



# ATTACHMENT B

5-Year Financial Plan - Revised for 2002/03 budget

## APPENDIX 3(b)

|  | Year 1          | Year 2          | Year 3          | Year 4          | Year 5          |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|
| Budget 2001/2002                             | 2001/2002       | 2002/2003       | 2003/2004       | 2004/2005       | 2005/2006       |
| 5 - Year Financial Plan                      | \$k             | \$k             | \$k             | \$k             | \$k             |
| <b>OPERATING EXPENDITURE</b>                 |                 |                 |                 |                 |                 |
| General Purpose Funding                      |                 |                 |                 |                 |                 |
| General Purpose Funding                      |                 |                 |                 |                 |                 |
| Governance                                   | 1,149.7         | 1,178.7         | 1,208.4         | 1,238.8         | 1,270.0         |
| Governance                                   | 1,149.7         | 1,178.7         | 1,208.4         | 1,238.8         | 1,270.0         |
| CEO Administration                           | 519.6           | 532.6           | 545.9           | 559.5           | 573.5           |
| Executive Services                           | 232.9           | 238.4           | 244.4           | 250.5           | 256.8           |
| Council Support                              | 958.0           | 981.9           | 1,006.4         | 1,031.6         | 1,057.4         |
| Marketing                                    | 969.0           | 993.3           | 1,018.1         | 1,043.6         | 1,069.7         |
| Information Services                         | 1,195.8         | 1,225.7         | 1,256.3         | 1,287.7         | 1,319.9         |
| Office of the CEO                            | 3,875.3         | 3,971.9         | 4,071.1         | 4,172.9         | 4,277.3         |
| Strategic Planning                           | 529.5           | 542.7           | 556.3           | 570.2           | 584.4           |
| Organisational & Strategic Development       | 1,418.9         | 1,454.4         | 1,490.8         | 1,528.1         | 1,566.3         |
| Human Resources                              | 689.4           | 706.7           | 724.5           | 742.6           | 761.2           |
| Contract Management                          | 208.5           | 213.7           | 219.0           | 224.5           | 230.1           |
| Strategic Planning                           | 2,846.3         | 2,917.5         | 2,990.6         | 3,065.4         | 3,142.0         |
| Office of the CEO                            | 6,721.6         | 6,889.4         | 7,061.7         | 7,238.3         | 7,419.3         |
| Resource Mgt Admin                           | 227.9           | 233.6           | 239.4           | 245.4           | 251.5           |
| Strategic Finance                            | 242.5           | 248.6           | 254.8           | 261.2           | 267.7           |
| Accounting Services                          | 1,487.8         | 1,576.2         | 1,668.9         | 1,765.9         | 1,867.5         |
| Resource Management                          | 1,958.2         | 2,058.4         | 2,163.1         | 2,272.5         | 2,386.7         |
| Planning & Development Admin                 | 291.5           | 298.8           | 306.3           | 314.0           | 321.9           |
| Approval Services                            | 1,638.3         | 1,679.3         | 1,721.3         | 1,764.3         | 1,808.4         |
| Urban Design                                 | 646.3           | 662.5           | 679.1           | 696.2           | 713.6           |
| Planning & Development                       | 2,576.1         | 2,640.6         | 2,706.7         | 2,774.5         | 2,843.9         |
| Infrastructure Mgt Admin                     | 226.1           | 231.8           | 237.6           | 243.5           | 249.6           |
| Infrastructure Mgt Services                  | 8,460.5         | 8,673.4         | 8,891.5         | 9,115.3         | 9,344.6         |
| Operations Services                          | 13,530.5        | 13,975.2        | 14,435.5        | 14,911.6        | 15,404.4        |
| Infrastructure Management                    | 22,217.1        | 22,880.4        | 23,564.6        | 24,270.4        | 24,998.6        |
| Community Development Admin                  | 963.5           | 998.8           | 1,035.5         | 1,073.6         | 1,113.1         |
| Ranger Services                              | 1,992.6         | 2,042.4         | 2,093.4         | 2,145.7         | 2,199.4         |
| Leisure Services                             | 1,660.9         | 1,706.3         | 1,753.1         | 1,801.5         | 1,851.3         |
| Community & Health Services                  | 1,942.7         | 1,980.2         | 2,018.7         | 2,058.0         | 2,098.3         |
| Library Services                             | 3,429.5         | 3,515.3         | 3,603.1         | 3,693.2         | 3,785.5         |
| Community Development                        | 9,989.2         | 10,243.0        | 10,503.8        | 10,772.0        | 11,047.6        |
| <b>Total Operational Expenditure</b>         | <b>44,611.9</b> | <b>45,891</b>   | <b>47,208</b>   | <b>48,566</b>   | <b>49,966</b>   |
| <b>Reserves</b>                              |                 |                 |                 |                 |                 |
| Transfer to - Interest on Reserves           | 870.4           | 426.9           | 462.4           | 365.5           | 358.4           |
| Transfer to - Refuse Reserve                 | 235.0           | 475.8           | 487.7           | 499.9           | 512.4           |
| Transfer to - MV & Plant Replacement         | 917.8           | 932.0           | 932.0           | 932.0           | 932.0           |
| Transfer to - Performing Arts                | 1,000.0         | 1,000.0         | 1,000.0         | 1,000.0         |                 |
| Transfer to - Craigie Leisure Centre         | 10.8            | 131.7           | 175.0           | 177.1           | 200.0           |
| Reserve Transfers                            | 3,034.0         | 2,966.4         | 3,057.1         | 2,974.5         | 2,002.8         |
| <b>MV &amp; Plant Replacement Programmes</b> |                 |                 |                 |                 |                 |
| Capital Cost                                 | 1,349.5         | 1,291.4         | 1,363.0         | 2,134.5         | 374.4           |
| Sale Proceeds                                |                 |                 |                 |                 |                 |
| Vehicle & Plant Replacement Cost             | 1,349.5         | 1,291.4         | 1,363.0         | 2,134.5         | 374.4           |
| <b>Carry Forward Expenditure</b>             |                 |                 |                 |                 |                 |
| Carry Forward Works                          | 4,580.2         |                 |                 |                 |                 |
| Carry Forward Projects/Grants CFWD           |                 |                 |                 |                 |                 |
| Carry Forward Projects/Grants CFWD           |                 |                 |                 |                 |                 |
| Total Carry Forward Expenditure              | 4,580.2         |                 |                 |                 |                 |
| <b>Carry Forward Expenditure</b>             |                 |                 |                 |                 |                 |
| Municipal Funded                             | 5,391.7         | 6,382.2         | 5,024.1         | 5,198.6         | 5,865.8         |
| Significant Building Projects                | 3,468.0         | 3,100.0         | 10,550.0        | 20,550.0        | 17,000.0        |
| Formula Local Road Grant                     |                 |                 |                 |                 |                 |
| Grant/Contribution Funded                    | 4,646.0         | 6,689.6         | 4,356.9         | 3,901.0         | 4,100.5         |
| Total Capital Works                          | 13,505.7        | 16,171.8        | 19,931.0        | 29,649.6        | 26,966.3        |
| <b>Infrastructure Assets</b>                 | <b>3,530.0</b>  | <b>3,530.0</b>  | <b>3,530.0</b>  | <b>3,530.0</b>  | <b>3,530.0</b>  |
| <b>Total Capital Expenditure</b>             | <b>22,965.4</b> | <b>20,993.2</b> | <b>24,824.0</b> | <b>35,314.1</b> | <b>30,870.7</b> |
| <b>Proposals</b>                             |                 |                 |                 |                 |                 |
| Leadership                                   | 454.2           | 969.2           | 527.5           | 842.5           | 532.5           |
| Lifestyle                                    | 688.7           | 298.9           | 248.5           | 177.5           | 161.4           |
| Economic Vitality                            | 175.5           | 246.0           | 197.0           | 168.0           | 109.0           |
| Organisational Culture                       | 1,117.8         | 794.2           | 528.2           | 449.2           | 409.2           |
| Councillors Requests & Other                 | 88.5            | 2,673.2         | 1,240.2         | 215.2           | 270.2           |
| Total Proposals                              | 2,524.7         | 4,981.4         | 2,741.4         | 1,852.4         | 1,482.3         |
| <b>Total Expenditure</b>                     | <b>73,136.0</b> | <b>74,831.5</b> | <b>77,830.8</b> | <b>88,707.4</b> | <b>84,321.9</b> |

| Budget 2001/2002<br>5 - Year Financial Plan                   | Year 1<br>2001/2002 | Year 2<br>2002/2003 | Year 3<br>2003/2004 | Year 4<br>2004/2005 | Year 5<br>2005/2006 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
|   | \$k                 | \$k                 | \$k                 | \$k                 | \$k                 |
| <b>OPERATING INCOME</b>                                       |                     |                     |                     |                     |                     |
| <i>Fines, Penalties, User &amp; Other Income</i>              |                     |                     |                     |                     |                     |
| <i>Government Grants &amp; Contributions</i>                  |                     |                     |                     |                     |                     |
| <i>Proceeds on Disposal of Assets</i>                         |                     |                     |                     |                     |                     |
| <i>021 General Purpose Funding</i>                            |                     |                     |                     |                     |                     |
| <i>Rates</i>  | 39,587.5            | 41,268.1            | 42,754.9            | 44,294.8            | 45,889.6            |
| <i>Pensioner Interest</i>                                     | 45.0                | 46.1                | 47.3                | 48.5                | 49.7                |
| <i>Grants Commission</i>                                      | 2,357.2             | 2,328.4             | 2,375.0             | 2,422.5             | 2,470.9             |
| <i>Formula Local Roads Grant</i>                              |                     |                     |                     |                     |                     |
| <i>Interest</i>   | 2,343.6             | 1,654.2             | 1,826.0             | 1,729.2             | 1,722.0             |
| <i>General Purpose Funding</i>                                | 44,333.3            | 45,296.8            | 47,003.2            | 48,495.0            | 50,132.2            |
| <i>General Purpose Funding</i>                                | 44,333.3            | 45,296.8            | 47,003.2            | 48,495.0            | 50,132.2            |
| <i>Governance</i>   |                     |                     |                     |                     |                     |
| <i>Governance</i>   |                     |                     |                     |                     |                     |
| <i>CEO Administration</i>                                     |                     |                     |                     |                     |                     |
| <i>Executive Services</i>                                     | 20.0                | 20.5                | 21.0                | 21.5                | 22.0                |
| <i>Council Support</i>  | 150.9               | 154.7               | 158.6               | 162.6               | 166.6               |
| <i>Marketing</i>  |                     |                     |                     |                     |                     |
| <i>Information Services</i>                                   |                     |                     |                     |                     |                     |
| <i>Office of the CEO</i>                                      | 170.9               | 175.2               | 179.6               | 184.1               | 188.6               |
| <i>Strategic Planning</i>                                     |                     |                     |                     |                     |                     |
| <i>Organisational &amp; Strategic Development</i>             | 60.1                | 61.6                | 63.1                | 64.7                | 0.1                 |
| <i>Human Resources</i>  | 0.1                 | 0.1                 | 0.1                 | 0.1                 | 0.1                 |
| <i>Contract Management</i>                                    | 1.3                 | 1.3                 | 1.3                 | 1.3                 | 1.3                 |
| <i>Strategic Planning</i>                                     | 61.5                | 63.0                | 64.5                | 66.1                | 1.5                 |
| <i>Office of the CEO</i>                                      | 232.4               | 238.2               | 244.1               | 250.2               | 190.1               |
| <i>Resource Mgt Admin</i>                                     | 25.0                | 25.6                | 26.2                | 26.9                | 27.6                |
| <i>Strategic Finance</i>                                      |                     |                     |                     |                     |                     |
| <i>Accounting Services</i>                                    | 235.2               | 241.0               | 247.0               | 253.1               | 259.4               |
| <i>Resource Management</i>                                    | 260.2               | 266.6               | 273.2               | 280.0               | 287.0               |
| <i>Planning &amp; Development Admin</i>                       | 0.5                 | 0.5                 | 0.5                 | 0.5                 | 0.5                 |
| <i>Approval Services</i>                                      | 1,045.0             | 1,071.2             | 1,098.0             | 1,125.5             | 1,153.6             |
| <i>Urban Design</i>   | 49.5                | 50.8                | 52.1                | 53.4                | 54.8                |
| <i>Planning &amp; Development</i>                             | 1,095.0             | 1,122.5             | 1,150.6             | 1,179.4             | 1,208.9             |
| <i>Infrastructure Mgt Admin</i>                               |                     |                     |                     |                     |                     |
| <i>Infrastructure Mgt Services</i>                            | 7,099.3             | 7,276.8             | 7,458.7             | 7,645.1             | 7,836.2             |
| <i>Operations Services</i>                                    | 811.9               | 832.1               | 852.8               | 874.1               | 895.9               |
| <i>Infrastructure Management</i>                              | 7,911.2             | 8,108.9             | 8,311.5             | 8,519.2             | 8,732.1             |
| <i>Community Development Admin</i>                            | 3.1                 | 3.2                 | 3.3                 | 3.4                 | 3.5                 |
| <i>Ranger Services</i>  | 398.7               | 408.7               | 418.9               | 429.4               | 440.1               |
| <i>Leisure Services</i>                                       | 826.9               | 1,056.0             | 1,170.3             | 1,228.2             | 1,266.0             |
| <i>Community &amp; Health Services</i>                        | 797.9               | 817.7               | 838.2               | 859.1               | 880.5               |
| <i>Library Services</i>                                       | 250.3               | 256.6               | 263.0               | 269.5               | 276.2               |
| <i>Community Development</i>                                  | 2,276.9             | 2,542.2             | 2,693.7             | 2,789.6             | 2,866.3             |
| <b>Total Operational Income</b>                               | <b>56,109.0</b>     | <b>57,575</b>       | <b>59,676</b>       | <b>61,513</b>       | <b>63,417</b>       |
| <b>NON OPERATING INCOME</b>                                   |                     |                     |                     |                     |                     |
| <i>Infrastructure Assets</i>                                  |                     |                     |                     |                     |                     |
| <i>Other Non Operating Grants - Contributions</i>             | 3,530.0             | 3,530.0             | 3,530.0             | 3,530.0             | 3,530.0             |
| <i>Other Non Operating Grants - Capital Works</i>             | 4,906.5             | 6,689.6             | 9,356.9             | 3,901.1             | 4,100.5             |
| <i>Other Non Operating Grants - Performing Arts</i>           |                     |                     | 5,000.0             | 15,000.0            | 17,000.0            |
| <i>Non Operating Grants</i>                                   | 8,436.5             | 10,219.6            | 17,886.9            | 22,431.1            | 24,630.5            |
| <i>Reserves</i>   |                     |                     |                     |                     |                     |
| <i>Transfer from - Refuse Reserve</i>                         |                     |                     |                     |                     |                     |
| <i>Transfer from - MV &amp; Plant Replacement</i>             | 786.3               | 600.9               | 595.6               | 1,117.5             | 129.5               |
| <i>Transfer from - SAR / Security</i>                         | 418.5               |                     |                     |                     |                     |
| <i>Transfer from - Land</i>                                   | 3,207.5             | 3,100.0             | 550.0               | 550.0               |                     |
| <i>Transfer from - Performing Arts</i>                        |                     |                     |                     | 5,000.0             |                     |
| <i>Reserve Transfers</i>                                      | 4,412.3             | 3,700.9             | 1,145.6             | 6,667.5             | 129.5               |
| <i>Carry Forwards - Capital Works</i>                         |                     |                     |                     |                     |                     |
| <i>Carry Forward Supplementation</i>                          | 4,178.3             |                     |                     |                     |                     |
| <i>Carry Forward Surplus</i>                                  | 4,178.3             |                     |                     |                     |                     |
| <i>Carry Forward Surplus</i>                                  | 4,178.3             |                     |                     |                     |                     |
| <i>Asset Sales</i>  |                     |                     | 5,000.0             |                     |                     |
| <i>Borrowings</i>   |                     |                     |                     |                     |                     |
| <b>TOTAL INCOME</b>   | <b>73,136.0</b>     | <b>71,495.7</b>     | <b>83,708.8</b>     | <b>90,612.0</b>     | <b>88,176.7</b>     |
| Surplus / (Shortfall) - \$ 000's                              | 0.0                 | (3,336)             | 5,878               | 1,905               | 3,855               |
| Per Adopted Budget and Final PAP                              | 0.0                 | (2,554)             | 6,977               | 3,476               | 5,924               |
| 1. Increase for Salaries and Wages from 3% to 4%              |                     | (119)               | (247)               | (382)               | (527)               |
| 2. Increase for inflation from 1% to 3.5% (less 1% savings)   |                     | (314)               | (639)               | (974)               | (1,325)             |
| Note inflation of 2.5% includes 1% forced savings             |                     |                     |                     |                     |                     |
| 3. Decrease Interest income - from 5.5% to as shown           |                     | (367.6)             | (182.6)             | (172.9)             | (172.2)             |
| 4. Decrease Interest Income - Tfr to Reserves from 5.5%       |                     | 94.9                | 46.2                | 36.6                | 35.8                |
| 5. Revised Population Statistics (2001/02 = 157431) FAG grant |                     | (76.0)              | (78.0)              | (79.0)              | (80.0)              |
| Revised Estimates   |                     | (3,335.7)           | 5,876.6             | 1,904.6             | 3,855.6             |