
Stores and materials	Actual cost plus 25% for overheads
Administration	10% of the total costs of the works

Proposed loan borrowings

Council is proposing to borrow new funds of up to \$62.5M for the Blue Haven Kiama Centre of Excellence in Aged Care and the Surf Beach Redevelopment project.

Stormwater management service charge

The Local Government Act 1993 was amended in 2005 to allow councils to levy a stormwater management service charge (SMSC). This change was made in recognition of councils' needs for sustainable funding to support their key role in stormwater management.

Land within an urban area (a city, town or village) that is in the residential and business categories for rating purposes, except vacant land, will be charged the stormwater management levy. This charge can only be levied when a council provides additional or a higher level of stormwater management service.

There are no pensioner rebates offered for the annual stormwater management services charge.

What is stormwater management?

For the purpose of the annual stormwater management services charge, stormwater management is defined as the management of the quality and quantity of stormwater that flows off a parcel of privately owned, developed urban land.

Stormwater Management Service Charge (SMSC)	
Annual Charge	
Residential property	\$25
Residential strata units	\$12.50/unit
Business properties	\$25/350m ² (or part thereof)
Business strata lots	\$25/350m ² (or part thereof) divided on a pro-rata basis between the lots)

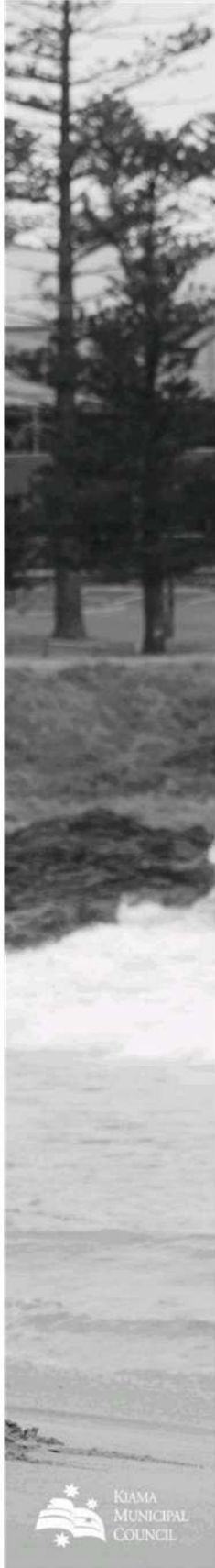


Item 3.1

Attachment 1

Hardship Policy
Adopted 21 April 2009
Corporate, Commercial & Community Services





Hardship Policy

1.0 Purpose

To maintain or reduce the amount/percentage of outstanding debts with Council through a formal customer assistance program and monitor the number of successfully completed applications within the scope of this policy.

2.0 Objectives

The objectives of this policy are to provide financial relief to customers of Council experiencing difficulties in meeting their commitments in rates, debtors and other fees and charges.

3.0 Scope

This policy will be available to all ratepayers and organisations within the Local Government Area. It is however anticipated to have a direct impact on less than 100 individuals at any given time.

4.0 References

This document should be read in conjunction with:

- Application for Hardship Rate Relief
- Local Government Act 1993 – ss 564, 566, 567, 601, 610E

5.0 Definitions

For the purpose of this document the following definitions apply:

Date of Debt – the amount due to Council on the day an application is made including arrears and current annual instalments in any given year.

Penalty Interest – Interest raised in accordance with the Local Government Act, 1993 and as adopted by Council within its Management Plan

Rateable Valuation – land value used for rating purposes, ie net of allowances allowed by Valuation of Land Act, 1916 and Local Government Act, 1993 - Section 585

Administration Fees – Standard flat fee as adopted by Council in annual fees and charges

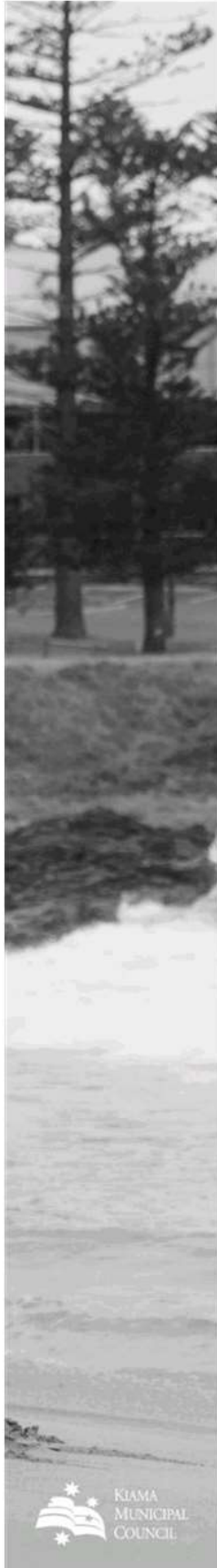
6.0 Policy

6.1 Assessment of financial hardship will be made by Council following the completion of Council's 'Financial Hardship Relief Application Form' – refer Appendix 1.

6.2 The criteria for income and asset values shall be determined in accordance with Centrelink's Pensions - Income and Assets Test as reviewed annually in September.

7.0 Rates

7.1 The following relief provided for rates is limited to the single property owned and occupied (jointly or not) by the applicant. It must be the principal place of abode.



- Write-off of interest charges accrued over a period of twelve months from the date of debt, subject to the debt being paid in the agreed period.
- Reduce penalty interest by one half over a period of eighteen months on ratepayer accounts where financial hardship has resulted due to significant changes in the rateable valuation of their land.

8.0 Debtors

8.1 The following relief is provided for debtors:

- Write-off of administration fees for debts paid within a structured payment plan geared to clear the debt within a maximum twelve-month period

9.0 Fees and Charges

9.1 The following relief provided for waste collection charges is limited to the single property owned and occupied (jointly or not) by the applicant. It must be the principal place of abode.

- Write off interest charges accrued over a period of twelve months from the date of debt, subject to the debt being paid in this period.
- Limited to the single property owned and occupied (jointly or not) by the applicant. It must be the principal place of abode.

10.0 Other Fees and Charges

10.1 Due to the nature of the adopted fees and charges, any reduction or abandonment of a fee due to financial hardship being incurred shall be determined on an individual basis subject to Council resolution.

10.2 Council must be satisfied that the case falls within a category of hardship, alternatively fees and charges must not be reduced unless public notice is given over a twenty-eight day exhibition period.

11.0 Principles and Responsibilities

11.1 The Rates Officer will be responsible for administering the principles and that appropriate steps are taken to maintain a level of confidentiality with data supplied for the purposes of conducting a fair and equitable assessment.

11.2 The Rates Officer may delegate their responsibility to the Chief Financial Officer to ensure proper procedural documentation is maintained at a level satisfactory to Council and relevant legislation.

11.3 All applications will be reviewed in consultation with the General Manager.

Revenue policy for fees proposed to be levied

Council is authorised under the *Local Government Act 1993* to apply a charge for the various waste services it provides. Council proposes the following charges for 2018-2019:

Domestic Waste Management Charge

Council proposes to levy an annual Domestic Waste Management Charge for providing domestic waste management services to properties located in the Municipality's urban areas that are categorised as residential or rural/rural residential premises located along designated waste collection routes.

The Domestic Waste Management Charge is based on the size of garbage bin selected by the property owner. However, where premises are used as Short Term Rental Accommodation (STRA) the largest garbage bin size (240 litre) service must be provided as a minimum.

A separate Domestic Waste Management Charge will be charged to each property, unit, flat or dwelling within residential properties including those that use shared bins, such as multi-dwelling housing, seniors housing, shop top housing, and residential flat building.

Council determines its annual Domestic Waste Management Charge and Rural Waste Collection Service Charge by considering all reasonable costs it expects to incur.

Costs include:

- garbage, recycling, garden and food/garden organics collection and processing fees
- Kerbside Clean-up and Bulky Waste Drop-Off services
- ongoing waste depot rehabilitation works
- future waste transfer and facilities
- waste disposal costs
- NSW Government's Section 88 Waste Levy charged to Council.

There will be a 2.3% increase to the Kiama Municipality's Domestic Waste Management Charge in 2018-19.

Shellharbour Council's tipping fees are expected to increase 3.82 % from \$366 per tonne to \$380 per tonne.

These tipping fees include the state government's Section 88 Waste Levy payment of \$142.00 per tonne (paid to the NSW Environmental Protection Authority) and operating costs of \$238 per tonne paid to Shellharbour Council.

We estimate 9,022 waste services will be provided to urban premises in 2018-19. Approximately 286 vacant land properties will be subject to the Vacant Land Waste Charge.

The estimated income from Council's Domestic Waste Management Charges will be approximately \$5,464,900.

Collection frequency

The type of collection service and frequency will be a fortnightly garbage service, a weekly recycling service and a weekly food/garden organics service. An optional weekly garbage service is available, but is subject to an annual charge for this service and only applies to STRA.

Special collection services arrangements will be made for premises that use shared bins or where special home medical treatments occur and is subject to application and approval.

The service day and frequency of the collection may be different for residential properties that use shared bins, such as multi-dwelling housing, seniors housing, shop top housing, and residential flat building.

Where a shared bin arrangement is established, each unit will be rated at the 140 litre Domestic Waste Management Charge.

Our food/garden organics collection service is also available to these types of premises.

One kerbside clean-up and one household bulky waste drop off service will apply to all urban zones.

Short Term Rental Accommodation (STRA)

For premises used as STRA for holiday purposes.

As a minimum requirement, urban residential STRA must be in receipt of (and charged the applicable Domestic Waste Management Charge for) the equivalent of the largest size urban residential waste service. The annual charge is:

- \$747.35 for a fortnightly garbage, weekly recycling and weekly food/garden organics service, one kerbside clean-up service and one household bulky waste drop-off service or
- \$1,347.85 for a weekly garbage, weekly recycling and weekly food/garden organics service, one kerbside clean-up service and one household bulky-waste drop-off service.

In the case of multi-unit developments with limited storage space, shared garbage, recycling and food/garden organics bins may be made available by Council.

If the waste generated by the STRA exceeds the capacity and collection frequency of this service, the following options are available:

- 1 x 240 litre all red garbage bin STRA weekly service (Subject to payment of an annual STRA charge plus administration and bin purchase fees)
- 1 x 240 litre red lid garbage bin STRA fortnightly service (Subject to payment of an annual STRA charge plus administration and bin purchase fees)
- engage a waste contractor to remove excess waste from the property as required.

Urban Area Services	
Service applying to urban collection zones	Annual Charge
<ul style="list-style-type: none"> • Fortnightly garbage 240 litre bin • Weekly recycling 240 litre bin* • Weekly food/garden organics 240 litre bin* • One Kerbside Clean-up Service • One Household Bulky Waste Drop-off 	\$747.35
<ul style="list-style-type: none"> • Fortnightly garbage 140 litre bin • Weekly recycling 240 litre bin* • Weekly food/garden organics 240 litre bin* • One Kerbside Clean-up Service • One Household Bulky Waste Drop-off Residential strata units 	\$557.00
<ul style="list-style-type: none"> • Fortnightly garbage 80 litre bin • Weekly recycling 240 litre bin* • Weekly food/garden organics 240 litre bin* • One Kerbside Clean-up Service • One Household Bulky Waste Drop-off 	\$531.65
An extra garbage (red lid) collection service will be provided during the Christmas New Year period	
Services offered to STRA properties ONLY in urban collection zones	Annual Charge
<ul style="list-style-type: none"> • Weekly garbage 240 litre bin • Weekly recycling 240 litre bin • Weekly food/garden organics 240 litre bin* • One Kerbside Clean-up Service • One Household Bulky Waste Drop-off 	\$1,347.85

*Subject to application and approval, an 80 litre or 140 litre food/garden organics bin can be provided for multi-unit dwellings, duplexes and for senior citizens if requested. No charges apply for the supply and delivery of these replacement bins, when the exchange of bins has taken place.

Special medical needs waste collection charge

(subject to application and approval)

Households with special home medical treatments may apply for a weekly garbage service.

Annual Charge		
80 litre	140 litre	240 litre
\$531.65	\$557.00	\$747.35
<ul style="list-style-type: none"> Includes weekly recycling and food/garden organic services applicable to household Waste Zone One Kerbside Clean-up Service One Household Bulky Waste Drop-off 		

Other domestic waste management charges

Annual Charge	
Vacant Land Waste Charge	\$61.50
Additional recycling 240 litre bin (plus additional bin purchase charge)	\$94.85
Additional food/garden organics 240 litre bin (plus additional bin purchase charge)	\$94.85
Additional garbage bin 240 litre bin (fortnightly service). Must have an existing 240 litre waste service to be eligible (plus additional bin purchase charge)	\$274.20

Since July 2016, all ten waste zones in the urban area receive the OK Organics Kiama waste service which essentially is the collection of food/garden organics on a weekly basis.

Households have embraced the OK Organics Kiama service and this has resulted in a 40% decrease in waste being sent to landfill based upon previous disposal tonnage data.

The total recycling and resource recovery rate is currently at 75%.

The organics collected is being processed on a contract basis by Soilco Pty Ltd, at a new and modern, state of the art local composting facility.

The compost and recycled organics products produced from this facility comply with the required Australian Standards. This will reduce the amount of waste going to landfill, and disposal costs and will also result in better environmental outcomes.

We acknowledge that certain premises and occupants may not require a large 240 litre food/organics or recycling bin. As a result, upon application and approval, a smaller 80 litre or 140 litre bin can be provided. No charges for the supply and delivery of these replacement bins apply when the exchange of bins has taken place. Note, if this option is selected, there is no further reduction in the Domestic Waste Management Charge. Where a new waste service is requested, the charges for the applicable bins will still apply.

Contamination of bins and inspections

To comply with Council's organics collection and processing contracts, visual bin inspections are conducted at random to assess contamination levels and prohibited materials. If contamination is present it may mean that the organics and recyclable materials cannot be processed and it has to be disposed of at landfill at a significant cost.

The fact sheet 'OK Organics Kiama Bin Contamination' on our website has information regarding prohibited and hazardous materials that cannot be placed in the organics, recycling or garbage bins. Information is also provided on what action will be taken by Council when non-compliance occurs. This includes bins not being collected until the non-compliant material is removed.

Changing bin size

No administration charge will apply for downsizing of a garbage, recycling or food/garden organics bin from a 240 litre to either a 140 litre or 80 litre bin.

A \$36 administration and delivery fee will apply when increasing a garbage, recycling or food/garden organics bin to either a 140 litre or 240 litre bin. No administration charge will apply if a second-hand bin is able to be provided when upsizing. Bins to be replaced must be collected and returned to Council.

New developments | Damaged/ stolen bins

Separate charges apply for the supply and delivery of new or replacement garbage, recycling, food/garden organics bins to new premises:

Charge	
360 litre bin	\$117.00
240 litre bin	\$82.00
140 litre bin	\$76.00
80 litre bin	\$70.00

The property owner of a new development is responsible for paying the charges for all new bins, except where shared bins are approved.

The body corporate or community manager is responsible for paying the charges for all new or replacement bins in developments such as multi-unit housing, seniors living or community title developments.

Bins, lids, or wheels damaged or broken due to normal servicing activities will be replaced (new or used) at no cost. Stolen or vandalised bins will be replaced. If replacement bin(s) are new, the above charges apply.

Urban area non-residential properties

Multi-storey tourist accommodation

The following charges will apply to premises that are zoned or defined as multi-storey tourist accommodation.

These charges do not apply for STRA premises.

Annual Charge	
<ul style="list-style-type: none"> Weekly garbage 80 litre bin Fortnightly recycling 240 litre bin* (suitable for a one bedroom apartment/unit) 	\$467.50
<ul style="list-style-type: none"> Weekly garbage 140 litre bin Fortnightly recycling 240 litre bin* (suitable for a two bedroom tourist apartment/unit) 	\$492.05
<ul style="list-style-type: none"> Weekly garbage 240 litre bin Fortnightly recycling 240 litre bin* (suitable for three bedroom tourist apartment/unit) 	\$709.95

* No food/garden organics collection service, kerbside clean up service or household bulky-waste drop-off provided. Additional garbage and recycling services can be provided subject to applicable charges.

Shared bin arrangement for multi-unit developments

Where a shared bin arrangement is established, each unit will be rated at the 140 litre Domestic Waste Management Charge.

Commercial garbage, recycling and food/garden organics

Annual Charge	
<ul style="list-style-type: none"> Weekly garbage 240 litre bin Weekly recycling 240 litre bin Weekly food/garden organics 240 litre bin* 	\$727.36
<ul style="list-style-type: none"> Weekly garbage 240 litre bin Fortnightly recycling 240 litre bin Weekly food/garden organics 240 litre bin* 	\$661.88

*The weekly food/garden organics service is only available to childcare centres, pre-schools, churches, neighbourhood and community centres, rural fire and emergency services premises or other similar facilities upon request and approval.

Each additional garbage or recycling or food/garden organics service 240 litre bin is \$13.70 per service.

Note: If a GST Australian Tax Office ruling applies in the future, GST will be added to the above charges.

Commercial recyclable materials collection (per service)

Paper/cardboard and/or co-mingled recycling (GST inclusive)	
Cost per service	
1100 litre container	\$21.63
Glass, aluminium, steel, PET, HDPE, etc (GST inclusive)	
Cost per service	
240 litre bin	\$10.30
360 litre bin	\$15.46

Food organics (only)

Subject to a service being provided by Council, a food organics (only) collection service may be available to commercial food premises, holiday parks and aged care facilities. The service charge (GST inclusive) applies.

Cost per service (GST inclusive)	
1 x 240 litre bin	\$25.30
3 x 240 litre bins	\$50.60
4 x 240 litre bins	\$67.50
6 x 240 litre bins	\$101.20
Frequency of service is to be determined upon application	

Special events and casual hire charges

Waste services may be hired for special events or on a casual basis. Charges (GST included) include bin hire and servicing, delivery, collection and cleaning, tip or processing fees.

Cost per service (GST inclusive)	
240 litre garbage bin	\$20.10
360 litre garbage bin*	\$29.90
240 litre recycling bin	\$20.10
360 litre recycling bin*	\$29.90
240 litre food organics bin*	\$20.10
360 litre food organics bin*	\$29.90
Delivery & collection costs for 240 or 360 litre bin (per bin)	\$4.80
1100 litre container cardboard or paper or mixed recycling container	\$48.25
Delivery & collection costs for 1100 litre container*	\$48.25
(if delivered with 240 litre bins (per container))	\$29.40
Bin cleaning (per bin)	\$4.80
Container cleaning (per container)	\$17.00

* subject to implementation of OK Organics Kiama service to commercial premises.

Rural Collection Service

Council proposes to levy an annual charge for providing fortnightly garbage and recycling collection services to premises in rural areas upon request. This is subject to application and approval.

Annual Charge	
<ul style="list-style-type: none"> Fortnightly 240 litre garbage Fortnightly 240 litre recycling One household bulky-waste drop-off 	\$437.75*

* additional charges apply for the purchase of bins if needed.

The following services are **not** included in rural collections:

- Kerbside Clean Up
- OK Organics Kiama
- Weekly recycling

Onsite sewage management facilities

Approximately 940 onsite sewage management facilities are located in the Kiama Local Government Area. Under the *Local Government Act 1993* these facilities are required to be classified as either high or low risk.

High-risk sites are inspected annually. A charge of \$155.00 per annum applies.

Low-risk sites are inspected a minimum of every four years. An annual charge of \$42.00 (\$168 total) applies.



2018-19 Income Statement

Kiama Municipal Council Final Budget 2018-19	Consolidated 2018/19 \$
Income from Continuing Operations	
Rates & Annual Charges	22,452,501
User Charges & Fees	18,440,829
Interest & Investment Revenue	822,605
Other Revenues	3,766,304
Grants & Contributions provided for Operating Purposes	9,246,418
Grants & Contributions provided for Capital Purposes	20,553,500
Net gains from the disposal of assets	370,500
Joint Ventures & Associated Entities	-
Total Income from Continuing Operations	75,652,657
Expenses from Continuing Operations	
Employee Benefits & On-Costs	24,937,134
Borrowing Costs	160,206
Materials & Contracts	18,602,338
Depreciation & Amortisation	6,528,702
Impairment	-
Other Expenses	3,408,200
Interest & Investment Losses	-
Net Losses from the Disposal of Assets	-
Joint Ventures & Associated Entities	-
Total Expenses from Continuing Operations	53,636,580
Net Profit/(Loss) from Discontinued Operations	-
Net Operating Profit /(Loss) for the Year	22,016,078
Add back Depreciation Expense (non-cash)	6,528,702
Less Other Income (non-cash)	2,080,574
Net Result (excluding Depreciation & Other non-cash items)	26,464,206
Capital (Balance Sheet) and Reserve Movements	
Capital Expenditure	93,694,056
Loan Repayments (External)	681,347
New Loan Borrowings (External)	62,500,000
Cash and Investments	5,411,198
Total Capital (Balance Sheet) and Reserve Movements	26,464,205
Cash Budget Surplus/(Deficit)	0

2018-19 Income Statement – Blue Haven Care

Kiama Municipal Council Blue Haven Retirement Village Final Budget 2018-19	Consolidated 2018/19 \$
Income from Continuing Operations	
Rates & Annual Charges	
User Charges & Fees	2,795,750
Interest & Investment Revenue	185,100
Other Revenues	1,338,938
Grants & Contributions provided for Operating Purposes	3,603,000
Grants & Contributions provided for Capital Purposes	
Net gains from the disposal of assets	
Joint Ventures & Associated Entities	-
Total Income from Continuing Operations	7,922,788
Expenses from Continuing Operations	
Employee Benefits & On-Costs	4,036,559
Borrowing Costs	-
Materials & Contracts	1,939,942
Depreciation & Amortisation	227,560
Impairment	-
Other Expenses	276,810
Interest & Investment Losses	-
Net Losses from the Disposal of Assets	-
Joint Ventures & Associated Entities	-
Total Expenses from Continuing Operations	6,480,871
Net Profit/(Loss) from Discontinued Operations	-
Net Operating Profit /(Loss) for the Year	1,441,917
Add back Depreciation Expense (non-cash)	227,560
Add back ELE Expense (non-cash)	-
Add back Other Expenses (non-cash)	-
Less Other Income (non-cash)	1,330,574
Net Result (excluding Depreciation & Other non-cash items)	338,903
Capital (Balance Sheet) and Reserve Movements	
Capital Expenditure	785,000
Loan Repayments (External)	-
New Loan Borrowings (External)	-
Cash and Investments	446,097
Total Capital (Balance Sheet) and Reserve Movements	338,903
Cash Budget Surplus/(Deficit)	(0)

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2018-19 Detailed Budget

Master Account	2017/18 Original Budget	2017/18 Annual Budget	2018/19 Budget
Corporate Services	8,814,643	8,171,025	10,563,237
Corporate Information Division	1,901,710	2,545,329	2,569,546
Corporate Information Division	1,901,710	2,545,329	2,569,546
Operating Expenditure	1,179,710	1,008,835	1,250,546
0056. CID - Office Equipment	1,179,710	1,008,835	1,250,546
Operating Income	158,000	158,000	158,000
0800. CID - General Income	158,000	158,000	158,000
Capital Expenditure	880,000	1,694,494	1,477,000
0535. Finance and Admin. Restricted Asset - Computer	0	0	750,000
0540. CID Capital Purchases	880,000	1,694,494	727,000
Finance and Administration	12,427,561	11,885,315	15,624,037
Finance and Administration	12,427,561	11,885,315	15,624,037
Operating Expenditure	5,891,993	5,838,299	5,038,002
0002. Finance & Admin. Customer Service	526,608	526,608	500,818
0005. Finance and Admin. Salaries	2,699,315	2,695,621	1,949,682
0006. Finance & Admin - Records Management	209,383	209,383	277,045
0007. Finance and Admin. - Office Equipment	62,000	62,000	63,295
0009. Finance and Admin. - Printing and Stationery	46,500	46,500	58,269
0010. Finance and Admin. Postage	60,000	60,000	70,113
0011. Finance and Admin. Telephone Costs	57,000	57,000	58,140
0015. Finance and Admin. General	533,194	483,194	549,924
0019. Training & Development - GM's Unit	26,350	26,350	26,365
0020. Training & Development - Commercial & Strategic	51,850	51,850	36,510
0022. Training & Development - Community Services	5,000	5,000	0
0023. Training & Development - Engineering & Works	36,000	36,000	15,000
0024. Training & Development - Environmental Services	22,780	22,780	12,500
0025. Finance and Admin. Auditing Services	58,900	58,900	68,000
0026. Finance and Admin. Bank Charges	55,800	55,800	65,800
0028. Finance and Admin. Legal Expenses	10,000	10,000	15,000
0040. Finance and Admin. Superannuation	1,279,743	1,279,743	1,103,622
0100. Communications Unit	151,570	151,570	167,920
Operating Income	19,961,107	19,431,167	21,479,039
0700. General Rates	15,769,188	15,555,248	16,702,301
0710. General Rates - Extra Charges	31,465	31,465	31,465
0720. General Purpose Grants	1,770,916	1,770,916	1,808,939
0740. Finance and Administration - General Income	353,800	293,800	1,052,236
0745. Finance and Administration - Admin Support	616,747	616,747	649,107
0760. Interest on Investments	1,018,991	762,991	584,991
0785. S94 Developer Contributions	400,000	400,000	650,000
Capital Expenditure	1,909,553	1,975,553	885,000
0500. Finance and Admin - Capital Purchases	559,000	625,000	90,000
0523. Restricted Asset-S94 Developer Contributions	400,000	400,000	600,000
0526. Finance and Admin. Rest.Asset - Emp. Leave	0	0	150,000
0528. Finance and Admin.-Rest.Asset-Asset Renewal	486,851	486,851	0

Master Account	2017/18 Original Budget	2017/18 Annual Budget	2018/19 Budget
0531. Finance and Admin.-Rest.Asset-Contingency	418,702	418,702	0
0533. Finance and Admin-Rest Asset-Council Election	45,000	45,000	45,000
Capital Income	268,000	268,000	68,000
0782. Restricted Asset - S94 Recoupments	200,000	200,000	0
0786. Finance and Admin - Capital Sales	68,000	68,000	68,000
Civic Activities	316,860	316,860	364,430
Civic Activities	316,860	316,860	364,430
Operating Expenditure	301,860	301,860	344,430
0071. Civic Activities. Mayoral Allowance	42,120	42,120	43,170
0072. Civic Activities. Members Fees	173,790	173,790	178,110
0073. Civic Activities. Members Expenses	57,700	57,700	94,302
0074. Civic Activities. Members Expenses - Communication	11,250	11,250	11,475
0077. Civic Activities. Miscellaneous	17,000	17,000	17,372
Capital Expenditure	15,000	15,000	20,000
0550. Civic Activities Capital	15,000	15,000	20,000
Tourism and Events	456,690	340,570	570,932
Tourism and Events	456,690	340,570	570,932
Operating Expenditure	799,350	340,570	571,632
0046. Tourism	799,350	340,570	571,632
Operating Income	342,660	0	700
0746. Tourism	342,660	0	700
Visitor Information Centre	0	111,540	225,846
Visitor Information Centre	0	111,540	225,846
Operating Expenditure	0	454,200	477,196
0057. Visitor Information Centre	0	454,200	477,196
Operating Income	0	342,660	251,350
0747. Visitor Information Centre	0	342,660	251,350
Human Resources	568,867	20,506	893,122
Human Resources	38,000	137,200	890,486
Operating Expenditure	38,000	137,200	890,486
0008. Finance and Admin. - Advertising	38,000	87,200	63,681
0120. Human Resources	0	50,000	826,805
Organisational Development	152,980	203,092	197,100
Operating Expenditure	152,980	203,092	197,100
0018. Training & Development - Corporate	28,700	38,700	86,100
0200. Organisational Development	124,280	164,392	111,000
Risk	377,887	319,786	194,464
Operating Expenditure	981,595	1,023,995	810,743
0030. Finance and Admin. Insurance Premiums	221,175	221,175	249,175
0032. Finance and Admin. Workers Compensation	736,920	736,920	488,066
Insurance			
0037. Finance and Admin. Risk Management Program	23,500	65,900	38,502
0089. Insurance Recovery	0	0	2,000
0110. Uninsured Property Loss	0	0	33,000
Operating Income	603,708	1,343,781	1,005,208
0750. Risk Management Program	80,000	820,073	480,500

Master Account	2017/18 Original Budget	2017/18 Annual Budget	2018/19 Budget
0751. Workers Compensation Contributions	523,708	523,708	524,708
Life Saving Program	331,108	334,802	373,582
Life Saving Program	331,108	334,802	373,582
Operating Expenditure	323,748	327,442	360,272
0600. Life Saving Program	323,748	327,442	360,272
Operating Income	7,000	7,000	5,000
0756. Life Saving Program	7,000	7,000	5,000
Capital Expenditure	14,360	49,360	18,310
0506. Life Saving Program	14,360	49,360	18,310
Capital Income	0	35,000	0
0729. Life Saving Program	0	35,000	0
Economic Development	37,683	44,683	63,341
Economic Development	37,683	44,683	63,341
Operating Expenditure	58,300	85,300	84,473
0042. Economic Development	47,300	74,300	73,226
1080. Social Plan	11,000	11,000	11,248
Operating Income	20,617	40,617	21,132
0722. Economic Development	0	20,000	0
1780. Social Planning	20,617	20,617	21,132
Community Services	1,830,682	1,958,856	733,000
Blue Haven Community Support	264,389	256,189	149,141
Community Support	264,389	260,913	149,141
Operating Expenditure	1,041,249	1,044,073	2,481,079
1042. Community Centre & Administration	776,860	782,284	781,589
1053. BHC Brokerage	0	0	1,528,349
1082. Management and Planning	264,389	261,789	171,141
Operating Income	848,926	850,326	2,342,938
1742. Community Centre & Administration	848,926	850,326	814,589
1753. BHC Brokerage	0	0	1,528,349
Capital Expenditure	82,066	77,166	11,000
1043. Community Centre & Administration	23,000	23,000	0
1044. Restricted Asset - BHC	59,066	54,166	11,000
Capital Income	10,000	10,000	0
1743. Community Centre & Administration	10,000	10,000	0
HACC - 65 and Over (CHSP)	1	0	0
Operating Expenditure	1,057,127	1,038,048	1,051,811
1088. HACC - 65 & Over (CHSP)	1,057,127	1,038,048	1,051,811
Operating Income	1,083,748	1,064,668	1,065,511
1788. HACC - 65 & Over (CHSP)	1,083,748	1,064,668	1,065,511
Capital Expenditure	36,620	36,620	23,700
1030. Restricted Asset DoHA	13,620	13,620	0
1288. HACC - 65 & Over (CHSP)	23,000	23,000	23,700
Capital Income	10,000	10,000	10,000
1789. HACC - 65 & Over (CHSP)	10,000	10,000	10,000
HACC - 65 and Under (CCSP)	1	5,600	0

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Master Account	2017/18 Original Budget	2017/18 Annual Budget	2018/19 Budget
Operating Expenditure	483,931	484,985	133,432
1335. HACC - 65 & Under (CCSP)	483,931	484,985	133,432
Operating Income	491,765	472,065	53,432
1735. HACC - 65 & Under (CCSP)	491,765	472,065	53,432
Capital Expenditure	7,835	16,480	0
1330. Restricted Asset ADHC	7,835	16,480	0
Capital Income	0	35,000	80,000
1715. Restricted Asset ADHC	0	35,000	80,000
Transport	0	876	0
Operating Expenditure	295,355	297,560	314,551
1050. Community Transport	295,355	297,560	314,551
Operating Income	325,355	326,684	344,551
1750. Community Transport	325,355	326,684	344,551
Capital Expenditure	30,000	30,000	30,000
1052. Restricted Asset Community Transport Bus	30,000	30,000	30,000
Packages	0	0	0
Operating Expenditure	2,112,438	2,132,476	550,752
1045. Illawarra In Home Support	2,112,438	2,132,476	550,752
Operating Income	2,418,036	2,139,926	578,152
1745. Illawarra In Home Support	2,418,036	2,139,926	578,152
Capital Expenditure	805,284	20,300	47,400
1047. Restricted Asset CACP (Inhome Support)	782,284	0	0
1200. Illawarra In Home Support	23,000	20,300	47,400
Capital Income	499,686	12,850	20,000
1747. Restricted Asset CACP (Inhome Support)	489,686	0	0
1758. Illawarra In Home Support	10,000	12,850	20,000
Carer Respite Centre	0	0	0
Operating Expenditure	1,985,734	1,912,018	1,678,405
8045. Regional Carer Respite	1,222,415	1,222,415	1,210,040
8050. Regional Carer Disability	199,564	125,848	71,828
8061. Mental Health Respite Program	389,884	389,884	243,318
8065. Young Carer Project	152,170	152,170	130,976
8090. Dementia Education & Training	21,701	21,701	22,244
Operating Income	1,985,734	1,912,018	1,678,405
8535. Regional Carer Respite	1,222,415	1,222,415	1,210,040
8536. Regional Carer Disability	199,564	125,848	71,828
8538. Young Carer Project	152,170	152,170	130,976
8541. Mental Health Respite Program	389,884	389,884	243,318
8546. Dementia Education & Training	21,701	21,701	22,244
Management and Community Planning	306,000	340,000	263,518
Management and Community Planning	306,000	340,000	263,518
Operating Expenditure	306,000	306,000	263,518
1085. Community Contributions	291,000	291,000	250,180
1086. CCTV	15,000	15,000	13,338
Capital Expenditure	0	34,000	0

Master Account	2017/18 Original Budget	2017/18 Annual Budget	2018/19 Budget
1186. CCTV Capital	0	34,000	0
Community and Cultural Development	398,477	540,561	377,021
Community and Cultural Development	398,477	540,561	377,021
Operating Expenditure	453,517	513,693	505,554
1040. Age/Disability Services	135,267	156,978	157,315
1078. Aboriginal Engagement Project	29,131	29,131	18,227
1079. NAIDOC Awards	0	8,050	38,900
1081. Dementia Friendly Community Project	0	21,796	15,000
1090. Community and Cultural Development	98,056	99,875	101,810
1093. Cultural Plan	8,000	8,000	8,000
1095. Cultural Contributions	81,300	88,100	62,540
1096. Community and Health	101,763	101,763	103,762
Operating Income	74,040	77,132	91,533
1740. Age/Disability Services	44,765	41,214	41,383
1779. NAIDOC Awards	0	0	9,750
1781. Dementia Friendly Community Project	0	6,053	15,000
1790. Community Development	29,275	29,275	25,000
1796. Community and Health	0	590	400
Capital Expenditure	38,000	123,000	0
1189. Community & Cultural Development - Control Acc	0	85,000	0
1212. Age/Disability Services	38,000	38,000	0
Capital Income	19,000	19,000	37,000
1741. Age/Disability Services	19,000	19,000	37,000
Youth Services	80,740	141,747	142,679
Youth Services	80,740	141,747	142,679
Operating Expenditure	157,335	203,342	170,149
1130. Youth Services and Programs	157,335	203,342	170,149
Operating Income	76,595	61,595	58,470
1830. Youth Services and Programs	76,595	61,595	58,470
Capital Expenditure	0	70,000	31,000
1132. Youth Services	0	70,000	31,000
Capital Income	0	70,000	0
1835. Youth Services	0	70,000	0
Library Services	781,076	680,359	199,359
Library Services	781,076	680,359	199,359
Operating Expenditure	847,326	859,775	965,491
1145. Library Administration Salaries	512,653	512,653	671,905
1150. Library Administration Services	293,271	302,725	252,028
1160. Library Furniture and Equipment Maintenance	5,700	5,700	5,700
1161. Library Stock	19,100	19,100	19,100
1165. Library Local Priority Projects	6,952	9,947	7,108
1180. Family History Centre	9,650	9,650	9,650
Operating Income	151,250	151,250	143,850
1845. Library Services	141,000	141,000	138,350
1880. Family History Centre	10,250	10,250	5,500

Master Account	2017/18 Original Budget	2017/18 Annual Budget	2018/19 Budget
Capital Expenditure	85,000	96,834	123,000
1168. Library Purchases Books	85,000	85,000	85,000
1169. Library Purchases - Equipment	0	0	38,000
1890. Library Capital Grant Income	0	11,834	0
Capital Income	0	125,000	1,144,000
1890. Library Capital Grant Income	0	125,000	1,144,000
Environmental Services	1,655,722	1,999,789	2,139,862
Building and Development	375,623	720,159	832,941
Building and Development	375,623	720,159	832,941
Operating Expenditure	970,618	1,355,154	1,300,717
2000. Environmental Directorate Salaries	240,941	240,941	270,086
2005. Building and Development Salaries	599,377	599,377	758,526
2006. Building and Development Consultancies	0	80,000	40,000
2020. Building and Development General	130,300	434,836	232,105
Operating Income	644,495	684,495	534,075
2700. Licences and Fees	7,045	7,045	7,207
2710. Building Control	635,950	675,950	525,330
2715. Commission	1,500	1,500	1,538
Capital Expenditure	94,000	94,000	116,300
2200. Building and Development Capital	94,000	94,000	116,300
Capital Income	44,500	44,500	50,000
2780. Building and Development Capital Sales	44,500	44,500	50,000
Environment and Health	1,012,778	1,012,309	960,634
Environment and Health	1,012,778	1,012,309	960,634
Operating Expenditure	6,388,215	6,369,706	6,588,368
2310. Control of Dogs	133,822	133,822	138,671
2315. Ranger Services Parking	62,425	62,425	25,574
2320. Control of Animals	4,005	4,005	3,700
2325. Companion Animals Act	38,048	38,048	9,650
2330. Regulations/Orders/Inspections	86,675	85,275	90,074
2335. Sewerage Compliance/Inspection	35,260	35,260	35,982
2340. Health Administration	22,100	20,600	18,756
2341. Waste Minimisation Officer	95,166	95,166	95,829
2342. Health Administration Salaries	400,574	399,474	453,883
2345. Health Administration Programs	44,000	45,000	21,038
2346. Environmental Administration	2,000	14,829	37,045
2352. Organics and Recycling Implementation Program	49,449	49,449	32,000
2354. CRC Communication & Education Program	0	1,412	0
2355. Pollution Control	17,579	16,579	13,590
2357. Tree Preservation Order	81,926	81,926	129,117
2358. Water Conservation Initiatives	6,500	6,500	6,646
2360. Domestic Waste Management	4,483,339	4,426,339	4,620,239
2365. Waste/LEMP Requirements	36,000	43,350	36,810
2367. Illegal Dumping Clean Up Costs	9,142	30,542	9,349
2370. Garbage - General	155,401	154,901	167,639

Master Account	2017/18 Original Budget	2017/18 Annual Budget	2018/19 Budget
2375. Trade Waste	494,750	494,750	502,720
2400. Garbage Contractor Charges	130,054	130,054	140,054
Operating Income	5,831,514	5,852,914	6,029,627
2800. Companion Animals Act	26,650	26,650	27,982
2805. Impounding Fees	480	480	504
2810. Regulations/Orders/Inspections	103,550	103,550	130,452
2815. Health Administration	156,627	178,027	157,365
2820. Domestic Waste Management	5,224,707	5,224,707	5,381,448
2825. Trade Waste	275,000	275,000	283,250
2840. Sullage Services	44,500	44,500	48,625
Capital Expenditure	536,577	576,017	425,894
2405. Restricted Asset - Domestic Waste Management	378,250	413,190	391,894
2415. Restricted Asset - Waste and Sustainability	87,327	87,327	0
2420. Environmental Administration	71,000	72,100	34,000
2460. Council Pound	0	3,400	0
Capital Income	80,500	80,500	24,000
2835. Furniture Plant and Equipment Sales	40,000	40,000	24,000
2845. Restricted Asset - Waste and Sustainability	40,500	40,500	0
Strategic Planning	267,321	267,321	346,286
Strategic Planning	267,321	267,321	346,286
Operating Expenditure	337,321	337,321	436,786
2600. Strategic Planning	247,321	247,321	256,786
2605. Town Planning Studies	80,000	80,000	170,000
2608. Section 94 Management Plan	10,000	10,000	10,000
Operating Income	95,000	95,000	105,500
2900. Strategic Planning	85,000	85,000	95,500
2904. Section 94 Management Plan	10,000	10,000	10,000
Capital Expenditure	54,000	54,000	28,000
2620. Strategic Planning	54,000	54,000	28,000
Capital Income	29,000	29,000	13,000
2906. Strategic Planning Capital Sales	29,000	29,000	13,000
Engineering and Works	15,928,028	18,196,661	14,674,511
Building Services	679,979	719,979	707,500
Building Services	679,979	719,979	707,500
Operating Expenditure	679,979	719,979	707,500
3370. Buildings	679,979	719,979	707,500
Parks Services	1,519,140	1,506,092	1,618,466
Parks Services	1,519,140	1,506,092	1,618,466
Operating Expenditure	1,687,140	1,687,140	1,796,866
3314. Landcare Support	4,000	4,000	13,160
3371. Open Space	297,750	377,750	441,500
3372. Sports Fields	284,164	284,164	318,000
3373. Parks	809,332	722,332	737,000
3374. Playgrounds	64,309	64,309	77,195
3375. Beaches	30,177	30,177	31,572

Master Account	2017/18 Original Budget	2017/18 Annual Budget	2018/19 Budget
3376. Rock Pools	25,287	30,287	34,438
3377. Boat Ramps	8,076	10,076	8,311
3378. Cemeteries	164,045	164,045	135,690
Operating Income	208,000	221,048	218,400
3855. Public Cemeteries	208,000	221,048	218,400
Capital Expenditure	40,000	40,000	40,000
3719. Parks Services Capital Works	40,000	40,000	40,000
Construction Services	8,325,195	10,435,558	6,885,930
Construction Services	8,325,195	10,435,558	6,885,930
Operating Expenditure	1,974,605	1,876,111	2,031,398
3206. Graffiti Removal	4,000	4,000	4,100
3379. Urban Roads	671,472	624,472	713,781
3380. Rural Roads	460,205	407,205	448,017
3381. Regional Roads	589,000	550,131	633,000
3382. Shared Pathways	77,250	117,250	85,000
3383. Drainage	137,100	142,100	125,000
3384. Dams	9,478	19,453	11,900
3495. Road Safety Officer Projects	26,100	11,500	10,600
Operating Income	852,431	1,281,050	876,040
3880. Operating Grants - RMS	827,431	1,037,160	634,100
3886. Driveway Crossings	25,000	30,000	28,000
3888. Stormwater Management	0	213,890	213,940
Capital Expenditure	7,885,021	10,961,497	7,987,572
3150. Infrastructure - Capital New	4,016,747	4,490,680	2,753,486
3160. Infrastructure - Capital Renewal	3,868,274	6,470,817	5,234,086
Capital Income	682,000	1,121,000	2,257,000
3875. Capital Grants - RMS	32,000	400,000	1,532,000
3887. Section 94 Recoupments	150,000	150,000	150,000
3893. Capital Grant & Contributions (Control Acc)	0	123,750	0
3895. Capital Grants	500,000	376,250	375,000
3896. Section 94 New Plan	0	71,000	200,000
Engineering and Works Administration	3,508,076	3,639,394	3,555,149
Engineering and Works Administration	3,508,076	3,639,394	3,555,149
Operating Expenditure	5,419,250	5,615,002	4,930,724
3500. Bushfire Services	140,708	126,692	136,692
3502. Contributions Emergency Management	256,970	256,970	262,109
3504. State Emergency Service	28,500	28,500	28,500
3506. Emergency Operations Centre	2,500	6,500	6,600
3508. Engineering and Works	2,090,871	2,294,966	2,028,065
3510. Kiama Works Depot	163,730	163,730	171,244
3512. Street Lighting	360,000	360,000	366,000
3516. Two Way Radio Base	15,622	15,622	13,284
3518. Outdoor Staff Accrual Leave Entitlements	517,500	517,500	162,200
3520. Fleet Management	108,960	108,960	0
3521. Road Safety Officer	95,049	95,522	96,717

Master Account	2017/18 Original Budget	2017/18 Annual Budget	2018/19 Budget
3535. Debt Servicing - Works Program	119,840	119,840	82,655
3540. Public Works Plant	15,000	15,000	20,000
3604. Recoverable Works	4,000	5,200	4,000
3640. Plant Running Expenses Control	1,500,000	1,500,000	1,552,658
Operating Income	2,513,938	2,593,372	2,502,868
3900. Rural Fire Service	135,208	128,692	128,692
3904. Operating Grants	73,000	73,000	95,225
3906. Administration - Engineering and Works	316,315	407,394	285,969
3910. Plant Operation	2,000	2,000	2,050
3916. Recoverable Works	5,000	5,000	5,000
3940. Plant Running Income - Control	1,982,415	1,977,286	1,985,932
Capital Expenditure	1,579,345	1,594,345	2,510,600
3700. Public Works Plant	1,319,345	1,319,345	1,738,200
3702. Motor Vehicle Replacement	182,000	182,000	190,500
3715. Kiama Works Depot	18,000	18,000	20,000
3716. Two Way Radio Base	0	15,000	15,000
3718. Bushfire Services	10,000	10,000	0
3790. Restricted Asset - Plant Replacement	0	0	396,900
3792. Restricted Asset - Fleet Replacement	50,000	50,000	150,000
Capital Income	976,581	976,581	1,383,307
3706. Debt Servicing-Works Program	327,764	327,764	317,393
3950. Public Works Plant	185,000	185,000	394,500
3951. Motor Vehicle Replacement	91,000	91,000	101,000
3960. Restricted Asset - Plant Replacement	197,945	197,945	0
3961. Restricted Asset - Waste Unit	830,400	830,400	1,205,200
Waste Services	1,895,638	1,895,638	1,907,466
Waste Services	1,895,638	1,895,638	1,907,466
Operating Expenditure	1,884,443	1,884,443	2,041,782
2300. Council Properties Cleaning	822,454	822,454	847,987
2380. Minnamurra Rubbish Tip	569,216	569,216	684,313
2382. Community Recycling Centre	30,000	30,000	30,675
2385. Gerroa Rubbish Tip	24,998	24,998	25,301
2395. Street and Gutter Cleaning	437,775	437,775	453,506
Operating Income	108,125	108,125	164,316
2830. Garbage Tipping Income	104,225	104,225	160,318
2836. Council Properties Cleaning Income	3,900	3,900	3,998
Capital Expenditure	119,320	119,320	30,000
2470. Minamurra Tip Rehab	119,320	119,320	25,000
2480. Council Properties Cleaning	0	0	5,000
Commercial Activities	11,119,853	2,222,776	20,736,113
Blue Haven Retirement Village	371,653	5,475,503	13,786,539
Blue Haven Care - Residential	100,000	100,000	100,000
Operating Expenditure	5,059,029	5,516,475	5,108,535
5002. Blue Haven Nursing - Registered Nurses	755,467	400,000	557,568
5004. Blue Haven Nursing - Care Service Staff (CSE III)	1,396,179	1,686,179	1,829,756

Item 3.1

Attachment 1

Master Account	2017/18 Original Budget	2017/18 Annual Budget	2018/19 Budget
5006. Blue Haven Nursing - Care Service Staff (CSE IV)	196,835	330,000	279,057
5008. BH Nursing - Allied Health & Lifestyle Services	80,755	129,855	232,579
5010. Nursing Charges - Other	556,132	683,632	119,500
5012. Nursing - Kitchen Services	257,000	248,500	572,184
5014. Blue Haven Nursing - Kitchen Staff	178,414	328,414	0
5016. BH Nursing - Cleaning/Laundry Services	336,714	260,214	257,760
5018. Blue Haven Nursing - Laundry	87,512	18,000	0
5020. Blue Haven Nursing - Repairs & Maintenance	227,400	284,450	186,087
5022. Blue Haven Nursing - Handyman	60,207	60,207	0
5026. Blue Haven Nursing - Administration	624,782	785,392	1,074,044
5028. Blue Haven Nursing - Administrative Staff	301,632	301,632	0
Operating Income	5,470,029	5,589,519	5,641,938
5400. Blue Haven Nursing	5,470,029	5,589,519	5,641,938
Capital Expenditure	411,000	73,044	533,403
5050. Blue Haven Nursing - Restricted Asset	411,000	2,096	433,403
5080. Furniture Plant and Equipment	0	75,140	100,000
Capital Income	100,000	100,000	100,000
5420. Blue Haven Nursing - Restricted Asset	100,000	100,000	100,000
Blue Haven Independant Living	271,653	739,132	505,740
Operating Expenditure	1,097,368	1,176,889	1,145,176
5300. Blue Haven Independant Living Units	842,868	922,389	877,301
5310. Administration	254,500	254,500	267,875
Operating Income	1,688,490	2,235,490	2,280,850
5500. Blue Haven Independant Living Units	1,688,490	2,235,490	2,280,850
Capital Expenditure	572,319	892,319	892,489
5350. Blue Haven Independent Living - Restricted Asset	248,319	248,319	207,489
5360. Blue Haven Independant Living Units	324,000	644,000	685,000
Capital Income	252,850	572,850	262,555
5520. Blue Haven Independent Living - Restricted Asset	252,850	572,850	262,555
Blue Haven Aged Care Facility	0	6,314,635	13,180,800
Operating Expenditure	8,963,806	8,963,806	0
5953. Blue Haven ACF -Residential Care Restricted Asset	8,963,806	8,963,806	0
Operating Income	425,861	0	0
5950. Blue Haven ACF	425,861	0	0
Capital Expenditure	24,693,000	30,581,774	74,889,417
5850. Blue Haven ACF - RACF	24,693,000	30,581,774	4,500,000
5860. KACCOE (Control A/c)	0	0	70,389,417
Capital Income	33,230,945	33,230,945	88,070,217
5980. Blue Haven ACF - RACF	2,000,000	2,000,000	16,317,000
5983. Blue Haven ACF - Hostel Restricted Asset	0	0	7,721,894
5985. Blue Haven ACF - ILU Restricted Asset	0	0	1,091,323
5986. Blue Haven ACF - Loan Funds	30,000,000	30,000,000	60,000,000
5988. Blue Haven ACF - S94 Funds	1,230,945	1,230,945	2,940,000
Holiday Parks	2,231,782	469,580	1,129,774
Kiama Harbour Cabins	204,366	204,366	0

Master Account	2017/18 Original Budget	2017/18 Annual Budget	2018/19 Budget
Operating Expenditure	707,788	707,788	775,853
6000. Kiama Harbour Cabins	707,788	707,788	775,853
Operating Income	1,062,154	1,062,154	1,072,930
6400. Kiama Harbour Cabins	1,062,154	1,062,154	1,072,930
Capital Expenditure	150,000	150,000	297,077
6100. Kiama Harbour Cabins	150,000	150,000	170,000
6106. Restricted Assets Kiama Harbour Cabins	0	0	127,077
Surf Beach Holiday Park	1,256,763	1,277,250	1,200,043
Operating Expenditure	1,082,657	1,082,657	1,084,389
6005. Surf Beach Holiday Park	1,082,657	1,082,657	1,084,389
Operating Income	1,609,473	1,609,473	1,392,824
6420. Surf Beach Holiday Park	1,609,473	1,609,473	1,392,824
Capital Expenditure	1,770,053	1,804,066	4,057,169
6150. Surf Beach Holiday Park	1,609,087	1,643,100	2,807,169
6155. Surf Beach Holiday Park Debt Servicing	160,966	160,966	0
6156. Restricted Asset Surf Beach Holiday Park	0	0	1,250,000
Capital Income	2,500,000	0	2,548,691
6156. Restricted Asset Surf Beach Holiday Park	0	0	48,691
6425. Surf Beach Holiday Park Loan Funds Utilised	2,500,000	0	2,500,000
Kendalls Beach Holiday Park	111,602	19,792	29,800
Operating Expenditure	1,039,247	1,039,247	1,050,736
6010. Kendalls Beach Holiday Park	1,039,247	1,039,247	1,050,736
Operating Income	1,615,958	1,615,958	1,640,335
6440. Kendalls Beach Holiday Park	1,615,958	1,615,958	1,640,335
Capital Expenditure	410,000	541,394	559,799
6200. Kendalls Beach Holiday Park	160,000	291,394	440,000
6206. Restricted Asset Kendalls Beach Holiday Park	250,000	250,000	119,799
Capital Income	55,109	55,109	0
6205. Kendalls Beach Holiday Park Debt Servicing	55,109	55,109	0
Werri Beach Holiday Park	902,320	892,142	0
Operating Expenditure	1,168,320	1,168,320	1,146,408
6015. Werri Beach Holiday Park	1,168,320	1,168,320	1,146,408
Operating Income	2,200,640	2,200,640	2,248,360
6460. Werri Beach Holiday Park	2,200,640	2,200,640	2,248,360
Capital Expenditure	130,000	140,178	1,101,952
6250. Werri Beach Holiday Park	130,000	140,178	145,000
6256. Restricted Asset Werri Beach Holiday Park	0	0	956,952
Seven Mile Beach Holiday Park	282,969	308,746	0
Operating Expenditure	1,450,634	1,450,634	1,451,479
6020. Seven Mile Beach Holiday Park	1,450,634	1,450,634	1,451,479
Operating Income	2,412,665	2,462,665	2,451,535
6480. Seven Mile Beach Holiday Park	2,412,665	2,462,665	2,451,535
Capital Expenditure	1,245,000	1,320,777	1,000,056
6300. Seven Mile Beach Holiday Park	245,000	320,777	265,000
6306. Restricted Asset Holiday Parks	1,000,000	1,000,000	735,056

Master Account	2017/18 Original Budget	2017/18 Annual Budget	2018/19 Budget
Showground Camping Ground	39,700	39,700	40,468
Operating Expenditure	28,300	25,152	26,742
6030. Showground Camping Area	28,300	25,152	26,742
Operating Income	68,000	64,852	67,210
6520. Showground Camping Area	68,000	64,852	67,210
Kiama Leisure Centre	263,755	403,755	574,131
Administration	689,238	829,238	1,402,891
Operating Expenditure	593,871	593,871	1,174,820
6600. Leisure Centre - Salaries - Permanent Staff	142,384	142,384	503,879
6601. Leisure Centre - Salaries - Casual Staff	30,858	30,858	252,745
6610. Leisure Centre - Administration	376,041	376,041	418,196
6613. Leisure Centre - Programs	44,588	44,588	0
Operating Income	84,778	84,778	87,550
6800. Leisure Centre - Income	84,778	84,778	87,550
Capital Expenditure	118,000	258,000	160,000
6702. Leisure Centre	118,000	258,000	160,000
Capital Income	62,145	62,145	155,621
6700. Leisure Ctr Debt Servicing-Loan Repayments	62,145	62,145	155,621
Pool	407,048	407,048	778,696
Operating Expenditure	715,952	715,952	367,454
6630. Leisure Centre - Pool	316,691	316,691	78,400
6632. Learn to Swim	367,016	367,016	265,903
6634. Aqua	32,245	32,245	23,151
Operating Income	1,123,000	1,123,000	1,146,150
6830. Leisure Centre - Pool	320,000	320,000	332,250
6832. Learn to Swim	743,000	743,000	743,000
6834. Aqua	60,000	60,000	70,900
Hall	33,820	33,820	5,612
Operating Expenditure	86,180	86,180	106,608
6635. Leisure Centre - Hall	35,218	35,218	33,427
6637. Kindergym/Parties	50,962	50,962	73,182
Operating Income	120,000	120,000	112,220
6835. Leisure Centre - Hall	70,000	70,000	50,000
6837. Kindergym/Parties	50,000	50,000	62,220
Fitness	27,214	27,214	94,812
Operating Expenditure	403,786	403,786	349,188
6640. Gymnasium	149,045	149,045	109,100
6641. Aerobics	182,727	182,727	193,000
6642. Child Minding	55,281	55,281	47,088
6643. Gentle/Outsource	16,733	16,733	0
Operating Income	431,000	431,000	444,000
6840. Gymnasium	200,000	200,000	215,000
6841. Aerobics	215,000	215,000	210,000
6842. Child Minding	16,000	16,000	19,000
Jamberoo Pool	42,599	42,599	50,359

Master Account	2017/18 Original Budget	2017/18 Annual Budget	2018/19 Budget
Operating Expenditure	42,599	42,599	50,359
6620. Jamberoo Pool - Running Costs	42,599	42,599	50,359
Waste Management Unit	1,037,399	1,037,399	1,399,906
Domestic Waste	193,416	193,416	361,362
Operating Expenditure	1,337,082	1,337,082	1,258,130
7300. Domestic Waste - Management	354,588	354,588	335,566
7302. Domestic Waste - Drivers	314,244	314,244	331,813
7305. Domestic Waste -Plant	234,000	234,000	184,000
7306. Domestic Waste -Green Waste/Cleanup	162,250	162,250	164,338
7310. Domestic Waste - Loading Transport-Recycling	272,000	272,000	242,413
Operating Income	2,507,200	2,507,200	2,666,692
7800. Domestic Waste Management	1,847,200	1,847,200	1,936,726
7805. Domestic Waste -Green Waste/Cleanup	660,000	660,000	729,966
Capital Expenditure	976,702	976,702	95,000
7317. DWM Furniture Plant and Equipment Purchases	405,000	405,000	95,000
7319. Restricted Asset - Waste Depot	71,702	71,702	0
7320. Restricted Asset - Waste Unit Plant Replacement	500,000	500,000	0
Capital Income	0	0	952,200
7816. Restricted Asset - Waste Unit Plant Replacement	0	0	952,200
Contract Plant Hire	694,281	694,281	906,554
Operating Expenditure	1,783,738	1,783,738	1,627,789
7500. Contract - Truck and Plant Hire	151,233	151,233	140,828
7502. Tipper & Float Hire - Plant 9179	161,569	161,569	147,212
7503. Street Sweeper Hire-Plant 9168 & 9185	512,362	512,362	470,656
7504. Front End Loader	54,074	54,074	54,217
7506. Water Tanker	134,367	134,367	136,882
7507. Excavator - Plant 9246	14,866	14,866	14,013
7508. Volvo Hire -Plant 9178	17,000	17,000	17,000
7509. Tipper Hire - Plant 9197	149,862	149,862	137,277
7510. Relief Drivers-Plant 9180	50,405	50,405	51,481
7511. External Truck Hire	10,000	10,000	10,225
7512. Commercial Recycling - Plant 9194	28,000	28,000	28,000
7515. Contract Plant Hire - Fuel Purchases	500,000	500,000	420,000
Operating Income	2,478,019	2,478,019	2,534,343
7850. Truck & Plant Hire	2,478,019	2,478,019	2,534,343
Trade Waste	149,702	149,702	131,990
Operating Expenditure	389,578	389,578	410,085
7700. Trade Waste - Management	90,342	90,342	83,941
7710. Trade Waste - Small Garbage Truck	156,929	156,929	181,306
7718. Co Mingled Recycling	133,307	133,307	135,839
7720. Trade Waste - Front Lift Truck	9,000	9,000	9,000
Operating Income	539,280	539,280	542,075
7950. Trade Waste - Management	539,280	539,280	542,075
Land Development	7,746,431	7,746,431	7,220,000
Elamra Estate	10,665,259	10,665,259	0

Master Account	2017/18 Original Budget	2017/18 Annual Budget	2018/19 Budget
Capital Income	10,665,259	10,665,259	0
7050. Restricted Asset - Land Development	10,665,259	10,665,259	0
Land Development Other	2,918,828	2,918,828	7,220,000
Operating Expenditure	40,000	40,000	40,000
6951. Land Development - Other	40,000	40,000	40,000
Capital Expenditure	6,178,828	6,178,828	1,000,000
6948. Spring Creek Development	6,178,828	6,178,828	1,000,000
6962. Restricted Asset - Land Development	0	2,650,000	0
6980. Land Development - Other	0	2,650,000	0
Capital Income	3,300,000	3,300,000	8,260,000
7030. Spring Creek Development	3,300,000	3,300,000	0
7035. Akuna/Shoalhaven Street Development	0	0	8,260,000
The Pavilion	185,578	386,137	245,858
Administration	420,578	551,137	474,658
Operating Expenditure	327,228	382,787	399,620
7100. The Pavilion - Events Co-ordinator	130,333	163,392	167,454
7110. The Pavilion - Administration Expenses	196,895	219,395	232,166
Operating Income	2,050	2,050	2,450
7200. The Pavilion - Administration Income	2,050	2,050	2,450
Capital Expenditure	95,400	170,400	77,488
7731. The Pavilion	95,400	170,400	77,488
Capital Income	0	0	0
7282. Blue Haven ILU - Restricted Asset	208,333	208,333	208,333
7732. The Pavilion Debt Servicing	208,333	208,333	208,333
Commercial	189,500	119,500	190,800
Operating Expenditure	92,500	122,500	122,200
7130. The Pavilion - Conference Expenses	71,500	101,500	101,000
7150. The Pavilion - Other Events Expenses	21,000	21,000	21,200
Operating Income	282,000	242,000	313,000
7220. The Pavilion - Wedding Income	52,000	52,000	58,000
7230. The Pavilion - Conference Income	200,000	160,000	200,000
7250. The Pavilion - Other Events Income	30,000	30,000	55,000
Community	45,500	45,500	38,000
Operating Expenditure	0	0	6,000
7175. The Pavilion - Internal Events	0	0	6,000
Operating Income	45,500	45,500	44,000
7270. The Pavilion - Community Income	35,900	35,900	36,000
7275. The Pavilion - Internal Events	9,600	9,600	8,000
Property	181,921	173,921	279,430
Property	181,921	173,921	279,430
Operating Expenditure	17,810	17,810	28,174
0059. Property	0	0	10,000
3514. Car Parking	17,810	17,810	18,174
Operating Income	199,731	199,731	312,604
3800. Council Properties	117,691	117,691	199,070

Master Account	2017/18 Original Budget	2017/18 Annual Budget	2018/19 Budget
3858. Parks and Reserves	8,000	8,000	8,080
3860. Crown Reserves	74,040	74,040	105,454
Capital Expenditure	0	8,000	5,000
0580. Property - Capital	0	8,000	5,000
Depreciation	6,447,978	6,447,978	6,528,702
Depreciation	6,447,978	6,447,978	6,528,702
Depreciation	6,447,978	6,447,978	6,528,702
Operating Expenditure	6,447,978	6,447,978	6,528,702
0055. Finance and Admin. Depreciation	136,939	136,939	184,441
1075. Depreciation - Community Centre	32,457	32,457	32,619
1152. Depreciation - Library Services	109,947	109,947	110,497
1182. Depreciation - Library/Family History Centre	108,211	108,211	108,752
2381. Depreciation - Minnamurra Rubbish Tip	13,986	13,986	14,056
3001. Depreciation - Privies - Hindmarsh Park	3,750	3,750	3,769
3005. Depreciation - Privies - Black Beach	13,416	13,416	13,483
3017. Depreciation - Privies - Coronation Park	6,001	6,001	6,031
3021. Depreciation - Privies - Boat Harbour	717	717	721
3027. Depreciation - Chambers and Office	160,268	160,268	161,069
3037. Depreciation - Coach House Gallery	12,044	12,044	12,104
3041. Depreciation - Beach Bathing	103,276	103,276	103,792
3043. Depreciation - Gerringong Town Hall	813	813	817
3049. Depreciation - Jamberoo Youth Hall	7,460	7,460	7,497
3051. Depreciation - Showground Pavilion	118,525	118,525	119,118
3057. Depreciation - Gerroa Neighbourhood Centre	28,503	28,503	28,646
3059. Depreciation - North Kiama Neighbourhood Centre	18,065	18,065	18,155
3069. Depreciation - Blowhole Point Kiosk	19,799	19,799	19,898
3071. Depreciation - Southern Cottage Hindmarsh Park	9,833	9,833	9,882
3075. Depreciation - Other Buildings	350,918	350,918	352,673
3216. Depreciation - Cemeteries	273	273	274
3302. Depreciation - Crown Reserves	12,182	12,182	12,243
3303. Depreciation - Council Reserves	272,065	272,065	273,425
3401. Depreciation - Urban Drainage	279,114	279,114	280,510
3411. Depreciation - Roads / Bridges and Footpaths	2,648,047	2,648,047	2,661,287
3501. Depreciation - Bushfire Services	10,768	10,768	10,822
3511. Depreciation - Kiama Works Depot	25,882	25,882	26,011
3515. Depreciation - Car Parking	304	304	306
3522. Depreciation - Plant Running	535,532	535,532	538,210
5055. Depreciation - Blue Haven Nursing	17,648	17,648	17,736
5255. Depreciation - Blue Haven Hostel	208,780	208,780	209,824
6002. Depreciation - Kiama Harbour Cabins	87,106	87,106	89,209
6007. Depreciation - Surf Beach Holiday Park	125,968	125,968	126,598
6012. Depreciation - Kendalls Beach Holiday Park	130,825	130,825	131,479
6017. Depreciation - Werri Beach Holiday Park	121,824	121,824	122,433
6022. Depreciation - Seven Mile Beach Holiday Park	156,438	156,438	157,220
6625. Depreciation - Jamberoo Pool	9,883	9,883	9,932

Master Account	2017/18 Original Budget	2017/18 Annual Budget	2018/19 Budget
7600. Depreciation - Waste Management Unit	550,411	550,411	553,163

2018-19 Capital – New Program

CAPITAL NEW PROJECTS	ESTIMATED COST	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	S R V	RES ERVES
Blue Have Care Aged Care Facility (KACCOC)	70,389,417				10,389,417	60,000,000		
Blue Have Care Aged Care Facility RACF	4,500,000			2,200,000	2,300,000			
ILU Retaining Wall Construction	20,000	20,000						
Blue Furniture Plant & Equipment	100,000	100,000						
Kiama Harbour Cabins New	40,000	40,000						
Kendalls Capital Purchases	40,000	40,000						
Kendalls Cabin Capital Purchases	130,000	130,000						
Werri Beach Holiday Capital Purchases	40,000	40,000						
Seven Mile Beach Holiday Capital Purchases	45,000	45,000						
Leisure Centre Capital Purchases	40,000	40,000						
Waste Management Plant & Equipment	20,000	20,000						
Spring Creek Land Development	1,000,000	1,000,000						
Property Capital Purchases	5,000	5,000						
ICT Network and Software Purchases	237,000	237,000						
Council Administration Building - Upgrade Stage 2	200,000			200,000				
Jamberoo School of Arts - Air-conditioning	10,000	10,000						
North Kiama Neighbourhood Centre - Installation Emergency Lighting	10,000	10,000						
Bonaira Oval - Allambie Crescent - Cycleway Extension	35,000	35,000						
Jamberoo Valley Cycleway - Land acquisition proposed c'way route	50,000	50,000						
Jamberoo Valley Cycleway - Cycleway 18/19	173,000	173,000						
Allowrie Street & J'Roo School Arts - Drainage/Storage	150,000		150,000					
Barney Street, Kiama - Box Culverts	350,000	350,000						
Boanyo Avenue - Gwinganna Ave to Coastal Walking Track	43,400	43,400						
Chapel Lane Jamberoo - Chapel Lane to Allowrie St Missing Link	30,000	30,000						
Churchill Street Jamberoo - Cnr Gibson, Allowrie to Chapel Lane	30,000	30,000						

CAPITAL NEW PROJECTS	ESTIMATED COST	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	S R V	RES ERVES
Fern Street, Gerringong - From 9 Nile Close to Fern St (Elambda)	7,000	7,000						
Minnamurra Shared Path/Boardwalk - Construction Stage 1	1,500,000				1,500,000			
Sanctuary Place Quarry - BMX Track Construction	20,000	20,000						
Street & Reserve Furniture 18/19 - Various	18,986	18,986						
Water Bubbler Station - Blowhole Point near Tourism Office	6,600	6,600						
Water Bubbler Station - Gainsborough Skate Park	3,500	3,500						
Water Bubbler Station - Kendall Beach Reserve	3,500	3,500						
Water Bubbler Station - North Kiama Drive near Kiama Downs Surf Club	3,500	3,500						
Water Bubbler Station - North Bombo Beach	3,500	3,500						
Water Bubbler Station - James Oates Reserve Minnamurra	3,500	3,500						
Water Bubbler Station - Burke Parade Gerroa	3,500	3,500						
Water Bubbler Station - Pacific Avenue South Warri Beach	3,500	3,500						
Cycleways and Footpaths - Wayfinding Signage	25,000	12,500			12,500			
Fern Street, Gerringong - Pedestrian Refuge	20,000	10,000			10,000			
Minnamurra Street, Kiama - Dividing Guardrail	20,000	20,000						
Shoalhaven/Bong Bong Street - Pedestrian refuge crossing PAMP stage 1	10,000	10,000						
Cleaning Equipment	5,000	5,000						
Minnamurra Tip Rehab	25,000	25,000						
Capitalised Interest	1,575,000	1,575,000						
Arthur Campbell Reserve	20,000	20,000						
Total	80,964,903	4,202,986	150,000	2,400,000	14,211,917	60,000,000	-	-

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2018-19 Capital – Renewal Program

CAPITAL RENEWAL PROJECTS	BUDGET	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	SRV	RESERVES
KMC responsive website redevelopment	70,000	70,000						
Cadcorp Noticeboard module/alternate GIS module or custom web development	20,000	20,000						
ILU Renewal	665,000	665,000						
Kiama Harbour Cabins Renewal	130,000	130,000						
Surf Beach Holiday Park Upgrade	2,500,000					2,500,000		
Surf Beach Holiday Park New	307,169	307,169						
Kendalls Holiday Park Renewal	270,000	270,000						
Werri Beach Holiday Capital Renewal	105,000	105,000						
Seven Mile Beach Holiday Capital Renewal	220,000	220,000						
Leisure Centre Building Alteration	20,000	20,000						
Leisure Centre Capital Renewal	100,000	100,000						
240L Bin Replacement	55,000	55,000						
Murf Improvement's	20,000	20,000						
Pavilion Capital Purchases	50,000	50,000						
Pavilion Capital Renewal	27,488	27,488						
Building & Development Vehicles	116,300	116,300						
Environmental Vehicles	34,000	34,000						
Strategic Planning Vehicles	28,000	28,000						
HACC 65 & Over Vehicles	23,700	23,700						
Illawarra in Home Support Vehicles	47,400	47,400						
Youth Cottage Improvements	31,000	31,000						
Library Books	85,000	85,000						
Library Vehicles	38,000	38,000						
Councillor Equipment Upgrade	20,000	20,000						
Life Saving Equipment Purchases	15,810	15,810						
Life Saving Signage	2,500	2,500						
ICT Equipment, Network & Software Upgrades	490,000	490,000						
Visitor Information Centre Roof	25,010	25,010						
Boat Harbour Amenities	135,000				135,000			
Kevin Walsh Oval Amenities	400,000	400,000						

CAPITAL RENEWAL PROJECTS	BUDGET	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	SRV	RESERVES
Jones Beach Amenities	90,000				90,000			
Kiama Cemetery Amenities	100,000	100,000						
Kiama Library Carpet Replacement	140,000	140,000						
Pavilion Refrigeration Room	40,000	40,000						
Leisure Centre Spa Room	41,000	41,000						
Old Council Chambers RSL Carpet Renewal	10,000	10,000						
Old Council Chambers Concrete Columns	500,000	500,000						
Gerringong CBD - Street Furniture & Streetscape	71,862						71,862	
North Bombo Amenities Renewal	347,500						347,500	
North Street Amenities	75,000				75,000			
North Street Amenities	75,000				75,000			
Surf Beach, Surf Life Saving Club Refurb	100,000	100,000						
Lloyd Rees Amenities	80,000	80,000						
Footpath program determined upon review	66,075	66,075						
South Bombo Beach	10,800	10,800						
Croft Place Playground Equipment	75,000	75,000						
Dorothy Bailey Oval Lighting	25,760	25,760						
Dorothy Bailey Oval Lighting	25,760	25,760						
Hillview Circuit Reserve Playground	75,000	75,000						
Playground Reid Park	25,000	25,000						
Playground Reid Park	90,000	90,000						
James Muir Miller Reserve Playground	75,000	75,000						
Jubilee Park Playground	75,000	75,000						
Chittick Oval Fencing	20,367	20,367						
Alne Bank Lane Reseal, Sims Rd to End	6,723	6,723						
Archibald Road Reseal, Greta St to Croft Pl	25,369	25,369						
Archibald Road Reseal, Croft Pl to End	25,834	25,834						
Blowhole Point Car Park Fence	15,000	15,000						
Brighton Street Reseal, Thomson St to Adina Ave	11,012	11,012						
Brighton Street Reseal, Adina Ave to Collins St	18,446	18,446						
Burnett Avenue Reseal, Fern St to Henry Lee Dr	15,635	15,635						
Burnett Avenue Reseal, Henry Lee Dr to Coolangatta Ave	22,512	22,512						

CAPITAL RENEWAL PROJECTS	BUDGET	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	SRV	RESERVES
Burnett Avenue Reseal, Coolangatta Ave to Kareela PI	15,403	15,403						
Burnett Avenue Reseal, Kareela PI to Carinya Way	32,223	32,223						
Charles Avenue Reseal, Railway Ave to Boyd St	53,553	53,553						
Charles Avenue Reseal, Boyd St to River St	17,156	17,156						
Charles Avenue Reseal, River St to Beach St	14,854	14,854						
Charles Avenue Reseal, Beach St to Links St	16,821	16,821						
Charles Avenue Reseal, Links St to North St	43,755	43,755						
Charles Avenue Reseal, North St to Rangoon Rd	38,384	38,384						
Collins Lane Reseal, Collins St to End	5,367	5,367						
Crooked River Road Reseal, Crooked River Bridge	200,000	200,000						
Curramore Road Reseal, Rutledges Rd to End	28,457	28,457						
Foxground Road Reseal, Princes Hwy to Bridge	25,280	25,280						
Foxground Road Reseal, Bridge	192	192						
Foxground Road Reseal, End Concrete Seal to Free Selectors Rd	19,223	19,223						
Foxground Road Reseal, Free Selectors Rd to Bridge	4,915	4,915						
Foxground Road Reseal, Bridge to Bridge	16,686	16,686						
Foxground Road Reseal, Bridge to Hoddles Rd	28,176	28,176						
Foxground Road Reseal, Hoddles Rd to Seal End	10,192	10,192						
Golden Valley Road Reseal, Macquarie St to End	12,470	12,470						
Henry Parkes Drive Reseal, Meehan Dr to Newing Cct	41,492	41,492						
Henry Parkes Drive Reseal, Newing Cct to Havelock PI	23,511	23,511						
Henry Parkes Drive Reseal, Havelock PI to End	12,267	12,267						
Hillview Circuit Reseal, South Kiama Dr to Hillview Cct	11,384	11,384						
Hoddles Road Reseal, Foxground Rd to Seal End	11,250	11,250						
Holt Street Reseal, Johnson St to Eureka Ave	25,230	25,230						
Hutchinson Street Reseal, Old Princes Hwy to Dundas St	19,143	19,143						
Hutchinson Street Reseal, Dundas St to End	3,136	3,136						
Isabella Place Retaining Wall	50,000	50,000						
Jerrara Road Reseal, Jamberoo Rd to Long Brush Rd	22,274	22,274						
Jerrara Road Reseal, Long Brush Rd to Mount Brandon Rd	29,370	29,370						
Kaleula Crescent Reseal, Marsden St to Marsden St	39,727	39,727						
Marks Street Reseal, South Kiama Dr to Railway Bridge	6,110	6,110						

CAPITAL RENEWAL PROJECTS	BUDGET	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	SRV	RESERVES
Marks Street Reseal, Railway Bridge	7,992	7,992						
Marsden Street Reseal, Kaleula Cr to Tombonda Dr	45,860	45,860						
McFaul Place Reseal, Shoalhaven St to End	13,498	13,498						
Millers Lane Reseal, Toolijooa Rd to End	10,924	10,924						
Minnamurra Lane Reseal, Macquarie St to Beatie St	17,563	17,563						
Minnamurra Lane Reseal, Beatie St to Owen St	8,526	8,526						
Minnamurra Lane Reseal, Owen St to Allowrie St	9,037	9,037						
Moore Street Reseal, Pacific Ave to Renfrew Rd	10,939	10,939						
Ocean Street Reseal, Wilson St to End	27,321	27,321						
Park Lane Reseal, Pacific Ave to Renfrew Rd	7,063	7,063						
Railway Avenue Reseal, Links St to Beach St	11,470	11,470						
Railway Avenue Reseal, Beach St to River St	13,713	13,713						
Railway Avenue Reseal, River St to Boyd St	13,182	13,182						
Railway Avenue Reseal, Boyd St to Charles Av	13,575	13,575						
Riversdale Avenue Reseal, Oxley Ave to Hoolong Ave	35,034	35,034						
Riversdale Road Reseal, Jamberoo Rd to End	26,334	26,334						
Riversdale Road Reseal, Riversdale Rd to Seal	1,294	1,294						
Riversdale Road Reseal, Seal End to Jamberoo Rd	7,093	7,093						
Robson Place Reseal, Armstrong Ave to End	17,285	17,285						
Sandy Wha Road Reseal, Pacific Ave to Renfrew Rd	37,241	37,241						
Sharpe Place Reseal, Rowllins Rd to Hindmarsh St	40,075	40,075						
Sharpe Place Reseal, Hindmarsh St to End	6,110	6,110						
Sims Road Reseal, End AC to Alne Bank La	4,079	4,079						
Sims Road Reseal, Alne Bank La to End	6,842	6,842						
Talinga Avenue Reseal, North Kiama Dr to Moona Ave	36,126	36,126						
Talinga Avenue Reseal, Moona Ave to Merindah Ave	30,178	30,178						
Toolijooa Road Reseal, AC End to Millers Ln	8,524	8,524						
Toolijooa Road Reseal, Millers La to Sharpes La	2,182	2,182						
Toolijooa Road Reseal, Spay Seal Start to KMC boundary	30,998	30,998						
Reseal Program 4th quarter review	220,583	220,583						
Road Sign Replacements	97,265	97,265						
Wells Street Reseal, Short St to Campbell St	17,285	17,285						
Wells Street Reseal, Campbell St to End East	11,732	11,732						

CAPITAL RENEWAL PROJECTS	BUDGET	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	SRV	RESERVES
Werri Street Reseal, Renfrew Rd to Pacific Ave	79,660	79,660						
Wilson Street Reseal, Marks St to Marsden St	25,067	25,067						
Wilson Street Reseal, Marsden St to Ocean St	19,770	19,770						
Barney St, Culvert	250,000	250,000						
Stormwater	200,000	200,000						
Plant Replacement	1,738,200	-						1,738,200
Vehicles	190,500	190,500						
Works Depot Concrete wash Bay Approaches AC Reseal	20,000	20,000						
Two way Radio	15,000	15,000						
Bush Regeneration Seven Mile Beach	40,000	40,000						
Total	12,729,153	7,696,591	-	-	375,000	2,500,000	419,362	1,738,200

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Attachment 2



Long Term Financial Plan

2018/2019 to 2027/2028

Kiama Municipal Council
Long Term Financial Plan – 2017-2018 to 2026-2027

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1. Executive summary

Kiama Municipal Council's Long Term Financial Plan (LTFP) contains a set of long range financial projections based on a set of assumptions. The LTFP covers a 10-year time period from 2017/2018 to 2026/2027.

Council's previous LTFP modelled a number of Scenarios. In light of Council being deemed "not fit" against several of the Fit for the Future benchmarks, Council has developed a "Strategic" Scenario, which achieves financial sustainability and meets all the Fit for the Future benchmarks, is sustainable and manageable and a "Base Case" scenario which does not.

Both scenarios refine the previous LTFP, increasing the focus on asset renewal and maintenance over new capital expenditure and now integrates financially to Council's Asset Management Plans.

A significant part of the Plans have been the implementation of the previous Improvement Strategy developed by Morrison Low and was part of Council's submission to the delegate.

Council has also implemented an Organisational Development Strategy to conduct ongoing sustainability service reviews to increase productivity, decrease costs and increase customer satisfaction.

1.1 Structure

The Long Term Financial Plan is structured using 2016/2017 and 2017/18 financial results and applying a series of assumptions to these numbers for forward financial years. In addition, asset renewal and maintenance have a direct correlation to Council's Asset Management Plans.

This iteration of the Long Term Financial Plan presents financial forecasts associated with the following assumptions:

- a special variation has been factored into this Plan. The SRV was proposed in Council's Fit for the Future submissions and the quantum of the SRV is consistent with the submission made and the presentations made to the community during the merger proposal. It is proposed (as in the previous LTFP) a 6% SRV (including the rate pegging level) compounding over years 2018/2019, 2019/2020 and 2020/2021, with the additional revenue being retained permanently to fund the required increased asset renewal and maintenance and to improve Council's financial sustainability. The Plan then reverts back to rate pegging at 2.5% for the balance of the horizon.
- 50 new assessments per year
- population growth 1.1% per year (Department of Planning)
- introduction of Stormwater Levy in 2017/2018
- Pensioner Rebate increase of 1.5% per year
- an inflation forecast of 2.5% is applied to most sources of income
- depreciation, asset renewal and asset maintenance aligned and integrated with Asset management Plans
- an efficiency saving of 1% per annum through ongoing service sustainability reviews on an continual business improvement strategy.

It is also important to be conservative with income projections in order to not spend outside of Council's means when forecasting its financial future.

1.2 Sensitivity analysis

Long term financial plans are inherently uncertain given the lengthy period of time which they are required to cover and the assumptions that are required to be made. Some of these assumptions have a relatively limited impact if they are wrong; others can have a major impact on future financial plans. If the assumptions are found to be inaccurate then it will be necessary for Council to reconsider.

Whilst Council's previous Long Term Financial Plan (LTFP) modelled three Scenarios, this Plan has been developed based on two Scenarios – "Strategic Scenario" with comparison to a "Base Case" scenario excluding the special rate variation. The modelling in this Plan is based on actuals from 2017-2018. A special variation has been factored into this Plan. The SRV was proposed in Council's Fit for the Future submissions and the quantum of the SRV is consistent with the submission made and the presentations made to the community during the merger proposal. It is proposed (as in the previous LTFP) a 6% SRV (including the rate pegging level) compounding over years 2018/2019, 2019/2020 and 2020/2021, with the additional revenue being retained permanently to fund the required increased asset renewal and maintenance and to improve Council's financial sustainability. This is consistent with the previously adopted LTFP in 2013.

Given the financial position from which Council has come, it now utilises the Long Term Financial Plan as a management tool. Quarterly budget review amendments that have a permanent impact are processed into the model to assess the effect on the Plan.

Council will also review and update relevant sections and projections of the Long Term Financial Plan on an annual basis.

Objectives

The main objectives that this LTFP is designed to achieve are:

- maintain an operating surplus
- an increased ability to fund asset renewal requirements
- to provide financial targets for the next 10 years
- to ensure that external conditions are considered.

2. Introduction

2.1 Purpose of the Long Term Financial Plan (LTFP)

The Long Term Financial Plan (LTFP) exists primarily to facilitate the delivery of the objectives and strategies expressed in the Community Strategic Plan. The LTFP is not an end in itself but is a means of ensuring the objectives of the integrated planning framework are matched by an appropriate resource plan.

The LTFP will link to the Delivery Program 2017-2021 and the Operational Plans 2017- 2021 as follows:

Delivery Program 2017-2021

- Council will maintain its underlying financial performance to budget at break even or better.
- Council will increase its revenue from non-rates sources
- achieve all FFTF benchmarks
- fund asset renewal and maintenance at >100%

Operational Plans 2017-2021

- review, develop and implement the Long Term Financial Plan.
- review, develop and implement budget processes and financial reporting to Council.
- maintain Council's financial sustainability (measured from external audit, breakeven or surplus).

Therefore it is important to acknowledge that any significant changes to the financial strategies expressed in this document will have a consequent impact on Council's ability to deliver the outcomes expressed in the Delivery Program and the Operational Plans.

In addition to acting as a resource plan, the LTFP further endeavours to:

- 1) Establish a prudent and sound financial framework, combining and integrating financial strategies to achieve a planned outcome.
- 2) Establish a financial framework against which Council's strategies, policies, and financial performance can be measured.
- 3) Ensure that Council complies with sound financial management principles and plans for the long term financial sustainability of Council.
- 4) Allow Council to meet its obligations under the Guiding Principles for Councils (Section 8A) and Principles of Sound Financial Management (Section 8B) of the Local Government Act 1993 as detailed in Section 3.2.

This LTFP represents a comprehensive approach to documenting and integrating the various financial strategies of Council. The development of the long term financial projections represents the output of several strategy areas, that when combined, produce the financial direction of Council as shown below:



Figure 1: Integrated strategic approach

2.2 Objectives of the Long Term Financial Plan

The objectives that this LTFP is designed to achieve are:

- an increased ability to fund asset renewal requirements
- to provide financial targets for the next 10 years
- to allow various assumptions to be modelled
- to ensure that external conditions are considered for example changes in interest rates and population growth
- an enhanced funding level for capital works in general
- to progress Council towards maintaining a position of financial sustainability in the long term
- rate and fee increases that are both manageable and sustainable
- investment and funding strategies which promote intergenerational equity
- to demonstrate Council's ability to be *Fit for the Future*.

For the purposes of this strategy, financial sustainability is defined in the below diagram, modelled essentially on a hierarchy of needs approach.

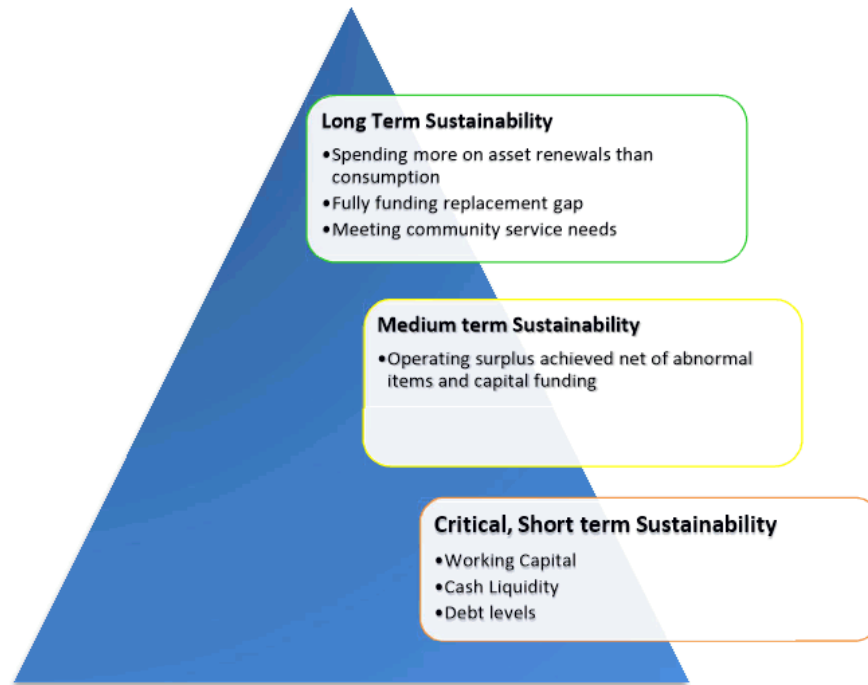


Figure 2: Financial Sustainability – Hierarchy of Needs

Kiama Municipal Council has challenges in meeting asset renewal requirements on an annual basis. However this Plan provides an increased focus on both asset renewal and asset maintenance. Whilst the infrastructure backlog is less than the 2% benchmark, the increased focus on asset renewal and maintenance further reduces the infrastructure backlog ratio.

It is vital to state the importance of meeting community needs both now and in the future in terms of operational services. Council could achieve financial sustainability very readily by ignoring this need and placing all of its emphasis on asset management. Future community service needs are frequently not documented in such a compelling manner as infrastructure requirements and need to be considered in conjunction with asset management strategies.

2.3 Key outcomes of the LTFP

The challenge of financial sustainability is one faced by the majority of NSW councils and Kiama Municipal Council is certainly not immune from this issue. Council, as part of the original submission to IPART, was presented with data on the financial sustainability of this Council that indicate the following:

- up until recently Council was recording an underlying operational deficit. Maintaining a sustainable financial platform to ensure these deficits do not return is a key objective

of Council.

- Council is nearing the point where it can expend more per annum on renewing and upgrading its existing asset base than the annual depreciation charges in respect of these same assets, provided income projections are met.
- over the last several years there has been a change in funding the maintenance and renewal of existing assets to meet the required benchmarks and further reduce the infrastructure backlog. This change has, and will continue to have an impact on the financial sustainability of the organisation and an increased ability to provide services to the community through assets.

In preparing the 2018-2019 to 2028-2029 LTFP, each of the above challenges has been addressed. The LTFP is based on achieving the following outcomes:

- progressively increasing the underlying operating surplus
- achieving a financial structure where new assets or existing asset renewal needs are met from the base operating income of Council
- the retention of service provision at present levels.

In summary, this LTFP presents a responsible financial blueprint for the future of Kiama Municipal Council and its community.

2.4 Sustainability review

Prior to the merger proposal announcement, Kiama Municipal Council engaged a consultant to work with Council in developing an Improvement Strategy (Attachment A) to increase the capability and capacity of the organisation to be financially sustainable now and into the future.

The results of the analysis showed that Kiama Municipal Council could and would meet all financial benchmarks prior to 2019/2020, thus demonstrating that Council would in fact, be Fit for the Future.

Over the past year, Council has been committed to realising the improvements identified within the Council endorsed Improvement Strategy.

Council completed significant work on its 2015/2016 budget during the course of the year. The audited financial statements 2015/2016 show that Council met 6 out of 7 benchmarks for that financial year. Council did not meet Own Source of Revenue (59.86% - Benchmark 60%). This was due to \$6M of Asset Discoveries, which were found as part of the full asset review for the Asset Management Plans.

The 2016/2017 adopted budget focused on two key priorities:

- delivering on all commitments contained in the adopted Delivery Program.
- achieving all seven financial benchmarks required to be Fit for the Future.

Council is committed to realising all identified opportunities for improvement in the Improvement Strategy and working with the community and staff to identify further opportunities.

In 2015 Kiama Municipal Council publicly acknowledged on several occasions that Council's business model required fundamental change. Subsequently, a comprehensive sustainability review process has commenced and will review all services that Council provides. Already, this has resulted in efficiencies and cost savings equivalent to 1.0% efficiency savings. The total anticipated cost savings resulting from the sustainability review have been incorporated into the Long Term Financial Plan.

Now and in the future, Council will be continually undergoing a comprehensive sustainability review process. This review involves analysing services provided so that it is clear ***what services are provided and how the services are delivered***. The purpose is to ensure that Council's services are a reflection of the local community needs and expectations.

3 Link between LTFP and Council's planning framework

3.1 Workforce strategy

In order to deliver our Delivery Program and contribute to the Community Strategic Plan, Council requires a clear workforce resourcing strategy that sets out what type of organisation we need to be and how we plan to get there.

The Workforce Strategy is to be fully integrated with the Long Term Financial Plan. This integration includes:

- compulsory superannuation guarantee rate increase
- vested sick leave
- Long Service Leave liability
- learning and development
- organisational development

3.1.1 Compulsory superannuation guarantee rate increase

The Federal government has changed the phasing of the increases in the superannuation guarantee levy as per the table below. The impact of this change has been factored into the Long Term Financial Plan.

Year	Rate
2015-16	9.50%
2016-17	9.50%
2017-18	9.50%
2018-19	9.50%
2019-20	9.50%
2020-21	9.50%
2021-22	10.00%
2022-23	10.50%
2023-24	11.00%
2024-25	11.50%
2025 & onwards	12.00%

Table 1: Superannuation Guarantee Levy

3.1.2 Vested sick leave

Staff employed by Council prior to or on 3 November 1993, who have not previously waived their right to this provision, continue to have an entitlement for the payment of unused sick leave arising out of the termination of employment. A provision for vested sick leave of \$567,000 has been included as a liability in the Balance Sheet. For the purpose of the forecast, payments from the provision have been estimated when the eligible employee reaches the age of 65.

3.1.3 Long service leave liability

Long Service Leave entitlements are governed primarily by the Long Service Leave Act 1955. Kiama Municipal Council has not actively required employees to take long service leave as it falls due however if the amount of liability becomes excessive it is likely that employees will be encouraged to keep balances within reasonable limits. A provision of \$6.1 million has been included as a liability in the Balance Sheet. For the purpose of the forecast, payments from the provision have been estimated when the eligible employee reaches the age of 65.

3.1.4 Learning and development

Council provides extensive learning and development opportunities; there are education and training opportunities for people of all ages. A yearly expenditure on learning and development has been included in the salaries and wages expense in the Income Statement in this Plan.

3.1.5 Workers compensation

Due to Council's focus on workplace safety, commitment to performing safety observations, reporting near misses and implementing many safe workplace policies Council's workers compensation premiums have been reduced dramatically in recent years. These savings have already been factored into the Long Term Financial Plan and Council is committed to maintaining a commitment to a safe workplace and ensuring that the workers compensation premium remains stable.

3.2 Strategic Asset Management Plan (SAMP)

Kiama Municipal Council is responsible for a large and diverse asset base. These assets include roads, bridges, footpaths, drains, libraries, holiday parks, convention centre, leisure centre, halls, parks, sporting facilities, and fleet, land and information communication technology- related assets. According to the Guiding Principles for councils (Section 8A) and Principles of sound financial management (Section 8B) under the Local Government Act 1993, Council should:

“8A Guiding principles for councils

(1) Exercise of functions generally. The following general principles apply to the exercise of functions by councils:

(a) Councils should provide strong and effective representation, leadership, planning and decision-making.

(b) Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.

(c) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.

(d) Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.

(e) Councils should work cooperatively with other councils and the State government to achieve desired outcomes for the local community.

(f) Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.

(g) Councils should work with others to secure appropriate services for local community needs.”

“8B Principles of sound financial management

The following principles of sound financial management apply to councils:

(a) Council spending should be responsible and sustainable, aligning general revenue and expenses.

(b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.

(c) Councils should have effective financial and asset management, including sound policies and processes for the following:

(i) performance management and reporting,

(ii) asset maintenance and enhancement,

(iii) funding decisions,

(iv) risk management practices.

(d) Councils should have regard to achieving intergenerational equity, including ensuring the following:

(i) policy decisions are made after considering their financial effects on future generations,

(ii) the current generation funds the cost of its services.”

Over time Kiama Municipal Council has greatly increased its assets, which has consequently increased its depreciation, operation and maintenance costs to an already large sum and contributed to the ageing asset base.

In order to manage this asset base, strategies and plans have been developed which are designed to address issues regarding asset life cycles and risk. Such strategies and plans ensure that their content addresses priorities in line with organisational objectives. Finance and expenditure is also planned and controlled in line with these priorities. Resources are used as effectively and efficiently as possible. Technical levels of service that related to compliance requirements in legislation should be maintained.

The Strategic Asset Management Plan (SAMP) analyses groups of assets in the following categories:

- administration buildings
- Information and Communication Technology (ICT)
- depots
- emergency services
- libraries
- library collection
- community buildings
- cemeteries
- parks and reserves
- playgrounds
- public amenities
- sports facilities
- surf clubs
- aquatic centres
- ocean baths
- waterways
- road pavements
- drainage
- bus facilities
- guardrails
- retaining walls
- bridges (road and footpath)
- footpath and cycleway
- minor assets
- street lighting
- heritage items
- waste
- commercial assets – holiday parks
- commercial assets – investment properties
- visitor information centre
- land (development)

3.2.1 Non-cash operating expenses

Council's major non-cash operating expense is depreciation. Council's property, plant and equipment are depreciated using the straight line method which allocates an assets cost over its estimated useful life. Council has very considerable stocks of assets with long but finite lives. These estimated useful lives are expected to remain constant over the life of this Plan.

A major review of asset life and condition assessment was conducted in 2015/2016, in accordance with the Morrison Low Improvement Strategy. The result of this review resulted in a significant decrease in depreciation expense, through reviewed useful life and detailed condition assessment.

The straight line method of depreciation ensures that there will be no major peaks or troughs in depreciation expense from year to year as this method ensures a uniform rate of depreciation of property, plant and equipment.

For the model, the growth in the depreciation expense is linked to the annual investment in infrastructure, property, plant and equipment.

Land is not depreciated	
Estimated useful lives for Council's infrastructure, property, plant and equipment include:	
Plant and equipment	
Office equipment Office furniture Vehicles	5 to 10 years
Heavy plant / road marking equipment	5 to 8 years
Other plant and equipment	5 to 15 years
Other equipment	
Playground equipment	10 to 15 years
Benches, seats etc.	10 to 25 years
Buildings	
Buildings: masonry	5 to 100 years
Buildings: other	20 to 40 years
Stormwater drainage	
Culverts	80 to 100 years
Drains	120 years
Transportation assets	
Sealed roads: surface	12 to 25 years
Sealed roads: structure	80 to 100 years
Unsealed roads	20 years
Bridge: concrete	100 years
Kerb, gutter and paths	50 to 80 years

Other infrastructure	
Bulk earthworks	Infinite
Swimming pools	50 to 100 years
Other open space / recreational assets	15 to 95 years

Table 2: Estimated Useful Lives for Each Asset Category

3.2.2 Infrastructure, property, plant and equipment revaluations

Council's infrastructure, property, plant and equipment are valued at fair value per Australian Accounting Standard 116 Property, Plant and Equipment and the Local Government Code of Accounting Practice and Financial Reporting. Previous years' revaluations are as follows:

Year	Category	Comment
2012/2013	Operational land, buildings, plant and equipment	
2013/2014	No revaluations scheduled	
2014/2015	Roads, bridges, footpaths, drainage and bulk earthworks	
2015/2016	Community land, other assets, other structures, land improvements	

The Local Government Code of Accounting Practice and Financial Reporting states that a comprehensive revaluation of each asset should be performed at a minimum every five years, however councils need to ensure that revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period.

Year	Category	Comment
2016/2017	Water and sewerage networks	Not applicable to Kiama
2017/2018	Operational land, buildings	

As infrastructure, property, plant and equipment are already valued at fair value as opposed to historical cost the periodic revaluations to fair value are not likely to result in a significant difference. Therefore, it is not necessary to factor in any changes in infrastructure, property, plant and equipment values due to revaluations in this Plan.

3.2.3 Infrastructure supplied by developers

Council becomes liable for maintenance of assets and spaces provided and paid for by the developers of residential estates one year after they are created. There are a number of areas that have potential for future growth and potential for new residential estates to be built. Council may become liable for maintenance of assets and spaces provided by the developers of these residential estates:

- 1) Spring Creek
- 2) Cedar Grove
- 3) Kiama
- 4) Jamberoo
- 5) Gerringong

At this stage these maintenance costs have not been quantified. When the costs are quantified, they will be included in future updates of the Long Term Financial Plan.

Due to environmental and conservation constraints of the Kiama LGA there are only limited opportunities for large scale residential and commercial developments. There has been and will continue to be increased infill development. It is expected that the developments mentioned above will eventuate; however, the estimated future increase in the number of rate assessments, as outlined below in 'financial assumptions' has been estimated conservatively with these environmental and conservation constraints in mind.

4 Macro view of Council's financial position

The Long Term Financial Plan is structured on a "Strategic" Scenario which shows a specific financial outlook.

This iteration of the Long Term Financial Plan presents financial forecasts associated with the following Scenario:

Strategic Scenario

- A special variation has been factored into this Plan. The SRV was proposed in Council's Fit for the Future submissions and the quantum of the SRV is consistent with the submission made and the presentations made to the community during the merger proposal. It is proposed (as in the previous LTFP) a 6% SRV (including the rate pegging level) compounding over years 2018/2019, 2019/2020 and 2020/2021, with the additional revenue being retained permanently to fund the required increased asset renewal and maintenance and to improve Council's financial sustainability. The Plan then reverts back to rate pegging at 2.5% for the balance of the horizon.
- 50 new assessments per year
- population growth 1.1% per year (Department of Planning)
- introduction of Stormwater Levy in 2017/2018
- Pensioner Rebate increase of 1.5% per year
- an inflation forecast of 2.5% is applied to most sources of income
- depreciation, asset renewal and asset maintenance aligned and integrated with Asset management Plans
- an efficiency saving of 1% per annum through ongoing service sustainability reviews on an continual business improvement strategy.

The **Strategic Scenario** has been adopted by Council as its preferred Scenario. It is also important to be conservative with income projections in order to not spend outside of Council's means when forecasting its financial future.

The following financial statements portray the projected financial position of Kiama Municipal Council over the next ten years for this Scenario:

- Income Statement
- Balance Sheet
- Cash Flow Statement

A number of financial performance indicators or otherwise known as ratios have been calculated for this Scenario to further portray the projected financial results for each Scenario.

The statements are prepared based on current knowledge and service levels and will no doubt be affected by various events which will occur in future years. It is important that the long term financial outlook is revisited and updated on an annual basis.

4.1 Financial performance indicators

The financial performance indicators are intended to be indicative of the financial health and presence of good business management practices at Kiama Municipal Council.

4.1.1 Underlying operating result

Definition:	The issue for Council is whether underlying operating surpluses are being achieved. This indicator is calculated by taking the income from continuing operations less grants and contributions provided for capital purposes less expenses from continuing operations.
Analysis:	Ideally Council would be operating with a small surplus. Council is committed to at least breaking even on a consistent basis.

Fit for the Future Benchmarks

4.1.2 Operating performance ratio

Definition:	This ratio measures a council's achievement of containing operating expenditure within operating revenue. Ratio = Operating revenue excluding capital grants and contributions – operating expenses / Operating revenue excluding capital grants and contributions.
Analysis:	The Code of Accounting Practice and Financial Reporting uses a benchmark for the operating performance ratio of greater than 0%.

4.1.3 Own source operating revenue ratio

Definition:	It is the degree of reliance on external funding sources such as operating grants and contributions. A council's financial flexibility improves the higher the level of its own source revenue. Ratio = rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions).
Analysis:	NSW Treasury Corporation uses a benchmark for the Own Source Revenue Ratio of greater than 60%.

4.1.4 Building and Infrastructure Asset Renewal Ratio

Definition:	<p>A ratio of 100% indicates that expenditure on asset renewals matches the cost of asset deterioration for the year. A ratio of below 100% indicates an increasing infrastructure backlog as existing assets are deteriorating faster than they are being renewed. A renewals ratio above 100% indicates a diminishing backlog.</p> <p>Ratio = $\frac{\text{asset renewals (building and infrastructure)}}{\text{depreciation, amortisation and impairment (building and infrastructure)}}$</p>
Analysis:	NSW Treasury Corporation uses a benchmark for the Building and Asset Renewal Ratio of greater than 100%.

4.1.5 Infrastructure Backlog Ratio

Definition:	<p>This ratio measures the estimated cost to bring assets to a satisfactory condition divided by total infrastructure, building, other structure and depreciable land improvement assets.</p> <p>Ratio = $\frac{\text{estimated cost to bring assets to a satisfactory condition}}{\text{total (WDV) of infrastructure, buildings, other structures and depreciable land improvement assets}}$</p>
Analysis:	NSW Treasury Corporation uses a benchmark for the Infrastructure Backlog Ratio of less than 2%.

4.1.6 Asset Maintenance Ratio

Definition:	<p>This ratio reflects the actual asset maintenance expenditure relative to the required asset maintenance. The ratio provides a measure of the rate of asset degradation (or renewal) as it shows whether a council is fulfilling all maintenance requirements, or allowing some assets to degrade.</p> <p>Ratio = $\frac{\text{actual asset maintenance}}{\text{required asset maintenance}}$</p>
Analysis:	NSW Treasury Corporation uses a benchmark for the Asset Maintenance Ratio of greater than 100%.

4.1.7 Debt Service Ratio

Definition:	This ratio assesses the appropriate and affordable level of debt servicing by councils. Ratio = cost of debt service (interest expense and principal repayments) / total continuing operating revenue (exc. Capital grants and contributions)
Analysis:	NSW Treasury Corporation uses a benchmark for the Debt Service Ratio of greater than 0% and less than or equal to 20%.

4.1.8 Real Operating Expenditure

Definition:	This ratio is to ensure that councils seek cost savings which can be invested into infrastructure and ultimately passed on to ratepayers and other community users of council services. Ratio = operating expenditure / population.
Analysis:	NSW Treasury Corporation uses a benchmark for the Real Operating Expenditure Ratio of a decrease in Real Operating Expenditure per capita over time.

TCorp Benchmarks

4.1.9 Cash expense cover ratio

Definition:	This liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow. Ratio = current year's cash and cash equivalents / total expenses – depreciation – interest costs.
Analysis:	NSW Treasury Corporation uses a benchmark for the cash expense ratio of greater than 3.

4.1.10 Debt service cover ratio

Definition:	This ratio measures the availability of cash to service debt including interest, principal and lease payments. Ratio = operating results before interest and depreciation (EBITDA) / principal repayments (from the Statement of Cash Flows) + borrowing interest costs (from the Income Statement).
Analysis:	Council uses a benchmark for the Debt Service Cover Ratio of greater than zero, but less than 20%.

4.1.11 Interest service cover ratio

Definition:	This ratio is the financial ratio used to measure the organisation’s ability to pay the interest on its debt. Ratio = EBIT / interest expense
Analysis:	Council uses a benchmark for the Interest Service Cover Ratio of greater than 3.

4.2 Financial assumptions

The financial assumptions used are as follows:

4.2.1 Operating rates

The rate peg is 1.5% for financial year 2017/2018 as set by the Independent Pricing and Regulatory Tribunal (IPART).

Strategic Scenario: A special variation has been factored into this Plan. The SRV was proposed in Council's Fit for the Future submissions and the quantum of the SRV is consistent with the submission made and the presentations made to the community during the merger proposal. It is proposed (as in the previous LTFP) a 6% SRV (including the rate pegging level) compounding over years 2018/2019, 2019/2020 and 2020/2021, with the additional revenue being retained permanently to fund the required increased asset renewal and maintenance and to improve Council's financial sustainability. The Plan then reverts back to rate pegging at 2.5% for the balance of the horizon plus 50 new assessments (five year average 75).

Base Case: The entire rate peg of 1.5% is applied to rating income for financial year 2017/2018 and then increased to 2.5% plus 50 new assessments (five year average 75).

4.2.2 User charges and fees

Council has and continues to review all discretionary fees and charges to ensure full cost recovery where appropriate is achieved. Considering that the Reserve Bank of Australia has a target band of inflation of between 2% and 3%, the following inflation rates have been used for the Strategic Scenario:

Strategic Scenario: 3% increase

Base Case: 3% increase



4.2.3 Interest and investments

Interest revenue has been calculated as an average of the opening and closing cash positions for the year in question and then multiplied by the expected rate of return on investments.

National Australia Bank has provided interest rate forecasts. Interest rate of 2.5% for financial year 2016/2017 and increasing to 3% for financial year 2017/2018 onwards. The model has taken the conservative assumption of 2.5% across all years.

Strategic Scenario: 2.5% interest rate
Base Case: 2.5% interest rate

4.2.4 Other revenues

Considering that the Reserve Bank of Australia has a target band of inflation of between 2% and 3%, the following inflation rate has been used for the Strategic Scenario:

Strategic Scenario: 2.5% increase
Base Case: 2.5% increase

4.2.5 Grants and contributions

The LTFP has the Financial Assistance Grant (FAG) frozen at current levels. Considering that the Reserve Bank of Australia has a target band of inflation of between 2% and 3%, the following inflation rate has been used for other operating grants and contributions for the Strategic Scenario:

Strategic Scenario: 2.5% increase
Base Case: 2.5% increase

An analysis of Council's Grants and Contributions was conducted as part of the preparation of the Long Term Financial Plan to determine whether or not the grants were recurrent or of a one-off nature.

4.2.6 Grants and contributions provided for capital purposes

Grants and contributions provided for capital purposes have been included in revenue on the Income Statement in this Plan.

Subsequently, on the Income Statements below where the net operating result for the year is displayed, grants and contributions provided for capital purposes have been excluded to give a net operating result before grants and contributions provided for capital purposes.

4.2.7 Net gains for the disposal of assets

Net gains from the disposal of assets can be challenging to forecast as it can vary widely from year to year hence a notional gain of \$650,000 per year has been used generally. Exceptions include known land sales of Spring Creek in 2018/2019 and 2019/2020. The notational gain used is the past five years average.

4.2.8 Employee costs

In line with the Workforce Strategy, Council's focus will be on continuous improvement and ensuring sustainability into the future. An increase in employee costs of 4% for financial year 2017 has been applied and an increase of 4% for financial year 2018 onwards has been applied. This allows for 2.5% award increases and salary system grade and step movements as part of the annual performance review system.

The Federal government has changed the phasing of the increases in the superannuation guarantee levy. The impact of this change has been factored into the Long Term Financial Plan; the increase in salary packages per year has been capped at 3.0% as it is unlikely that increases in base salaries will continue to be provided as the superannuation guarantee levy percentage increases.

4.2.9 Materials and contracts

In the Strategic Scenario an increase of 2.2% is applied. Whilst the average Local Government Cost Index (LGCI) for the past five years is 3.2%, Council has targeted a 1% efficiency saving from the ongoing sustainability reviews.

Strategic Scenario: 2019, 2020 and 2021 will have an increase in maintenance costs from funds raised by the SRV to maintain assets and meet community expectations, then 2.2% for financial year 2022 onwards.

Base Case: 2.2% for all financial years. No SRV will see maintenance costs at levels that may not allow assets to meet community expectations.

4.2.10 Other expenses

In the Strategic Scenario an increase of 2.4% is applied. Whilst the average Local Government Cost Index (LGCI) for the past five years is 3.2%.

Strategic Scenario: 2.4% for financial year 2018 onwards

Base Case: 2.4% for financial year 2018 onwards

4.2.11 Asset Renewals and New Assets

Expenditure includes the completion of works listed in the Capital Works Plan (Attachment B). Total planned capital expenditure (including part renewals) from 2017/18 to 2027/28 is as follows:

The major new assets (including renewal) contained in this LTFP are:

- Kiama Coast Holiday Parks – new and renewal - \$10,000,000
- Gerringong School of Arts and Library - \$3,450,000
- Kiama Aged Care Centre of Excellence - \$104,000,000
- Arts Precinct Development - \$12,000,000

Strategic Scenario: Will allow \$192 million over 10 years. The extra funding will allow renewal of community assets that will meet their expectations. The infrastructure backlog will remain below the benchmark set by the Office of Local Government.

Base Case: Asset renewals will not be at a rate that will allow assets to meet community expectations and eventually the cost to bring to a satisfactory condition will increase above the benchmark set by the community and the Office of Local Government.

4.2.12 Long Term Operating Environment

The long term operating environment over the next 10 years is uncertain. In a worst-case scenario another Global Financial Crisis (GFC) may occur. In a GFC the Council is affected most by the reduction in value of its investments. Council's investments have already been written down to their fair value, which was done in consultation with the Council's auditors. This is a conservative approach that takes into consideration the uncertainty of the long term operating environment.

4.2.13 Future Interest Rates

It is uncertain whether future interest rates will be favourable or unfavourable. To reduce this uncertainty all of the Council's loans are on a fixed interest rate rather than a floating interest rate. The rates used were provided by TCorp in October 2017.

4.2.14 Cash and Cash Equivalents

Any surplus cash will be invested in line with Council's Investment Policy. These investments will be limited to short term deposits which are classified as cash equivalents rather than investments.

4.2.15 Investment Properties

The Office of Local Government has determined that investment properties are to be valued at fair value in all cases. Also, that full revaluations should be done every three years with a desktop valuation performed each year between the full revaluations. An annual growth rate of 3% has been used as an estimate in the value of the investment properties.

4.2.16 Rates Receivable

The rates receivable amount moves in line with total rating income for each year.

4.2.17 Depreciation

Depreciation moves in line with the increase in total infrastructure, property, plant and equipment. Total planned capital expenditure (including renewals) over the next 10 years is as follows:

Strategic Scenario: \$192 million from 2017/18 to 2027/28.

4.2.18 Provisions

In line with the Workforce Strategy, Council has a commitment to pay employee entitlements. Included in Provisions is a liability to pay Annual Leave, Long Service Leave and Sick Leave. It is expected that Annual Leave will be taken within the year that it is earned however the payments of accrued Long Service and Vested Sick Leave entitlements have been factored in when the employee reaches the age of 65.

4.2.19 Unexpected/Abnormal Events

During the next 10 years it is possible that some unexpected or abnormal events may occur. As these events are unknown they cannot be quantified at this time; as events of this nature occur and become quantifiable they will be incorporated annually into the Long Term Financial Plan.

4.2.20 Local Government Elections

To cover the cost of local government elections \$160,000 has been included in financial years 2016/2017, 2020/2021 and 2024/2025. Council has established an internal reserve with an annual transfer of \$40,000 to cover election expenses.

4.2.21 Asset Backlog

As a result of the roads and drains revaluation in 2015, Council's depreciation models were updated in order to align more closely with the actual deterioration of the asset. Council's asset backlog and required maintenance were also re-forecast.

The LTFP assumes that Council's capital and maintenance programs are sufficient in addressing and decreasing the backlog which is already less than the 2% benchmark. Maintenance programs are aimed at achieving 96-105% of the required asset maintenance each year and that the SAMP favours asset renewals which are greater than the depreciation expense incurred.

4.3 Strategic Scenario

4.3.1 Introduction

The Strategic Scenario of the Long Term Financial Plan shows the financial results of applying the following assumptions:

- a special variation has been factored into this Plan. The SRV was proposed in Council's Fit for the Future submissions and the quantum of the SRV is consistent with the submission made and the presentations made to the community during the merger proposal. It is proposed (as in the previous LTFP) a 6% SRV (including the rate pegging level) compounding over years 2018/2019, 2019/2020 and 2020/2021, with the additional revenue being retained permanently to fund the required increased asset renewal and maintenance and to improve Council's financial sustainability. The Plan then reverts back to rate pegging at 2.5% for the balance of the horizon.
- 50 new assessments per year
- population growth 1.1% per year (Department of Planning)
- introduction of Stormwater Levy in 2017/2018
- Pensioner Rebate increase of 1.5% per year
- an inflation forecast of 2.5% is applied to most sources of income
- depreciation, asset renewal and asset maintenance aligned and integrated with Asset Management Plans
- an efficiency saving of 1% per annum through ongoing service sustainability reviews on a continual business improvement strategy.

4.3.2 Financial results

In this Strategic Scenario the underlying operating result for the General Fund is a surplus of \$1,700,000 or more for every year of the Ten Year Plan. This Scenario is sustainable and has been chosen as the preferred Scenario.

The consolidated result includes Council's new aged care facility, the Kiama Aged Care Centre of Excellence (KACCOE). The consolidated financial result, with the inclusion of KACCOE, is an operating surplus of \$2,800,000 or more for every year of the Ten Year Plan.

The table below shows the additional rate revenue Council will receive each year as a result of the special rate variation assuming a permanent increase (ongoing) to Councils rate base as per section 508 of the Local Government Act 1993.

2019 \$,000	2020 \$,000	2021 \$,000	2022 \$,000	2023 \$,000	2024 \$,000	2025 \$,000	2026 \$,000	2027 \$,000	2028 \$,000	Cumulative \$,000
580	1,176	1,821	1,867	1,913	1,961	2,010	2,061	2,112	2,165	17,667

4.4 Base Case Scenario

4.4.1 Introduction

The Strategic Scenario of the Long Term Financial Plan shows the financial results of applying the following assumptions:

- the entire rate peg of 1.5% is applied to rating income for financial year 2017/2018 and then increased to 2.5% for the remainder of the 10 years.
- 50 new assessments per year
- population growth 1.1% per year (Department of Planning)
- introduction of Stormwater Levy in 2017/2018
- Pensioner Rebate increase of 1.5% per year
- an inflation forecast of 2.5% is applied to most sources of income
- depreciation, asset renewal and asset maintenance aligned and integrated with Asset Management Plans
- an efficiency saving of 1% per annum through ongoing service sustainability reviews on a continual business improvement strategy.

4.4.2 Financial results

In this Base Case the underlying operating result for the General Fund has an average deficit of \$971,000 for the Ten Year Plan. This Scenario is not sustainable and has not been chosen as the preferred Scenario.

The consolidated result includes Council's new aged care facility, the Kiama Aged Care Centre of Excellence (KACCOE). The consolidated financial result, with the inclusion of KACCOE, ebbs and flows with an operating surplus in some years and deficits in others.



5 Long term borrowing strategies

The areas covered by this section are:

- background to Council's current debt portfolio
- future loan strategies.

5.1 Background to Council's current debt portfolio

The table below outlines Council's position in respect of all interest bearing liabilities and the break down between loan borrowings during a period of five financial years.

Debt type	30 June 2012 \$'000	30 June 2013 \$'000	30 June 2014 \$'000	30 June 2015 \$'000	30 June 2016 \$'000
Loan borrowings	4,558	6,238	7,283	6,325	4,633

Table 3: Current debt portfolio

Council has been successful in receiving loan funds at a subsidised interest rate as part of the State Government Local Infrastructure Renewal Scheme (LIRS). The initial application was to provide an additional \$2.55 million for an extensive road resealing / rehabilitation program designed to improve the condition of the overall road network, Leisure Centre improvements and Kendalls Beach Holiday Park improvements. The second application was to provide \$2 million for the rehabilitation and re-sheeting of assets.

A summary of the LIRS loans are shown below:

Round One	\$2,553,000 borrowed in August 2012
Round Two	\$2,025,000 borrowed in October 2013

5.2 Future loan strategies

5.2.1 What is Council's philosophy on debt?

Many NSW councils are debt averse and view the achievement of a low level of debt or even debt free status as a primary goal. Others see the use of loan funding as being a critical component of the funding mix to deliver much needed infrastructure to the community.

The use of loans to fund capital expenditure can be an effective mechanism to link the payment for the asset (via debt redemption payments) to the successive councils' populations who receive benefits over the life of that asset. This matching concept is frequently referred to as 'inter-generational equity'.

Historically, Council's policy regarding the use of loan funding has been that loan funding is only available where the proposed expenditure will result in a future revenue stream that will fund the loan repayments. This Long Term Financial Plan advocates an expansion of the existing policy's scope.

5.2.2 Measuring what level of debt is appropriate

The 2006 Allen Inquiry into the Financial Sustainability of NSW Local Government gave significant consideration to the role of borrowings as a funding option for NSW councils. The Allen Inquiry's suggestion of using debt has been used by Council however it is not Council's strategy to use excessive levels of debt.

5.2.3 Future Borrowings

The Long Term Financial Plan proposes borrowings over the 10 year horizon of \$70 million. The projects involved are:

1. Renewal and expansion of five holiday parks - fully funded by increased revenue from those holiday parks.
2. Kiama Aged Care Centre of Excellence (KACCOE) – see section 6 for details of the project – borrowing expenses fully funded by the project.

The timing of these borrowings, the interest rate (provided by TCorp and CBA) and the duration of these loans is as follows:

LOAN	LOAN START	LOAN VALUE	INTEREST	DURATION
Surf Beach Holiday Park	2017/18	\$ 2,500,000	4.15%	10 years
Werri Beach Holiday Park	2019/20	\$ 3,800,000	4.15%	10 years
Seven Mile Beach Holiday Park	2021/22	\$ 2,500,000	4.15%	10 years
Kendalls Beach Holiday Park	2023/24	\$ 1,200,000	4.15%	10 years
Aged Care Facility (KACCOE)	2018/19	\$60,000,000	3.10%	5 years

Table 3: Proposed Debt Portfolio

6 Kiama Aged Care Centre of Excellence (KACCOE)

Council currently operates an existing facility, designed to provide for 30 low care and 52 high care residents. It is over 30 years old in sections, and is no longer able to meet community expectations in regard to size, layout and configuration of rooms, nor is it able to meet expectations for ageing in place. Therefore, to continue to operate, Council is building a facility that can accommodate both its existing 82 residents and 52 new residents. Council also operates 200 Independent Living Units (ILUs) and is adding a further 58 in this development.

Blue Haven is operated as a self-funding unit of Council, not at a cost to ratepayers.

This project will create an aged care facility as part of the overall redevelopment of the Kiama Hospital site. The facility will provide accommodation to meet the current and future expectations of our ageing population. The development will respect the individual lifestyle needs and choices of older people.

As a centre of excellence, there will be opportunities for staff to participate in research activities, provide student learning opportunities and engage in best practice care for all residents. The facility will provide a range of ongoing employment opportunities for nurses, care staff, therapists, maintenance and hospitality staff and engage with a variety of community volunteers.

Construction of a 134 bed Aged Care Facility (ACF). The facility will be two storeys, with residential wings designed in a self-contained 'pod' configuration of 15-18 beds. There will be two specific wings for residents requiring secure dementia care. The building will have predominantly individual rooms with ensuites, but will include eight 2 bed rooms. Each pod will contain its own dining and lounge areas.

The communal area of the facility will include a small cafe, hairdresser, GP/clinic space and chapel/meeting room. An underneath section will contain 'back of house' requirements such as central kitchen for preparation of meals on site, central laundry, secure staff parking, maintenance workshop and waste areas. The building will be serviced by three lifts. The grounds around the wings will be landscaped, including the courtyard areas of the dementia wings.

The redevelopment of the Kiama Hospital site by Kiama Council also includes: 58 two bedroom Independent Living Units; office space for staff of the Blue Haven Care community based age and disability services; community hall and meeting rooms; restoration of the heritage cottage Barroul House to contain public cafe and multi-purpose rooms; car parking and other infrastructure.

The project will generate employment during the construction phase as well as in the ongoing operation of the facility. As the facility will represent an increase in bed numbers of approximately 60% on Council's existing ACF, a range of new employment will be generated across various occupations including qualified nurses, personal carers, domestic, kitchen and garden staff. Industry estimates indicate that each additional bed creates 1.33 direct new jobs resulting in approximately 69 new ongoing jobs. Direct employment benefits for resources required as part of the project (including labourers, project managers, tradesmen) were estimated using a ratio of 1

job created per \$160,000 of capital investment, being the industry standard. Based on the capital cost of \$86,000,000 the number of jobs created directly during the implementation phase would be approximately 480. The estimated value for output and employment using the ABS multiplier of 2.866 is approximately \$221 million throughout the supply chain and across the broader economy.

During the implementation phases, there will be an indirect benefit to related construction material production industries, the advisory services sector in design and consultancy and nearby food and retail outlets, as well as other associated sectors. Based on a multiplier of 1.6 jobs, the potential employment impact to the broader economy during the implementation period equates to a further 400 jobs. As this is part of a larger project, the economic benefit to the region will be even higher.

The overall development will have a cost of approximately \$86 million and as the construction of the Independent Living Units will be after the development of the ACF, there will be a longer term economic impact beyond this stage of the project. Creating employment in Kiama is important both for Kiama residents and workers across the Illawarra region.

Project funding

Grants:	
Stronger Regional Fund	\$10,000,000
Building Better Regions	\$2,397,000
Community Development Grant	\$1,400,000
Restart Funding	<u>\$4,820,000</u>
Total Grants	\$18,617,000
Loan Funds	\$60,000,000
Equity (Reserves)	\$6,000,000
s 7.11 (s.94) Funds	<u>\$2,200,000</u>
	<u>\$86,817,000</u>

This project will fund with, no ratepayer funds, the repayment of loans (principal and interest), equity all operating and capital costs. In addition, the project will pay an Administration Charge to Council each year. All loans will be repaid in full, with half of the loan liability repaid five years after draw down.



7 Long term restricted asset usage strategies

Councils in NSW have traditionally operated with Restricted Asset funds that are amounts of money set aside for specific purposes in later years. In general, these funds do not have bank accounts of their own but are a theoretical split up of the accumulated cash surplus that a council has on hand.

Background

Local Government will continue into the foreseeable future to be challenged by a tightening cash position through increasing demands for cash for daily operations, restricted rate income levels, increasing demands for expenditure on new infrastructure and the maintenance and rehabilitation of existing infrastructure. Kiama Municipal Council is certainly subject to these same pressures, exacerbated by high growth in population and development activity, significant environmental responsibilities and an added responsibility as a high quality tourist destination.

A strategic financial response to these pressures is necessary for Kiama Municipal Council to remain a sustainable community leader.

Objective

Council will from time to time decide, or be required by legislation, to set aside funds for specific purposes for which clear guidelines are set to ensure Council's Cash Position and Investment Portfolio are adequate and managed responsibly.

Principles

- 1) Council is the custodian of financial and built assets on behalf of the Kiama community.
- 2) Council provides works, services and facilities to the community through limited financial means.
- 3) Council is required to operate within the framework and supporting guidelines of:
 - *Local Government Act (NSW) 1993*
 - Local Government Code of Accounting Practice and Financial Reporting
 - Local Government Asset Accounting Manual
 - Australian Accounting Standards
- 4) A strategic financial plan and associated policies are required to support Council's service delivery and asset management strategies, ensuring long term financial viability.

Policy statement

- Council will set aside funds as required from time to time by specific legislation. These funds will be managed and accounted for so as to comply with the relevant legislation.
- Council will also from time to time set aside additional funds for Council's specific purposes.
- Restricted Funds will be reported in the Annual Financial Statements and reviewed annually against the specified requirements of each fund.
- Restricted Funds will be reviewed at least quarterly against the Annual Budget by the Section Manager accountable for that fund.
- Each specific fund shall be approved by Council and must be supported by a statement which outlines the following:
 - purpose of restricted funds
 - source of funds
 - the apportionment of interest earned on cash held for that fund
 - a specific statement including targets, sinking funds, timeframes for accumulation and expenditure of funds
 - accountability for the collection, management and expenditure of that fund
 - relevant legislation or Council Minute supporting the creation of the fund.
- Creation of all restricted funds shall be in accordance with this policy.
- Expenditure of restricted funds shall be in strict accordance with the approved budget, and expenditure shall not exceed funds available without specific Council resolution.
- Budgeting for the expenditure of profits from land development activities will only occur after the physical receipt of sale proceeds by Council.
- All restricted funds are to be 100% cash backed.

Related Council Policies

- Cash Investment Policy

Review Date

Review of this policy will be undertaken 12 months after the date of its adoption by Council. Should amendments to the relevant legislation occur within that 12-month period, review will take place as near as possible to the commencement of such amendments.

Relevant Legislative Provisions

- *Local Government Act (NSW) 1993*
- *Code of Accounting Practice and Financial Reporting*
- *Environmental Planning and Assessment Act (NSW) 1979*
- *Crown Lands Act (NSW) 1989*
- *Department of Lands – Crown Lands Caravan Park Policy (April 1990)*

Implementation responsibility

Financial Services Section

Definitions

Externally restricted funds refer to those funds which have an external restriction, whether by statute or otherwise, which governs the management of money held within the fund.

Internally restricted funds refer to those funds which Council has adopted to set up, to hold monies for specific purposes. The operation of such funds is purely governed by Council.

Internal loans refer to those monies transferred within Council to cover identified projects, where the money is to be repaid to the restricted fund from a specified source. Internal loans are subject to specific Council approval.

The following section outlines what restricted assets Council currently holds, their purpose and recommendations for their future.

7.1 Nature and purpose of current restricted assets

The more material current restricted asset funds held by Kiama Municipal Council are:

- deposits, retentions and bonds
- bonds held for developers' works
- section 94/94a Developer Contributions
- specific purpose unexpended grants
- domestic waste management
- Crown Holiday Parks
- employee leave entitlements
- election reserve
- IT reserve
- unexpended loan funds

7.1.1 Deposits, Retentions and Bonds

Purpose:	An external restriction is placed on deposits, retentions and bonds held by Council.
Source of Funds:	Any person or company that has paid a deposit, retention monies or bond to Council.

7.1.2 Bonds held for Developer's Works

Purpose:	An external restriction is placed on bonds held by Council.
Source of Funds:	Any developer that has paid a bond to Council.

7.1.3 Section 94/94a Developer Contributions

Purpose:	Section 94 of the <i>Environmental Planning & Assessment Act 1979</i> enables Council to levy contributions as a consequence of development. These contributions are essential in providing quality facilities and services to an expanding local population. The Act requires Council to set these funds aside to be used specifically for the provision of these facilities and services.
Source of Funds:	Developer Contributions as levied in accordance with Council's adopted Section 94 Plan.

7.1.4 Specific Purpose Unexpended Grants

Purpose:	An external restriction is placed on grant funding that has been received for a specific purpose that has not been spent by the end of the financial year.
Source of Funds:	Grant funding that is for a specific purpose is provided to Council from various sources.

7.1.5 Domestic Waste Management

Purpose:	By virtue of Section 496 of the <i>Local Government Act 1993</i> (as amended), Council must levy a separate charge for domestic waste management services, which include garbage and recycling services. Under the legislation Council cannot finance these services from ordinary rates so the charge must be sufficient to recover reasonable costs of providing these services. Council is obliged to set these funds aside and use them for their specific purpose.
Source of Funds:	Domestic Waste Services & Management Levy.

7.1.6 Crown Holiday Parks

Purpose:	Net profits from Holiday Parks on Crown Land are retained for reinvestment back into Holiday Parks on Crown Land.
Source of Funds:	Surplus from the Holiday Parks on Crown Land.

7.1.7 Employee Leave Entitlements

Purpose:	To provide funds for employee leave entitlements which have been accrued but not yet paid.
Source of Funds:	General revenue.

7.1.8 Election Reserve

Purpose:	To provide funds for the Local Government Elections which are conducted every four years.
Source of Funds:	Funds provided annually from general revenue.

7.1.9 IT Reserve

Purpose:	This restricted asset is to fund the information technology needs of Council.
Source of Funds:	General revenue.

7.1.10 Unexpended Loan Funds

Purpose:	To restrict the use of cash which has been borrowed externally for a specific purpose but not yet spent.
Source of Funds:	Funds borrowed from banks.

7.1.11 Blue Haven Care – Self Care

Purpose:	This provides funds for asset renewal and loan licence refunds.
Source of Funds:	Transfer of operating surplus.

7.1.12 Blue Haven Care - Residential

Purpose:	This provides funds for asset renewal and bond refunds.
Source of Funds:	Transfer of operating surplus.

7.1.13 Plant Replacement

Purpose:	To fund plant replacements as scheduled and required.
Source of Funds:	Plant hire charges.

7.1.14 Plant Replacement

Purpose:	<ul style="list-style-type: none"> • Revenue generating investments/activities that provide a commercial rate of return whether in short, medium or long term. • All profits/returns generated from investments/activities be returned to the reserve
Source of Funds:	Land sales, investments activities

8 Rating and Annual Charge Strategies

8.1 Assessment of Current Rating Levels

Comparison of Rates with other councils

Comparison of rating between councils is affected by the rating and charging strategies they have each adopted. Some councils rely solely on the ordinary rate for rate income while others levy special rates and annual charges for specific purposes that supplement ordinary rate income.

Income from ordinary rates, special rates and drainage services are subject to State government rate pegging while domestic waste management service annual charges are limited to recovering the reasonable cost of providing those services.

Councils may choose a mix of ordinary and special rates and vary those from year to year, however the annual increase in total rate income from all rates is not to exceed the percentage specified by IPART each year.

The NSW Office of Local Government (OLG) publishes annual comparative information on council rating, financial indicators, service costs and service performance. The information is separated into 11 groups of similar councils based on size and character. Kiama Municipal Council is placed within OLG category 4.

When conducting meaningful rate analysis levels it is important, due to Council having a range of rate mixes and rating strategies, to look at rate increase divided by total number of assessments, rather than individual rate categories.

8.2 Rates and Annual Charges Income

8.2.1 Special Rates

Council currently has no special rates.

8.2.2 Rate Pegging and Special Variation

Councils are subject to rate pegging in New South Wales restricting total rate income to the prior year's notional income plus a percentage increase as allowed by the Independent Pricing and Regulatory Tribunal (IPART). This has been factored into this Plan: refer to Financial Assumptions.

A special variation has been factored into this Plan. The SRV was proposed in Council's Fit for the Future submissions and the quantum of the SRV is consistent with the submission made and the presentations made to the community during the merger proposal. It is proposed (as in the

previous LTFP) a 6% SRV (including the rate pegging level) compounding over years 2018/2019, 2019/2020 and 2020/2021, with the additional revenue being retained permanently to fund the required increased asset renewal and maintenance and to improve Council's financial sustainability.

Despite ongoing sustainability reviews, current operating and satisfaction levels and sound financial management practices, modelling suggests that a special rate variation of this magnitude is warranted, prudent and manageable. Council is very conscious of the potential impact on ratepayers, particularly pensioners. Council will be looking to providing additional pensioner rebate to help offset the financial impact.

RESIDENTIAL	2017/18	2018/19	2019/20	2020/21	3 year cumulative increase
Average General Rates	\$1,413	\$1,498	\$1,588	\$1,683	
SRV increase %		6.00%	6.00%	6.00%	19.10%
Rate Peg %		2.30%	2.70%	2.50%	7.97%
\$ increase per year at SRV		\$84.78	\$89.87	\$95.26	\$269.91
\$ increase per year at rate peg		\$32.50	\$40.44	\$39.69	\$112.63
\$ Impact of SRV above rate peg		\$52.28	\$49.43	\$55.57	\$157.28

RURAL RESIDENTIAL	2017/18	2018/19	2019/20	2020/21	3 year cumulative increase
Average General Rates	\$2,719	\$2,882	\$3,055	\$3,238	
SRV increase %		6.00%	6.00%	6.00%	19.10%
Rate Peg %		2.30%	2.70%	2.50%	7.97%
\$ increase per year at SRV		\$163.14	\$172.93	\$183.30	\$519.37
\$ increase per year at rate peg		\$62.54	\$77.82	\$76.38	\$216.73
\$ Impact of SRV above rate peg		\$100.60	\$95.11	\$106.93	\$302.64

FARMLAND	2017/18	2018/19	2019/20	2020/21	3 year cumulative increase
Average General Rates	\$2,444	\$2,591	\$2,746	\$2,911	
SRV increase %		6.00%	6.00%	6.00%	19.10%
Rate Peg %		2.30%	2.70%	2.50%	7.97%
\$ increase per year at SRV		\$146.63	\$155.43	\$164.76	\$466.82
\$ increase per year at rate peg		\$56.21	\$69.94	\$68.65	\$194.80
\$ Impact of SRV above rate peg		\$90.42	\$85.49	\$96.11	\$272.02

BUSINESS COMM - IND	2017/18	2018/19	2019/20	2020/21	3 year cumulative increase
Average General Rates	\$2,147	\$2,276	\$2,412	\$2,557	
SRV increase %		6.00%	6.00%	6.00%	19.10%
Rate Peg %		2.30%	2.70%	2.50%	7.97%
\$ increase per year at SRV		\$128.81	\$136.54	\$144.73	\$410.08
\$ increase per year at rate peg		\$49.38	\$61.44	\$60.30	\$171.12
\$ Impact of SRV above rate peg		\$79.43	\$75.10	\$84.43	\$238.96

BUSINESS ORDINARY	2017/18	2018/19	2019/20	2020/21	3 year cumulative increase
Average General Rates	\$923	\$979	\$1,037	\$1,099	
SRV increase %		6.00%	6.00%	6.00%	19.10%
Rate Peg %		2.30%	2.70%	2.50%	7.97%
\$ increase per year at SRV		\$55.39	\$58.71	\$62.23	\$176.34
\$ increase per year at rate peg		\$21.23	\$26.42	\$25.93	\$73.58
\$ Impact of SRV above rate peg		\$34.16	\$32.29	\$36.30	\$102.75

8.3 Future Rating and Annual Charge Options

8.3.1 Ordinary Rates

In order to assess the adequacy of rate income to fund Council activities into the future it is necessary to estimate future rate income. This has been performed in this Plan. It is at Council's discretion whether the full rate peg is applied.

8.3.2 Annual Charges

Stormwater Management Services Annual Charges

The maximum amount of individual annual charges for stormwater management services is regulated. Council, now that it has detailed condition assessment and stormwater Management Plan, is preparing to levy from 2017/2018 the stormwater levy.

Appendix 1 - Financial Statements



Income Statement – Consolidated Base Case – Rate Peg

	Projected Years											
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Kiama Municipal Council												
10 Year Financial Plan for the Years ending 30 June 2029												
INCOME STATEMENT - CONSOLIDATED												
Scenario: Rate Peg												
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	20,883,000	22,452,501	22,040,118	22,584,988	23,154,524	23,728,039	24,315,891	24,918,440	25,536,053	26,169,106	26,817,985	27,483,086
User Charges & Fees	19,440,000	18,440,829	19,282,884	21,315,297	22,112,894	22,788,111	23,435,201	24,118,622	24,792,302	25,498,871	26,238,993	26,972,487
Interest & Investment Revenue	1,015,000	822,605	1,179,005	2,083,360	2,685,424	2,432,000	2,095,237	1,984,617	2,162,323	2,369,137	2,441,145	2,646,783
Other Revenues	4,354,000	3,766,304	5,340,355	6,632,538	6,685,415	6,739,614	6,795,167	5,721,811	4,650,539	4,804,139	5,007,775	5,081,084
Grants & Contributions provided for Operating Purposes	9,524,000	6,526,418	12,933,769	14,405,469	14,644,488	14,919,672	15,189,442	15,491,916	15,780,791	16,115,126	16,646,538	17,015,988
Grants & Contributions provided for Capital Purposes	6,288,000	20,563,500	4,239,500	1,239,500	1,239,500	1,239,500	1,239,500	1,239,500	1,239,500	1,239,500	1,239,500	1,239,500
Other Income:												
Net gains from the disposal of assets	269,000	370,500	8,160,500	6,686,480	877,500	144,000	335,000	335,000	335,000	335,000	335,000	-
Joint Ventures & Associated Entities	68,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	61,891,000	75,932,657	73,212,132	74,964,642	71,396,515	71,957,939	73,402,439	73,807,007	74,493,809	76,525,979	78,414,234	80,438,215
Expenses from Continuing Operations												
Employee Benefits & On-Costs	26,331,000	24,966,560	28,948,860	31,449,101	32,543,382	33,699,829	34,880,842	36,108,868	37,376,411	38,691,022	40,024,169	41,403,556
Borrowing Costs	186,000	180,208	2,414,178	2,387,784	2,387,139	2,351,659	1,208,854	1,085,880	1,022,044	965,637	886,551	814,675
Materials & Contracts	18,782,000	18,028,498	18,879,168	19,899,344	20,203,578	20,688,758	21,180,155	21,747,674	22,277,469	22,818,993	23,222,727	23,788,979
Depreciation & Amortisation	7,121,000	6,991,566	7,538,144	7,668,365	7,883,651	7,945,648	8,114,849	8,200,874	8,329,386	8,420,138	8,500,140	8,680,941
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	3,110,000	3,373,411	3,735,363	3,860,263	3,984,397	4,071,404	4,160,327	4,251,209	4,344,093	4,439,022	4,536,044	4,635,204
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	55,480,000	54,120,218	61,512,800	65,063,897	65,992,147	68,764,599	69,546,127	71,392,805	73,349,433	75,324,812	77,169,631	79,223,365
Operating Result from Continuing Operations	6,371,000	21,812,439	11,699,331	9,900,755	4,404,368	3,193,340	3,856,312	2,414,202	1,144,376	1,201,066	1,244,603	1,214,861
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	6,371,000	21,812,439	11,699,331	9,900,755	4,404,368	3,193,340	3,856,312	2,414,202	1,144,376	1,201,066	1,244,603	1,214,861
Net Operating Result before Grants and Contributions provided for Capital Purposes	103,000	1,258,939	7,462,831	8,664,254	3,167,868	1,956,840	2,619,812	1,177,702	(92,124)	(35,134)	8,103	(21,640)



Balance Sheet - Consolidated Base Case – Rate Peg

	Actuals		Current Year	Projected Years									
	2017/18	2018/19	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS													
Current Assets													
Cash & Cash Equivalents	6,943,000	33,412,422	76,027,387	69,612,721	77,671,464	76,250,808	45,184,518	43,214,288	40,593,929	38,013,417	36,490,936	35,256,035	
Investments	26,000,000	22,740,000	41,623,738	28,740,000	46,052,307	42,927,504	42,244,804	43,601,063	44,624,300	46,688,708	46,786,455	47,787,071	
Receivables	2,333,000	2,950,673	2,130,092	2,034,857	2,207,371	2,246,563	2,300,210	2,360,703	2,420,365	2,481,924	2,542,313	2,603,202	
Inventories	182,000	178,486	2,821,280	15,203,002	2,621,280	202,483	207,823	218,634	224,230	230,055	236,011	242,100	
Other	-	39,655	39,316	38,155	40,186	41,077	41,943	42,813	43,624	44,497	45,371	46,247	
Non-current assets classified as "held for sale"	3,750,000	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	39,218,000	58,421,287	122,441,813	113,628,756	123,173,852	124,673,805	88,984,436	86,337,461	87,358,001	88,100,505	88,843,215	89,585,430	
Non-Current Assets													
Investments	-	1,760,000	1,760,000	1,760,000	1,760,000	1,760,000	(1,440,000)	-	3,200,000	7,200,000	7,200,000	7,200,000	
Receivables	468,000	391,431	372,866	393,791	382,188	391,713	401,476	411,482	421,739	432,293	443,029	454,074	
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	354,038,000	432,786,000	416,314,029	416,480,337	414,570,337	412,661,476	410,634,272	408,694,447	406,754,622	404,814,807	402,875,002	400,935,197	
Investments Accounted for using the equity method	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	
Investment Property	80,819,000	81,996,000	83,096,000	82,319,000	83,816,000	84,569,000	85,319,000	86,069,000	86,819,000	87,569,000	88,319,000	89,069,000	
Intangible Assets	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	440,922,000	522,032,431	507,091,925	508,213,825	507,017,525	506,887,050	502,537,952	502,600,755	504,701,186	507,358,330	506,415,131	504,250,483	
Total Non-Current Assets	489,140,000	589,453,718	629,533,738	629,142,561	632,191,377	631,540,856	592,522,388	592,028,216	597,907,855	594,717,281	592,515,636	590,204,659	
TOTAL ASSETS													
LIABILITIES													
Current Liabilities													
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-	-
Payables	72,538,000	90,419,525	116,951,335	115,572,926	113,572,926	110,857,841	105,127,826	106,825,995	108,231,144	110,575,292	108,933,388	107,283,293	
Income received in advance	1,769,000	966,363	953,649	537,228	572,460	587,895	603,763	620,167	637,032	654,402	672,263	690,720	
Borrowings	892,000	911,422	1,125,985	1,284,272	1,144,212	60,970,721	1,822,916	1,686,751	1,753,159	1,822,245	1,894,120	1,300,185	
Provisions	6,928,000	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	82,125,000	98,951,557	125,185,367	124,570,008	122,244,845	179,371,704	117,306,782	116,088,150	117,576,582	120,007,188	118,455,058	118,246,445	
Non-Current Liabilities													
Payables	-	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,458,000	64,256,969	65,405,054	66,531,029	65,405,054	65,405,054	24,818,307	23,129,658	21,376,366	19,654,163	17,690,033	16,336,848	
Provisions	128,000	100,753	100,753	100,753	100,753	100,753	100,753	100,753	100,753	100,753	100,753	100,753	
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,586,000	64,357,722	65,505,807	66,631,782	65,706,859	65,706,859	24,917,061	23,230,309	21,477,151	19,654,908	17,785,786	16,440,601	
TOTAL LIABILITIES	84,711,000	163,312,279	190,691,174	191,201,791	188,345,484	185,101,622	142,226,843	139,318,459	139,053,732	139,682,092	136,215,844	132,686,046	
Net Assets	395,429,000	417,241,439	438,841,525	428,940,770	443,245,893	446,439,233	450,295,545	452,709,747	453,854,123	455,055,189	456,289,792	457,514,653	
EQUITY													
Retained Earnings	215,779,000	237,591,439	259,191,525	249,290,770	253,595,933	255,789,233	270,645,545	273,059,747	274,204,123	275,405,189	276,646,762	277,894,653	
Residual Reserves	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	
Council Equity Interest	395,429,000	417,241,439	438,841,525	428,940,770	443,245,893	446,439,233	450,295,545	452,709,747	453,854,123	455,055,189	456,289,792	457,514,653	
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	395,429,000	417,241,439	438,841,525	428,940,770	443,245,893	446,439,233	450,295,545	452,709,747	453,854,123	455,055,189	456,289,792	457,514,653	

Statement of Cash Flows- Consolidated Base Case – Rate Peg (page 1)

Kiama Municipal Council 10 Year Financial Plan for the Years ending 30 June 2029 CASH FLOW STATEMENT - CONSOLIDATED Scenario: Rate Peg	Projected Years											
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	20,818,000	22,415,119	22,656,288	22,588,849	23,145,967	23,719,268	24,306,901	24,909,226	25,526,607	26,156,424	26,800,081	27,472,914
User Charges & Fees	20,054,000	18,751,559	19,339,902	21,283,375	22,088,668	22,738,886	23,413,113	24,068,172	24,788,667	25,472,736	26,204,132	26,946,881
Interest & Investment Revenue Received	1,040,000	1,002,502	1,088,697	1,987,346	2,681,759	2,440,978	2,090,634	1,975,376	2,154,628	2,361,079	2,639,409	2,839,409
Grants & Contributions	18,758,000	20,883,881	17,044,938	15,883,701	15,870,332	16,193,910	16,424,026	16,725,820	17,015,150	17,349,432	17,880,788	18,249,480
Bonds & Deposits Received	-	20,363,863	28,063,863	4,400,000	687,500	992,000	942,000	1,239,782	2,815,604	3,846,610	-	-
Other	3,821,000	534,660	2,051,008	2,121,913	2,159,868	2,212,343	2,267,822	2,324,323	2,382,945	2,442,241	2,503,328	2,565,944
Payments:												
Employee Benefits & On-Costs	(26,054,000)	(24,068,550)	(28,845,800)	(31,448,101)	(32,563,382)	(33,698,829)	(34,860,942)	(36,058,868)	(37,278,411)	(38,519,022)	(40,024,169)	(41,403,566)
Materials & Contracts	(16,063,000)	(19,061,808)	(19,032,693)	(19,943,708)	(20,115,232)	(20,608,362)	(21,061,704)	(21,663,965)	(22,180,444)	(22,720,012)	(23,121,600)	(23,685,230)
Borrowing Costs	(82,000)	(152,839)	(2,368,651)	(2,386,325)	(2,380,016)	(2,388,378)	(1,209,061)	(1,091,812)	(1,027,978)	(961,778)	(892,968)	(821,266)
Bonds & Deposits Refunded	(711,000)	(3,373,411)	(3,735,363)	(3,889,263)	(3,984,367)	(4,071,404)	(4,160,327)	(4,251,206)	(4,344,093)	(4,436,022)	(4,536,044)	(4,635,204)
Other	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	17,785,000	44,387,087	35,985,097	10,775,588	7,588,068	7,480,671	8,102,860	8,167,818	9,734,179	10,818,883	6,957,825	7,326,083
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	37,278,000	1,500,000	-	-	-	2,124,803	4,000,000	-	-	-	-	-
Sale of Investment Property	-	8,260,000	16,760,000	19,089,480	3,046,000	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	1,070,000	473,000	287,000	308,000	277,000	335,000	335,000	335,000	335,000	335,000	-
Sale of Infrastructure, Property, Plant & Equipment	1,615,000	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(25,975,000)	-	(4,000,000)	(14,883,738)	(3,428,569)	-	(117,266)	(2,688,250)	(4,623,226)	(5,664,418)	(169,747)	(1,011,616)
Purchase of Investment Property	(28,384,000)	(60,898,056)	(15,034,678)	(7,879,360)	(7,082,459)	(7,168,948)	(6,225,668)	(6,153,070)	(6,376,861)	(6,316,819)	(6,796,114)	(5,665,248)
Purchase of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(12,916,000)	(60,039,056)	(1,811,678)	(3,376,948)	(7,157,028)	(4,787,146)	(2,008,287)	(8,514,820)	(10,667,797)	(11,846,237)	(6,667,861)	(6,666,994)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	62,400,000	3,800,000	-	2,500,000	-	21,200,000	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(440,000)	(678,609)	(1,166,090)	(1,284,272)	(1,268,631)	(1,144,212)	(61,360,663)	(1,622,919)	(1,686,751)	(1,753,159)	(1,822,245)	(1,894,120)
Net Cash Flow provided (used in) Financing Activities	(440,000)	61,821,391	2,633,910	(1,284,272)	1,231,369	(1,144,212)	(40,160,663)	(1,622,919)	(1,686,751)	(1,753,159)	(1,822,245)	(1,894,120)
Net Increase/(Decrease) in Cash & Cash Equivalents	4,836,000	28,468,422	38,500,269	6,114,666	1,644,107	1,576,314	(34,068,260)	(1,970,219)	(2,620,969)	(2,560,513)	(1,522,460)	(1,231,901)
plus: Cash, Cash Equivalents & Investments - beginning of year	2,104,000	6,943,000	33,412,422	66,912,721	76,027,387	77,671,494	79,250,808	45,184,518	43,214,298	40,563,929	38,013,417	36,460,936
Cash & Cash Equivalents - end of the year	6,943,000	33,412,422	69,912,721	76,027,387	77,671,494	79,250,808	45,184,518	43,214,298	40,563,929	38,013,417	36,460,936	35,255,035
Cash & Cash Equivalents - end of the year	6,943,000	33,412,422	69,912,721	76,027,387	77,671,494	79,250,808	45,184,518	43,214,298	40,563,929	38,013,417	36,460,936	35,255,035
Investments - end of the year	26,000,000	24,600,000	28,600,000	43,383,738	48,812,307	44,687,604	40,804,804	43,501,953	48,124,300	53,798,708	53,985,465	54,697,071
Cash, Cash Equivalents & Investments - end of the year	32,943,000	57,912,422	98,412,721	119,411,126	124,483,802	123,938,312	85,989,321	86,715,952	88,718,219	91,802,125	90,476,391	90,256,106



Income Statement – General Fund Base Case – Rate Peg

	Kiama Municipal Council 10 Year Financial Plan for the Years ending 30 June 2029 INCOME STATEMENT - GENERAL FUND Scenario: Rate Peg											
	Actuals 2017/18	Current Year 2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	20,883,000	22,452,501	22,046,118	22,584,968	23,154,524	23,728,039	24,315,891	24,918,440	25,536,053	26,166,108	26,817,965	27,483,086
User Charges & Fees	19,440,000	18,400,829	18,078,980	17,877,402	18,463,904	19,013,712	19,580,013	20,163,303	20,764,922	21,382,905	22,020,283	22,676,781
Interest & Investment Revenue	1,015,000	822,605	1,056,064	1,170,964	1,177,760	1,731,153	1,771,643	1,827,251	1,893,187	2,018,706	2,106,780	2,200,780
Other Revenues	4,354,000	3,769,304	3,774,936	3,837,283	3,881,340	3,928,489	3,972,289	4,020,231	4,068,882	4,118,708	4,168,801	4,222,171
Grants & Contributions provided for Operating Purposes	9,524,000	9,528,418	7,700,408	7,611,427	7,733,883	7,901,414	8,043,254	8,393,883	8,556,315	8,723,808	8,893,463	9,068,463
Grants & Contributions provided for Capital Purposes	5,806,000	4,238,500	4,226,500	1,238,500	1,238,500	1,238,500	1,238,500	1,238,500	1,238,500	1,238,500	1,238,500	1,238,500
Other Income:												
Net gains from the disposal of assets	269,000	370,500	8,160,500	6,688,480	877,500	144,000	335,000	335,000	335,000	335,000	335,000	-
Joint Ventures & Associated Entities	68,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	61,385,000	59,615,657	63,386,505	60,945,084	57,065,542	57,681,316	59,285,088	60,736,139	62,197,577	63,733,398	65,319,082	66,821,760
Expenses from Continuing Operations												
Employee Benefits & On-Costs	26,331,000	24,988,550	22,275,658	24,542,304	25,404,848	26,288,096	27,223,153	28,181,180	29,173,303	30,200,808	31,234,795	32,308,624
Borrowing Costs	156,000	180,208	314,178	287,784	287,139	251,859	236,703	210,782	176,525	141,070	104,353	66,328
Materials & Contracts	18,782,000	18,028,466	17,385,193	18,143,755	18,562,575	19,051,481	19,465,753	19,975,947	20,488,133	20,997,754	21,480,659	22,005,101
Depreciation & Amortisation	7,121,000	6,991,556	7,118,144	7,238,365	7,443,651	7,525,048	7,664,840	7,780,874	7,900,886	8,000,138	8,080,140	8,160,041
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	3,110,000	3,373,411	3,342,845	3,487,295	3,572,781	3,649,910	3,728,717	3,809,240	3,891,516	3,975,584	4,061,463	4,148,253
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	55,480,000	54,120,218	50,536,014	53,709,533	55,300,993	56,777,104	58,379,175	59,957,883	61,616,864	63,285,359	64,963,431	66,680,248
Operating Result from Continuing Operations	5,905,000	5,495,439	13,550,490	7,235,551	1,764,548	904,212	875,913	778,566	980,714	448,045	355,651	(65,488)
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	5,905,000	5,495,439	13,550,490	7,235,551	1,764,548	904,212	875,913	778,566	980,714	448,045	355,651	(65,488)
Net Operating Result before Grants and Contributions provided for Capital Purposes	103,000	1,258,939	9,313,990	5,999,051	528,048	(332,288)	(360,387)	(457,344)	(653,786)	(788,455)	(888,849)	(1,304,988)



Balance Sheet – General Fund Base Case – Rate Peg

	Actuals 2017/18	Current Year 2018/19	Projected Years															
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29						
ASSETS																		
Current Assets																		
Cash & Cash Equivalents	6,943,000	1,630,686	12,779,822	15,901,747	14,260,666	14,661,144	15,102,466	15,525,965	15,980,076	16,406,668	16,866,363	17,358,611						
Investments	23,800,000	22,300,000	28,300,000	41,183,738	44,612,307	42,487,504	42,604,804	43,501,053	44,124,290	44,788,708	44,985,465	45,997,071						
Receivables	2,333,000	2,060,673	2,034,857	2,130,092	2,207,371	2,246,993	4,195,024	4,260,785	4,418,030	4,546,478	4,882,229	2,606,202						
Inventories	192,000	178,468	15,203,002	2,621,280	202,463	207,823	212,662	218,534	224,230	230,055	236,011	242,100						
Other	-	38,865	38,155	38,316	40,186	41,077	41,643	42,673	43,824	44,787	45,781	46,807						
Non-current assets classified as "held for sale"	3,750,000	-	-	-	-	-	-	-	-	-	-	-						
Total Current Assets	37,018,000	28,189,851	58,355,836	58,876,173	61,383,353	59,074,141	62,127,227	63,578,610	64,770,450	65,019,994	66,818,838	68,233,791						
Non-Current Assets																		
Investments	-	-	-	-	-	-	-	-	-	-	-	-						
Receivables	3,535,000	13,407,431	13,409,791	13,418,888	13,428,188	13,437,713	11,582,602	9,602,989	7,676,208	5,618,169	-	-						
Inventories	-	-	-	-	-	-	-	-	-	-	-	-						
Infrastructure, Property, Plant & Equipment	336,964,000	340,782,683	324,691,617	326,080,612	324,078,920	322,543,056	320,850,865	319,258,030	317,607,711	316,168,885	314,897,962	313,687,962						
Investments Accounted for using the equity method	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000						
Intangible Assets	80,819,000	81,568,000	82,318,000	83,068,000	83,818,000	84,568,000	85,318,000	86,068,000	86,818,000	87,568,000	88,318,000	89,068,000						
Other	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000						
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-						
Total Non-Current Assets	426,884,000	441,345,014	428,858,408	427,144,508	427,440,108	427,686,833	425,020,721	422,158,442	419,338,238	418,270,880	413,542,714	411,733,066						
TOTAL ASSETS	463,902,000	467,544,865	482,252,245	487,020,681	488,793,461	487,333,774	487,107,348	485,737,052	484,096,688	482,290,874	480,356,552	477,966,857						
LIABILITIES																		
Current Liabilities																		
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-						
Payables	72,536,000	70,065,672	68,609,789	67,407,322	66,183,675	64,948,752	63,719,100	62,489,460	61,261,919	60,036,566	58,813,278	57,592,250						
Income received in advance	1,798,000	537,228	537,228	537,228	537,228	537,228	537,228	537,228	537,228	537,228	537,228	537,228						
Borrowings	892,000	911,422	1,284,272	1,125,685	1,144,212	970,721	976,175	1,010,412	1,046,887	1,082,584	1,120,668	1,161,273						
Provisions	6,926,000	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247						
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-						
Total Current Liabilities	82,126,000	78,497,704	77,383,533	76,042,384	74,865,794	73,462,616	72,254,315	71,075,278	69,900,065	68,728,789	67,561,424	65,748,491						
Non-Current Liabilities																		
Payables	-	-	-	-	-	-	-	-	-	-	-	-						
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-						
Borrowings	2,468,000	4,250,669	6,531,029	5,405,084	6,569,896	6,639,166	5,775,726	4,765,314	3,719,447	2,636,863	1,518,285	1,004,982						
Provisions	128,000	100,753	100,753	100,753	100,753	100,753	100,753	100,753	100,753	100,753	100,753	100,753						
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-						
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-						
Total Non-Current Liabilities	2,596,000	4,351,422	6,631,782	5,505,817	6,700,639	6,739,918	5,876,479	4,800,987	3,820,200	2,737,616	1,617,028	1,058,735						
TOTAL LIABILITIES	84,711,000	82,849,126	84,015,315	81,548,201	81,566,433	79,192,533	78,130,794	75,941,343	73,720,265	71,458,406	69,178,432	66,805,226						
Net Assets	379,191,000	384,695,739	398,236,929	405,472,480	407,227,028	408,141,240	409,017,154	409,795,709	410,376,423	410,824,468	411,180,120	411,111,632						
EQUITY																		
Retained Earnings	166,541,000	206,038,439	218,586,929	226,822,480	227,587,028	228,491,240	229,387,154	230,145,709	230,726,423	231,174,488	231,530,120	231,461,632						
Revaluation Reserves	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000						
Council Equity Interest	379,191,000	384,695,739	398,236,929	405,472,480	407,227,028	408,141,240	409,017,154	409,795,709	410,376,423	410,824,468	411,180,120	411,111,632						
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-						
Total Equity	379,191,000	384,695,739	398,236,929	405,472,480	407,227,028	408,141,240	409,017,154	409,795,709	410,376,423	410,824,468	411,180,120	411,111,632						



Statement of Cash Flows – General Fund Base Case – Rate Peg (page 1)

Scenario: Rate Peg	2017/18	2018/19	Projected Years					2027/28	2028/29			
			2019/20	2020/21	2021/22	2022/23	2023/24			2024/25	2025/26	
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	-	22,415,119	22,055,288	22,688,649	23,145,987	23,719,288	24,309,901	24,909,225	25,526,807	26,159,424	26,808,081	27,472,914
User Charges & Fees	-	18,751,650	17,035,098	17,786,680	18,437,508	18,992,267	19,557,925	20,140,653	20,740,659	21,368,760	21,996,622	22,651,175
Interest & Investment Revenue Received	-	1,002,602	965,726	1,074,970	1,164,126	1,245,137	1,317,040	1,384,013	1,446,462	1,504,803	2,011,268	2,099,408
Grants & Contributions	-	13,868,881	11,861,575	8,898,656	8,668,627	9,136,662	9,277,838	9,469,317	9,628,242	9,790,821	9,957,068	10,127,687
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	594,860	1,706,818	1,789,120	1,769,293	1,841,691	1,897,603	1,934,905	1,983,462	2,033,110	2,083,999	2,138,100
Payments:												
Employee Benefits & On-Costs	-	(24,968,660)	(22,275,666)	(24,542,304)	(25,404,848)	(26,266,066)	(27,223,153)	(28,181,160)	(29,173,303)	(30,200,809)	(31,238,765)	(32,308,654)
Materials & Contracts	-	(19,861,608)	(17,541,648)	(18,018,119)	(18,504,228)	(18,991,115)	(19,407,303)	(19,869,908)	(20,386,378)	(20,869,733)	(21,376,532)	(21,801,662)
Borrowing Costs	-	(152,839)	(268,951)	(296,325)	(280,016)	(258,378)	(235,810)	(216,494)	(192,468)	(147,212)	(110,710)	(72,909)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(3,373,411)	(3,342,845)	(3,497,295)	(3,572,781)	(3,648,910)	(3,728,717)	(3,809,240)	(3,891,616)	(3,975,984)	(4,061,483)	(4,148,293)
Net Cash provided (or used in) Operating Activities												
	-	8,016,224	10,286,604	5,732,844	6,283,208	6,281,505	6,202,624	6,184,151	6,117,837	6,076,351	6,067,287	6,054,814
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	1,500,000	-	-	-	2,124,803	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	8,260,000	16,760,000	19,099,480	3,046,000	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	1,070,000	473,000	287,000	308,000	277,000	335,000	335,000	335,000	335,000	335,000	335,000
Sale of Investments in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	(4,000,000)	(14,883,738)	(3,428,569)	-	(117,299)	(898,250)	(623,236)	(654,418)	(198,747)	(1,011,616)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-	(15,979,639)	(14,994,679)	(7,826,390)	(7,032,459)	(7,118,948)	(6,180,988)	(6,088,670)	(6,314,951)	(6,251,819)	(6,731,114)	(6,590,248)
Purchase of Real Estate Assets	-	(10,000,000)	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities												
	-	(15,149,639)	(1,761,679)	(3,326,648)	(7,107,028)	(4,717,145)	(5,943,287)	(4,785,106)	(4,672,715)	(4,563,602)	(4,526,308)	(4,461,948)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	2,500,000	3,800,000	-	2,600,000	-	1,200,000	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	-	(878,609)	(1,156,060)	(1,284,272)	(1,286,931)	(1,144,212)	(1,047,686)	(976,176)	(1,010,412)	(1,045,887)	(1,082,584)	(1,120,608)
Net Cash Flow provided (used in) Financing Activities												
	-	1,621,391	2,643,940	(1,284,272)	1,213,069	(1,144,212)	152,015	(976,176)	(1,010,412)	(1,045,887)	(1,082,584)	(1,120,608)
Net Increase/(Decrease) in Cash & Cash Equivalents												
	-	(5,312,014)	11,148,838	1,121,925	386,249	405,148	411,352	422,870	494,710	446,882	459,365	472,299
plus: Cash, Cash Equivalents & Investments - beginning of year	-	6,943,000	1,630,886	12,778,822	13,801,747	14,280,998	14,891,144	15,102,498	15,525,365	15,960,076	16,409,958	16,860,353
Cash & Cash Equivalents - end of the year												
	-	1,630,986	12,779,822	13,901,747	14,280,998	14,691,144	15,102,498	15,525,365	15,960,076	16,409,958	16,860,353	17,338,611
Cash & Cash Equivalents - end of the year	6,943,000	1,630,986	12,779,822	13,901,747	14,280,998	14,691,144	15,102,498	15,525,365	15,960,076	16,409,958	16,860,353	17,338,611
Investments - end of the year	23,800,000	22,300,000	26,300,000	41,183,738	44,612,307	42,487,504	42,604,804	44,124,260	44,788,708	44,985,655	45,997,071	46,997,071
Cash, Cash Equivalents & Investments - end of the year												
	30,743,000	23,930,986	39,079,822	55,085,485	58,903,303	57,178,648	57,707,299	59,026,419	60,084,365	61,195,666	61,851,807	63,335,681



Income Statement – KACCOE Base Case – Rate Peg

Klamia Municipal Council 10 Year Financial Plan for the Years ending 30 June 2029 INCOME STATEMENT - NEW AGED CARE FACILITY Scenario: Rate Peg	Actuals	Current Year	Projected Years								
	2017/18	2018/19	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations											
Revenue:											
Rates & Annual Charges	-	-	-	-	-	-	-	-	-	-	-
User Charges & Fees	-	-	3,517,865	3,648,760	3,744,389	3,855,188	3,955,619	4,038,210	4,113,986	3,808,710	4,265,706
Interest & Investment Revenue	-	-	1,282,388	1,317,634	1,050,851	873,594	507,396	583,807	651,452	572,000	614,900
Other Revenues	-	-	2,766,255	2,804,075	2,813,115	2,822,381	1,701,360	581,978	685,430	837,974	858,923
Grants & Contributions provided for Operating Purposes	-	-	6,784,042	6,610,505	7,018,288	7,146,188	7,256,503	7,386,608	7,558,811	7,923,730	8,121,823
Grants & Contributions provided for Capital Purposes	462,000	16,317,000	-	-	-	-	-	-	-	-	-
Other Income:	-	-	-	-	-	-	-	-	-	-	-
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	462,000	16,317,000	14,365,558	14,660,974	14,626,623	14,497,351	13,420,868	12,580,963	13,069,569	13,242,414	13,891,352
Expenses from Continuing Operations											
Employee Benefits & On-Costs	-	-	6,605,767	7,146,534	7,398,733	7,657,689	7,625,708	8,203,108	8,460,216	8,787,374	9,064,632
Borrowing Costs	-	-	2,460,000	2,460,000	2,450,000	1,323,251	1,225,117	1,130,251	1,031,745	929,469	823,244
Materials & Contracts	-	-	1,461,005	1,611,003	1,647,267	1,684,402	1,772,427	1,811,366	1,851,238	1,742,068	1,783,878
Depreciation & Amortisation	-	-	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000
Impairment	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	362,547	401,969	421,495	431,610	441,969	452,576	463,438	474,561	485,950
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	-	-	11,704,354	12,041,154	12,337,495	11,516,952	11,785,222	12,017,301	12,256,638	12,353,462	12,608,004
Operating Result from Continuing Operations	462,000	16,317,000	2,665,203	2,639,820	2,289,128	2,980,399	1,635,646	563,662	753,021	888,952	1,283,348
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	462,000	16,317,000	2,665,203	2,639,820	2,289,128	2,980,399	1,635,646	563,662	753,021	888,952	1,283,348
Net Operating Result before Grants and Contributions provided for Capital Purposes	-	-	(1,851,159)	(1,851,159)	(1,851,159)	(1,851,159)	(1,851,159)	(1,851,159)	(1,851,159)	(1,851,159)	(1,851,159)



Balance Sheet - KACCOC Base Case – Rate Peg (page 1)

Scenario: Rate Peg	Actuals		Current Year		2019/20		2020/21		2021/22		2022/23		Projected Years		2025/26		2026/27		2027/28		2028/29		
	2017/18	\$	2018/19	\$	2019/20	\$	2020/21	\$	2021/22	\$	2022/23	\$	2023/24	\$	2024/25	\$	2025/26	\$	2026/27	\$	2027/28	\$	2028/29
ASSETS																							
Current Assets																							
Cash & Cash Equivalents	-		31,781,436		57,132,899		62,125,641		63,350,409		64,556,664		30,082,022		27,688,933		24,633,854		21,608,459		19,920,424		17,920,424
Investments	2,200,000		440,000		440,000		440,000		440,000		440,000		(360,000)		-		800,000		1,800,000		1,800,000		1,800,000
Receivables	-		-		-		-		-		-		-		-		-		-		-		-
Inventories	-		-		-		-		-		-		-		-		-		-		-		-
Other	-		-		-		-		-		-		-		-		-		-		-		-
Non-current assets classified as "held for sale"	-		-		-		-		-		-		-		-		-		-		-		-
Total Current Assets	2,200,000		32,221,436		57,572,899		62,565,641		63,820,409		64,996,664		29,722,022		27,688,933		25,433,854		23,408,459		21,424,564		19,720,424
Non-Current Assets																							
Investments	-		1,780,000		1,780,000		1,780,000		1,780,000		1,780,000		(1,440,000)		-		3,200,000		7,200,000		7,200,000		7,200,000
Receivables	-		-		-		-		-		-		-		-		-		-		-		-
Inventories	-		-		-		-		-		-		-		-		-		-		-		-
Infrastructure, Property, Plant & Equipment	-		-		-		-		-		-		-		-		-		-		-		-
Investments Accounted for using the equity method	17,084,000		91,973,417		91,003,417		91,233,417		90,863,417		90,493,417		80,138,417		89,783,417		89,428,417		88,073,417		86,718,417		86,363,417
Investment Property	-		-		-		-		-		-		-		-		-		-		-		-
Intangible Assets	-		-		-		-		-		-		-		-		-		-		-		-
Non-current assets classified as "held for sale"	-		-		-		-		-		-		-		-		-		-		-		-
Other	-		-		-		-		-		-		-		-		-		-		-		-
Total Non-Current Assets	17,084,000		93,733,417		93,383,417		93,013,417		92,623,417		92,253,417		88,698,417		89,783,417		92,628,417		96,273,417		95,918,417		95,563,417
TOTAL ASSETS	19,284,000		125,954,853		150,936,316		155,579,058		156,443,826		157,250,081		118,420,439		117,472,350		118,062,271		119,679,876		117,343,001		115,283,841
LIABILITIES																							
Current Liabilities																							
Bank Overdraft	-		-		-		-		-		-		-		-		-		-		-		-
Payables	-		20,353,853		47,186,475		48,144,013		47,389,051		46,909,089		44,408,728		44,336,546		46,966,225		50,538,738		50,120,122		49,691,043
Income received in advance	-		-		-		-		-		-		-		-		-		-		-		-
Borrowings	-		-		-		-		-		-		-		-		-		-		-		-
Provisions	-		-		-		-		-		-		-		-		-		-		-		-
Liabilities associated with assets classified as "held for sale"	-		-		-		-		-		-		-		-		-		-		-		-
Total Current Liabilities	-		20,353,853		47,186,475		48,144,013		47,389,051		46,909,089		44,408,728		44,336,546		46,966,225		50,538,738		50,120,122		49,691,043
Non-Current Liabilities																							
Payables	-		-		-		-		-		-		-		-		-		-		-		-
Income received in advance	-		-		-		-		-		-		-		-		-		-		-		-
Borrowings	3,048,000		73,048,000		73,048,000		73,048,000		73,048,000		73,048,000		30,221,787		27,615,348		24,910,419		22,103,208		19,189,778		18,380,868
Provisions	-		-		-		-		-		-		-		-		-		-		-		-
Investments Accounted for using the equity method	-		-		-		-		-		-		-		-		-		-		-		-
Liabilities associated with assets classified as "held for sale"	-		-		-		-		-		-		-		-		-		-		-		-
Total Non-Current Liabilities	3,048,000		73,048,000		73,048,000		73,048,000		73,048,000		73,048,000		30,221,787		27,615,348		24,910,419		22,103,208		19,189,778		18,380,868
TOTAL LIABILITIES	3,046,000		93,399,853		120,232,475		121,196,013		120,435,051		119,955,089		74,629,515		71,951,894		71,876,644		72,641,946		69,309,899		68,061,911
Net Assets	16,238,000		32,555,000		30,703,841		33,389,045		36,008,865		38,297,992		41,278,391		42,914,038		43,477,700		44,230,721		45,119,673		46,403,021
EQUITY																							
Retained Earnings	16,238,000		32,555,000		30,703,841		33,389,045		36,008,865		38,297,992		41,278,391		42,914,038		43,477,700		44,230,721		45,119,673		46,403,021
Revaluation Reserves	-		-		-		-		-		-		-		-		-		-		-		-
Council Equity Interest	16,238,000		32,555,000		30,703,841		33,389,045		36,008,865		38,297,992		41,278,391		42,914,038		43,477,700		44,230,721		45,119,673		46,403,021
Minority Equity Interest	-		-		-		-		-		-		-		-		-		-		-		-
Total Equity	16,238,000		32,555,000		30,703,841		33,389,045		36,008,865		38,297,992		41,278,391		42,914,038		43,477,700		44,230,721		45,119,673		46,403,021



Statement of Cash Flows – KACCOE Base Case – Rate Peg

	Actuals 2017/18	Current Year 2018/19	2019/20	2020/21	2021/22	2022/23	Projected Years					2027/28	2028/29	
							2023/24	2024/25	2025/26	2026/27				
Kiama Municipal Council 10 Year Financial Plan for the Years ending 30 June 2029 CASH FLOW STATEMENT - NEWAGED CARE FACILITY Scenario: Rate Peg														
Cash Flows from Operating Activities														
Receipts:														
Rates & Annual Charges														
User Charges & Fees														
Interest & Investment Revenue Received														
Grants & Contributions														
Bonds & Deposits Received														
Other														
Payments:														
Employee Benefits & On-Costs														
Materials & Contracts														
Borrowing Costs														
Bonds & Deposits Refunded														
Other														
Net Cash provided (or used in) Operating Activities														
	38,870,853		25,401,463	5,042,741	1,304,858	1,229,166	1,900,036	1,663,465	3,818,342	4,742,532	860,338	1,274,269		
Cash Flows from Investing Activities														
Receipts:														
Sale of Investment Securities														
Payments:														
Purchase of Investment Securities														
Purchase of Investment Property														
Purchase of Infrastructure, Property, Plant & Equipment														
Net Cash provided (or used in) Investing Activities														
Cash Flows from Financing Activities														
Receipts:														
Proceeds from Borrowings & Advances														
Payments:														
Repayment of Borrowings & Advances														
Net Cash Flow provided (used in) Financing Activities														
Net Increase/(Decrease) in Cash & Cash Equivalents														
plus: Cash, Cash Equivalents & Investments - beginning of year														
Cash & Cash Equivalents - end of the year														
Cash & Cash Equivalents & Investments - end of the year														
	2,200,000	31,781,436	57,132,899	62,125,641	63,380,499	64,569,664	30,082,022	27,688,933	24,633,854	21,606,459	19,624,564	17,920,424	9,000,000	9,000,000
	2,200,000	33,981,436	59,332,899	64,325,641	65,580,499	66,759,664	28,292,022	27,688,933	28,633,854	30,606,459	28,624,564	26,920,424	9,000,000	9,000,000



Income Statement – Consolidated – Special Rate Variation

	Actuals 2017/18	Current Year		Projected Years								
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Kiama Municipal Council												
10 Year Financial Plan for the Years ending 30 June 2029												
INCOME STATEMENT - CONSOLIDATED												
Scenario: Special Rate Variation												
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	20,883,000	22,452,501	23,628,208	24,831,070	25,448,668	26,077,312	26,723,897	27,389,646	28,085,663	28,762,284	29,476,972	30,207,523
User Charges & Fees	19,440,000	18,440,829	19,282,884	21,316,937	22,112,684	22,768,111	23,636,201	24,118,922	24,792,302	25,498,871	26,928,993	28,672,487
Interest & Investment Revenue	1,015,000	872,865	1,179,095	2,083,860	2,686,424	2,432,024	2,095,237	1,984,617	2,182,323	2,369,137	2,441,445	2,646,783
Other Revenues	4,354,000	3,768,304	5,340,356	6,852,638	6,685,415	6,736,814	6,765,167	6,721,611	4,650,839	4,804,139	5,007,775	5,081,084
Grants & Contributions provided for: Operating Purposes	9,524,000	8,582,418	12,833,768	14,500,461	14,738,910	15,014,684	15,234,464	15,546,658	15,894,613	16,278,373	16,751,015	17,119,989
Grants & Contributions provided for: Capital Purposes	6,268,000	20,563,500	4,236,500	1,236,500	1,236,500	1,236,500	1,236,500	1,236,500	1,236,500	1,236,500	1,236,500	1,236,500
Other Income:												
Net gains from the disposal of assets	289,000	370,500	8,180,500	6,686,480	877,500	144,000	335,000	335,000	335,000	335,000	335,000	-
Joint Ventures & Associated Entities	68,000	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	61,851,000	76,932,657	74,791,220	77,295,736	73,783,511	74,402,234	75,305,466	76,330,234	77,127,741	79,223,284	81,176,689	83,267,366
Expenses from Continuing Operations												
Employee Benefits & On-Costs	26,331,000	24,966,650	26,048,690	31,449,101	32,653,382	33,698,626	34,880,842	36,100,868	37,376,411	38,691,022	40,024,169	41,403,566
Borrowing Costs	156,000	160,206	2,414,176	2,387,784	2,387,139	2,351,659	1,209,654	1,085,880	1,022,044	665,637	888,651	814,675
Materials & Contracts	18,762,000	18,628,496	19,644,693	20,168,691	20,743,464	21,251,542	21,746,115	22,327,425	22,870,761	23,426,368	23,844,612	24,426,669
Depreciation & Amortisation	7,121,000	6,961,566	7,538,144	7,668,365	7,863,651	7,946,948	8,114,849	8,200,874	8,328,386	8,420,138	8,500,140	8,680,941
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	3,110,000	3,373,411	3,735,303	3,869,283	3,684,397	4,071,464	4,160,327	4,251,209	4,344,063	4,439,022	4,538,044	4,635,204
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	55,480,000	54,120,218	62,581,265	65,591,234	67,532,662	69,317,383	70,112,087	71,972,295	73,942,695	75,932,217	77,791,516	79,860,065
Operating Result from Continuing Operations	6,371,000	21,812,439	12,209,955	11,704,502	6,251,449	5,084,851	5,193,379	4,357,979	3,185,046	3,291,066	3,385,183	3,407,300
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	6,371,000	21,812,439	12,209,955	11,704,502	6,251,449	5,084,851	5,193,379	4,357,979	3,185,046	3,291,066	3,385,183	3,407,300
Net Operating Result before Grants and Contributions provided for Capital Purposes	103,000	1,258,939	7,973,455	10,468,002	5,014,948	3,848,351	4,556,879	3,121,479	1,948,545	2,054,566	2,148,683	2,170,800



Balance Sheet – Consolidated – Special Rate Variation

	10 Year Financial Plan for the Years ending 30 June 2029											
	Actuals 2017/18	Current Year 2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
BALANCE SHEET - CONSOLIDATED												
Scenario: Special Rate Variation												
ASSETS												
Current Assets	6,943,000	33,412,422	66,701,023	76,027,387	77,871,464	79,250,878	45,184,518	43,214,298	40,593,929	38,013,417	36,480,936	35,886,114
Cash & Cash Equivalents	26,000,000	22,740,000	28,740,000	41,709,170	45,838,208	43,803,678	43,866,555	46,585,812	47,704,865	50,369,082	51,801,474	53,796,751
Investments	2,333,000	2,050,673	2,052,898	2,159,377	2,240,204	2,282,408	2,336,291	2,402,376	2,498,173	2,537,338	2,604,587	2,679,288
Receivables	182,000	178,460	15,216,271	2,627,830	206,198	214,688	216,690	225,730	231,568	237,599	243,734	250,007
Inventories	-	39,895	40,034	40,243	41,136	42,048	42,938	43,862	44,807	45,804	46,844	47,927
Other	3,750,000	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	39,218,000	58,421,287	113,750,135	122,994,007	125,900,241	125,993,028	91,443,292	91,242,108	91,044,433	91,203,281	90,987,625	92,465,060
Non-Current Assets	-	-	1,760,000	1,760,000	1,760,000	1,760,000	(1,440,000)	-	3,200,000	7,200,000	7,200,000	7,200,000
Investments	-	489,000	372,899	395,511	395,118	404,998	415,000	425,406	438,011	448,882	458,023	469,444
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investments Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	440,922,000	522,032,431	507,059,440	509,376,087	510,546,774	511,998,622	509,187,895	510,820,998	513,641,360	517,664,438	517,841,562	518,677,280
TOTAL ASSETS	480,140,000	580,453,718	620,809,575	631,940,103	636,447,015	637,991,650	600,611,147	602,063,106	604,285,793	608,867,717	609,829,178	609,142,346
LIABILITIES												
Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	82,125,000	98,851,597	124,756,399	125,276,391	122,336,032	178,468,138	117,408,512	116,166,243	117,660,075	120,113,146	118,563,544	118,768,597
Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,596,000	64,360,722	66,631,782	65,606,817	66,700,639	6,729,918	24,917,061	23,230,309	21,477,151	16,654,009	17,760,786	16,440,001
TOTAL LIABILITIES	84,721,000	163,212,319	191,388,181	190,783,208	189,036,671	185,198,054	142,325,573	139,396,552	139,137,225	137,767,155	138,324,330	135,208,598
Net Assets	395,423,000	417,241,439	429,451,394	441,155,895	447,407,344	452,828,195	458,285,574	462,643,553	465,148,568	469,119,665	472,504,848	475,912,148
EQUITY												
Retained Earnings	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	395,423,000	417,241,439	429,451,394	441,155,895	447,407,344	452,828,195	458,285,574	462,643,553	465,148,568	469,119,665	472,504,848	475,912,148



Cash Flow Statement – Consolidated – Special Rate Variation (page 1)

Scenario: Special Rate Variation	Projected Years												
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	20,819,000	22,415,119	23,810,228	24,912,874	25,937,088	26,087,685	26,714,008	27,378,510	28,065,674	28,751,615	29,465,067	30,198,335	
User Charges & Fees	20,054,000	18,751,569	19,339,902	21,283,375	22,086,668	22,736,686	23,413,113	24,088,172	24,768,669	25,472,735	25,904,132	26,846,881	
Interest & Investment Revenue Received	1,043,000	1,002,502	1,085,959	1,884,081	2,068,751	2,087,951	2,087,833	1,972,656	2,148,015	2,355,054	2,428,798	2,652,274	
Grants & Contributions	15,756,000	29,883,981	17,184,898	15,777,439	15,674,354	16,248,932	16,516,048	16,781,383	17,118,510	17,463,678	17,985,283	18,354,191	
Bonds & Deposits Received		20,353,883	28,053,883	4,400,000	687,500	982,500	642,059	1,259,782	1,815,505	3,846,810			
Other	3,821,000	554,680	2,051,008	2,121,458	2,156,866	2,212,343	2,287,822	2,334,514	2,382,410	2,442,240	2,503,327	2,565,021	
Payments:													
Employee Benefits & On-Costs	(28,054,000)	(24,898,550)	(28,848,890)	(31,448,101)	(32,583,382)	(33,098,829)	(34,880,842)	(36,108,868)	(37,376,411)	(38,891,022)	(40,024,169)	(41,403,599)	
Materials & Contracts	(18,993,000)	(19,881,808)	(19,629,875)	(20,187,780)	(20,833,133)	(21,156,104)	(21,665,553)	(22,230,883)	(22,771,793)	(23,325,150)	(23,741,164)	(24,316,894)	
Borrowing Costs	(156,000)	(152,839)	(2,388,651)	(2,396,325)	(2,388,016)	(2,388,378)	(1,206,061)	(1,091,812)	(1,027,978)	(901,778)	(862,908)	(821,256)	
Bonds & Deposits Refunded	(82,000)												
Other	(711,000)	(3,373,411)	(3,735,393)	(3,898,293)	(3,984,367)	(4,071,404)	(4,180,327)	(4,251,209)	(4,344,093)	(4,439,022)	(4,538,044)	(4,638,204)	
Net Cash provided (or used in) Operating Activities	17,795,000	44,887,087	38,323,075	12,477,567	9,433,268	9,380,941	10,038,239	10,110,624	11,769,609	12,904,157	9,093,260	9,944,822	
Cash Flows from Investing Activities													
Receipts:													
Sale of Investment Securities	37,278,000	1,500,000											
Sale of Investment Property						1,734,532							
Sale of Real Estate Assets		8,260,000	18,750,000	19,988,480	3,046,000								
Sale of Infrastructure, Property, Plant & Equipment	1,615,000	1,070,000	473,000	287,000	368,000	277,000	335,000	335,000	335,000	335,000	335,000		
Payments:													
Purchase of Investment Securities	(25,975,000)		(4,000,000)	(14,896,170)	(3,928,039)		(652,879)	(3,138,257)	(5,548,053)	(6,864,197)	(1,232,411)	(2,188,277)	
Purchase of Investment Property													
Purchase of Infrastructure, Property, Plant & Equipment	(28,384,000)		(15,801,384)	(9,284,241)	(8,427,221)	(8,688,948)	(7,725,688)	(7,693,670)	(7,489,174)	(7,402,314)	(7,866,114)	(6,655,248)	
Other Investing Activity Payments	2,950,000												
Net Cash provided (or used in) Investing Activities	(12,516,000)	(80,039,056)	(2,673,384)	(4,886,931)	(6,002,260)	(6,657,416)	(3,943,867)	(10,457,927)	(12,703,227)	(13,731,511)	(8,769,825)	(8,853,525)	
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings & Advances		62,500,000	3,800,000		2,500,000								
Payments:													
Repayment of Borrowings & Advances	(445,000)	(678,606)	(1,165,060)	(1,284,272)	(1,286,931)	(1,144,212)	(61,380,663)	(1,622,916)	(1,688,751)	(1,753,195)	(1,822,245)	(1,864,120)	
Net Cash Flow provided (used in) Financing Activities	(440,000)	61,821,391	2,634,939	(1,284,272)	1,213,069	(1,144,212)	(40,100,663)	(1,622,916)	(1,688,751)	(1,753,195)	(1,822,245)	(1,864,120)	
Net Increase/(Decrease) in Cash & Cash Equivalents	4,839,000	28,466,422	36,288,601	6,328,364	1,644,107	1,578,314	(34,086,200)	(1,970,219)	(2,820,389)	(2,586,513)	(1,522,480)	(802,823)	
plus: Cash, Cash Equivalents & Investments - beginning of year	2,104,000	6,943,000	33,412,422	69,701,023	77,027,387	77,027,484	79,250,808	46,184,518	43,214,268	40,593,929	38,013,417	36,490,936	
Cash & Cash Equivalents - end of the year	6,943,000	33,412,422	69,701,023	76,027,387	77,671,494	79,250,808	46,184,518	43,214,298	40,593,929	38,013,417	36,490,936	35,688,114	
Cash & Cash Equivalents - end of the year	6,943,000	33,412,422	69,701,023	76,027,387	77,671,494	79,250,808	46,184,518	43,214,298	40,593,929	38,013,417	36,490,936	35,688,114	
Investments - end of the year	24,000,000	24,000,000	28,000,000	43,468,170	47,388,208	49,663,876	45,216,655	46,385,812	50,804,663	57,588,028	59,801,474	60,889,791	
Cash, Cash Equivalents & Investments - end of the year	32,943,000	57,912,422	98,201,023	119,495,557	125,063,703	124,914,484	87,401,073	88,570,111	91,498,795	95,962,479	95,292,410	96,887,864	



Income Statement – General Fund – Special Rate Variation

	Actuals		Projected Years										
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	
Kiama Municipal Council													
10 Year Financial Plan for the Years ending 30 June 2029													
INCOME STATEMENT - GENERAL FUND													
Scenario: Special Rate Variation													
Income from Continuing Operations													
Revenue:													
Rates & Annual Charges	20,883,000	22,482,601	23,628,208	24,831,070	25,448,468	26,077,312	26,723,887	27,386,646	28,065,953	28,762,264	29,476,972	30,207,523	
User Charges & Fees	19,440,000	18,440,829	18,978,980	17,797,402	18,483,904	19,013,712	19,680,013	20,163,303	20,784,002	21,382,906	22,020,283	22,676,781	
Interest & Investment Revenue	1,015,000	822,805	1,096,094	1,170,994	1,717,760	1,731,183	1,771,643	1,837,187	1,934,893	2,018,709	2,105,760	2,193,780	
Other Revenues	4,354,000	3,768,304	3,774,938	3,837,283	3,681,340	3,628,489	3,772,786	4,020,231	4,088,862	4,118,709	4,188,901	4,222,171	
Grants & Contributions provided for Operating Purposes	9,924,000	9,528,418	7,700,408	7,028,446	7,828,065	7,969,438	8,158,276	8,290,458	8,497,805	8,660,662	8,827,266	8,988,170	
Grants & Contributions provided for Capital Purposes	3,806,000	4,236,500	4,236,500	1,236,500	1,236,500	1,236,500	1,236,500	1,236,500	1,236,500	1,236,500	1,236,500	1,236,500	
Other Income:													
Net gains from the disposal of assets	299,000	370,500	8,160,500	6,688,480	877,500	144,000	395,000	335,000	335,000	335,000	335,000	-	
Joint Ventures & Associated Entities	66,000	-	-	-	-	-	-	-	-	-	-	-	
Total Income from Continuing Operations	61,389,000	59,615,657	65,565,693	63,276,178	69,452,537	60,125,611	61,756,115	63,289,366	64,831,510	66,430,803	68,081,547	69,450,911	
Expenses from Continuing Operations													
Employee Benefits & On-Costs	26,331,000	24,986,650	22,275,656	24,542,304	25,404,848	26,288,096	27,223,153	28,181,160	29,173,303	30,200,806	31,236,765	32,308,624	
Borrowing Costs	156,000	160,206	314,176	287,784	287,136	251,659	236,703	210,762	176,625	141,070	104,363	66,320	
Materials & Contracts	18,792,000	18,628,496	18,453,657	18,671,102	19,132,460	19,604,275	20,081,713	20,564,967	21,056,396	21,575,159	22,102,544	22,641,811	
Depreciation & Amortisation	7,121,000	6,961,656	7,118,144	7,238,365	7,443,651	7,525,948	7,694,849	7,780,874	7,908,386	8,000,138	8,080,140	8,160,941	
Impairment	-	-	-	-	-	-	-	-	-	-	-	-	
Other Expenses	3,110,000	3,373,411	3,342,845	3,497,265	3,572,781	3,646,910	3,728,717	3,809,240	3,891,516	3,975,594	4,061,463	4,148,253	
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-	
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-	
Total Expenses from Continuing Operations	55,480,000	54,120,218	51,504,479	54,236,880	55,840,969	57,329,888	58,945,135	60,537,033	62,210,126	63,852,757	65,563,315	67,325,956	
Operating Result from Continuing Operations	5,909,000	5,495,439	14,061,113	9,039,298	3,611,629	2,795,723	2,812,980	2,722,332	2,621,383	2,538,045	2,496,231	2,123,953	
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-	
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-	
Net Operating Result for the Year	5,909,000	5,495,439	14,061,113	9,039,298	3,611,629	2,795,723	2,812,980	2,722,332	2,621,383	2,538,045	2,496,231	2,123,953	
Net Operating Result before Grants and Contributions provided for Capital Purposes	103,000	1,258,939	9,824,613	7,802,798	2,375,128	1,559,223	1,576,480	1,485,832	1,384,883	1,301,545	1,259,731	887,453	



Balance Sheet – General Fund – Special Rate Variation

Scenario: Special Rate Variation	Projected Years											
	Actuals 2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
ASSETS												
Current Assets												
Cash & Cash Equivalents	6,943,000	1,630,689	12,568,124	13,801,747	14,200,098	14,951,144	15,102,489	16,525,365	15,980,076	16,405,958	16,886,353	17,338,811
Investments	23,900,000	22,300,000	26,300,000	41,288,170	45,168,208	43,463,676	44,016,555	46,355,812	46,868,082	48,601,474	48,801,474	51,060,751
Receivables	2,333,000	2,050,673	2,062,809	2,156,377	2,240,204	2,282,408	2,204,105	4,332,488	4,469,808	4,604,891	4,744,514	2,679,268
Inventories	182,000	178,469	15,216,271	2,827,890	208,188	214,888	219,980	225,730	231,568	237,589	243,734	250,007
Other	36,695	39,695	40,034	40,243	41,136	42,048	42,938	43,862	44,867	45,884	46,944	47,927
Non-current assets classified as 'held for sale'	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
Total Current Assets	37,018,000	28,198,851	66,177,238	59,998,366	81,978,742	60,993,992	63,366,053	68,463,297	67,568,215	69,884,314	71,702,958	72,315,563
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	3,535,000	13,407,431	13,418,009	13,431,511	13,441,118	13,455,988	11,566,248	6,078,510	7,899,480	5,632,768	3,504,023	3,515,444
Inventories	339,894,000	340,792,883	329,498,323	327,362,169	328,233,239	329,163,239	329,160,378	328,987,174	329,481,962	327,819,138	327,570,112	325,999,419
Infrastructure, Property, Plant & Equipment	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000	228,000
Investments Accounted for using the equity method	80,819,000	81,068,000	82,319,000	83,088,000	84,819,000	84,956,000	85,319,000	86,098,000	86,818,000	87,569,000	88,319,000	88,089,000
Investment Property	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000	5,350,000
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
Other	426,884,000	441,345,014	426,772,023	429,428,680	431,069,367	432,780,205	431,650,624	430,288,865	428,586,442	428,699,936	424,999,135	424,159,993
Total Non-Current Assets	463,902,000	467,544,865	482,949,269	489,427,046	493,049,099	493,483,167	495,236,707	495,771,942	496,174,657	496,672,094	496,475,426	496,475,426
TOTAL ASSETS												
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	72,538,000	70,065,672	66,783,179	67,486,316	66,278,082	65,045,184	63,817,831	62,590,633	61,365,412	60,142,518	58,921,762	57,703,323
Income received in advance	1,789,000	665,363	537,228	653,949	572,480	597,895	603,783	620,167	637,032	654,402	672,263	690,720
Borrowings	882,000	811,422	1,284,272	1,125,985	1,144,212	976,175	1,010,412	1,046,867	1,082,884	1,120,808	1,120,808	511,273
Provisions	6,928,000	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247	6,955,247
Liabilities associated with assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	82,128,000	78,467,704	75,566,924	76,134,378	74,946,981	73,559,047	72,353,045	71,176,359	70,003,558	68,834,749	67,699,610	65,960,953
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,458,000	4,250,669	6,531,039	5,405,064	6,590,888	5,626,165	5,775,728	4,795,314	3,719,447	2,638,883	1,518,255	1,004,982
Provisions	128,000	100,763	100,763	100,763	100,763	100,763	100,763	100,763	100,763	100,763	100,763	100,763
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as 'held for sale'	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,586,000	4,351,722	6,631,782	5,505,917	6,700,639	5,726,818	5,976,479	4,996,097	3,820,200	2,737,816	1,617,008	1,105,735
TOTAL LIABILITIES	84,714,000	82,819,426	84,207,706	81,640,195	81,649,620	79,285,865	78,229,524	76,023,456	73,823,758	71,572,565	69,286,919	66,966,298
Net Assets	379,191,000	384,686,439	398,747,562	407,786,851	411,398,479	414,194,202	417,007,183	419,729,515	422,350,899	424,888,944	427,385,175	429,509,128
EQUITY												
Retained Earnings	199,541,000	205,036,639	219,097,492	228,138,861	231,748,479	234,544,202	237,357,183	240,079,515	242,700,939	245,238,944	247,735,175	249,859,128
Revaluation Reserves	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000	179,650,000
Council Equity Interest	379,191,000	384,686,439	368,747,562	407,786,851	411,398,479	414,194,202	417,007,183	419,729,515	422,350,899	424,888,944	427,385,175	429,509,128
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	379,191,000	384,686,439	398,747,562	407,786,851	411,398,479	414,194,202	417,007,183	419,729,515	422,350,899	424,888,944	427,385,175	429,509,128



Cash Flow Statement – General Fund – Special Rate Variation

	Actuals 2017/18	Current Year 2018/19	Projected Years															
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29						
Kiama Municipal Council																		
10 Year Financial Plan for the Years ending 30 June 2029																		
CASH FLOW STATEMENT - GENERAL FUND																		
Scenario: Special Rate Variation																		
Cash Flows from Operating Activities																		
Receipts:																		
Rates & Annual Charges	-	22,415,119	23,610,226	24,812,674	25,437,088	26,097,665	26,714,008	27,376,510	28,055,574	28,751,615	29,485,057	30,166,335						
User Charges & Fees	-	18,751,650	17,035,098	17,795,480	18,437,508	18,992,267	19,557,925	20,140,659	20,740,659	21,358,769	21,996,622	22,651,175						
Interest & Investment Revenue Received	-	1,002,802	963,018	1,071,725	1,861,117	1,737,700	1,761,339	1,815,270	1,849,880	1,920,781	2,008,068	2,092,271						
Grants & Contributions	-	13,668,861	11,661,975	8,963,367	9,063,849	9,230,674	9,372,860	9,544,880	9,731,802	9,964,865	10,061,533	10,232,368						
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-	-	-						
Other	-	534,860	1,706,818	1,768,665	1,768,253	1,841,691	1,887,603	1,935,067	1,983,257	2,033,109	2,083,967	2,136,089						
Payments:																		
Employee Benefits & On-Costs	-	(24,968,560)	(22,275,666)	(24,542,304)	(25,404,948)	(26,286,066)	(27,223,153)	(28,161,160)	(29,173,303)	(30,200,809)	(31,236,765)	(32,308,654)						
Materials & Contracts	-	(19,861,603)	(18,438,870)	(18,632,191)	(19,042,129)	(19,511,896)	(19,971,151)	(20,499,256)	(20,980,427)	(21,473,912)	(21,996,066)	(22,535,958)						
Borrowing Costs	-	(152,639)	(268,951)	(266,325)	(260,016)	(258,378)	(258,810)	(216,494)	(182,468)	(147,212)	(110,710)	(72,909)						
Bonds & Deposits Refunded	-	(3,373,411)	(3,342,845)	(3,467,295)	(3,572,781)	(3,646,910)	(3,728,717)	(3,809,240)	(3,891,616)	(3,975,984)	(4,061,483)	(4,148,293)						
Other	-	8,016,224	10,621,612	7,434,825	8,128,440	8,151,776	8,138,203	8,127,159	8,193,267	8,161,625	8,202,652	8,241,475						
Net Cash provided (or used in) Operating Activities																		
Cash Flows from Investing Activities																		
Receipts:																		
Sale of Investment Securities	-	1,500,000	-	-	-	1,734,532	-	-	-	-	-	-						
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-						
Sale of Real Estate Assets	-	8,260,000	16,760,000	19,086,480	3,046,000	-	-	-	-	-	-	-						
Sale of Infrastructure, Property, Plant & Equipment	-	1,070,000	473,000	297,000	308,000	277,000	395,000	395,000	395,000	395,000	395,000	395,000						
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-						
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-						
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-	-	-						
Payments:																		
Purchase of Investment Securities	-	-	(4,000,000)	(14,966,170)	(3,626,059)	-	(692,879)	(1,339,257)	(1,546,053)	(1,604,197)	(1,232,411)	(2,166,277)						
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-						
Purchase of Infrastructure, Property, Plant & Equipment	-	(15,979,039)	(15,861,384)	(9,234,241)	(8,377,221)	(8,618,948)	(7,960,988)	(7,588,670)	(7,424,174)	(7,337,314)	(7,831,114)	(6,590,248)						
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-						
Purchase of Intangible Assets	-	(10,000,000)	-	-	-	-	-	-	-	-	-	-						
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-						
Net Cash provided (or used in) Investing Activities																		
Cash Flows from Financing Activities																		
Receipts:																		
Proceeds from Borrowings & Advances	-	2,500,000	3,800,000	-	2,500,000	-	1,200,000	-	-	-	-	-						
Payments:																		
Repayment of Borrowings & Advances	-	(678,000)	(1,156,000)	(1,284,272)	(1,286,931)	(1,144,212)	(1,047,685)	(976,175)	(1,010,412)	(1,045,887)	(1,082,584)	(1,120,608)						
Net Cash Flow provided (used in) Financing Activities																		
Net Increase (Decrease) in Cash & Cash Equivalents																		
plus: Cash, Cash Equivalents & Investments - beginning of year	-	6,943,000	10,637,138	1,333,823	386,249	400,148	411,352	422,870	434,710	446,882	458,365	472,288						
Cash & Cash Equivalents & Investments - end of year																		
Cash & Cash Equivalents - end of the year																		
Investments - end of the year																		
Cash, Cash Equivalents & Investments - end of the year																		



Fit for the Future Benchmarks – General Fund

General Fund - Fit for the Future Ratios	Scenarios	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Operating Performance Ratio	Strategic	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Base Case	✓	✗	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗
Own Source Operating Revenue Ratio	Strategic	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Base Case	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Building and Infrastructure Asset Renewal Ratio	Strategic	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Base Case	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Asset Backlog Ratio	Strategic	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Base Case	✓	✓	✓	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗
Asset Maintenance Ratio	Strategic	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Base Case	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Debt Service Cover Ratio	Strategic	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Base Case	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Operating Expenditure per Capita Ratio	Strategic	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Base Case	✓	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓

Note: The above indicators are based on Kiama Councils General Fund (i.e. excluding the KACCOE Project)



Fit for the Future Benchmarks – Strategic v Base Case (General Fund)

Figure 1 – Operating Performance Ratio

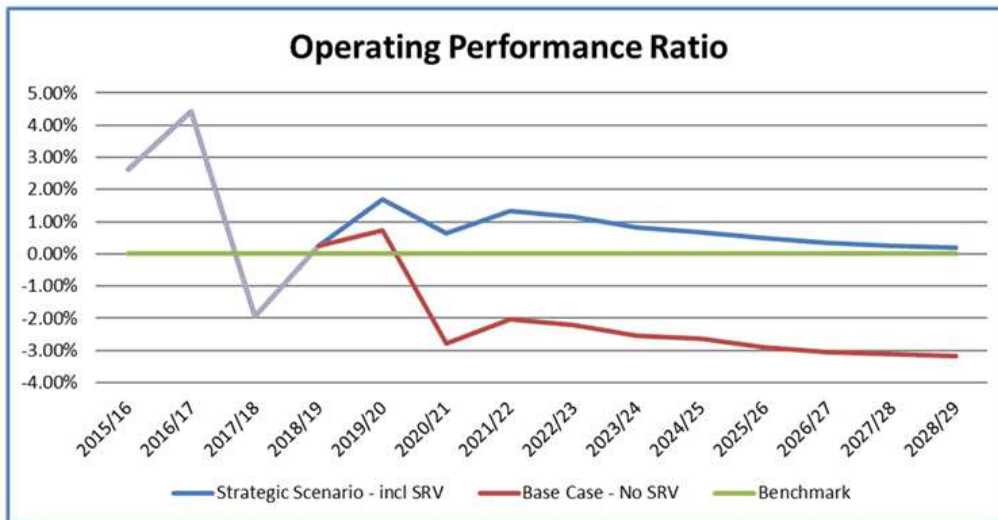


Figure 2 – Own Source Operating Revenue Ratio

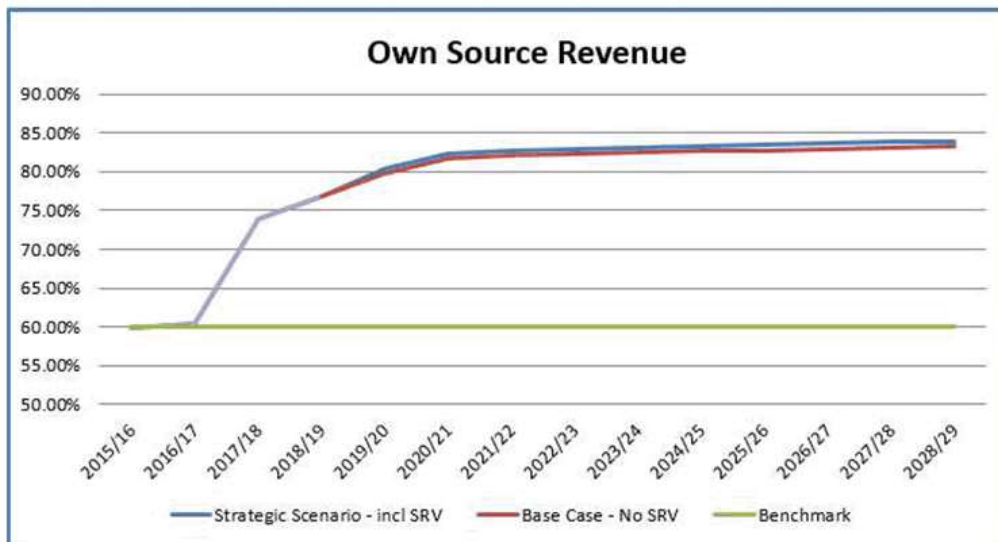


Figure 3 – Debt Service Ratio

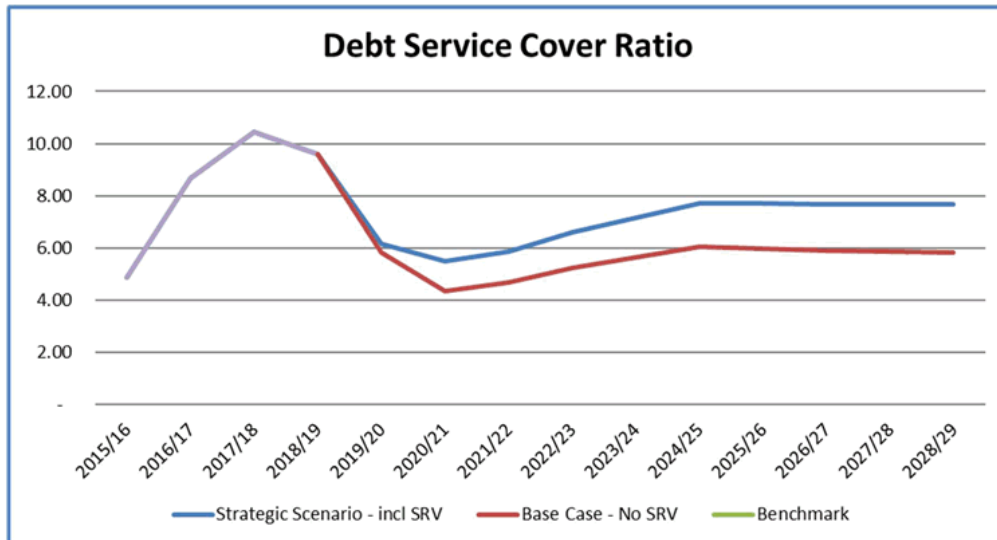


Figure 4 – Strategic Scenario – Asset Maintenance Ratio

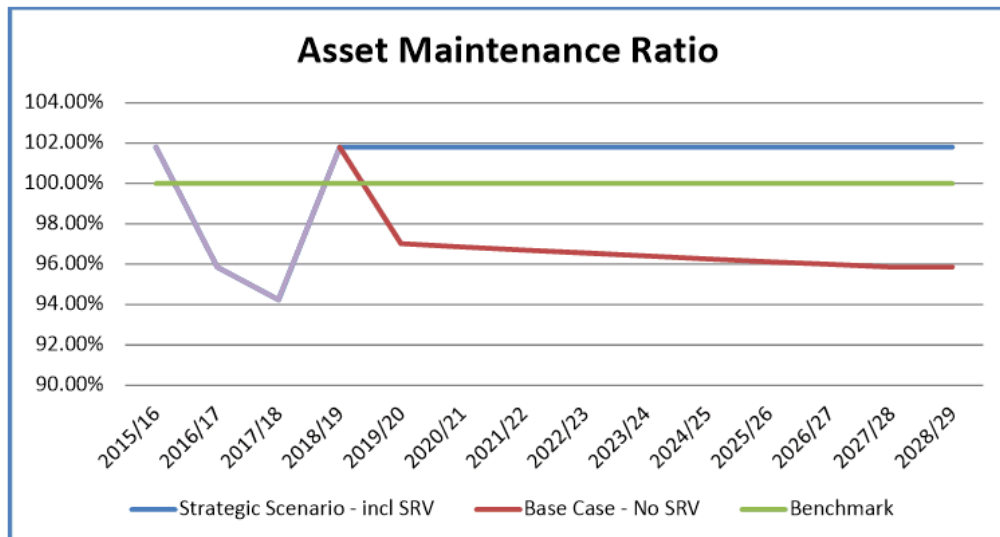


Figure 5 – Strategic Scenario – Building and Infrastructure Asset Renewal Ratio

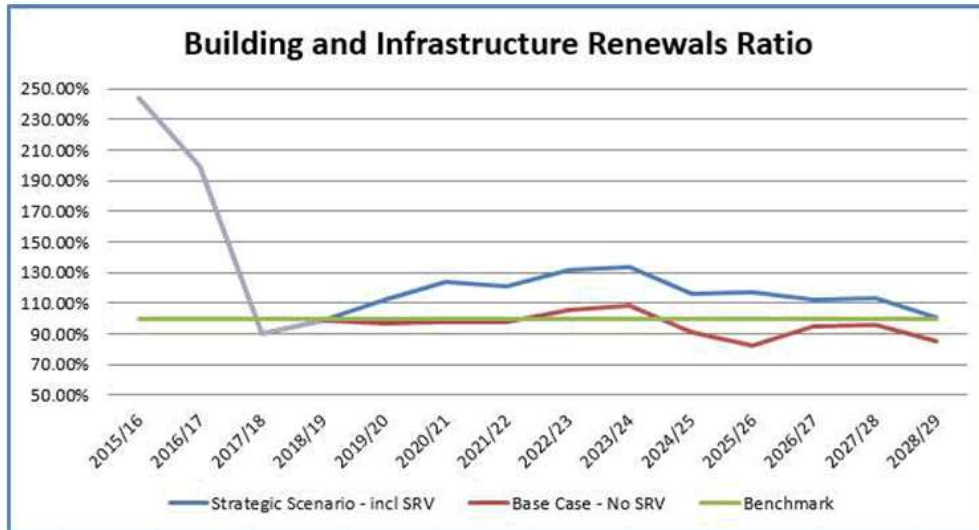


Figure 6 – Strategic Scenario – Infrastructure Backlog Ratio

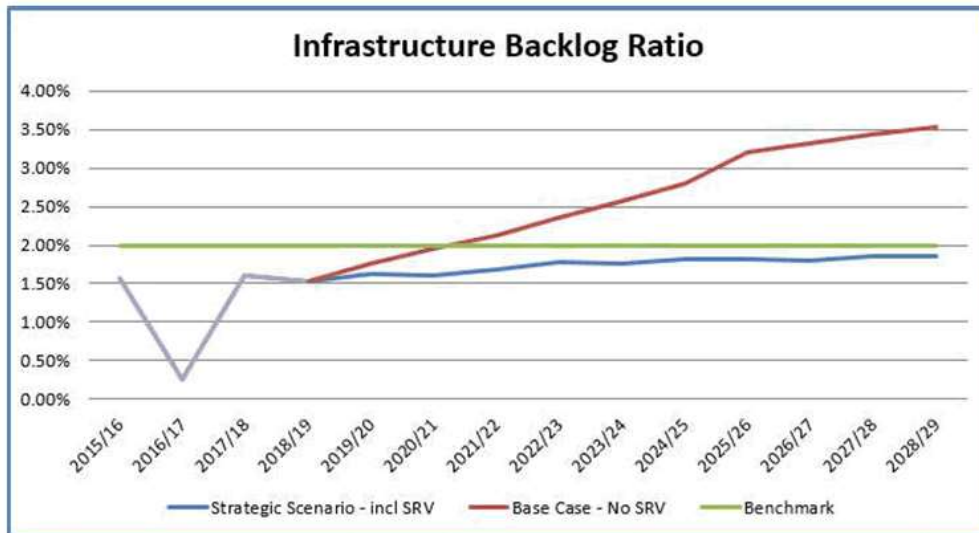
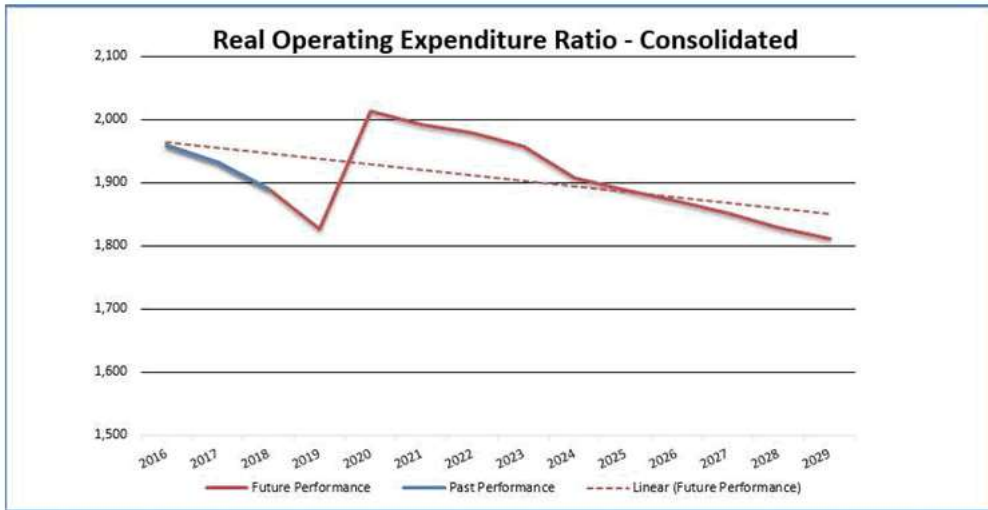


Figure 7 – Real Operating Expenditure Ratio



Additional Ratios

Figure 8 – Cash Expense Cover Ratio

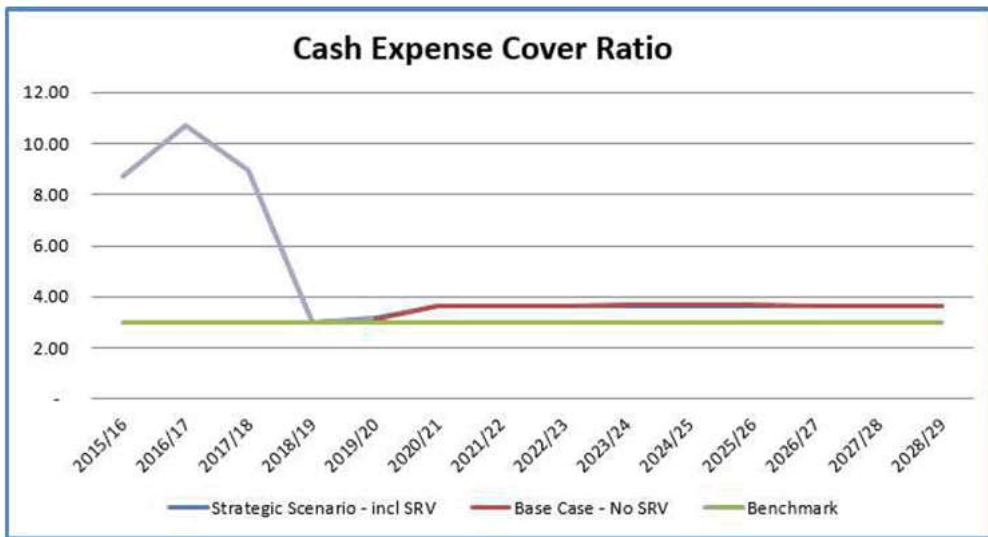
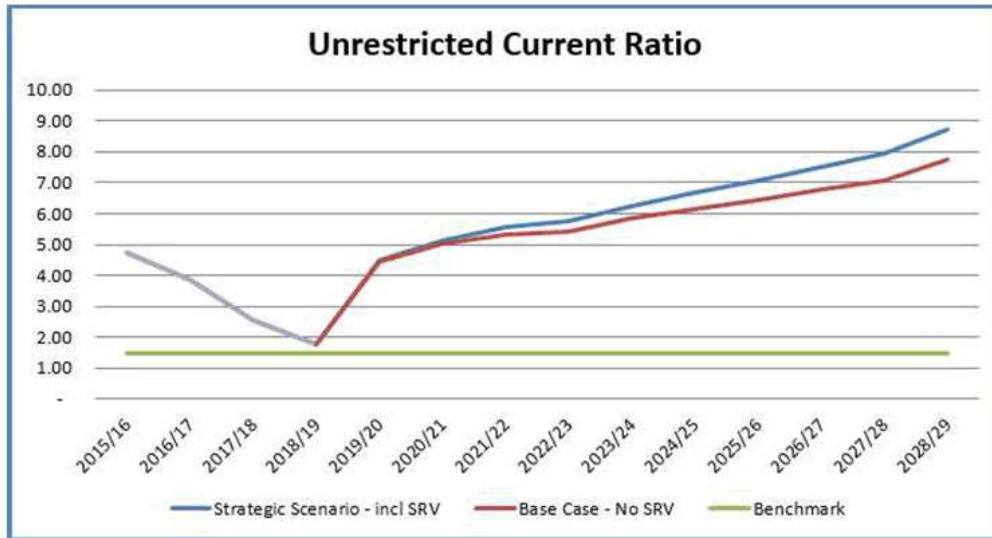


Figure 9 – Unrestricted Current Ratio



Item 3.1

Attachment 2

Attachment A: Kiama Municipal Council - Improvement Strategy

Improvement Proposal Opportunities Adopted by Council

Improvement Opportunity	Total (\$000)
Increased commercial opportunities	\$50
Holiday Parks additional income	\$100
Sale of additional aged care units	\$80
Rental of old waste site for storage	\$50
Saving on early payment of loans	-\$55
JO Staff sharing	-\$85
Change in Depreciation – buildings	-\$1,200
Change in Depreciation - transports and drainage assets	-\$450
Change in depreciation due to hierarchy of roads (15% of Seal)	-\$50
Change in depreciation non infrastructure assets	-\$265
Movement of funds holiday parks maintenance to renewal	-\$100
Service reviews - Waste	-\$100
Service review - Civil	-\$100
Service Review - Parks	-\$100
Service Review - Office	-\$100
Service Review - IT	-\$85
Rental Saving	-\$50
Capitalisation of loan costs - Spring Creek Development	-\$200
Capitalisation of loan costs - Spring Creek Development	-\$180
Capitalisation of loan costs - Spring Creek Development	-\$87
Reduction in Motor vehicle fleet	-\$20
Return from Blue haven site - for discussion	TBD
Land Sales – for discussions	TBD
Adjustments to fees and charges based on 14/15 result	\$600

Item 3.1

Attachment 2

4 CLOSURE