



TAMALA PARK REGIONAL COUNCIL

LONG TERM FINANCIAL PLAN 2019 - 2030



TABLE OF CONTENTS

EXECUTIVE SUMMARY	i
1.0 STRATEGIC OVERVIEW	1
1.1 PURPOSE OF THE PLAN.....	1
1.2 LEGISLATIVE OBLIGATIONS	1
1.3 STRATEGIC ALIGNMENT	2
1.3.1 Strategic Community Plan (2013).....	2
1.3.2 Corporate Business Plan.....	2
1.4 STRATEGIC FINANCIAL DIRECTION.....	2
1.5 STRATEGIC PLANNING FRAMEWORK.....	3
2.0 ESTABLISHMENT AGREEMENT.....	5
2.1 PARTIES TO THE AGREEMENT AND OWNERSHIP SHARES.....	5
2.2 REGIONAL PURPOSE.....	5
2.3 OBJECTIVES	5
2.4 LAND.....	6
3.0 OUR SERVICES	7
3.1 CURRENT SERVICES.....	7
3.1.1 Findings	8
3.2 FUTURE SERVICES	8
4.0 OUR PROJECT	9
4.1 BACKGROUND.....	9
4.2 LOCAL STRUCTURE PLAN	11
4.3 TAMALA PARK LOCAL STRUCTURE PLAN MAP.....	13

4.4	MAJOR PROJECTS FINANCIAL SUMMARY.....	14
5.0	INFRASTRUCTURE ASSET MANAGEMENT	15
5.1	ASSET MANAGEMENT PLANS	15
5.2	FUNDING GAP	15
6.0	FINANCIAL PRINCIPLES AND STRATEGIES.....	16
6.1	FINANCIAL PRINCIPLES	16
6.1.1	Cash Investments	16
6.1.1.1	Local Government (Financial Management) Regulations 1996	16
6.1.1.2	Trustees Act 1962.....	16
6.1.1.3	Council's Investment Policy.....	17
6.1.1.4	Impact on Interest Earned	17
6.2	CAPITAL INVESTMENTS	18
7.0	WORKFORCE PLANNING	19
7.1	CURRENT WORKFORCE.....	19
7.2	STAFFING LEVELS	20
7.3	FORECAST GROWTH IN LABOUR COSTS	20
8.0	LONG TERM FINANCIAL PLAN – CASH FLOW SCENARIOS.....	21
8.1	SCENARIO 1 (BASELINE).....	21
8.2	SCENARIO 2 (COST GEARED).....	22
8.3	SCENARIO 3 (INCOME GEARED).....	23
9.0	LONG TERM FINANCIAL PLAN ASSUMPTIONS	24
9.1	EXTERNAL INFLUENCES	24
9.2	INTERNAL INFLUENCES	24
9.3	ASSUMPTIONS.....	24
9.3.1	Cost Indices	24
9.3.1.1	Consumer Price Index	24

9.3.1.2	Wage Price Index	25
9.3.2	Cash Investments	25
9.3.3	Depreciation	25
9.3.4	Project Assumptions	26
9.3.4.1	Scenario 1 (Baseline)	26
9.3.4.2	Scenario 2 (Cost Geared)	26
9.3.4.3	Scenario 3 (Income Geared)	26
10.0	RATIO ANALYSIS AND LONG TERM SUSTAINABILITY	27
10.1	CURRENT RATIO	27
10.2	OPERATING SURPLUS RATIO	27
10.3	RATES COVERAGE RATIO.....	28
10.4	DEBT SERVICE COVER RATIO	28
10.5	ASSET SUSTAINABILITY RATIO	29
10.6	ASSET CONSUMPTION RATIO	29
10.7	ASSET RENEWAL FUNDING RATIO	29
10.8	SUMMARY	30
11.0	RISK ASSESSMENT	31
12.0	FINANCIAL PROJECTIONS	37
13.0	CONCLUSION – IMPLEMENTATION AND REVIEW OF THE LTFP	38
APPENDIX 1	39
APPENDIX 2	45
APPENDIX 3	51
APPENDIX 4	57
APPENDIX 5	60
APPENDIX 6	74

EXECUTIVE SUMMARY

The Tamala Park Regional Council Long Term Financial Plan (LTFP) is an important part of Council's Integrated Planning process. The LTFP is aligned with Council's Strategic Community Plan and Corporate Business Plan, and will form the basis for the preparation of Council's annual budgets.

The LTFP covers a 12 year period from 2019 - 2030 which coincides with the Catalina Estate Development. The Plan includes modelling of three scenarios based on a range of assumptions and assesses the projected income from the sale of lots, cost of development and profit distribution to member Councils as well as the operational costs associated with the Regional Council.

The Scenario 1 (Baseline) modelling is based on the Satterley Property Group Project Forecasts, most recent economic data and expected market conditions and is therefore expected to deliver the most likely outcomes from the Catalina Estate Development. Scenarios 2 and 3 demonstrate that the TPRC has the flexibility to respond to provide the required resources and meet financial commitments.

1.0 STRATEGIC OVERVIEW

1.1 PURPOSE OF THE PLAN

The Tamala Park Regional Council's Long Term Financial Plan (LTFP) is an important part of the Regional Council's strategic process. The Plan is aligned to the Council's Strategic Community Plan and Corporate Business Plan, and will form the basis for the preparation of the Council's Annual Budgets.

The Strategic Community Plan details the long term aspirations, purpose and objectives as set out in the Establishment Agreement, however they can only be achieved if sufficient resources like money, people and assets are allocated. The LTFP costs the purpose and objectives against the financial realities.

The prime objective of the Regional Council is to subdivide, develop, market and sell the developed land. The LTFP covers a 12 year planning period from 2018-2019 to 2029-2030 (The Catalina Project is anticipated to be completed in the 2029-30 financial year) however the Plan will be subject to annual reviews. The LTFP includes three Cashflow scenarios based on a range of assumptions. The LTFP will also:

- Demonstrate greater accountability and transparency;
- Link to various plans, such as the Strategic Community Plan, Corporate Business Plan, Asset Management Plan, Workforce Plan and Annual Budget;
- Assess the financial returns of the Tamala Park Project;
- Identify potential financial issues and their long term impact.

1.2 LEGISLATIVE OBLIGATIONS

The Tamala Park Regional Council (TPRC) is required, under Section 5.56 of the *Local Government Act 1995*, to plan for the future of its district. In doing so, the Regional Council needs to comply with Regulation 19DA of the *Local Government (Financial Management) Regulations 1996*, which states -

- (1) *A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending June 2013.*

- (2) *A corporate business plan for a district is to cover the period specified in the Plan, which is to be at least 4 financial years.*
- (3) *A corporate business plan for a district is to-*
 - (a) *set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and*
 - (b) *govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and*
 - (c) *develop and integrate matters relating to resources, including asset management, workforce planning and long term financial planning.*

1.3 STRATEGIC ALIGNMENT

1.3.1 Strategic Community Plan (2013)

The Tamala Park Regional Council's Strategic Community Plan (SCP), approved by Council in June 2013, is the Council's planning document for the next 10 years. The LTFP complements and recognises the SCP priorities.

1.3.2 Corporate Business Plan

The Long Term Financial Plan informs the Corporate Business Plan (CBP) to activate the SCP priorities.

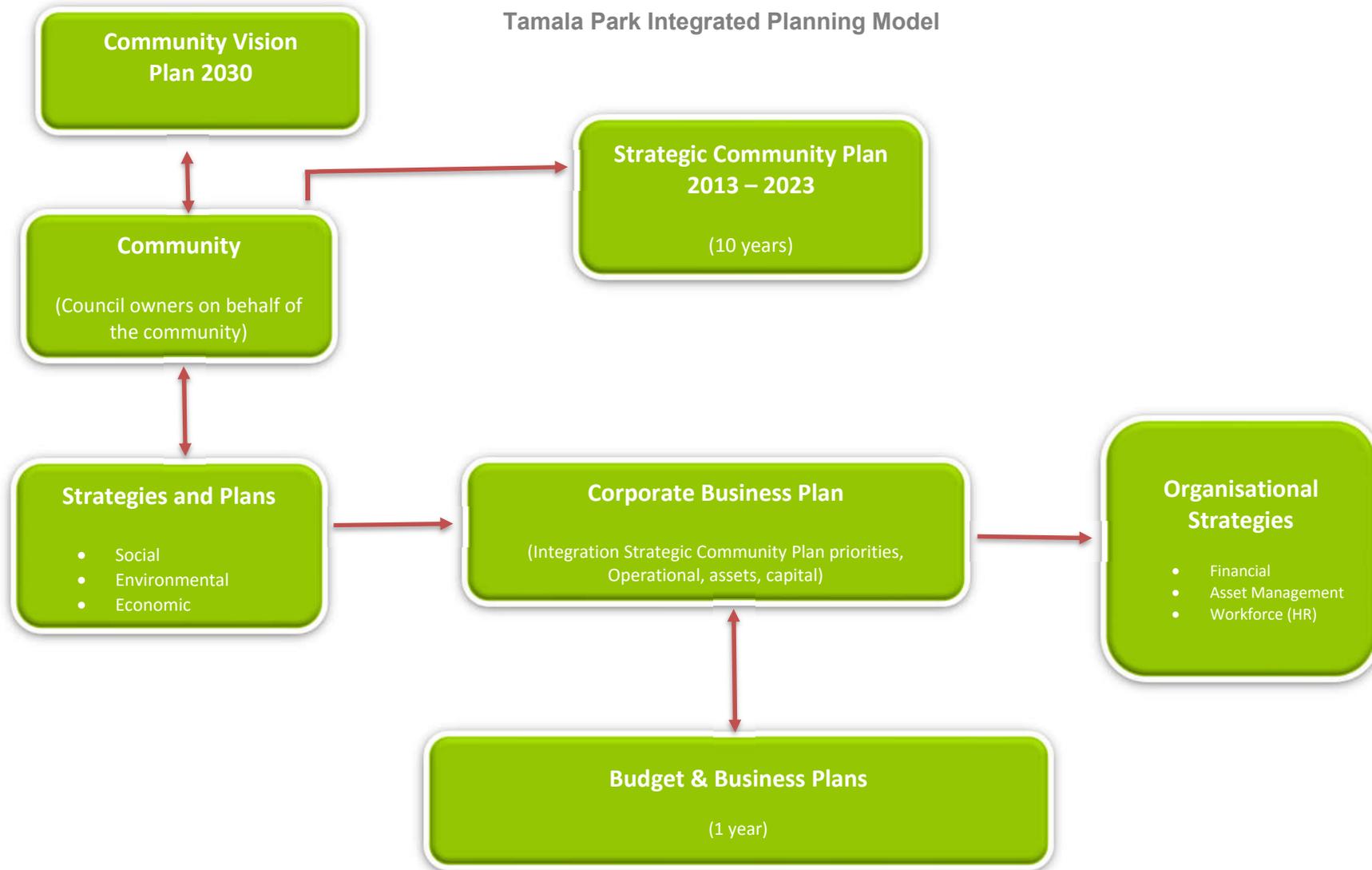
1.4 STRATEGIC FINANCIAL DIRECTION

The Tamala Park Regional Council, in developing the LTFP, and in undertaking subsequent annual reviews, will develop and align the LTFP to the following -

- ⇒ Asset Management Plans
- ⇒ Workforce Plan
- ⇒ Business plans and other studies developed in relation to specific project/s.

1.5 STRATEGIC PLANNING FRAMEWORK

The diagram below details the links between the Long Term Financial Plan and the balance of the Corporate Planning Framework.



The framework guides the Council in delivering the regional purpose consistent with the Tamala Park Establishment Agreement 2006 over the long term (Strategic Community Plan), medium term (Corporate Business Plan) and short term (Annual Budget), and then holds itself accountable (Audited Financial Statements). The Council, in preparing a Long Term Financial Plan, will seek to answer the following:

- ⇒ How can we plan to achieve the desired outcomes;
- ⇒ Meeting future challenges and pressures; and
- ⇒ Maximising investment returns on behalf of its participants while balancing economic, social and environmental issues.

The LTFP establishes the financial direction of the Regional Council in order to meet the funding requirements over the next 12 years. The LTFP is prepared in conjunction with the Council's Corporate Business Plan to ensure the affordability of its operations and projects incorporated into the Corporate Business Plan.

2.0 ESTABLISHMENT AGREEMENT

The Tamala Park Establishment Agreement provides the purpose and objectives and the administrative and financial framework that guides the Council.

2.1 PARTIES TO THE AGREEMENT AND OWNERSHIP SHARES

Town of Cambridge	1/12
City of Joondalup	2/12
City of Perth	1/12
City of Stirling	4/12
Town of Victoria Park	1/12
City of Vincent	1/12
City of Wanneroo	2/12

2.2 REGIONAL PURPOSE

The regional purpose for which the Tamala Park Regional Council (TPRC) was established is:

- (a) To undertake, in accordance with the objectives, the rezoning, subdivision, development, marketing and sale of land; and
- (b) To carry out and do all other acts and things which are reasonably necessary or bring into effect the matters referred to in paragraph (a) of this clause.

2.3 OBJECTIVES

The objectives of the TPRC are:

- (i) To develop and improve the value of the land
- (ii) To maximise, within precedent risk parameters, the financial return to the Participants;
- (iii) To balance economic, social and environmental issues; and
- (iv) To produce a quality development demonstrating the best urban design and development practice.

2.4 LAND

The participants own the following land:

Lot 118 Mindarie on Deposited Plan 28300 being the whole of the land in Certificate of Title -

- 2213/691
- 2213/692
- 2213/693
- 2213/694
- 2213/695
- 2213/696
- 2213/697

The land is marketed as “Catalina Estate” and is a prime infill development site spanning an area of 180 hectares approximately 34 kilometres northwest of the Perth’s Central Business District and approximately 6 kilometres northwest of the Joondalup Regional Centre, within the City of Wanneroo. It is bounded by residential areas of Mindarie and Clarkson to the north, a large Bush Forever site to the west and southwest, Burns Beach and the Tamala Park refuse site to the south and Kinross and the future Mitchell Freeway alignment to the east.

3.0 OUR SERVICES

The type and range of services provided by the Council are detailed below.

3.1 CURRENT SERVICES

The tables below detail the current services (FYE 2018) provided by the Regional Council. Each service has been classified utilising the following legend.

SERVICE FREQUENCY (SF)		SERVICE DELIVERY (SD)		CHARGING ARRANGEMENTS (CA)	
A	Ad-hoc	FO	Fully Outsourced	U	Fee for Service – Fully recouped
D	Daily	PO	Partially Outsourced	UP	Fee for Service – Partially recouped
W	Weekly	LG	Local Government	S	Subsidised Service – government funded
FN	Fortnightly	V	Volunteers	F	Free at point of use - funded from general revenue
M	Monthly			N/A	Not Applicable
Q	Quarterly				
S	Seasonal				
B	Biannual				
Y	Yearly				

SERVICE	DESCRIPTION	CLASSIFICATION			EXPENDITURE/ (REVENUE)	EXPENDITURE			REVENUE	
		SF	SD	CA	NET COSTS \$	DIRECT COSTS	ADMIN ALLOCATION	DEP'N	INTERNAL FUNDING	EXTERNAL FUNDING
Members of Council	Services to members of council. Includes fees, expenses and allowances paid, insurance, subscriptions, conference expenses.	D	LG	N/A	166,839 0 166,839	166,839	0	0	0	0
Other General Purpose Funding	Interest earnings from deposits and investments	D	LG	N/A	0 (1,059,875) (1,059,875)				(1,059,875)	0
Unclassified	Outlays that cannot be assigned to one of the preceding programs and sub-programs. Administration and management of projects.	D	LG	N/A	735,717 (9,184) 726,533	715,564	0	20,153	(9,184)	0
TOTAL					(166,503)	882,403	0	20,153	(1,069,059)	0

3.1.1 Findings

An analysis of the above financial information reveals that for the 2017-18 financial year the Council's actual operational surplus amounted to \$0.016M inclusive of depreciation. The operational surplus forms part of the equity distribution to member local governments.

3.2 FUTURE SERVICES

Current services will continue to be delivered for the term of this Long Term Financial Plan. The future services provision will explore the quality and cost effectiveness of each service.

4.0 OUR PROJECT

4.1 BACKGROUND

Since the Perth Corridor Plan in 1997, the area around Tamala Park has been identified as a major residential and commercial node and the Metropolitan Region Scheme has reflected the intent for major development around the major road arteries and rail station plan for the area.

The progression towards the urban development of Tamala Park has been measured through a number of milestones. The most important of which are listed below:

- 1981 - The Councils acquire 432 hectares at Tamala Park for landfill and future urban development.
- 1993 - The TPRC land, west of Marmion Avenue, was zoned Urban by Metropolitan Region Scheme Amendment 942/33A.
- 2001 - The land west of Marmion Avenue was zoned 'Urban Development' when District Planning Scheme No. 2 (DPS 2).
- 2003 - The TPRC land, east of Marmion Avenue, including the WAPC land adjoining the freeway was zoned Urban Deferred by Metropolitan Region Scheme Amendment 992/33.
- 2004 - The land east of Marmion Avenue was rezoned to 'Urban Development', Amendment No. 41 to DPS 2.
- 2006 - A Negotiated Planning Solution signed between the Western Australian Planning Commission and the TPRC provided for 90 hectares to be transferred over time to the WAPC for conservation purposes and agreement of the remaining land (180 hectares) for urban development.
- 2010 - Local Structure Plan adopted by City of Wanneroo in 2010, subject to conditions.
- 2011 - Phase 1 Subdivision Application was approved by the Western Australian Planning Commission for 271 residential zoned lots, the Biodiversity Conservation Area lot (6.2ha), and public open space and drainage areas of 2.2ha, and local roads and connections to Marmion Avenue and Neerabup Road.
- 2011 - Approval to the Project by the Department of Sustainability, Environment, Water, Population and Communities (SEWPAC) under the EPBC Act.
- 2011 - Phase 1 Bulk Earthworks commenced on site.

- 2011 - Stages 1 and 2 civil works commenced.
- 2011 - Marketing/branding of Catalina commenced.
- 2012 - Sales of residential lots commenced.
- 2013 - Marmion Avenue Intersection works completed.
- 2014 - The Catalina Sales Office commenced operation.
- 2014 - Catalina Central Display Village 1 opened.
- 2014 - 500 residential lots sold at the Catalina Estate.
- 2014 - First distribution of Project dividends to member local governments.
- 2015 - 500 residential lots settled at the Catalina Estate.
- 2015 - Western Precinct Bulk Earthworks (Phase 1) completed.
- 2015 - TPRC / ABN Joint Venture for 25 apartments completed.
- 2016 - Western Precinct Subdivision Application approved by the Western Australian Planning Commission for 200 residential lots.
- 2016 - Catalina Display Village 2 opened.
- 2017 – Construction and sale of the first lots in Catalina Beach.
- 2018 – Catalina Beach Display Village 3 opened.
- 2018 - Catalina Beach Sales Office construction completed.
- 2018 – Stage 25 Public Open Space completed (first POS in Catalina Beach).
- 2018 – Catalina awarded a six leaf EnviroDevelopment Certification in recognition and verification of the TPRC’s commitment to sustainability.

4.2 LOCAL STRUCTURE PLAN

Since early 2008 the key activity of the Regional Council has been progressing the design/planning and approval of the Local Structure Plan (LSP). The need for the preparation and approval of LSP is set out under the City of Wanneroo District Planning Scheme No 2. The LSP is intended to guide the planning and development of the Participants' landholding.

The LSP reflects the TPRC objective – “to create an urban centre for choice, sustainability, community and opportunity”. The design in the LSP responds to contemporary lifestyles, best practice urban design, sustainability principles, and the recognition of environmental values of the land.

Planning and design has responded to the site's proximity to the ocean, beach, road and rail arteries and opportunities arising from the site being adjoined on three sides by Bush Forever and National Park land and the Ocean Keys Commercial centre.

Key Elements

Key aspects of the Structure Plan include:

- Providing for a wide range of residential density and a range of house types that address changing demographics.
- Providing for sustainable environmental outcomes.
- Providing active commercial centres and community hubs that meet the daily and weekly needs of residents and provide employment opportunities.
- Providing an urban design response in recognition of adjoining public transport infrastructure.
- A high level of linkage both within and beyond the boundaries of the Tamala Park landholding.

Key Performance Indicators

- Provision of a variety of lot sizes, housing product and affordability across a range of market sectors.
- Timely and coordinated delivery of open space, pedestrian/cycle paths and access to public transport to cater for resident needs.
- Incorporating water sensitive urban design principles, in accordance with the Western Australian Planning Commission's 'Better Water Management' guidelines (2008).
- Incorporating leading practice urban design in the creation of new neighbourhoods, including allowing for solar passive design and construction of dwellings on new lots.

Environmental Management

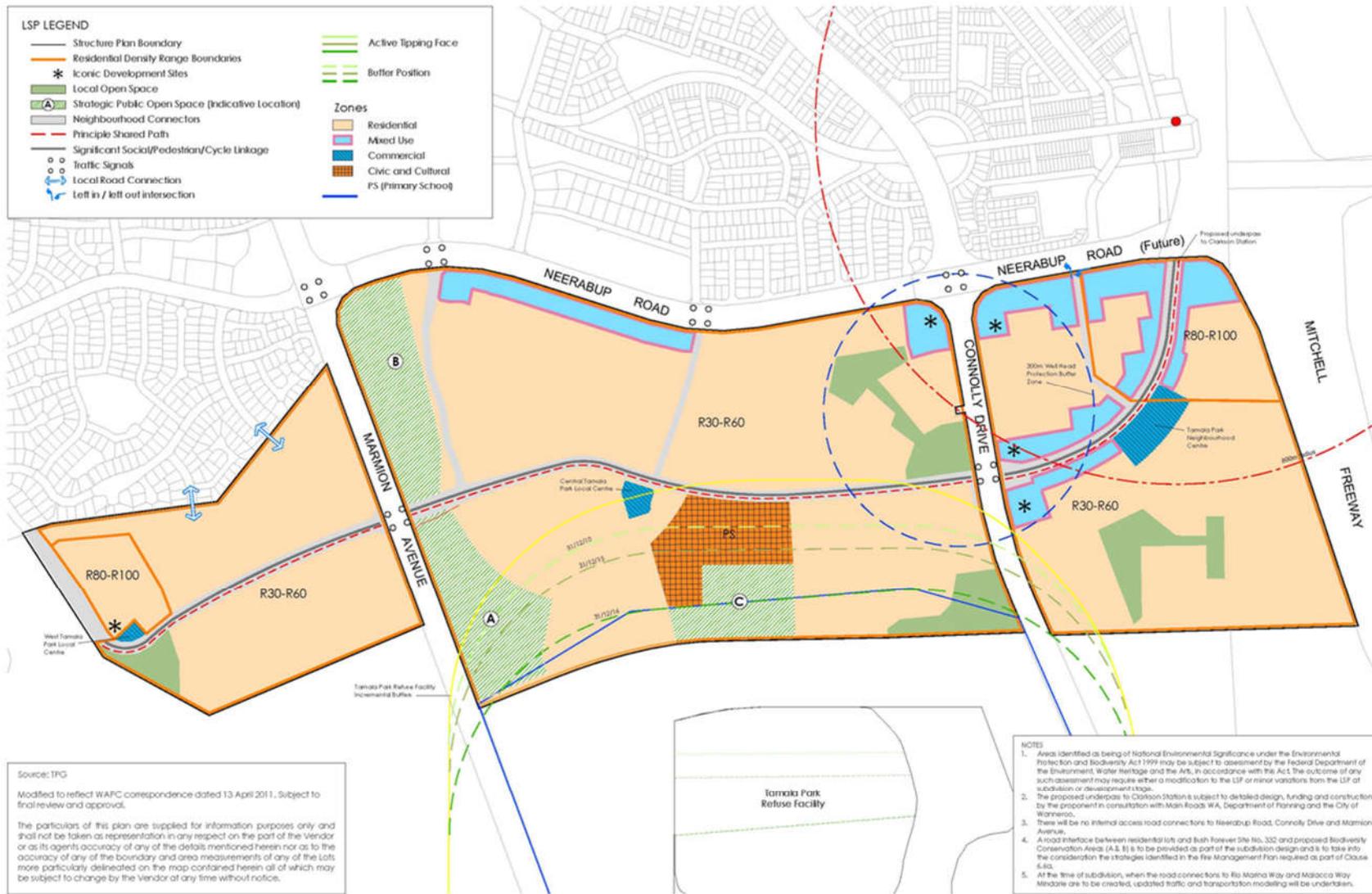
An Environmental Management Plan (EMP) has been prepared which provides management and mitigation measures for impacts of the proposed Tamala Park development. The EMP is intended to accompany the LSP and to address the specific Ministerial Conditions (Minister for the Environment) set for the development. These conditions are summarised as follows:

- Management of remnant vegetation whilst strengthening links between the coast and Neerabup National Park.
- Control of exotic flora and fauna species.
- Specially protected fauna management.
- Fire management.
- Management of public access to the areas reserved for conservation and recreation.
- Recommendations for revegetation.
- Recommendations for public education and awareness to ensure long-term protection of the natural environment.

Approval Status

At its Council meeting of 4 May 2010, the City of Wanneroo endorsed the Structure Plan subject to a number of changes. The LSP was referred to the Western Australian Planning Commission and approval was granted in 2011.

4.3 TAMALA PARK LOCAL STRUCTURE PLAN MAP



4.4 MAJOR PROJECTS FINANCIAL SUMMARY

The table below summarises the financial information contained in Scenario 1 – Baseline Scenario.

	BUDGET											
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
REVENUE	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Total Revenue	\$16,355,835	\$31,985,308	\$42,399,590	\$56,044,482	\$53,580,503	\$56,933,540	\$60,444,170	\$66,039,697	\$79,314,354	\$44,872,956	\$4,669,872	\$0
LESS EXPENDITURE												
Total Expenditure	\$21,277,191	\$30,317,642	\$21,273,088	\$31,418,968	\$31,401,052	\$28,966,277	\$26,287,986	\$34,848,605	\$33,023,456	\$6,192,213	\$3,259,206	\$245,714
TOTAL NET SURPLUS	(4,921,356)	1,667,666	21,126,502	24,625,514	22,179,451	27,967,263	34,156,184	31,191,092	46,290,898	38,680,743	1,410,666	(245,714)

5.0 INFRASTRUCTURE ASSET MANAGEMENT

5.1 ASSET MANAGEMENT PLANS

Maintenance of assets is funded from Council's operating budget. Current and projected operating and maintenance expenditure forecasts are based on advice received from Council Officers. The Council has prepared an Asset Management Plan that outlines the required operating and maintenance expenditures at the identified service levels. The Asset Management Plan was reviewed by Council in July 2016, and the results are summarised below.

5.2 FUNDING GAP

The objective of asset management is to detail all the tasks and resources required to manage and maintain Council's asset portfolio to an agreed level of service. There are costs associated with the provision of assets which include operation and maintenance costs, renewal and upgrading of existing assets, and are usually projected over a ten year planning period.

The funding gap in providing infrastructure assets is determined by identifying the projected cost of providing the assets at an identified level of service, and then deducting Council's estimated available expenditure for the same period; usually over ten years.

The table below details the funding surplus, per year, for the Council across infrastructure asset classes on a short and medium term basis.

ASSET CLASS	
Motor Vehicles, Office Furniture and Equipment, Building Leasehold Improvements	
Short Term (5 Years) Funding Surplus per annum	\$14,000
Medium Term (10 Years) Funding Surplus per annum	\$10,000

6.0 FINANCIAL PRINCIPLES AND STRATEGIES

6.1 FINANCIAL PRINCIPLES

In preparing the Long Term Financial Plan, the following principles have been applied.

- ⇒ Council to maintain its existing services.
- ⇒ Provide agreed returns to the participants.
- ⇒ Fund the project from project cashflow and avoid contributions from participants.

6.1.1 Cash Investments

Section 6.14 of the Local Government Act 1995 provides that money held in the Municipal Fund or the Trust Fund of a local government that is not required for any other purpose may be invested in accordance with Part III of the Trustees Act 1962. The *Local Government (Financial Management) Regulations 1996* provides for the establishment of internal control procedures for the control of investments, and disclosure requirements in the Annual Budget and the Annual Financial Report. Additional disclosure requirements are provided under the *Australian Accounting Standards*.

6.1.1.1 Local Government (Financial Management) Regulations 1996

Regulation 19(c) limits how a local government may invest surplus funds as follows:

- (a) Invest funds with authorised institutions as defined in the Banking Act 1959 (Commonwealth), section 5, of the WA Treasury Corporation;
- (b) Deposit for a fixed term of 12 months or less;
- (c) Invest in bonds guaranteed by the Commonwealth Government, or a State or Territory Government; or
- (d) Invest in Australian currency.

6.1.1.2 Trustees Act 1962

Section 17 of the *Trustees Act 1962*, states

“a trustee may, unless expressly prohibited by the instrument creating the trust-

- (a) Invest trust funds in any form of investment; and*
- (b) at any time, vary an investment or realise an investment of trust funds and reinvest money resulting from the realisation in any form of investment”.*

Section 18(b) of the *Trustees Act 1962* includes a requirement to “*exercise the care, diligence and skill that a prudent person would exercise in managing the affairs of other persons*”.

Section 20(1)(a) – (o) of the *Trustees Act 1962* includes a list of factors to be taken into account by the investor “*so far as they are appropriate to the circumstances of the trust*” including-

- (i.) *the risk of capital or income loss or depreciation (Trustees Act 1962 section 20(1)(e)); and*
- (ii.) *the liquidity and marketability of the proposed investment during and on the determination of the term of the proposed investment (Trustees Act 1962 section 20(1)(j)).*

6.1.1.3 Council’s Investment Policy

The TPRC Investment Policy was reviewed and approved by Council in August 2018 and provides the basis and guidelines for the investment of surplus TPRC funds.

Objectives:

- To undertake authorised investment of surplus funds after assessing credit risk and diversification limits.
- To maximise earnings from authorised investments and ensure the security of Tamala Park Regional Council (TPRC) funds.
- To preserve TPRC capital funds.
- To ensure provision of sufficient liquidity to meet TPRC cash flow requirements as and when they fall due without incurring significant costs due to unanticipated sales of investments.
- To target a minimum market average return based upon accepted investment indicators reflecting the Council’s risk tolerance.

Interest received on investments is derived from -

- ⇒ Municipal fund revenues raised through the year from all sources of revenue.

The interest the Council earns on Municipal Fund revenue is untied and forms part of Council’s consolidated revenue for distribution across the services it provides.

6.1.1.4 Impact on Interest Earned

Council’s current investments are held in term deposits. Council has chosen to remain conservative in forecasting interest rates for investments and has set a forecast rate of 3.00%.

6.2 CAPITAL INVESTMENTS

The following table summarises the capital works program by Asset Class during the life of this Plan.

ASSET CLASS	2018-19 \$	2019-20 \$	2020-21 \$	2021-22 \$	2022-23 \$	2023-24 \$	2024-25 \$	2025-26 \$	2026-27 \$	2027-28 \$	2028-29 \$	2029-30 \$
Land & Buildings	0	0	50,000	0	0	0	0	0	0	0	0	0
Plant & Equipment	66,000	27,563	69,300	28,941	72,765	30,388	76,403	31,907	80,223	33,502	84,235	0
Furniture & Equipment	16,000	0	10,000	0	0	11,000	0	0	10,000	0	0	0
TOTAL	82,000	27,563	129,300	28,941	72,765	41,388	76,403	31,907	90,223	33,502	84,235	0

7.0 WORKFORCE PLANNING

The Council's Workforce Plan will ensure that the right people with the right skills are in the right place, at the right time, at the right cost. The Plan will provide a disciplined approach for matching human resources with the anticipated needs of the Regional local government.

The Council has forecasted that the staff levels will remain constant, in line with current service provision levels, in preparing this Long Term Financial Plan.

7.1 CURRENT WORKFORCE

The current staffing levels are as follows.

Tamala Park Regional Council – Workforce Profile										
Position	F/Time		P/Time		Casual		Totals		%	
	F	M	F	M	F	M	F	M	F	M
CEO	0	1	0	0	0	0	0	1	0	36.5%
Project Coordinator	0	1	0	0	0	0	0	1	0	36.5%
Executive Assistant to CEO	0	0	1	0	0	0	1	0	27%	0
TOTAL	0	2	1	0	0	0	1	2	27%	73%
TOTAL	2		1		0		3		100%	

7.2 STAFFING LEVELS

The Table below details the projected workforce levels.

DESCRIPTION	Current	Year 1 FTE	Year 3 FTE	Year 5 FTE
Chief Executive Officer	1	1	1	1
Project Coordinator	1	1	1	1
Executive Assistant to the CEO	.80	.80	.80	.80
Governance Officer	Nil	1	1	1
TOTAL	2.80	3.80	3.80	3.80

7.3 FORECAST GROWTH IN LABOUR COSTS

The labour costs forecasts are based on the economic forecasts.

INDICATOR	FORECASTS				
	2018-19	2019-20	2020-21	2021-22	2022-23
Wage Price Index (WPI)	3.50%	3.50%	3.50%	3.50%	3.50%

8.0 LONG TERM FINANCIAL PLAN – CASH FLOW SCENARIOS

Three different cash flow scenarios have been modelled in the LTFP with varying assumptions in order to consider the range and level of service, workforce planning and asset management requirements, and capital works programs. The Council's Strategic Community Plan has identified stakeholder aspirations over the long term and the models provide an understanding of the outcomes based on different assumptions.

8.1 SCENARIO 1 (BASELINE)

This cash flow scenario provides for:

- ⇒ No change in the range and level of services;
- ⇒ Catalina Estate projected income and expenditure is based on the following, as provided by the Satterley Property Group, Project/Sales Managers:
- ⇒ – 4% income and 2.5% cost escalation;

The findings in relation to this model are as follows:

- ⇒ The Liquidity of the Regional Council from 2018-19 onwards will reduce but still in a very comfortable position until 2028-29 when final profit distributions are made to the Member Councils.
- ⇒ The operating surplus ratio over the forecast period varies from (-30%) to (-5246%). The Regional Councils major source of income is interest received on investments which is not enough to meet its operating expenditure. The member Councils will continue to meet the shortfall.
- ⇒ The Regional Council does not propose to borrow to fund its Catalina Estate Development.
- ⇒ The Regional council is spending more on Capital renewal expenditure over the forecast period.
- ⇒ The consumption of the Regional Council's asset base is tracking downwards, but is still within the target range of 50% - 75% overall.
- ⇒ The Distribution of Profits to member Councils for the financial period 2018-19 to 2028-29 amounts to \$276,228,339.

8.2 SCENARIO 2 (COST GEARED)

This cash flow scenario provides for:

- ⇒ No change in the range and level of services;
- ⇒ Catalina Estate projected income and expenditure based on a 2% income and 5% cost escalation, information as provided by the Satterley Property Group, the Project/Sales Managers.

The findings in relation to this model are as follows:

- ⇒ The Liquidity of the Regional Council from 2018-19 onwards will reduce but still in a very comfortable position until 2028-29 when final profit distributions are made to the Member Councils.
- ⇒ The operating surplus ratio over the forecast period varies from (-30%) to (-5246%). The Regional Councils major source of income is interest received on investments which is not enough to meet its operating expenditure. The member Councils will continue to meet the shortfall.
- ⇒ The Regional Council does not propose to borrow to fund its Catalina Estate Development.
- ⇒ The Regional council is spending more on Capital renewal expenditure over the forecast period.
- ⇒ The consumption of the Regional Council's asset base is tracking downwards, but is still within the target range of 50% - 75% overall.
- ⇒ The Distribution of Profits to member Councils for the financial period 2018-19 to 2028-29 onwards to \$216,231,520.

8.3 SCENARIO 3 (INCOME GEARED)

This cash flow scenario provides for:

- ⇒ No change in the range and level of services;
- ⇒ Catalina Estate projected income and expenditure based on an 8% income and 2% cost escalation, information as provided by the Satterley Property Group, the Project/Sales Managers.

The findings in relation to this model are as follows:

- ⇒ The Liquidity of the Regional Council from 2018-19 onwards will reduce but still in a very comfortable position until 2028-29 when final profit distributions are made to the Member Councils.
- ⇒ The operating surplus ratio over the forecast period varies from (-30%) to (-5246%). The Regional Councils major source of income is interest received on investments which is not enough to meet its operating expenditure. The member Councils will continue to meet the shortfall.
- ⇒ The Regional Council does not propose to borrow to fund its Catalina Estate Development.
- ⇒ The Regional council is spending more on Capital renewal expenditure over the forecast period.
- ⇒ The consumption of the Regional Council's asset base is tracking downwards, but is still within the target range of 50% - 75% overall.
- ⇒ The Distribution of Profits to member Councils for the financial period 2018-19 to 2028-29 onwards to \$370,597,089.

9.0 LONG TERM FINANCIAL PLAN ASSUMPTIONS

In preparing the LTFP the 2018-19 TPRC Annual Budget has been used as the forecasting base, together with the following assumptions.

9.1 EXTERNAL INFLUENCES

- ⇒ Cost indices (i.e. Consumer Price Index (CPI), Local Government Cost Index (LGCI), and Wage Price Index (WPI));
- ⇒ Prevailing economic conditions impacting the financial markets for the investment and borrowing of funds; and

9.2 INTERNAL INFLUENCES

- ⇒ Estimated Budget surplus/deficit for the 2018-19 financial year; and
- ⇒ Council workforce requirements (i.e. staff turnover, employment contract negotiations, wages and salary increases).

9.3 ASSUMPTIONS

9.3.1 Cost Indices

9.3.1.1 Consumer Price Index

The Consumer Price Index (CPI) increases for the life of Plan are as follows:

COST INDEX	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2027-28	2028-29	2029-30
CPI	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

The Western Australian Government 2018-19 Budget forecasts details that Perth's CPI is forecasted at 1.50%, and 2.50% for 2019-20 to 2021-22. These forecasts are in line with the Reserve Bank estimates of 2.0% to 3.0%.

The forecast CPI is to be utilised in the financial modelling of the following:

- ⇒ Revenues, excluding interest on investments; and
- ⇒ Expenditures, excluding salaries.

9.3.1.2 Wage Price Index

Salary and wages increases over the life of the Plan are based on the Western Australian Treasury forecasts of 3.25% for 2021-22 and the Australian Government 2018-19 Budget Papers estimates wages growth for 2018-19 2.8%, 2019-20 3.3% and 3.5% for 2020-21 and 2021-22.

COST INDEX	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
CPI	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%

9.3.2 Cash Investments

Section 6.2.2 of this Plan details Council's investment policy, which provides for funds to be invested with alternative, secure financial institutions in accordance with Regulation 19C of the *Local Government (Financial Management) Regulations 1996*. In forecasting returns on Council's investments, it is proposed to utilise the term deposit rates for investments greater than \$100,000 invested for a period of 5 years.

LOCAL BANK	INTEREST RATE
Westpac Bank	2.80%
Commonwealth Bank	2.75%
National Australia Bank	2.80%
ANZ Bank	2.80%

An interest rate of 3.00% will be utilised for the purposes of financial modelling.

9.3.3 Depreciation

The Regional Council calculates depreciation on a straight line basis and utilises the following depreciation periods.

ASSET CLASS	DEPRECIATION RATE
Improvements to Lease Hold Property	8 years
Furniture and equipment	4 to 10 years
Plant and Equipment	5 to 12 years

Whilst the financial modelling has incorporated the above rates of depreciation, it has not taken into account the impact of any revaluations of assets.

9.3.4 Project Assumptions

9.3.4.1 Scenario 1 (Baseline)

ASSUMPTIONS	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Lots for Sale Release	120	100	131	192	204	174	207	179	179	0	0	0
Lots Sold	100	130	150	163	203	193	195	199	185	37	0	0
Lots Titles	44	124	100	227	174	204	174	209	230	0	0	0
Lots Settlements	87	113	138	162	188	196	194	197	201	97	9	0
Lots Closing Stock	89	59	40	69	70	51	63	43	37	0	0	0
Lots Contracts on Hand	40	57	69	70	85	82	83	85	69	9	0	0
Lots Average Settlement Price	\$278,672	\$250,859	\$278,796	\$280,057	\$275,448	\$283,595	\$296,871	\$329,377	\$383,115	440,657	415,251	0

9.3.4.2 Scenario 2 (Cost Geared)

ASSUMPTIONS	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Lots for Sale Release	120	100	131	192	204	174	207	179	179	0	0	0
Lots Sold	100	130	150	163	203	193	195	199	185	37	0	0
Lots Titles	44	124	100	227	174	204	174	209	230	0	0	0
Lots Settlements	87	113	138	162	188	196	194	197	201	97	9	0
Lots Closing Stock	89	59	40	69	70	51	63	43	37	0	0	0
Lots Contracts on Hand	40	57	69	70	85	82	83	85	69	9	0	0
Lots Average Settlement Price	278,672	250,213	272,824	268,501	258,695	261,887	267,996	291,420	332,390	375,828	\$350,506	0

9.3.4.3 Scenario 3 (Income Geared)

ASSUMPTIONS	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Lots for Sale Release	120	100	131	192	204	174	207	179	179	0	0	0
Lots Sold	100	130	150	163	203	193	195	199	185	37	0	0
Lots Titles	44	124	100	227	174	204	174	209	230	0	0	0
Lots Settlements	87	113	138	162	188	196	194	197	201	97	9	0
Lots Closing Stock	89	59	40	69	70	51	63	43	37	0	0	0
Lots Contracts on Hand	40	57	69	70	85	82	83	85	69	9	0	0
Lots Average Settlement Price	278,672	252,165	291,175	304,665	312,217	332,625	364,147	420,562	508,677	605,390	582,404	0

10.0 RATIO ANALYSIS AND LONG TERM SUSTAINABILITY

The ratios are an industry accepted measure of financial health. This section summarises the financial ratio results for each of the three cash flow scenarios presented in the LTFP.

10.1 CURRENT RATIO

FORECAST	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Scenario 1 (Baseline)	11939%	7282%	7103%	7018%	6426%	6096%	5818%	5542%	5338%	4956%	720%	100%
Scenario 2 (Cost Geared)	11939%	7636%	7216%	6824%	6458%	6137%	5812%	5458%	5216%	4996%	744%	100%
Scenario 3 (Income Geared)	11939%	7440%	7063%	6900%	6683%	6211%	5846%	5495%	5185%	4831%	715%	100%

The target of greater than or equal to 1:1 is well above the benchmark for the 12 years of the Plan. The Catalina Estate Development is due for completion in 2028-29 when it is expected that a final distribution to member Councils will be made. During the project surplus funds will be retained to ensure that the Regional Council has sufficient funds to finance the various stages of the Project.

10.2 OPERATING SURPLUS RATIO

FORECAST	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Scenario 1 (Baseline)	(30)%	(110)%	(116)%	(124)%	(129)%	(137)%	(143)%	(150)%	(131)%	(130)%	(917)%	(5246)%
Scenario 2 (Cost Geared)	(30)%	(110)%	(116)%	(124)%	(129)%	(137)%	(143)%	(150)%	(131)%	(130)%	(917)%	(5246)%
Scenario 3 (Income Geared)	(30)%	(110)%	(116)%	(124)%	(129)%	(137)%	(143)%	(150)%	(131)%	(130)%	(917)%	(5246)%

The Regional Council's operations will continue to be subsidised from funds generated from the Catalina Project that are retained or not distributed to Participants by way of profits.

10.3 RATES COVERAGE RATIO

This is an indicator of a local government's ability to cover its costs through its own tax revenue effort. It is measured as:												
$\frac{\text{Total Rates Revenue}}{\text{Total Expenses}}$												
Target – greater than or equal to 40%												
FORECAST	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Scenario 1 (Baseline)	N/A											
Scenario 2 (Cost Geared)	N/A											
Scenario 3 (Income Geared)	N/A											

The Regional Council does not levy rates therefore the Ratio is not applicable.

10.4 DEBT SERVICE COVER RATIO

FORECAST	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Scenario 1 (Baseline)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Scenario 2 (Cost Geared)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Scenario 3 (Income Geared)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

The Regional Council does not intend to borrow over the life of the Plan.

10.5 ASSET SUSTAINABILITY RATIO

FORECAST	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Scenario 1 (Baseline)	477%	123%	503%	112%	275%	146%	300%	159%	404%	148%	363%	0%
Scenario 2 (Cost Geared)	477%	123%	503%	112%	275%	146%	300%	159%	404%	148%	363%	0%
Scenario 3 (Income Geared)	477%	123%	503%	112%	275%	146%	300%	159%	404%	148%	363%	0%

The Regional Council achieves a ratio on average of 251% over the life of the plan in excess of the target range.

10.6 ASSET CONSUMPTION RATIO

FORECAST	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Scenario 1 (Baseline)	72%	65%	71%	65%	63%	59%	58%	55%	57%	53%	54%	47%
Scenario 2 (Cost Geared)	72%	65%	71%	65%	63%	59%	58%	55%	57%	53%	54%	47%
Scenario 3 (Income Geared)	72%	65%	71%	65%	63%	59%	58%	55%	57%	53%	54%	47%

While the trend is tracking downwards, the Regional Council is still within the target range of between 50% to 75% for the life of the LTFP on average.

10.7 ASSET RENEWAL FUNDING RATIO

This ratio indicates whether the local government has the financial capacity to fund asset renewal at continued existing service levels. It is measured as:											
$\frac{\text{Net Present Value of Planned Renewal Expenditure}}{\text{Net Present Value of Asset Management Plan Projections}}$											
Target – greater than or equal to 1:1 (or 100%)											
FORECAST	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2028-29	
Scenario 1 (Baseline)											186%
Scenario 2 (Cost Geared)											186%
Scenario 3 (Income Geared)											186%

The Regional Council's 10 year average ratio of 186% is well above the target range of 100%.

10.8 SUMMARY

Projections show that over the next 12 years the Regional Council will have sufficient funds to finance its operation inclusive of the Catalina Estate Development. Scenario 1 best forecasts the expected revenues, expenditure and profit distribution to the seven member Councils from the development.

11.0 RISK ASSESSMENT

The Regional Council in May 2018 prepared a Risk Management Plan to identify and record potential risks. The Plan allows mitigation strategies to be developed, implemented and tracked to ensure risk associated with the Catalina Estate Development is well managed.

A risk register identifying the major risk items is detailed below.

**CATALINA RISK REGISTER
MAY 2018**

SALES AND MARKETING

RISK	LIKELIHOOD	CONSEQUENCE	OVERALL	RANKING *	MITIGATION	TPRC COMMENT
1.1 Low interest from builders leads to lack of medium density lot sales in builder releases.	4	3	12	Medium	<p>Reduce number of lots to be sold in FYE 2019 builder release tenders.</p> <p>Work with wide range of builders to create value for money house and land packages on medium density lots.</p> <p>Continue to liaise with builders on lot configuration and commercial terms.</p>	The recommended mitigation strategy has been implemented in an ongoing manner through marketing and development actions and is considered an appropriate response to the risk.
1.2 Cashflow impacted by slower sales or delayed settlements.	3	3	9	Medium	<p>Budget for sales and settlements that reflect market conditions.</p> <p>Ensure an appropriate minimum bank balance is included in the budget.</p> <p>Maintain stock level trigger before commencing construction of future civil works.</p> <p>Monitor expenditure on future works, including the size of earthwork stages.</p> <p>Review distributions to participating Councils.</p>	<p>The recommended mitigation actions have been adopted within the Project Budget including the application of sales triggers.</p> <p>The TPRC monitors bank balances to ensure minimum cashflow is maintained.</p> <p>Weekly sales and monthly financial reporting is occurring to monitor the progress of sales/settlements and expenditure/revenue and cashflow.</p>
1.3 Negative change in market sentiment reduces sales and / or pricing.	3	3	9	Medium	<p>Careful positioning of Catalina brand to soften impact of any fall in house and land prices across the Perth market.</p> <p>On-going research to gauge market sentiment specific to Catalina</p> <p>Budget for sales and settlements that reflect market conditions.</p> <p>Ensure pricing is not too aggressive so lots are affordable when interest rates rise. (Consultation with Valuers and banks if required).</p> <p>Ensure lot mix includes opportunity for affordable housing options.</p> <p>Apply sales triggers before awarding civil works contracts to ensure there is not an oversupply of land.</p> <p>If market deteriorates then defer non-essential spending.</p> <p>Monitor cancellation rates and rationales.</p> <p>Budget for sales and settlements that reflect market conditions.</p>	<p>The recommended mitigation actions have been implemented through the approved Catalina Marketing Plan which has guided the Projects marketing activities,</p> <p>All pricing is subject to formal valuation by the TPRC appointed valuer and recommendation by the Development Manager.</p> <p>Continued implementation of the recommended mitigation action is supported.</p>

BUDGET							
RISK	LIKELIHOOD	CONSEQUENCE	OVERALL	RANKING *	MITIGATION	TPRC COMMENT	
2.1	Expenditure exceeds budget projections due to increased development costs.	2	3	6	Low	<p>Regular monitoring of works contracts and strong budget control work practices.</p> <p>Use of fixed price contracts and maximise provisional sums for rock to limit variation costs and uncertainty.</p> <p>Undertake advanced planning to facilitate accurate OPC estimates for incorporation within annual budget review and six monthly budget reviews.</p> <p>Contingency included in budget for any unforeseen items.</p>	<p>The recommended mitigation actions have been implemented in accordance with the Project Program and all budget review processes.</p> <p>All major construction contracts have been issued as lump sum contracts and all project expenditure is closely monitored to budget.</p> <p>Monthly financial reporting is occurring to monitor expenditure/revenue and cashflow.</p> <p>The continued implementation of the recommended mitigation actions and the above project processed is supported.</p>
2.2	Cashflow delays provision of early infrastructure items and release on new sales fronts.	2	3	6	Low	<p>Ensure TPRC is fully briefed on development and distribution options so they can consider the costs and benefits.</p> <p>Continue to manage the Project to achieve budget sales triggers.</p> <p>Ensure planning and engineering risks are managed so settlement program is met.</p>	<p>The recommended mitigation actions are being implemented via project planning and development processes.</p> <p>Monthly Financial reporting and bi-annual budget reviews are undertaken to monitor and manage this risk.</p>
2.3	Reduced cashflow results in lower distributions than budgeted.	3	3	9	Medium	<p>Defer non-essential expenditure to reduce impact on distributions.</p> <p>Release Catalina Beach Precinct to provide diverse product mix to assist sales rates and reduce the risk of reduced cashflow over the medium to long term.</p> <p>Revisit incentives/pricing to encourage sale and settlement of already Titled Lots, including 'Aged Stock'.</p> <p>Plan for first stage in Catalina Grove to maintain diverse product mix to assist sales rates and reduce the risk of reduced cashflow over the medium to long term.</p>	<p>The recommended mitigation actions are being implemented via project planning and budget control processes.</p> <p>Monthly Financial reporting and bi-annual budget reviews are undertaken to monitor and manage this risk.</p>

PLANNING AND ENVIRONMENTAL APPROVALS							
RISK	LIKELIHOOD	CONSEQUENCE	OVERALL	RANKING *	MITIGATION	TPRC COMMENT	
3.1	Lifting of urban deferred zoning does not meet cashflow expectations, currently causing delays for future staging.	3	5	15	High	<p>Close liaison with Mindarie Regional Council on shifting of landfill buffer.</p> <p>Apply for urban deferred lifting when buffer is removed and environmental risks are acceptable.</p> <p>Adopt conservative timing of development of the urban deferred land in the Project Forecast cashflow.</p> <p>Controlled releases of Catalina Beach Precinct to ensure land is available when Catalina Grove and Catalina Central Urban Zoned land are sold out.</p>	<p>Implementation of the recommended mitigation actions are occurring via liaison with the MRC and planning processes, including a projection of the movement of the landfill buffer movement sought from the MRC.</p> <p>As part of the Project Forecast review in 2017, a conservative approach to timing of the development of the urban deferred land was undertaken.</p> <p>The continued implementation of the recommended mitigation actions is supported.</p>
3.2	Non-compliance with EPBC environmental approval conditions.	2	3	6	Low	<p>Undertake ongoing monitoring and review of EPBC conditions.</p> <p>Timely approval to allow annual audit to be completed by environmental consultant.</p>	<p>Annual audits of actions/conditions relating to the EPBC conditions is undertaken and provided to SEWPAC. To date there have been no issues with compliance.</p> <p>Ongoing monitoring of SEWPAC conditions is being undertaken.</p>
3.3	Non-compliance with Environmental Management Plan requirements.	2	3	6	Low	<p>Strategy to be put in place to progressively action EMP commitments to ensure compliance with this plan.</p>	<p>The TPRC has prepared an audit of all actions required under the EMP confirming all actions are on schedule.</p> <p>Implementation of the recommended mitigation actions is ongoing.</p>
3.4	Delays achieving environmental, planning and development Approvals which impact cashflow.	2	3	6	Low	<p>Develop and maintain the Project Program to ensure sufficient approval periods are allowed.</p> <p>Close liaison with approval authorities including the City of Wanneroo and Water Corporation officers to maintain strong knowledge of approval requirements and build relationships.</p>	<p>The recommended mitigation action is being implemented in accordance with the Project Program.</p> <p>In addition to the lodgement of subdivision applications ongoing liaison with the WAPC and referral authorities is being undertaken.</p> <p>This action is considered to represent good project management practice and continued implementation is supported.</p>
3.5	Delays in commencing and undertaking Tamala Park LSP Amendment process for Catalina Grove precinct may impact sales releases.	4	3	12	Medium	<p>Develop program for approvals for first Phase 1 - the Catalina Grove Precinct consistent with Project Program.</p> <p>Submit subdivision approval for first stage in Catalina Grove, based on current approved LSP.</p> <p>Construct Connolly Drive intersection prior to LSP approval.</p> <p>Monitor and adopt revised timing of development of the first Phase 1 land in the Project Forecast cashflow in 3-year review – August 2020.</p>	<p>SPG to provide a program identifying key milestones for Council approvals for the Catalina Grove precinct, recommendations for early construction of infrastructure, which may assist with timing of Phase 1 Catalina Grove; provide advice on the impacts of delays to the Catalina Grove precinct development program on sales and cashflow as part of the Project Forecast review in 2017 and outline mitigation measures to avoid impacts on TPRC cashflow predictions.</p>
3.6	City of Wanneroo scheme contributions higher than forecast.	2	3	6	Low	<p>Continue to adequately budget for scheme contributions. Continue discussions with City of Wanneroo on key infrastructure items and administration of scheme contributions.</p>	<p>The recommended mitigation action has been implemented with discussions with the City of Wanneroo.</p> <p>The Project Budget accounts for scheme contributions requirement.</p>
3.7	Beach access road from Catalina Beach is not agreed to by Statutory Authorities.	3	3	9	Medium	<p>Foreshore Management Plan and environmental and planning applications submitted to relevant authorities.</p> <p>Continue to closely engage with WAPC and City of Wanneroo regarding approval process and mutually agreed outcomes.</p>	<p>The Foreshore Management Plan and Beach access proposal lodged with the City of Wanneroo. The location of the proposed access route and the carpark area have been carefully selected to follow existing informal tracks or areas of damaged vegetation and minimise impacts on flora in the area.</p> <p>Ongoing liaison with the City of Wanneroo and WAPC.</p>

3.8	Changes to the property development laws, including laws related to zoning & town planning, restrictions on land use, environmental controls, user restrictions, stamp duty, land tax, income taxation and capital gains tax. Changes to law in relation to civil design principles and potential restrictions on land use.	3	2	6	Low	Ensure clear understanding from Town Planner & Environmental Consultant in relation to the current laws and recently amended laws. Develop a strategy to address any issues that may arise due to changes (in the planning/environmental/civil design stage). Account for possible delays in the project feasibility analysis.	The recommended mitigation action has been implemented with discussions with the Water Authority, City of Wanneroo and WAPC. Implementation of the recommended mitigation actions is ongoing.
-----	---	---	---	---	-----	---	--

ENGINEERING AND CONSTRUCTION							
	RISK	LIKELIHOOD	CONSEQUENCE	OVERALL	RANKING *	MITIGATION	TPRC COMMENT
4.1	Non-compliance with Work Health and Safety Requirements leads to serious injury and/or death. Potential for Worksafe investigation or claim for damages due to incident. WHS acts or omissions which result in, or have the potential to result in, serious personal injury and/or death that could be dealt with as: <ul style="list-style-type: none"> An indictable offence; or A breach of law that has a civil (not criminal) penalty. 	2	4	8	Medium	SPG to provide TPRC: <ul style="list-style-type: none"> Evidence that SPG's WHS Management System satisfies the best intentions of the <i>Occupational Safety and Health Act (WA) 1984</i> ("Act") and <i>Occupational Safety and Health Regulations (WA) 1996</i> ("Regulations"); Evidence of implementation of the SPG WHS Contractor Management Procedure, which includes: <ul style="list-style-type: none"> WHS prequalification process (at the request of TPRC); Copies of any 2nd Party (Principal Contractor) audit reports conducted on the Project site (at the request of TPRC); Evidence that a project specific risk identification workshop has been undertaken in conjunction with the Principal Contractor (at the request of TPRC), including a summary of session outcomes; and Reporting of contractor WHS non-conformances and incidents and hazards. 	The TPRC's contractors are qualified in managing safe working practices. There are regular site meetings where site safety is discussed and safe working practices confirmed and site inspections undertaken to monitor the site and site works. The SPG's mitigation actions are supported and being monitored by the TPRC.
4.2	Delays and increased cost of key infrastructure items including pump stations, underpasses and overpasses presents a future cashflow risk.	3	2	6	Low	Engage with the City of Wanneroo, Main Roads WA and Service Authorities early to ensure infrastructure requirements are known and adequately timed and budgeted for.	Allowances for infrastructure items have been provided for within the TPRC budget in accordance with advice from relevant servicing authorities. Liaison with servicing authorities has been undertaken to ensure infrastructure items are included within capital works programming of relevant authorities. Continued implementation of the above actions is supported.
4.3	Delays to clearances leads to delay in settlements.	2	3	6	Low	Preparation of clearance request documentation and submission to statutory authorities in accordance with the Project Program. Close liaison with relevant officers of clearance authorities to ensure consensus agreement exists in regards to condition requirements. Deposited plans, covenant and noise & fire notifications to be created and lodged early in the process.	The recommended mitigation action has been implemented via the preparation of clearance packages and liaison with clearance authorities. The clearances process is closely monitored by the SPG and the TPRC.

STAKEHOLDERS							
RISK	LIKELIHOOD	CONSEQUENCE	OVERALL	RANKING *	MITIGATION	TPRC COMMENT	
5.1	The potential impacts from the landfill operations include contamination of the TPRC's landholding from contaminated groundwater or a gas leak which could provide a significant safety risk to the public.	3	5	15	High	<p>SPG notes that Tamala Part Regional Council currently liaise directly with the Mindarie Regional Council (MRC) in relation to the management of their current operations. The MRC's website states their Environmental Management System is certified by NCS International as being compliant with ISO14001 Environmental Management.</p> <p>Mitigation measures consist of providing purchasers with adequate information on landfill timing and impacts on request, ensuring an adequate buffer and/or memorial on title is maintained between the landfill operations and residential development, monitoring any complaints from residents and liaising with the Mindarie Regional Council to ensure Risk Management Plans and Environmental Management Plans are in place and complied with.</p>	<p>Staging has been devised to maintain separation from the landfill site during initial phases of development.</p> <p>There is ongoing liaison with MRC regarding landfill operations and potential impacts. Remediation and communications strategies are being prepared in consultation with the MRC.</p> <p>Continued implementation of the recommended mitigation actions is supported.</p>
5.2	Delay in provision of services within Catalina including shopping and schools.	3	2	6	Low	<p>Engage with local schools in Clarkson and Mindarie and provide information to residents regarding existing local services.</p> <p>Engage with the Department of Education regarding the timing of the Catalina Primary School site.</p> <p>Provide budget for the landscaping of the local oval to commence in FYE 2022.</p>	<p>Proposed mitigation measures are included in the Annual Plan FYE 2018.</p> <p>There is on-going liaison with service agencies to ensure timely provision of necessary services.</p>
5.3	Adverse community reaction to ongoing development due to nuisance from construction activities.	2	3	6	Low	<p>Undertake pro-active community engagement through support of community groups in order to garner support from community groups which can then be enlisted to support development should adverse publicity arise.</p> <p>Implement Dust Mitigation Strategy to ensure sites are being managed by the civil contractor, and where possible complete bulk earthworks during winter months.</p>	<p>Implementation of recommended mitigation actions has commenced with appointment of the Community Development Manager, and the necessary community consultation strategies are being progressed.</p> <p>Review of scheduling earthworks adjacent to residential areas to occur in winter months to reduce dust and objections from residents. Consultation to be undertaken prior to commencement of works.</p>

MANAGEMENT							
RISK	LIKELIHOOD	CONSEQUENCE	OVERALL	RANKING *	MITIGATION	TPRC COMMENT	
6.1	TPRC project objectives not being met.	2	3	6	Low	<p>Ensure TPRC approvals received for actions undertaken by project team and implementation of project are in accordance with TPRC approvals.</p> <p>Regularly review objectives of TPRC strategy documents and ensure implementation by project team.</p>	<p>Implementation of the recommended mitigation action is occurring via all project planning, development and reporting processes.</p> <p>All project documentation and planning is reviewed by the SPG and TPRC to ensure adherence to the TPRC objectives.</p> <p>The recommended mitigation action represents good project management practice and its continued implementation is supported.</p>

Ranking:

*High Risk = 15 – over

*Medium Risk = 7 – 14

*Low Risk = 0 – 6

12.0 FINANCIAL PROJECTIONS

The financial projections in this LTFP have been developed in a format that conforms to the *Local Government (Financial Management) Regulations 1996* and the Australian Accounting Standards. This format has been chosen as it allows projections to feed into the statutory format of the Annual Budget and key performance measures into the LTFP to be compared with Annual Budgets and annual Financial Reports. The statutory schedules include:

- ⇒ Statement of Comprehensive Income;
- ⇒ Statement of Financial Position (Balance Sheet) and Equity Statement;
- ⇒ Statement of Cash Flows; and
- ⇒ Rate Setting Statement.

The Statement of Comprehensive income shows what is expected to happen during the year in terms of revenue, expenses, and other adjustments from all activities. A surplus is estimated for each year of the LTFP.

The Statement of Financial Position is a snap-shot of the expected financial position of the Regional Council at the end of the financial year. It reports what is expected to be owned (assets) and what is expected to be owed (liabilities). The bottom line “Net Assets” represents the net worth of the Council. The assets and liabilities are separated into current and non-current. Current means those assets or liabilities which will fall due in the next 12 months. Non-current refers to assets and liabilities that are recoverable or which fall due over a longer period than 12 months.

The Statement of Cash Flows shows what is expected to happen during the year in terms of cash. The net cash provided by operating activities shows how much cash is expected to remain after paying for the services provided to the community. This can be used to fund other activities such as capital works and infrastructure. The information in this statement assists in the assessment of the ability to generate cash flows and meet financial commitments as they fall due, including debt repayments.

The Closing Balance detailed in the Rate Setting Statement reveals the net surplus/deficit for each year. The surplus/deficit for each year has not been carried forward, but rather represents funds that are available to fund additional expenditure or funds required by the Council to deliver a balanced budget.

The Statements are supported by schedules for:

- ⇒ Capital works;
- ⇒ Projects; and
- ⇒ Depreciation calculations.

13.0 CONCLUSION – IMPLEMENTATION AND REVIEW OF THE LTFP

The Council will consider the content of the LTFP when preparing the Annual Budget for 2019-20 and subsequent years, and it is expected that adopted budgets will be closely aligned with the proposals in the LTFP and assumptions underpinning this.

Some minor review of the LTFP will occur each year as budgets are prepared to account for performance information and changing circumstances. A full review will be undertaken in 2022-23, in conjunction with formal review of the Strategic Community Plan.

The Council is confident that the LTFP will allow the Council to set priorities within its resourcing capabilities to sustainably deliver the projects and services required by the community.

APPENDIX 1

SCENARIO 1 (BASELINE)

**TAMALA PARK REGIONAL COUNCIL
COMPREHENSIVE INCOME STATEMENT**

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	PROPOSED ESTIMATES											
EXPENDITURE	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Governance	(186,390)	(191,050)	(195,826)	(200,722)	(205,740)	(210,883)	(216,155)	(221,559)	(227,098)	(232,776)	(238,595)	(237,382)
Other Property and Services	(1,168,351)	(1,198,817)	(1,238,391)	(1,276,077)	(1,315,264)	(1,357,024)	(1,395,376)	(1,432,386)	(1,303,638)	(1,284,445)	(1,325,705)	(1,366,474)
	(1,354,741)	(1,389,866)	(1,434,217)	(1,476,799)	(1,521,004)	(1,567,908)	(1,611,532)	(1,653,945)	(1,530,736)	(1,517,221)	(1,564,300)	(1,603,856)
REVENUE												
General Purpose Funding	1,040,633	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	150,000	30,000
Other Property & Services	2,000	2,050	2,101	2,154	2,208	2,263	2,319	2,377	2,437	2,498	2,560	0
	1,042,633	662,050	662,101	662,154	662,208	662,263	662,319	662,377	662,437	662,498	152,560	30,000
<i>Increase(Decrease)</i>	(312,108)	(727,816)	(772,115)	(814,645)	(858,796)	(905,645)	(949,212)	(991,568)	(868,299)	(854,723)	(1,411,740)	(1,573,856)
DISPOSAL OF ASSETS												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Plant and Equipment	(1,760)	0	1,050	(1,654)	1,103	(1,737)	1,158	(1,824)	1,216	(1,915)	1,277	0
Furniture and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
<i>Gain (Loss) on Disposal</i>	(1,760)	0	1,050	(1,654)	1,103	(1,737)	1,158	(1,824)	1,216	(1,915)	1,277	0
NET RESULT	(313,868)	(727,816)	(771,065)	(816,299)	(857,694)	(907,381)	(948,054)	(993,391)	(867,083)	(856,638)	(1,410,464)	(1,573,856)
OTHER COMPREHENSIVE INCOME	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE INCOME	(313,868)	(727,816)	(771,065)	(816,299)	(857,694)	(907,381)	(948,054)	(993,391)	(867,083)	(856,638)	(1,410,464)	(1,573,856)

**TAMALA PARK REGIONAL COUNCIL
STATEMENT OF FINANCIAL POSITION**

	ACTUAL	PROPOSED ESTIMATES											
	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$
Current assets													
Cash and cash equivalents	43,846,407	34,383,809	21,164,058	20,354,413	20,109,249	18,389,734	17,431,842	16,626,698	15,827,252	15,233,734	14,069,268	1,836,252	38,655
Trade and other receivables	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449
Total current assets	44,097,856	34,635,258	21,415,507	20,605,862	20,360,698	18,641,183	17,683,291	16,878,147	16,078,701	15,485,183	14,320,717	2,087,701	290,104
Non-current assets													
Inventories	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	0	0
Property, plant, furniture and equipment	129,727	147,764	152,873	210,275	194,016	191,846	184,683	184,667	175,274	189,658	178,229	183,109	161,136
Total non-current assets	1,929,727	1,947,764	1,952,873	2,010,275	1,994,016	1,991,846	1,984,683	1,984,667	1,975,274	1,989,658	1,978,229	183,109	161,136
Total assets	46,027,583	36,583,022	23,368,380	22,616,137	22,354,714	20,633,029	19,667,975	18,862,814	18,053,975	17,474,841	16,298,947	2,270,810	451,240
Current liabilities													
Trade and other payables	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429
Provisions	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675
Total current liabilities	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104
Non-current liabilities													
Provisions	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150
Total non-current liabilities	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150
Total liabilities	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254
Net assets	45,732,329	36,287,768	23,073,126	22,320,883	22,059,460	20,337,775	19,372,721	18,567,560	17,758,721	17,179,587	16,003,693	1,975,556	155,986
Equity													
Retained surplus	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230
Contributed Equity	43,922,746	34,478,185	21,263,543	20,511,300	20,249,877	18,528,192	17,563,138	16,757,977	15,949,138	15,370,004	14,194,110	165,973	(1,653,597)
Revaluation Surplus	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353
Total equity	45,732,329	36,287,768	23,073,126	22,320,883	22,059,460	20,337,775	19,372,721	18,567,560	17,758,721	17,179,587	16,003,693	1,975,556	155,986

**TAMALA PARK REGIONAL COUNCIL
STATEMENT OF CHANGES IN EQUITY**

	PROPOSED ESTIMATES												
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Retained surplus													
Balance as at 1 July	1,636,727	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230
Total comprehensive Income	166,503	0	0	0	0	0	0	0	0	0	0	0	0
Balance as at 30 June	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230
Contributed Equity													
Balance as at 1 July	39,550,381	43,922,746	34,478,185	21,263,543	20,511,300	20,249,877	18,528,192	17,563,138	16,757,977	15,949,138	15,370,004	14,194,110	165,973
Members Contributions	4,372,365	(9,444,561)	(13,214,641)	(752,244)	(261,423)	(1,721,685)	(965,054)	(805,161)	(808,838)	(579,134)	(1,175,895)	(14,028,137)	(1,819,570)
Balance as at 30 June	43,922,746	34,478,185	21,263,543	20,511,300	20,249,877	18,528,192	17,563,138	16,757,977	15,949,138	15,370,004	14,194,110	165,973	(1,653,597)
Revaluation Surplus													
Balance as at 1 July	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353
Changes in Revaluation of Non - Current Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
Balance as at 30 June	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353
Total equity	45,732,329	36,287,768	23,073,126	22,320,883	22,059,460	20,337,775	19,372,721	18,567,560	17,758,721	17,179,587	16,003,693	1,975,556	155,986

**TAMALA PARK REGIONAL COUNCIL
STATEMENT OF CASH FLOWS**

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	ACTUAL	PROPOSED	PROPOSED	PROPOSED	PROPOSED								
	ESTIMATES	ESTIMATES	ESTIMATES	ESTIMATES									
Cash Flows from operating activities													
PAYMENTS													
Employee Costs	(550,056)	(725,924)	(750,758)	(776,447)	(803,020)	(830,509)	(858,944)	(888,359)	(918,786)	(950,263)	(982,823)	(1,016,506)	(1,051,350)
Materials & Contracts													
Professional Consulting Fees	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	(136,537)	(404,895)	(404,767)	(414,886)	(425,258)	(435,890)	(446,787)	(457,957)	(469,405)	(306,248)	(253,636)	(259,977)	(266,476)
Utilities	0	(6,450)	(6,611)	(6,777)	(6,946)	(7,120)	(7,298)	(7,480)	(7,667)	(7,859)	(8,055)	(8,257)	(8,463)
Insurance	(10,894)	(13,880)	(14,227)	(14,583)	(14,947)	(15,321)	(15,704)	(16,096)	(16,499)	(16,911)	(17,334)	(17,767)	(18,212)
Goods and Services Tax	(190)	0	0	0	0	0	0	0	0	0	0	0	0
Other	(170,341)	(186,390)	(191,050)	(195,826)	(200,722)	(205,740)	(210,883)	(216,155)	(221,559)	(227,098)	(232,776)	(238,595)	(237,382)
	(868,018)	(1,337,538)	(1,367,413)	(1,408,518)	(1,450,893)	(1,494,579)	(1,539,616)	(1,586,047)	(1,633,917)	(1,508,379)	(1,494,624)	(1,541,102)	(1,581,883)
RECEIPTS													
Contributions and Donations Reimbursements	24,727	2,000	2,050	2,101	2,154	2,208	2,263	2,319	2,377	2,437	2,498	2,560	0
Interest Received	1,103,965	1,040,633	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	150,000	30,000
	1128692	1042633	662050	662101.25	662153.7813	662207.6258	662262.8164	662319.3868	662377.3715	662436.8058	662497.7259	152560.1691	30000
Net Cash flows from Operating Activities	260,674	(294,905)	(705,363)	(746,417)	(788,740)	(832,371)	(877,353)	(923,728)	(971,540)	(845,942)	(832,126)	(1,388,542)	(1,551,883)
Cash flows from investing activities													
Payments													
Development of Land for Resale	(16,488,721)	(21,277,191)	(30,317,642)	(21,273,088)	(31,418,968)	(31,401,052)	(28,966,277)	(26,287,986)	(34,848,605)	(33,023,456)	(6,192,213)	(3,259,206)	(245,714)
Purchase Buildings	0	-	0	(50,000)	0	0	-	0	0	0	0	0	0
Purchase Plant and Equipment	0	(66,000)	(27,563)	(69,300)	(28,941)	(72,765)	(30,388)	(76,403)	(31,907)	(80,223)	(33,502)	(84,235)	0
Purchase Furniture and Equipment	0	(16,000)	0	(10,000)	0	0	(11,000)	0	0	(10,000)	0	0	0
	(16,488,721)	(21,359,191)	(30,345,205)	(21,402,388)	(31,447,909)	(31,473,817)	(29,007,665)	(26,364,389)	(34,880,512)	(33,113,679)	(6,225,715)	(3,343,441)	(245,714)
Receipts													
Disposal of Furniture and Equipment	0	45,000	0	47,250	17,640	49,613	18,522	52,093	19,448	54,698	20,421	57,433	0
Contributions from Other Parties													
	0	45,000	0	47,250	17,640	49,613	18,522	52,093	19,448	54,698	20,421	57,433	0
Net cash flows from investing activities	(16,488,721)	(21,314,191)	(30,345,205)	(21,355,138)	(31,430,269)	(31,424,205)	(28,989,143)	(26,312,296)	(34,861,064)	(33,058,982)	(6,205,295)	(3,286,008)	(245,714)
Cash flows from financing activities													
Income Sale of Lots -Subdivision	22,035,529	14,405,835	28,347,052	38,473,902	45,369,295	51,784,178	55,584,679	57,593,048	64,887,265	77,006,167	42,743,731	3,737,261	0
Income Other -Subdivision	0	1,950,000	3,638,256	3,925,688	10,675,187	1,796,325	1,348,861	2,851,122	1,152,432	2,308,187	2,129,225	932,611	0
Contribution to be Returned	2,825,557	(209,337)	(154,491)	(107,680)	(70,638)	(43,442)	(24,936)	(13,291)	(6,539)	(2,949)	0	0	0
Profit Distributions	(4,000,000)	(4,000,000)	(14,000,000)	(21,000,000)	(24,000,000)	(23,000,000)	(28,000,000)	(34,000,000)	(31,000,000)	(46,000,000)	(39,000,000)	(12,228,339)	0
Net cash flows from financing activities	20,861,086	12,146,498	17,830,817	21,291,910	31,973,844	30,537,061	28,908,604	26,430,879	35,033,158	33,311,405	5,872,956	(7,558,467)	0
Net (decrease)/increase in cash held	4,633,039	(9,462,598)	(13,219,750)	(809,645)	(245,164)	(1,719,515)	(957,891)	(805,145)	(799,446)	(593,518)	(1,164,465)	(12,233,017)	(1,797,597)
Cash at the Beginning of Reporting Period	39,213,368	43,846,407	34,383,809	21,164,058	20,354,413	20,109,249	18,389,734	17,431,842	16,626,698	15,827,252	15,233,734	14,069,268	1,836,252
Cash at the End of Reporting Period	43,846,407	34,383,809	21,164,058	20,354,413	20,109,249	18,389,734	17,431,842	16,626,698	15,827,252	15,233,734	14,069,268	1,836,252	38,655

**TAMALA PARK REGIONAL COUNCIL
RATE SETTING STATEMENT**

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	PROPOSED	PROPOSED										
	ESTIMATES	ESTIMATES										
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
REVENUE												
General Purpose Funding	1,040,633	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	150,000	30,000
Other Property and Services	2,000	2,050	2,101	2,154	2,208	2,263	2,319	2,377	2,437	2,498	2,560	0
	\$1,042,633	\$662,050	\$662,101	\$662,154	\$662,208	\$662,263	\$662,319	\$662,377	\$662,437	\$662,498	\$152,560	\$30,000
LESS EXPENDITURE												
Governance	(186,390)	(191,050)	(195,826)	(200,722)	(205,740)	(210,883)	(216,155)	(221,559)	(227,098)	(232,776)	(238,595)	(237,382)
Other Property & Services	(1,168,351)	(1,198,817)	(1,238,391)	(1,276,077)	(1,315,264)	(1,357,024)	(1,395,376)	(1,432,386)	(1,303,638)	(1,284,445)	(1,325,705)	(1,366,474)
	(1,354,741)	(1,389,866)	(1,434,217)	(1,476,799)	(1,521,004)	(1,567,908)	(1,611,532)	(1,653,945)	(1,530,736)	(1,517,221)	(1,564,300)	(1,603,856)
<i>Increase(Decrease)</i>	(312,108)	(727,816)	(772,115)	(814,645)	(858,796)	(905,645)	(949,212)	(991,568)	(868,299)	(854,723)	(1,411,740)	(1,573,856)
ADD												
Book Value of Assets Sold Written Back	46,760	0	46,200	19,294	48,510	20,259	50,935	21,272	53,482	22,335	56,156	0
Provision for Employee Entitlements	0	0	0	0	0	0	0	0	0	0	0	0
Income Sale of Lots -Subdivision	14,405,835	28,347,052	38,473,902	45,369,295	51,784,178	55,584,679	57,593,048	64,887,265	77,006,167	42,743,731	3,737,261	0
Income Other -Subdivision	1,950,000	3,638,256	3,925,688	10,675,187	1,796,325	1,348,861	2,851,122	1,152,432	2,308,187	2,129,225	932,611	0
Profit/Loss on the Disposal of Assets	(1,760)	0	1,050	(1,654)	1,103	(1,737)	1,158	(1,824)	1,216	(1,915)	1,277	0
Depreciation Written Back	17,203	22,453	25,698	25,905	26,425	28,292	25,485	20,028	22,357	22,597	23,198	21,973
Provision for Audit Fees	0	0	0	0	0	0	0	0	0	0	0	0
	16,418,038	32,007,761	42,472,538	56,088,027	53,656,540	56,980,354	60,521,748	66,079,173	79,391,409	44,915,973	4,750,503	21,973
<i>Sub Total</i>	16,105,930	31,279,945	41,700,423	55,273,382	52,797,744	56,074,709	59,572,536	65,087,606	78,523,110	44,061,250	3,338,763	(1,551,883)
LESS CAPITAL PROGRAMME												
Purchase Land & Buildings	0	0	(50,000)	0	0	0	0	0	0	0	0	0
Development of Land for Resale	(21,277,191)	(30,317,642)	(21,273,088)	(31,418,968)	(31,401,052)	(28,966,277)	(26,287,986)	(34,848,605)	(33,023,456)	(6,192,213)	(3,259,206)	(245,714)
Purchase Plant and Equipment	(66,000)	(27,563)	(69,300)	(28,941)	(72,765)	(30,388)	(76,403)	(31,907)	(80,223)	(33,502)	(84,235)	0
Purchase Furniture and Equipment	(16,000)	0	(10,000)	0	0	(11,000)	0	0	(10,000)	0	0	0
Contribution Refund	(209,337)	(154,491)	(107,680)	(70,638)	(43,442)	(24,936)	(13,291)	(6,539)	(2,949)	0	0	0
Profit Distributions	(4,000,000)	(14,000,000)	(21,000,000)	(24,000,000)	(23,000,000)	(28,000,000)	(34,000,000)	(31,000,000)	(46,000,000)	(39,000,000)	(12,228,339)	0
Contribution Returned	0	0	0	0	0	0	0	0	0	0	0	0
	(25,568,528)	(44,499,695)	(42,510,068)	(55,518,547)	(54,517,259)	(57,032,601)	(60,377,680)	(65,887,051)	(79,116,629)	(45,225,715)	(15,571,780)	(245,714)
ABNORMAL ITEMS												
Rounding	0	0	0	0	0	0	0	0	0	0	0	0
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Sub Total</i>	(9,462,598)	(13,219,750)	(809,645)	(245,164)	(1,719,515)	(957,891)	(805,145)	(799,446)	(593,518)	(1,164,465)	(12,233,017)	(1,797,597)
LESS FUNDING FROM												
Opening Funds	43,807,751	34,345,153	21,125,403	20,315,758	20,070,594	18,351,079	17,393,188	16,588,043	15,788,597	15,195,079	14,030,614	1,797,597
Closing Funds (surplus/deficit)	(34,345,153)	(21,125,403)	(20,315,758)	(20,070,594)	(18,351,079)	(17,393,188)	(16,588,043)	(15,788,597)	(15,195,079)	(14,030,614)	(1,797,597)	0
	9,462,598	13,219,750	809,645	245,164	1,719,515	957,891	805,145	799,446	593,518	1,164,465	12,233,017	1,797,597
TO BE MADE UP FROM RATES	-0	-0	-0	-0	-0	-0	0	0	-0	-0	0	0

APPENDIX 2

SCENARIO 2 (COST GEARED)

**TAMALA PARK REGIONAL COUNCIL
COMPREHENSIVE INCOME STATEMENT**

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	PROPOSED ESTIMATES											
EXPENDITURE	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Governance	(186,390)	(191,050)	(195,826)	(200,722)	(205,740)	(210,883)	(216,155)	(221,559)	(227,098)	(232,776)	(238,595)	(237,382)
Other Property and Services	(1,168,351)	(1,198,817)	(1,238,391)	(1,276,077)	(1,315,264)	(1,357,024)	(1,395,376)	(1,432,386)	(1,303,638)	(1,284,445)	(1,325,705)	(1,366,475)
	(1,354,741)	(1,389,866)	(1,434,217)	(1,476,799)	(1,521,004)	(1,567,908)	(1,611,532)	(1,653,945)	(1,530,736)	(1,517,221)	(1,564,300)	(1,603,857)
REVENUE												
General Purpose Funding	1,040,633	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	150,000	30,000
Other Property & Services	2,000	2,050	2,101	2,154	2,208	2,263	2,319	2,377	2,437	2,498	2,560	0
	1,042,633	662,050	662,101	662,154	662,208	662,263	662,319	662,377	662,437	662,498	152,560	30,000
<i>Increase(Decrease)</i>	(312,108)	(727,816)	(772,115)	(814,645)	(858,796)	(905,645)	(949,212)	(991,568)	(868,299)	(854,723)	(1,411,740)	(1,573,857)
DISPOSAL OF ASSETS												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Plant and Equipment	(1,760)	0	1,050	(1,654)	1,103	(1,737)	1,158	(1,824)	1,216	(1,915)	1,277	0
Furniture and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
<i>Gain (Loss) on Disposal</i>	(1,760)	0	1,050	(1,654)	1,103	(1,737)	1,158	(1,824)	1,216	(1,915)	1,277	0
NET RESULT	(313,868)	(727,816)	(771,065)	(816,299)	(857,694)	(907,381)	(948,054)	(993,391)	(867,083)	(856,638)	(1,410,464)	(1,573,857)
<i>OTHER COMPREHENSIVE INCOME</i>	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE INCOME	(313,868)	(727,816)	(771,065)	(816,299)	(857,694)	(907,381)	(948,054)	(993,391)	(867,083)	(856,638)	(1,410,464)	(1,573,857)

**TAMALA PARK REGIONAL COUNCIL
STATEMENT OF FINANCIAL POSITION**

	ACTUAL	PROPOSED ESTIMATES											
	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$
Current assets													
Cash and cash equivalents	43,846,407	34,383,809	21,900,504	20,682,734	19,544,307	18,483,858	17,552,220	16,610,496	15,581,258	14,879,769	14,241,441	1,907,456	38,655
Trade and other receivables	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449
Total current assets	44,097,856	34,635,258	22,151,953	20,934,183	19,795,756	18,735,307	17,803,669	16,861,945	15,832,707	15,131,218	14,492,890	2,158,905	290,104
Non-current assets													
Inventories	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	0	0
Property, plant, furniture and equipment	129,727	147,764	152,873	210,275	194,016	191,846	184,683	184,667	175,274	189,658	178,229	183,109	161,135
Total non-current assets	1,929,727	1,947,764	1,952,873	2,010,275	1,994,016	1,991,846	1,984,683	1,984,667	1,975,274	1,989,658	1,978,229	183,109	161,135
Total assets	46,027,583	36,583,022	24,104,826	22,944,458	21,789,772	20,727,153	19,788,353	18,846,612	17,807,981	17,120,876	16,471,120	2,342,014	451,239
Current liabilities													
Trade and other payables	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429
Provisions	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675
Total current liabilities	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104
Non-current liabilities													
Provisions	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150
Total non-current liabilities	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150
Total liabilities	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254
Net assets	45,732,329	36,287,768	23,809,572	22,649,204	21,494,518	20,431,899	19,493,099	18,551,358	17,512,727	16,825,622	16,175,866	2,046,760	155,985
Equity													
Retained surplus	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230
Contributed Equity	43,922,746	34,478,185	21,999,989	20,839,621	19,684,935	18,622,316	17,683,516	16,741,775	15,703,144	15,016,039	14,366,283	237,177	(1,653,598)
Revaluation Surplus	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353
Total equity	45,732,329	36,287,768	23,809,572	22,649,204	21,494,518	20,431,899	19,493,099	18,551,358	17,512,727	16,825,622	16,175,866	2,046,760	155,985

**TAMALA PARK REGIONAL COUNCIL
STATEMENT OF CHANGES IN EQUITY**

	ACTUAL		PROPOSED ESTIMATES										
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Retained surplus													
Balance as at 1 July	1,636,727	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230
Total comprehensive Income	166,503	0	0	0	0	0	0	0	0	0	0	0	0
Balance as at 30 June	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230
Contributed Equity													
Balance as at 1 July	39,550,381	43,922,746	34,478,185	21,999,989	20,839,621	19,684,935	18,622,316	17,683,516	16,741,775	15,703,144	15,016,039	14,366,283	237,177
Members Contributions	4,372,365	(9,444,561)	(12,478,195)	(1,160,369)	(1,154,686)	(1,062,619)	(938,800)	(941,741)	(1,038,630)	(687,105)	(649,757)	(14,129,106)	(1,890,775)
Balance as at 30 June	43,922,746	34,478,185	21,999,989	20,839,621	19,684,935	18,622,316	17,683,516	16,741,775	15,703,144	15,016,039	14,366,283	237,177	(1,653,598)
Revaluation Surplus													
Balance as at 1 July	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353
Changes in Revaluation of Non - Current Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
Balance as at 30 June	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353
Total equity	45,732,329	36,287,768	23,809,572	22,649,204	21,494,518	20,431,899	19,493,099	18,551,358	17,512,727	16,825,622	16,175,866	2,046,760	155,985

**TAMALA PARK REGIONAL COUNCIL
STATEMENT OF CASH FLOWS**

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	ACTUAL	PROPOSED	PROPOSED	PROPOSED	PROPOSED								
	ESTIMATES	ESTIMATES	ESTIMATES	ESTIMATES									
Cash Flows from operating activities													
PAYMENTS													
Employee Costs	(550,056)	(725,924)	(750,758)	(776,447)	(803,020)	(830,509)	(858,944)	(888,359)	(918,786)	(950,263)	(982,823)	(1,016,506)	(1,051,350)
Materials & Contracts													
Professional Consulting Fees	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	(136,537)	(404,895)	(404,767)	(414,886)	(425,258)	(435,890)	(446,787)	(457,957)	(469,405)	(306,248)	(253,636)	(259,977)	(266,476)
Utilities	0	(6,450)	(6,611)	(6,777)	(6,946)	(7,120)	(7,298)	(7,480)	(7,667)	(7,859)	(8,055)	(8,257)	(8,463)
Insurance	(10,894)	(13,880)	(14,227)	(14,583)	(14,947)	(15,321)	(15,704)	(16,096)	(16,499)	(16,911)	(17,334)	(17,767)	(18,212)
Goods and Services Tax	(190)	0	0	0	0	0	0	0	0	0	0	0	0
Other	(170,341)	(186,390)	(191,050)	(195,826)	(200,722)	(205,740)	(210,883)	(216,155)	(221,559)	(227,098)	(232,776)	(238,595)	(237,382)
	(868,018)	(1,337,538)	(1,367,413)	(1,408,518)	(1,450,893)	(1,494,579)	(1,539,616)	(1,586,047)	(1,633,917)	(1,508,379)	(1,494,624)	(1,541,102)	(1,581,883)
RECEIPTS													
Contributions and Donations Reimbursements	24,727	2,000	2,050	2,101	2,154	2,208	2,263	2,319	2,377	2,437	2,498	2,560	0
Interest Received	1,103,965	1,040,633	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	150,000	30,000
	1128692	1042633	662050	662101.25	662153.7813	662207.6258	662262.8164	662319.3868	662377.3715	662436.8058	662497.7259	152560.1691	30000
Net Cash flows from Operating Activities	260,674	(294,905)	(705,363)	(746,417)	(788,740)	(832,371)	(877,353)	(923,728)	(971,540)	(845,942)	(832,126)	(1,388,542)	(1,581,883)
Cash flows from investing activities													
Payments													
Development of Land for Resale	(16,488,721)	(21,277,191)	(30,558,454)	(22,040,580)	(33,069,939)	(33,751,568)	(31,701,637)	(29,237,908)	(39,789,529)	(38,401,268)	(6,852,878)	(3,701,984)	(316,918)
Purchase Buildings	0	-	0	(50,000)	0	0	-	0	0	0	0	0	0
Purchase Plant and Equipment	0	(66,000)	(27,563)	(69,300)	(28,941)	(72,765)	(30,388)	(76,403)	(31,907)	(80,223)	(33,502)	(84,235)	0
Purchase Furniture and Equipment	0	(16,000)	0	(10,000)	0	0	(11,000)	0	0	(10,000)	0	0	0
	(16,488,721)	(21,359,191)	(30,586,017)	(22,169,880)	(33,098,880)	(33,824,333)	(31,743,025)	(29,314,311)	(39,821,436)	(38,491,491)	(6,886,380)	(3,786,219)	(316,918)
Receipts													
Disposal of Furniture and Equipment	0	45,000	0	47,250	17,640	49,613	18,522	52,093	19,448	54,698	20,421	57,433	0
Contributions from Other Parties													
	0	45,000	0	47,250	17,640	49,613	18,522	52,093	19,448	54,698	20,421	57,433	0
Net cash flows from investing activities	(16,488,721)	(21,314,191)	(30,586,017)	(22,122,630)	(33,081,240)	(33,774,721)	(31,724,503)	(29,262,218)	(39,801,988)	(38,436,794)	(6,865,960)	(3,728,786)	(316,918)
Cash flows from financing activities													
Income Sale of Lots -Subdivision	22,035,529	14,405,835	28,274,072	37,649,742	43,497,150	48,634,734	51,329,821	51,991,305	57,409,737	66,810,293	36,455,334	3,154,553	0
Income Other -Subdivision	0	1,950,000	3,688,494	4,109,215	11,305,040	1,955,351	1,365,333	3,266,207	1,341,092	2,773,902	2,604,425	860,309	0
Contribution to be Returned	2,825,557	(209,337)	(154,491)	(107,680)	(70,638)	(43,442)	(24,936)	(13,291)	(6,539)	(2,949)	0	0	0
Profit Distributions	(4,000,000)	(4,000,000)	(13,000,000)	(20,000,000)	(22,000,000)	(17,000,000)	(21,000,000)	(26,000,000)	(19,000,000)	(31,000,000)	(32,000,000)	(11,231,520)	0
Net cash flows from financing activities	20,861,086	12,146,498	18,808,075	21,651,277	32,731,552	33,546,643	31,670,218	29,244,221	39,744,290	38,581,246	7,059,759	(7,216,658)	0
Net (decrease)/increase in cash held	4,633,039	(9,462,598)	(12,483,304)	(1,217,770)	(1,138,427)	(1,060,449)	(931,637)	(941,725)	(1,029,238)	(701,489)	(638,327)	(12,333,986)	(1,868,801)
Cash at the Beginning of Reporting Period	39,213,368	43,846,407	34,383,809	21,900,504	20,682,734	19,544,307	18,483,858	17,552,220	16,610,496	15,581,258	14,879,769	14,241,441	1,907,456
Cash at the End of Reporting Period	43,846,407	34,383,809	21,900,504	20,682,734	19,544,307	18,483,858	17,552,220	16,610,496	15,581,258	14,879,769	14,241,441	1,907,456	38,655

**TAMALA PARK REGIONAL COUNCIL
RATE SETTING STATEMENT**

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	PROPOSED	PROPOSED										
	ESTIMATES	ESTIMATES										
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
REVENUE												
General Purpose Funding	1,040,633	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	150,000	30,000
Other Property and Services	2,000	2,050	2,101	2,154	2,208	2,263	2,319	2,377	2,437	2,498	2,560	0
	\$1,042,633	\$662,050	\$662,101	\$662,154	\$662,208	\$662,263	\$662,319	\$662,377	\$662,437	\$662,498	\$152,560	\$30,000
LESS EXPENDITURE												
Governance	(186,390)	(191,050)	(195,826)	(200,722)	(205,740)	(210,883)	(216,155)	(221,559)	(227,098)	(232,776)	(238,595)	(237,382)
Other Property & Services	(1,168,351)	(1,198,817)	(1,238,391)	(1,276,077)	(1,315,264)	(1,357,024)	(1,395,376)	(1,432,386)	(1,303,638)	(1,284,445)	(1,325,705)	(1,366,475)
	(1,354,741)	(1,389,866)	(1,434,217)	(1,476,799)	(1,521,004)	(1,567,908)	(1,611,532)	(1,653,945)	(1,530,736)	(1,517,221)	(1,564,300)	(1,603,857)
<i>Increase(Decrease)</i>	(312,108)	(727,816)	(772,115)	(814,645)	(858,796)	(905,645)	(949,212)	(991,568)	(868,299)	(854,723)	(1,411,740)	(1,573,857)
ADD												
Book Value of Assets Sold Written Back	46,760	0	46,200	19,294	48,510	20,259	50,935	21,272	53,482	22,335	56,156	0
Provision for Employee Entitlements	0	0	0	0	0	0	0	0	0	0	0	0
Income Sale of Lots -Subdivision	14,405,835	28,274,072	37,649,742	43,497,150	48,634,734	51,329,821	51,991,305	57,409,737	66,810,293	36,455,334	3,154,553	0
Income Other -Subdivision	1,950,000	3,688,494	4,109,215	11,305,040	1,955,351	1,365,333	3,266,207	1,341,092	2,773,902	2,604,425	860,309	0
Profit/Loss on the Disposal of Assets	(1,760)	0	1,050	(1,654)	1,103	(1,737)	1,158	(1,824)	1,216	(1,915)	1,277	0
Depreciation Written Back	17,203	22,453	25,698	25,905	26,425	28,292	25,485	20,028	22,357	22,597	23,198	21,974
Provision for Audit Fees	0	0	0	0	0	0	0	0	0	0	0	0
	16,418,038	31,985,019	41,831,905	54,845,735	50,666,122	52,741,968	55,335,090	58,790,305	69,661,250	39,102,776	4,095,493	21,974
<i>Sub Total</i>	16,105,930	31,257,203	41,059,790	54,031,090	49,807,326	51,836,323	54,385,878	57,798,738	68,792,951	38,248,053	2,683,753	(1,551,883)
LESS CAPITAL PROGRAMME												
Purchase Land & Buildings	0	0	(50,000)	0	0	0	0	0	0	0	0	0
Development of Land for Resale	(21,277,191)	(30,558,454)	(22,040,580)	(33,069,939)	(33,751,568)	(31,701,637)	(29,237,908)	(39,789,529)	(38,401,268)	(6,852,878)	(3,701,984)	(316,918)
Purchase Plant and Equipment	(66,000)	(27,563)	(69,300)	(28,941)	(72,765)	(30,388)	(76,403)	(31,907)	(80,223)	(33,502)	(84,235)	0
Purchase Furniture and Equipment	(16,000)	0	(10,000)	0	0	(11,000)	0	0	(10,000)	0	0	0
Contribution Refund	(209,337)	(154,491)	(107,680)	(70,638)	(43,442)	(24,936)	(13,291)	(6,539)	(2,949)	0	0	0
Profit Distributions	(4,000,000)	(13,000,000)	(20,000,000)	(22,000,000)	(17,000,000)	(21,000,000)	(26,000,000)	(19,000,000)	(31,000,000)	(32,000,000)	(11,231,520)	0
Contribution Returned	0	0	0	0	0	0	0	0	0	0	0	0
	(25,568,528)	(43,740,507)	(42,277,560)	(55,169,518)	(50,867,775)	(52,767,961)	(55,327,602)	(58,827,975)	(69,494,441)	(38,886,380)	(15,017,739)	(316,918)
ABNORMAL ITEMS												
Rounding	0	0	0	0	0	0	0	0	0	0	0	0
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Sub Total</i>	(9,462,598)	(12,483,304)	(1,217,770)	(1,138,427)	(1,060,449)	(931,637)	(941,725)	(1,029,238)	(701,489)	(638,327)	(12,333,986)	(1,868,801)
LESS FUNDING FROM												
Opening Funds	43,807,751	34,345,153	21,861,849	20,644,079	19,505,652	18,445,203	17,513,566	16,571,841	15,542,603	14,841,114	14,202,787	1,868,801
Closing Funds (surplus/deficit)	(34,345,153)	(21,861,849)	(20,644,079)	(19,505,652)	(18,445,203)	(17,513,566)	(16,571,841)	(15,542,603)	(14,841,114)	(14,202,787)	(1,868,801)	0
	9,462,598	12,483,304	1,217,770	1,138,427	1,060,449	931,637	941,725	1,029,238	701,489	638,327	12,333,986	1,868,801
TO BE MADE UP FROM RATES	-0	-0	-0	-0	-0	-0	0	0	-0	-0	0	0

APPENDIX 3

SCENARIO 3 (INCOME GEARED)

**TAMALA PARK REGIONAL COUNCIL
COMPREHENSIVE INCOME STATEMENT**

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	PROPOSED ESTIMATES											
EXPENDITURE	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Governance	(186,390)	(191,050)	(195,826)	(200,722)	(205,740)	(210,883)	(216,155)	(221,559)	(227,098)	(232,776)	(238,595)	(237,382)
Other Property and Services	(1,168,351)	(1,198,817)	(1,238,391)	(1,276,077)	(1,315,264)	(1,357,024)	(1,395,376)	(1,432,386)	(1,303,638)	(1,284,445)	(1,325,705)	(1,366,474)
	(1,354,741)	(1,389,866)	(1,434,217)	(1,476,799)	(1,521,004)	(1,567,908)	(1,611,532)	(1,653,945)	(1,530,736)	(1,517,221)	(1,564,300)	(1,603,856)
REVENUE												
General Purpose Funding	1,040,633	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	150,000	30,000
Other Property & Services	2,000	2,050	2,101	2,154	2,208	2,263	2,319	2,377	2,437	2,498	2,560	0
	1,042,633	662,050	662,101	662,154	662,208	662,263	662,319	662,377	662,437	662,498	152,560	30,000
<i>Increase(Decrease)</i>	(312,108)	(727,816)	(772,115)	(814,645)	(858,796)	(905,645)	(949,212)	(991,568)	(868,299)	(854,723)	(1,411,740)	(1,573,856)
DISPOSAL OF ASSETS												
Land	0	0	0	0	0	0	0	0	0	0	0	0
Plant and Equipment	(1,760)	0	1,050	(1,654)	1,103	(1,737)	1,158	(1,824)	1,216	(1,915)	1,277	0
Furniture and Equipment	0	0	0	0	0	0	0	0	0	0	0	0
<i>Gain (Loss) on Disposal</i>	(1,760)	0	1,050	(1,654)	1,103	(1,737)	1,158	(1,824)	1,216	(1,915)	1,277	0
NET RESULT	(313,868)	(727,816)	(771,065)	(816,299)	(857,694)	(907,381)	(948,054)	(993,391)	(867,083)	(856,638)	(1,410,464)	(1,573,856)
OTHER COMPREHENSIVE INCOME	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL COMPREHENSIVE INCOME	(313,868)	(727,816)	(771,065)	(816,299)	(857,694)	(907,381)	(948,054)	(993,391)	(867,083)	(856,638)	(1,410,464)	(1,573,856)

**TAMALA PARK REGIONAL COUNCIL
STATEMENT OF FINANCIAL POSITION**

	ACTUAL	PROPOSED ESTIMATES											
	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	2029/30 \$
Current assets													
Cash and cash equivalents	43,846,407	34,383,809	21,332,139	20,239,300	19,939,824	19,136,732	17,767,503	16,707,532	15,689,753	14,790,468	13,763,163	1,824,033	38,655
Trade and other receivables	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449	251,449
Total current assets	44,097,856	34,635,258	21,583,588	20,490,749	20,191,273	19,388,181	18,018,952	16,958,981	15,941,202	15,041,917	14,014,612	2,075,482	290,104
Non-current assets													
Inventories	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	0	0
Property, plant, furniture and equipment	129,727	147,764	152,873	210,275	194,016	191,846	184,683	184,667	175,274	189,658	178,229	183,109	161,136
Total non-current assets	1,929,727	1,947,764	1,952,873	2,010,275	1,994,016	1,991,846	1,984,683	1,984,667	1,975,274	1,989,658	1,978,229	183,109	161,136
Total assets	46,027,583	36,583,022	23,536,461	22,501,024	22,185,289	21,380,027	20,003,636	18,943,648	17,916,476	17,031,575	15,992,842	2,258,591	451,240
Current liabilities													
Trade and other payables	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429	49,429
Provisions	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675	240,675
Total current liabilities	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104	290,104
Non-current liabilities													
Provisions	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150
Total non-current liabilities	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150	5,150
Total liabilities	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254	295,254
Net assets	45,732,329	36,287,768	23,241,207	22,205,770	21,890,035	21,084,773	19,708,382	18,648,394	17,621,222	16,736,321	15,697,588	1,963,337	155,986
Equity													
Retained surplus	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230
Contributed Equity	43,922,746	34,478,185	21,431,624	20,396,187	20,080,452	19,275,190	17,898,799	16,838,811	15,811,639	14,926,738	13,888,005	153,754	(1,653,597)
Revaluation Surplus	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353
Total equity	45,732,329	36,287,768	23,241,207	22,205,770	21,890,035	21,084,773	19,708,382	18,648,394	17,621,222	16,736,321	15,697,588	1,963,337	155,986

**TAMALA PARK REGIONAL COUNCIL
STATEMENT OF CHANGES IN EQUITY**

	ACTUAL		PROPOSED ESTIMATES										
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Retained surplus													
Balance as at 1 July	1,636,727	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230
Total comprehensive Income	166503	0	0	0	0	0	0	0	0	0	0	0	0
Balance as at 30 June	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230	1,803,230
Contributed Equity													
Balance as at 1 July	39,550,381	43,922,746	34,478,185	21,431,624	20,396,187	20,080,452	19,275,190	17,898,799	16,838,811	15,811,639	14,926,738	13,888,005	153,754
Members Contributions	4,372,365	(9,444,561)	(13,046,560)	(1,035,438)	(315,735)	(805,262)	(1,376,391)	(1,059,988)	(1,027,171)	(884,901)	(1,038,734)	(13,734,251)	(1,807,351)
Balance as at 30 June	43,922,746	34,478,185	21,431,624	20,396,187	20,080,452	19,275,190	17,898,799	16,838,811	15,811,639	14,926,738	13,888,005	153,754	(1,653,597)
Revaluation Surplus													
Balance as at 1 July	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353
Changes in Revaluation of Non - Current Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
Balance as at 30 June	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353	6,353
Total equity	45,732,329	36,287,768	23,241,207	22,205,770	21,890,035	21,084,773	19,708,382	18,648,394	17,621,222	16,736,321	15,697,588	1,963,337	155,986

**TAMALA PARK REGIONAL COUNCIL
STATEMENT OF CASH FLOWS**

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	ACTUAL	PROPOSED	PROPOSED	PROPOSED	PROPOSED								
	ESTIMATES	ESTIMATES	ESTIMATES	ESTIMATES									
Cash Flows from operating activities													
PAYMENTS													
Employee Costs	(550,056)	(725,924)	(750,758)	(776,447)	(803,020)	(830,509)	(858,944)	(888,359)	(918,786)	(950,263)	(982,823)	(1,016,506)	(1,051,350)
Materials & Contracts													
Professional Consulting Fees	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	(136,537)	(404,895)	(404,767)	(414,886)	(425,258)	(435,890)	(446,787)	(457,957)	(469,405)	(306,248)	(253,636)	(259,977)	(266,476)
Utilities	0	(6,450)	(6,611)	(6,777)	(6,946)	(7,120)	(7,298)	(7,480)	(7,667)	(7,859)	(8,055)	(8,257)	(8,463)
Insurance	(10,894)	(13,880)	(14,227)	(14,583)	(14,947)	(15,321)	(15,704)	(16,096)	(16,499)	(16,911)	(17,334)	(17,767)	(18,212)
Goods and Services Tax	(190)	0	0	0	0	0	0	0	0	0	0	0	0
Other	(170,341)	(186,390)	(191,050)	(195,826)	(200,722)	(205,740)	(210,883)	(216,155)	(221,559)	(227,098)	(232,776)	(238,595)	(237,382)
	(868,018)	(1,337,538)	(1,367,413)	(1,408,518)	(1,450,893)	(1,494,579)	(1,539,616)	(1,586,047)	(1,633,917)	(1,508,379)	(1,494,624)	(1,541,102)	(1,581,883)
RECEIPTS													
Contributions and Donations Reimbursements	24,727	2,000	2,050	2,101	2,154	2,208	2,263	2,319	2,377	2,437	2,498	2,560	0
Interest Received	1,103,965	1,040,633	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	150,000	30,000
	1128692	1042633	662050	662101.25	662153.7813	662207.6258	662262.8164	662319.3868	662377.3715	662436.8058	662497.7259	152560.1691	30000
Net Cash flows from Operating Activities	260,674	(294,905)	(705,363)	(746,417)	(788,740)	(832,371)	(877,353)	(923,728)	(971,540)	(845,942)	(832,126)	(1,388,542)	(1,551,883)
Cash flows from investing activities													
Payments													
Development of Land for Resale	(16,488,721)	(21,277,191)	(30,287,176)	(21,228,773)	(31,337,804)	(31,367,092)	(29,039,379)	(26,517,815)	(34,995,926)	(33,483,669)	(6,949,921)	(3,291,420)	(233,495)
Purchase Buildings	0	0	0	(50,000)	0	0	0	0	0	0	0	0	0
Purchase Plant and Equipment	0	(66,000)	(27,563)	(69,300)	(28,941)	(72,765)	(30,388)	(76,403)	(31,907)	(80,223)	(33,502)	(84,235)	0
Purchase Furniture and Equipment	0	(16,000)	0	(10,000)	0	0	(11,000)	0	0	(10,000)	0	0	0
	(16,488,721)	(21,359,191)	(30,314,739)	(21,358,073)	(31,366,745)	(31,439,857)	(29,080,767)	(26,594,218)	(35,027,833)	(33,573,892)	(6,983,423)	(3,375,655)	(233,495)
Receipts													
Disposal of Furniture and Equipment	0	45,000	0	47,250	17,640	49,613	18,522	52,093	19,448	54,698	20,421	57,433	0
Contributions from Other Parties													
	0	45,000	0	47,250	17,640	49,613	18,522	52,093	19,448	54,698	20,421	57,433	0
Net cash flows from investing activities	(16,488,721)	(21,314,191)	(30,314,739)	(21,310,823)	(31,349,105)	(31,390,245)	(29,062,245)	(26,542,125)	(35,008,385)	(33,519,195)	(6,963,003)	(3,318,222)	(233,495)
Cash flows from financing activities													
Income Sale of Lots -Subdivision	22,035,529	14,405,835	28,494,629	40,182,148	49,355,653	58,696,889	65,194,407	70,644,599	82,850,714	102,244,010	58,722,785	5,241,637	0
Income Other -Subdivision	0	1,950,000	3,628,294	3,889,933	10,553,353	1,766,077	1,400,898	2,774,573	1,117,971	2,224,790	2,045,040	1,123,085	0
Contribution to be Returned	2,825,557	(209,337)	(154,491)	(107,680)	(70,638)	(43,442)	(24,936)	(13,291)	(6,539)	(2,949)	0	0	0
Profit Distributions	(4,000,000)	(4,000,000)	(14,000,000)	(23,000,000)	(28,000,000)	(29,000,000)	(38,000,000)	(47,000,000)	(49,000,000)	(71,000,000)	(54,000,000)	(13,597,089)	0
Net cash flows from financing activities	20,861,086	12,146,498	17,968,432	20,964,401	31,838,368	31,419,524	28,570,369	26,405,881	34,962,146	33,465,851	6,767,825	(7,232,367)	0
Net (decrease)/increase in cash held	4,633,039	(9,462,598)	(13,051,669)	(1,092,839)	(299,476)	(803,092)	(1,369,228)	(1,059,972)	(1,017,779)	(899,285)	(1,027,304)	(11,939,131)	(1,785,378)
Cash at the Beginning of Reporting Period	39,213,368	43,846,407	34,383,809	21,332,139	20,239,300	19,939,824	19,136,732	17,767,503	16,707,532	15,689,753	14,790,468	13,763,163	1,824,033
Cash at the End of Reporting Period	43,846,407	34,383,809	21,332,139	20,239,300	19,939,824	19,136,732	17,767,503	16,707,532	15,689,753	14,790,468	13,763,163	1,824,033	38,655

**TAMALA PARK REGIONAL COUNCIL
RATE SETTING STATEMENT**

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	PROPOSED	PROPOSED	PROPOSED	PROPOSED								
	ESTIMATES	ESTIMATES	ESTIMATES	ESTIMATES								
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
REVENUE												
General Purpose Funding	1,040,633	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	660,000	150,000	30,000
Other Property and Services	2,000	2,050	2,101	2,154	2,208	2,263	2,319	2,377	2,437	2,498	2,560	0
	\$1,042,633	\$662,050	\$662,101	\$662,154	\$662,208	\$662,263	\$662,319	\$662,377	\$662,437	\$662,498	\$152,560	\$30,000
LESS EXPENDITURE												
Governance	(186,390)	(191,050)	(195,826)	(200,722)	(205,740)	(210,883)	(216,155)	(221,559)	(227,098)	(232,776)	(238,595)	(237,382)
Other Property & Services	(1,168,351)	(1,198,817)	(1,238,391)	(1,276,077)	(1,315,264)	(1,357,024)	(1,395,376)	(1,432,386)	(1,303,638)	(1,284,445)	(1,325,705)	(1,366,474)
	(1,354,741)	(1,389,866)	(1,434,217)	(1,476,799)	(1,521,004)	(1,567,908)	(1,611,532)	(1,653,945)	(1,530,736)	(1,517,221)	(1,564,300)	(1,603,856)
<i>Increase(Decrease)</i>	(312,108)	(727,816)	(772,115)	(814,645)	(858,796)	(905,645)	(949,212)	(991,568)	(868,299)	(854,723)	(1,411,740)	(1,573,856)
ADD												
Book Value of Assets Sold Written Back	46,760	0	46,200	19,294	48,510	20,259	50,935	21,272	53,482	22,335	56,156	0
Provision for Employee Entitlements	0	0	0	0	0	0	0	0	0	0	0	0
Income Sale of Lots -Subdivision	14,405,835	28,494,629	40,182,148	49,355,653	58,696,889	65,194,407	70,644,599	82,850,714	102,244,010	58,722,785	5,241,637	0
Income Other -Subdivision	1,950,000	3,628,294	3,889,933	10,553,353	1,766,077	1,400,898	2,774,573	1,117,971	2,224,790	2,045,040	1,123,085	0
Profit/Loss on the Disposal of Assets	(1,760)	0	1,050	(1,654)	1,103	(1,737)	1,158	(1,824)	1,216	(1,915)	1,277	0
Depreciation Written Back	17,203	22,453	25,698	25,905	26,425	28,292	25,485	20,028	22,357	22,597	23,198	21,973
Provision for Audit Fees	0	0	0	0	0	0	0	0	0	0	0	0
	16,418,038	32,145,376	44,145,029	59,952,551	60,539,003	66,642,119	73,496,750	84,008,161	104,545,855	60,810,842	6,445,353	21,973
<i>Sub Total</i>	16,105,930	31,417,560	43,372,914	59,137,906	59,680,207	65,736,474	72,547,538	83,016,594	103,677,556	59,956,119	5,033,613	-1,551,883
LESS CAPITAL PROGRAMME												
Purchase Land & Buildings	0	0	(50,000)	0	0	0	0	0	0	0	0	0
Development of Land for Resale	(21,277,191)	(30,287,176)	(21,228,773)	(31,337,804)	(31,367,092)	(29,039,379)	(26,517,815)	(34,995,926)	(33,483,669)	(6,949,921)	(3,291,420)	(233,495)
Purchase Plant and Equipment	(66,000)	(27,563)	(69,300)	(28,941)	(72,765)	(30,388)	(76,403)	(31,907)	(80,223)	(33,502)	(84,235)	0
Purchase Furniture and Equipment	(16,000)	0	(10,000)	0	0	(11,000)	0	0	(10,000)	0	0	0
Contribution Refund	(209,337)	(154,491)	(107,680)	(70,638)	(43,442)	(24,936)	(13,291)	(6,539)	(2,949)	0	0	0
Profit Distributions	(4,000,000)	(14,000,000)	(23,000,000)	(28,000,000)	(29,000,000)	(38,000,000)	(47,000,000)	(49,000,000)	(71,000,000)	(54,000,000)	(13,597,089)	0
Contribution Returned	0	0	0	0	0	0	0	0	0	0	0	0
	(25,568,528)	(44,469,229)	(44,465,753)	(59,437,383)	(60,483,299)	(67,105,703)	(73,607,509)	(84,034,372)	(104,576,842)	(60,983,423)	(16,972,744)	(233,495)
ABNORMAL ITEMS												
Rounding	0	0	0	0	0	0	0	0	0	0	0	0
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Sub Total</i>	(9,462,598)	(13,051,669)	(1,092,839)	(299,476)	(803,092)	(1,369,228)	(1,059,972)	(1,017,779)	(899,285)	(1,027,304)	(11,939,131)	(1,785,378)
LESS FUNDING FROM												
Opening Funds	43,807,751	34,345,153	21,293,484	20,200,645	19,901,169	19,098,077	17,728,849	16,668,877	15,651,098	14,751,813	13,724,509	1,785,378
Closing Funds (surplus/deficit)	(34,345,153)	(21,293,484)	(20,200,645)	(19,901,169)	(19,098,077)	(17,728,849)	(16,668,877)	(15,651,098)	(14,751,813)	(13,724,509)	(1,785,378)	0
	9,462,598	13,051,669	1,092,839	299,476	803,092	1,369,228	1,059,972	1,017,779	899,285	1,027,304	11,939,131	1,785,378
TO BE MADE UP FROM RATES	-0	-0	-0	-0	-0	-0	0	0	-0	-0	0	0

APPENDIX 4
CAPITAL WORKS PROGRAM
Scenario 1

**TAMALA PARK REGIONAL COUNCIL
CAPITAL WORKS PROGRAM**

EXPENDITURE												
PLANT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
OTHER PROPERTY AND SERVICES												
Motor Vehicle CEO	\$66,000	\$0	\$69,300	\$0	\$72,765	\$0	\$76,403	\$0	\$80,223	\$0	\$84,235	\$0
Motor Vehicle Works	\$0	\$27,563	\$0	\$28,941	\$0	\$30,388	\$0	\$31,907	\$0	\$33,502	\$0	\$0
TOTAL EXPENDITURE	\$66,000	\$27,563	\$69,300	\$28,941	\$72,765	\$30,388	\$76,403	\$31,907	\$80,223	\$33,502	\$84,235	\$0

REVENUE												
FUNDING SOURCES	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
PROCEEDS SALE OF PLANT	\$45,000	\$0	\$47,250	\$17,640	\$49,613	\$18,522	\$52,093	\$19,448	\$54,698	\$20,421	\$57,433	\$0
COUNCIL FUNDS	\$21,000	\$27,563	\$22,050	\$11,301	\$23,152	\$11,866	\$24,310	\$12,459	\$25,525	\$13,081	\$26,802	\$0
TOTAL FUNDING	\$66,000	\$27,563	\$69,300	\$28,941	\$72,765	\$30,388	\$76,403	\$31,907	\$80,223	\$33,502	\$84,235	\$0

EXPENDITURE												
FURNITURE AND EQUIPMENT	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
OTHER PROPERTY AND SERVICES												
General Office Equipment	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Furniture CEO	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Telephones	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0
Conference Room TV	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Computer Equipment	\$0	\$0	\$10,000	\$0	\$0	\$10,000	\$0	\$0	\$10,000	\$0	\$0	\$0
TOTAL EXPENDITURE	\$16,000	\$0	\$10,000	\$0	\$0	\$11,000	\$0	\$0	\$10,000	\$0	\$0	\$0

REVENUE												
FUNDING SOURCES	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
COUNCIL FUNDS	\$16,000	\$0	\$10,000	\$0	\$0	\$11,000	\$0	\$0	\$10,000	\$0	\$0	\$0
TOTAL FUNDING	\$16,000	\$0	\$10,000	\$0	\$0	\$11,000	\$0	\$0	\$10,000	\$0	\$0	\$0

**TAMALA PARK REGIONAL COUNCIL
CAPITAL WORKS PROGRAM**

EXPENDITURE												
	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
LAND AND BUILDINGS												
OTHER PROPERTY AND SERVICES Office Refurbishment	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPENDITURE	\$0	\$0	\$50,000	\$0								

REVENUE												
	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
FUNDING SOURCES												
COUNCIL FUNDS	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL FUNDING	\$0	\$0	\$50,000	\$0								

APPENDIX 5
DEPRECIATION SCHEDULES
Scenario 1

**TAMALA PARK REGIONAL COUNCIL
DEPRECIATION SCHEDULE
2017-18**

Program	Land and Buildings	Furniture and Equip.	Plant and Equip.	Total
	\$	\$	\$	\$
Asset Balance at the beginning of the year	101,260	23,250	65,016	189,526
Assets Acquired during the year	0	0	0	0
Assets Disposed during the year	0	0	0	0
Revaluation Increments/(decrements)	0	0	0	0
Asset Balance at the end of the year	101,260	23,250	65,016	189,526
Depreciation at the beginning of the year	(22,156)	(8,997)	(8,493)	(39,646)
Depreciation Expense Raised	(5,539)	(4,852)	(9,762)	(20,153)
Depreciation Expense Written Back on Disposals	0	0	0	0
Revaluation Increments/(decrements)	0	0	0	0
Depreciation	(27,695)	(13,849)	(18,255)	(59,799)
Net Asset Values at the end of the year	73,565	9,401	46,761	129,727

**TAMALA PARK REGIONAL COUNCIL
DEPRECIATION SCHEDULE
2018-19**

Program	Land and Buildings	Furniture and Equip.	Plant and Equip.	Total
	\$	\$	\$	\$
Asset Balance at the beginning of the year	101,260	23,250	65,016	189,526
Assets Acquired during the year		16,000	66,000	82,000
Assets Disposed during the year	0	0	(65,016)	(65,016)
Revaluation Increments/(decrements)	0	0	0	0
Asset Balance at the end of the year	101,260	39,250	66,000	206,510
Depreciation at the beginning of the year	(27,695)	(13,849)	(18,255)	(59,799)
Depreciation Expense Raised	(2,532)	(4,772)	(9,900)	(17,203)
Depreciation Expense Written Back on Disposals	0	0	18,255	18,255
Revaluation Increments/(decrements)	0	0	0	0
Depreciation	(30,227)	(18,621)	(9,900)	(58,747)
Net Asset Values at the end of the year	71,034	20,630	56,100	147,763

**TAMALA PARK REGIONAL COUNCIL
DEPRECIATION SCHEDULE
2019-20**

Program	Land and Buildings	Furniture and Equip.	Plant and Equip.	Total
	\$	\$	\$	\$
Asset Balance at the beginning of the year	101,260	39,250	66,000	206,510
Assets Acquired during the year	0	0	27,563	27,563
Assets Disposed during the year	0	0	0	0
Revaluation Increments/(decrements)	0	0	0	0
Asset Balance at the end of the year	101,260	39,250	93,563	234,073
Depreciation at the beginning of the year	(30,227)	(18,621)	(9,900)	(58,747)
Depreciation Expense Raised	(2,532)	(5,888)	(14,034)	(22,453)
Depreciation Expense Written Back on Disposals	0	0	0	0
Revaluation Increments/(decrements)	0	0	0	0
Depreciation	<u>(32,758)</u>	<u>(24,508)</u>	<u>(23,934)</u>	<u>(81,200)</u>
Net Asset Values at the end of the year	<u>68,502</u>	<u>14,742</u>	<u>69,629</u>	<u>152,873</u>

**TAMALA PARK REGIONAL COUNCIL
DEPRECIATION SCHEDULE
2020-21**

Program	Land and Buildings	Furniture and Equip.	Plant and Equip.	Total
	\$	\$	\$	\$
Asset Balance at the beginning of the year	101,260	39,250	93,563	234,073
Assets Acquired during the year	50,000	10,000	69,300	129,300
Assets Disposed during the year	0	0	(66,000)	(66,000)
Revaluation Increments/(decrements)	0	0	0	0
Asset Balance at the end of the year	151,260	49,250	96,863	297,373
Depreciation at the beginning of the year	(32,758)	(24,508)	(23,934)	(81,200)
Depreciation Expense Raised	(3,782)	(7,388)	(14,529)	(25,698)
Depreciation Expense Written Back on Disposals	0	0	19,800	19,800
Revaluation Increments/(decrements)	0	0	0	0
Depreciation	(36,540)	(31,896)	(18,664)	(87,099)
Net Asset Values at the end of the year	114,721	17,355	78,199	210,274

**TAMALA PARK REGIONAL COUNCIL
DEPRECIATION SCHEDULE
2021-22**

Program	Land and Buildings	Furniture and Equip.	Plant and Equip.	Total
	\$	\$	\$	\$
Asset Balance at the beginning of the year	151,260	49,250	96,863	297,373
Assets Acquired during the year	0	0	28,941	28,941
Assets Disposed during the year	0	0	(27,563)	(27,563)
Revaluation Increments/(decrements)	0	0	0	0
Asset Balance at the end of the year	151,260	49,250	98,241	298,751
Depreciation at the beginning of the year	(36,540)	(31,896)	(18,664)	(87,099)
Depreciation Expense Raised	(3,782)	(7,388)	(14,736)	(25,905)
Depreciation Expense Written Back on Disposals	0	0	8,269	8,269
Revaluation Increments/(decrements)	0	0	0	0
Depreciation	(40,321)	(39,283)	(25,131)	(104,735)
Net Asset Values at the end of the year	110,939	9,967	73,110	194,016

**TAMALA PARK REGIONAL COUNCIL
DEPRECIATION SCHEDULE
2022-23**

Program	Land and Buildings	Furniture and Equip.	Plant and Equip.	Total
	\$	\$	\$	\$
Asset Balance at the beginning of the year	151,260	49,250	98,241	298,751
Assets Acquired during the year	0	0	72,765	72,765
Assets Disposed during the year	0	0	(69,300)	(69,300)
Revaluation Increments/(decrements)	0	0	0	0
Asset Balance at the end of the year	151,260	49,250	101,706	302,216
Depreciation at the beginning of the year	(40,321)	(39,283)	(25,131)	(104,735)
Depreciation Expense Raised	(3,782)	(7,388)	(15,256)	(26,425)
Depreciation Expense Written Back on Disposals	0	0	20,790	20,790
Revaluation Increments/(decrements)	0	0	0	0
Depreciation	<u>(44,103)</u>	<u>(46,671)</u>	<u>(19,597)</u>	<u>(110,370)</u>
Net Asset Values at the end of the year	<u>107,158</u>	<u>2,580</u>	<u>82,109</u>	<u>191,846</u>

**TAMALA PARK REGIONAL COUNCIL
DEPRECIATION SCHEDULE
2023-24**

Program	Land and Buildings	Furniture and Equip.	Plant and Equip.	Total
	\$	\$	\$	\$
Asset Balance at the beginning of the year	151,260	49,250	101,706	302,216
Assets Acquired during the year	0	11,000	30,388	41,388
Assets Disposed during the year	0	0	(28,941)	(28,941)
Revaluation Increments/(decrements)	0	0	0	0
Asset Balance at the end of the year	151,260	60,250	103,153	314,663
Depreciation at the beginning of the year	(44,103)	(46,671)	(19,597)	(110,370)
Depreciation Expense Raised	(3,782)	(9,038)	(15,473)	(28,292)
Depreciation Expense Written Back on Disposals	0	0	8,683	8,683
Revaluation Increments/(decrements)	0	0	0	0
Depreciation	(47,884)	(55,708)	(26,387)	(129,979)
Net Asset Values at the end of the year	103,376	4,542	76,766	184,684

**TAMALA PARK REGIONAL COUNCIL
DEPRECIATION SCHEDULE
2024-25**

Program	Land and Buildings	Furniture and Equip.	Plant and Equip.	Total
	\$	\$	\$	\$
Asset Balance at the beginning of the year	151,260	60,250	103,153	314,663
Assets Acquired during the year	0	0	76,403	76,403
Assets Disposed during the year	0	0	(72,765)	(72,765)
Revaluation Increments/(decrements)	0	0	0	0
Asset Balance at the end of the year	151,260	60,250	106,791	318,301
Depreciation at the beginning of the year	(47,884)	(55,708)	(26,387)	(129,979)
Depreciation Expense Raised	(3,782)	(5,685)	(16,019)	(25,485)
Depreciation Expense Written Back on Disposals	0	0	21,830	21,830
Revaluation Increments/(decrements)	0	0	0	0
Depreciation	(51,666)	(61,393)	(20,576)	(133,634)
Net Asset Values at the end of the year	99,595	(1,143)	86,215	184,667

**TAMALA PARK REGIONAL COUNCIL
DEPRECIATION SCHEDULE
2025-26**

Program	Land and Buildings	Furniture and Equip.	Plant and Equip.	Total
	\$	\$	\$	\$
Asset Balance at the beginning of the year	151,260	60,250	106,791	318,301
Assets Acquired during the year	0	0	31,907	31,907
Assets Disposed during the year	0	0	(30,388)	(30,388)
Revaluation Increments/(decrements)	0	0	0	0
Asset Balance at the end of the year	151,260	60,250	108,310	319,820
Depreciation at the beginning of the year	(51,666)	(61,393)	(20,576)	(133,634)
Depreciation Expense Raised	(3,782)	0	(16,247)	(20,028)
Depreciation Expense Written Back on Disposals	0	0	9,117	9,117
Revaluation Increments/(decrements)	0	0	0	0
Depreciation	(55,447)	(61,393)	(27,705)	(144,545)
Net Asset Values at the end of the year	95,813	(1,143)	80,605	175,275

**TAMALA PARK REGIONAL COUNCIL
DEPRECIATION SCHEDULE
2026-27**

Program	Land and Buildings	Furniture and Equip.	Plant and Equip.	Total
	\$	\$	\$	\$
Asset Balance at the beginning of the year	151,260	60,250	108,310	319,820
Assets Acquired during the year	0	10,000	80,223	90,223
Assets Disposed during the year	0	0	(76,403)	(76,403)
Revaluation Increments/(decrements)	0	0	0	0
Asset Balance at the end of the year	151,260	70,250	112,130	333,640
Depreciation at the beginning of the year	(55,447)	(61,393)	(27,705)	(144,545)
Depreciation Expense Raised	(3,782)	(1,756)	(16,820)	(22,357)
Depreciation Expense Written Back on Disposals	0	0	22,921	22,921
Revaluation Increments/(decrements)	0	0	0	0
Depreciation	<u>(59,229)</u>	<u>(63,149)</u>	<u>(21,604)</u>	<u>(143,981)</u>
Net Asset Values at the end of the year	<u>92,032</u>	<u>7,101</u>	<u>90,526</u>	<u>189,659</u>

**TAMALA PARK REGIONAL COUNCIL
DEPRECIATION SCHEDULE
2027-28**

Program	Land and Buildings	Furniture and Equip.	Plant and Equip.	Total
	\$	\$	\$	\$
Asset Balance at the beginning of the year	151,260	70,250	112,130	333,640
Assets Acquired during the year	0	0	33,502	33,502
Assets Disposed during the year	0	0	(31,907)	(31,907)
Revaluation Increments/(decrements)	0	0	0	0
Asset Balance at the end of the year	151,260	70,250	113,725	335,235
Depreciation at the beginning of the year	(59,229)	(63,149)	(21,604)	(143,981)
Depreciation Expense Raised	(3,782)	(1,756)	(17,059)	(22,597)
Depreciation Expense Written Back on Disposals	0	0	9,572	9,572
Revaluation Increments/(decrements)	0	0	0	0
Depreciation	(63,010)	(64,905)	(29,090)	(157,005)
Net Asset Values at the end of the year	88,250	5,345	84,635	178,230

**TAMALA PARK REGIONAL COUNCIL
DEPRECIATION SCHEDULE
2028-29**

Program	Land and Buildings	Furniture and Equip.	Plant and Equip.	Total
	\$	\$	\$	\$
Asset Balance at the beginning of the year	151,260	70,250	113,725	335,235
Assets Acquired during the year	0	0	84,235	84,235
Assets Disposed during the year	0	0	(80,223)	(80,223)
Revaluation Increments/(decrements)	0	0	0	0
Asset Balance at the end of the year	151,260	70,250	117,737	339,247
Depreciation at the beginning of the year	(63,010)	(64,905)	(29,090)	(157,005)
Depreciation Expense Raised	(3,782)	(1,756)	(17,661)	(23,198)
Depreciation Expense Written Back on Disposals	0	0	24,067	24,067
Revaluation Increments/(decrements)	0	0	0	0
Depreciation	<u>(66,792)</u>	<u>(66,661)</u>	<u>(22,684)</u>	<u>(156,137)</u>
Net Asset Values at the end of the year	<u>84,469</u>	<u>3,589</u>	<u>95,053</u>	<u>183,110</u>

**TAMALA PARK REGIONAL COUNCIL
DEPRECIATION SCHEDULE
2029/30**

Program	Land and Buildings	Furniture and Equip.	Plant and Equip.	Total
	\$	\$	\$	\$
Asset Balance at the beginning of the year	151,260	70,250	117,737	339,247
Assets Acquired during the year	0	0	0	0
Assets Disposed during the year	0	0	0	0
Revaluation Increments/(decrements)	0	0	0	0
Asset Balance at the end of the year	151,260	70,250	117,737	339,247
Depreciation at the beginning of the year	(66,792)	(66,661)	(22,684)	(156,137)
Depreciation Expense Raised	(2,558)	(1,756)	(17,661)	(21,974)
Depreciation Expense Written Back on Disposals	0	0	0	0
Revaluation Increments/(decrements)	0	0	0	0
Depreciation	(69,349)	(68,418)	(40,344)	(178,111)
Net Asset Values at the end of the year	81,911	1,833	77,393	161,136

APPENDIX 6
12 YEAR FINANCIAL PLAN
Scenario 1

Tamala Park Regional Council

Details By function Under The Following Programme Titles
And Type Of Activities Within The Programme

	Adopted Budget 2018-2019		Proposed Estimates 2019-2020		Proposed Estimates 2020-2021		Proposed Estimates 2021-2022		Proposed Estimates 2022-2023		Proposed Estimates 2023-2024		Proposed Estimates 2024-2025		Proposed Estimates 2025-2026		Proposed Estimates 2026-2027		Proposed Estimates 2027-2028		Proposed Estimates 2028-2029		Proposed Estimates 2029-2030		
	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	
Proceeds Sale of Assets																									
00000 Proceeds Sale of Assets - Motor Vehicle CEO	(\$45,000)	\$0	\$0	\$0	\$0	(\$47,250)	\$0	\$0	\$0	(\$49,613)	\$0	\$0	\$0	(\$52,093)	\$0	\$0	\$0	(\$54,698)	\$0	\$0	\$0	(\$57,433)	\$0	\$0	
00000 Proceeds Sale of Assets - Work Vehicle	\$0	\$0	\$0	\$0	\$0	\$0	(\$17,640)	\$0	\$0	\$0	(\$18,522)	\$0	\$0	\$0	(\$19,448)	\$0	\$0	\$0	(\$20,421)	\$0	\$0	\$0	\$0	\$0	
Written Down Value																									
00000 Written Down Value - Motor Vehicle CEO	\$0	\$46,760	\$0	\$0	\$0	\$46,200	\$0	\$0	\$48,510	\$0	\$0	\$0	\$50,935	\$0	\$0	\$0	\$53,482	\$0	\$0	\$0	\$0	\$56,156	\$0	\$0	
00000 Written Down Value -Work Vehicle	\$0	\$0	\$0	\$0	\$0	\$0	\$19,294	\$0	\$0	\$0	\$20,259	\$0	\$0	\$0	\$21,272	\$0	\$0	\$0	\$22,335	\$0	\$0	\$0	\$0	\$0	
Sub Total - GAINLOSS ON DISPOSAL OF ASSET	(\$45,000)	\$46,760	\$0	\$0	\$0	(\$1,050)	(\$17,640)	\$19,294	\$0	(\$1,103)	(\$18,522)	\$20,259	\$0	(\$1,158)	(\$19,448)	\$21,272	\$0	(\$1,216)	(\$20,421)	\$22,335	\$0	(\$1,277)	\$0	\$0	
Total - GAINLOSS ON DISPOSAL OF ASSET	(\$45,000)	\$46,760	\$0	\$0	\$0	(\$1,050)	(\$17,640)	\$19,294	\$0	(\$1,103)	(\$18,522)	\$20,259	\$0	(\$1,158)	(\$19,448)	\$21,272	\$0	(\$1,216)	(\$20,421)	\$22,335	\$0	(\$1,277)	\$0	\$0	
ABNORMAL ITEMS																									
Sub Total - ABNORMAL ITEMS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total - ABNORMAL ITEMS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total - OPERATING STATEMENT	(\$45,000)	\$46,760	\$0	\$0	\$0	(\$1,050)	(\$17,640)	\$19,294	\$0	(\$1,103)	(\$18,522)	\$20,259	\$0	(\$1,158)	(\$19,448)	\$21,272	\$0	(\$1,216)	(\$20,421)	\$22,335	\$0	(\$1,277)	\$0	\$0	
OTHER GENERAL PURPOSE FUNDING																									
OPERATING EXPENDITURE																									
Sub Total - OTHER GENERAL PURPOSE FUNDING OI/EX	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OPERATING INCOME																									
I032030 - Interest on Investment	(\$1,040,633)	\$0	(\$660,000)	\$0	(\$660,000)	\$0	(\$660,000)	\$0	(\$660,000)	\$0	(\$660,000)	\$0	(\$660,000)	\$0	(\$660,000)	\$0	(\$660,000)	\$0	(\$660,000)	\$0	(\$660,000)	\$0	(\$150,000)	\$0	(\$30,000)
Sub Total - OTHER GENERAL PURPOSE FUNDING OI/IN	(\$1,040,633)	\$0	(\$660,000)	\$0	(\$150,000)	\$0	(\$30,000)																		
Total - OTHER GENERAL PURPOSE FUNDING	(\$1,040,633)	\$0	(\$660,000)	\$0	(\$150,000)	\$0	(\$30,000)																		
Total - GENERAL PURPOSE FUNDING	(\$1,040,633)	\$0	(\$660,000)	\$0	(\$150,000)	\$0	(\$30,000)																		
GOVERNANCE																									
MEMBERS OF COUNCIL																									
OPERATING EXPENDITURE																									
ED41005 - Chairmen Allowance	\$0	\$20,870	\$0	\$21,391	\$0	\$21,926	\$0	\$22,474	\$0	\$23,036	\$0	\$23,612	\$0	\$24,202	\$0	\$24,807	\$0	\$25,428	\$0	\$26,063	\$0	\$26,715	\$0	\$27,383	
ED41010 - Deputy Chair Allowance	\$0	\$5,217	\$0	\$5,348	\$0	\$5,482	\$0	\$5,619	\$0	\$5,759	\$0	\$5,903	\$0	\$6,051	\$0	\$6,202	\$0	\$6,357	\$0	\$6,516	\$0	\$6,679	\$0	\$6,846	
ED41018 - Composite Allowance	\$0	\$137,303	\$0	\$140,736	\$0	\$144,254	\$0	\$147,860	\$0	\$151,557	\$0	\$155,346	\$0	\$159,229	\$0	\$163,210	\$0	\$167,290	\$0	\$171,473	\$0	\$175,759	\$0	\$180,153	
ED41019 - Alternative Member Meeting Fee	\$0	\$2,000	\$0	\$2,050	\$0	\$2,101	\$0	\$2,154	\$0	\$2,208	\$0	\$2,263	\$0	\$2,319	\$0	\$2,377	\$0	\$2,437	\$0	\$2,498	\$0	\$2,560	\$0	\$2,624	
ED41020 - Conference Expenses	\$0	\$10,500	\$0	\$10,763	\$0	\$11,032	\$0	\$11,307	\$0	\$11,590	\$0	\$11,880	\$0	\$12,177	\$0	\$12,481	\$0	\$12,793	\$0	\$13,113	\$0	\$13,441	\$0	\$13,775	
ED41030 - Other Costs	\$0	\$10,500	\$0	\$10,763	\$0	\$11,032	\$0	\$11,307	\$0	\$11,590	\$0	\$11,880	\$0	\$12,177	\$0	\$12,481	\$0	\$12,793	\$0	\$13,113	\$0	\$13,441	\$0	\$13,775	
Sub Total - MEMBERS OF COUNCIL OI/EXP	\$0	\$186,390	\$0	\$191,050	\$0	\$195,826	\$0	\$200,722	\$0	\$205,740	\$0	\$210,883	\$0	\$216,155	\$0	\$221,559	\$0	\$227,098	\$0	\$232,776	\$0	\$238,595	\$0	\$244,557	
OPERATING INCOME																									
Sub Total - MEMBERS OF COUNCIL OI/INC	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total - GOVERNANCE	\$0	\$186,390	\$0	\$191,050	\$0	\$195,826	\$0	\$200,722	\$0	\$205,740	\$0	\$210,883	\$0	\$216,155	\$0	\$221,559	\$0	\$227,098	\$0	\$232,776	\$0	\$238,595	\$0	\$244,557	
Total - GOVERNANCE	\$0	\$186,390	\$0	\$191,050	\$0	\$195,826	\$0	\$200,722	\$0	\$205,740	\$0	\$210,883	\$0	\$216,155	\$0	\$221,559	\$0	\$227,098	\$0	\$232,776	\$0	\$238,595	\$0	\$244,557	
OTHER PROPERTY AND SERVICES																									
SALARIES AND WAGES																									
OPERATING EXPENDITURE																									
New - Gross Total Salaries and Wages	\$0	\$610,598	\$0	\$631,969	\$0	\$654,088	\$0	\$676,981	\$0	\$700,675	\$0	\$725,199	\$0	\$750,581	\$0	\$776,851	\$0	\$804,041	\$0	\$832,182	\$0	\$861,309	\$0	\$889,455	
New - Gross Total Salaries and Wages Allocated	\$0	(\$610,598)	\$0	(\$631,969)	\$0	(\$654,088)	\$0	(\$676,981)	\$0	(\$700,675)	\$0	(\$725,199)	\$0	(\$750,581)	\$0	(\$776,851)	\$0	(\$804,041)	\$0	(\$832,182)	\$0	(\$861,309)	\$0	(\$889,455)	
Sub Total - SALARIES AND WAGES OI/EXP	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total - SALARIES AND WAGES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

Tamala Park Regional Council

Details By Function Under The Following Programme Titles
And Type Of Activities Within The Programme

	Adopted Budget		Proposed Estimates		Proposed Estimates		Proposed Estimates		Proposed Estimates																	
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure		
UNCLASSIFIED																										
OPERATING EXPENDITURE																										
Administration																										
E145005 - Salaries - Basic Costs	\$0	\$610,598	\$0	\$631,969	\$0	\$654,088	\$0	\$676,981	\$0	\$700,675	\$0	\$725,199	\$0	\$750,581	\$0	\$776,851	\$0	\$804,041	\$0	\$832,182	\$0	\$861,309	\$0	\$891,455	\$0	\$921,601
E145007 - Salaries Occ. Superannuation	\$0	\$58,007	\$0	\$60,337	\$0	\$62,138	\$0	\$64,313	\$0	\$66,564	\$0	\$68,894	\$0	\$71,305	\$0	\$73,801	\$0	\$76,384	\$0	\$79,057	\$0	\$81,824	\$0	\$84,688	\$0	\$87,652
E145009 - Salaries WALGS Superannuation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E145011 - Advertising Staff Vacancies	\$0	\$5,519	\$0	\$5,657	\$0	\$5,798	\$0	\$5,943	\$0	\$6,092	\$0	\$6,244	\$0	\$6,402	\$0	\$6,560	\$0	\$6,724	\$0	\$6,893	\$0	\$7,065	\$0	\$7,241	\$0	\$7,419
E145015 - Insurance W/comp.	\$0	\$9,000	\$0	\$9,225	\$0	\$9,456	\$0	\$9,692	\$0	\$9,934	\$0	\$10,183	\$0	\$10,437	\$0	\$10,698	\$0	\$10,966	\$0	\$11,240	\$0	\$11,521	\$0	\$11,809	\$0	\$12,101
E145017 - Medical Exam. Costs	\$0	\$300	\$0	\$300	\$0	\$315	\$0	\$323	\$0	\$331	\$0	\$339	\$0	\$348	\$0	\$357	\$0	\$366	\$0	\$375	\$0	\$384	\$0	\$394	\$0	\$404
E145019 - Staff Training & Dev.	\$0	\$5,000	\$0	\$5,125	\$0	\$5,253	\$0	\$5,384	\$0	\$5,519	\$0	\$5,657	\$0	\$5,798	\$0	\$5,943	\$0	\$6,092	\$0	\$6,244	\$0	\$6,402	\$0	\$6,560	\$0	\$6,724
E145020 - Telephone Expenses	\$0	\$10,000	\$0	\$10,250	\$0	\$10,506	\$0	\$10,769	\$0	\$11,038	\$0	\$11,314	\$0	\$11,597	\$0	\$11,887	\$0	\$12,184	\$0	\$12,489	\$0	\$12,801	\$0	\$13,121	\$0	\$13,448
E145021 - Telephone - Staff Reimbursement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E145024 - Travel Expenses CEO	\$0	\$5,000	\$0	\$5,125	\$0	\$5,253	\$0	\$5,384	\$0	\$5,519	\$0	\$5,657	\$0	\$5,798	\$0	\$5,943	\$0	\$6,092	\$0	\$6,244	\$0	\$6,402	\$0	\$6,560	\$0	\$6,724
E145025 - Other Accm & Property Costs	\$0	\$43,000	\$0	\$44,075	\$0	\$45,177	\$0	\$46,306	\$0	\$47,464	\$0	\$48,651	\$0	\$49,867	\$0	\$51,113	\$0	\$52,391	\$0	\$53,701	\$0	\$55,040	\$0	\$56,400	\$0	\$57,780
E145027 - Advertising General	\$0	\$16,557	\$0	\$16,971	\$0	\$17,395	\$0	\$17,830	\$0	\$18,276	\$0	\$18,733	\$0	\$19,201	\$0	\$19,681	\$0	\$20,180	\$0	\$20,700	\$0	\$21,240	\$0	\$21,800	\$0	\$22,380
E145029 - Advertising Public/Statutory	\$0	\$5,000	\$0	\$5,125	\$0	\$5,253	\$0	\$5,384	\$0	\$5,519	\$0	\$5,657	\$0	\$5,798	\$0	\$5,943	\$0	\$6,092	\$0	\$6,244	\$0	\$6,402	\$0	\$6,560	\$0	\$6,724
E145031 - Graphics Consumables	\$0	\$5,000	\$0	\$5,125	\$0	\$5,253	\$0	\$5,384	\$0	\$5,519	\$0	\$5,657	\$0	\$5,798	\$0	\$5,943	\$0	\$6,092	\$0	\$6,244	\$0	\$6,402	\$0	\$6,560	\$0	\$6,724
E145033 - Photocopying	\$0	\$2,000	\$0	\$2,050	\$0	\$2,101	\$0	\$2,154	\$0	\$2,208	\$0	\$2,263	\$0	\$2,319	\$0	\$2,377	\$0	\$2,437	\$0	\$2,498	\$0	\$2,560	\$0	\$2,624	\$0	\$2,690
E145037 - Postage, Courier & Freight	\$0	\$1,200	\$0	\$1,230	\$0	\$1,261	\$0	\$1,292	\$0	\$1,325	\$0	\$1,358	\$0	\$1,392	\$0	\$1,426	\$0	\$1,462	\$0	\$1,499	\$0	\$1,536	\$0	\$1,575	\$0	\$1,615
E145039 - Printing	\$0	\$5,000	\$0	\$5,125	\$0	\$5,253	\$0	\$5,384	\$0	\$5,519	\$0	\$5,657	\$0	\$5,798	\$0	\$5,943	\$0	\$6,092	\$0	\$6,244	\$0	\$6,402	\$0	\$6,560	\$0	\$6,724
E145043 - Stationery	\$0	\$2,000	\$0	\$2,050	\$0	\$2,101	\$0	\$2,154	\$0	\$2,208	\$0	\$2,263	\$0	\$2,319	\$0	\$2,377	\$0	\$2,437	\$0	\$2,498	\$0	\$2,560	\$0	\$2,624	\$0	\$2,690
E145045 - Other Admin Expenses	\$0	\$5,000	\$0	\$5,125	\$0	\$5,253	\$0	\$5,384	\$0	\$5,519	\$0	\$5,657	\$0	\$5,798	\$0	\$5,943	\$0	\$6,092	\$0	\$6,244	\$0	\$6,402	\$0	\$6,560	\$0	\$6,724
E145047 - Office Telephones & Faxes	\$0	\$2,000	\$0	\$2,050	\$0	\$2,101	\$0	\$2,154	\$0	\$2,208	\$0	\$2,263	\$0	\$2,319	\$0	\$2,377	\$0	\$2,437	\$0	\$2,498	\$0	\$2,560	\$0	\$2,624	\$0	\$2,690
E145049 - Mobil Phones, Pages, Radios	\$0	\$2,000	\$0	\$2,050	\$0	\$2,101	\$0	\$2,154	\$0	\$2,208	\$0	\$2,263	\$0	\$2,319	\$0	\$2,377	\$0	\$2,437	\$0	\$2,498	\$0	\$2,560	\$0	\$2,624	\$0	\$2,690
E145053 - Bank Charges	\$0	\$2,208	\$0	\$2,263	\$0	\$2,319	\$0	\$2,377	\$0	\$2,437	\$0	\$2,498	\$0	\$2,560	\$0	\$2,624	\$0	\$2,690	\$0	\$2,757	\$0	\$2,826	\$0	\$2,897	\$0	\$2,970
E145055 - Credit Charges	\$0	\$200	\$0	\$205	\$0	\$210	\$0	\$215	\$0	\$221	\$0	\$226	\$0	\$232	\$0	\$238	\$0	\$244	\$0	\$250	\$0	\$256	\$0	\$262	\$0	\$269
E145057 - Audit Fees	\$0	\$10,450	\$0	\$10,711	\$0	\$10,979	\$0	\$11,254	\$0	\$11,535	\$0	\$11,823	\$0	\$12,119	\$0	\$12,422	\$0	\$12,732	\$0	\$13,051	\$0	\$13,377	\$0	\$13,711	\$0	\$14,051
E145059 - Membership Fees	\$0	\$7,880	\$0	\$8,077	\$0	\$8,279	\$0	\$8,486	\$0	\$8,698	\$0	\$8,915	\$0	\$9,138	\$0	\$9,366	\$0	\$9,601	\$0	\$9,841	\$0	\$10,087	\$0	\$10,339	\$0	\$10,597
E145061 - Legal Expenses (General)	\$0	\$20,000	\$0	\$20,500	\$0	\$21,013	\$0	\$21,538	\$0	\$22,076	\$0	\$22,628	\$0	\$23,194	\$0	\$23,774	\$0	\$24,368	\$0	\$24,978	\$0	\$25,604	\$0	\$26,246	\$0	\$26,904
E145069 - Valuation Fees	\$0	\$30,000	\$0	\$30,750	\$0	\$31,519	\$0	\$32,307	\$0	\$33,114	\$0	\$33,942	\$0	\$34,791	\$0	\$35,661	\$0	\$36,560	\$0	\$37,489	\$0	\$38,448	\$0	\$39,438	\$0	\$40,459
E145075 - Promotions	\$0	\$10,000	\$0	\$10,250	\$0	\$10,506	\$0	\$10,769	\$0	\$11,038	\$0	\$11,314	\$0	\$11,597	\$0	\$11,887	\$0	\$12,184	\$0	\$12,489	\$0	\$12,801	\$0	\$13,121	\$0	\$13,448
E145077 - Business Hospitality Expenses	\$0	\$20,000	\$0	\$20,500	\$0	\$21,013	\$0	\$21,538	\$0	\$22,076	\$0	\$22,628	\$0	\$23,194	\$0	\$23,774	\$0	\$24,368	\$0	\$24,978	\$0	\$25,604	\$0	\$26,246	\$0	\$26,904
E145079 - Consultancy	\$0	\$20,000	\$0	\$20,500	\$0	\$21,013	\$0	\$21,538	\$0	\$22,076	\$0	\$22,628	\$0	\$23,194	\$0	\$23,774	\$0	\$24,368	\$0	\$24,978	\$0	\$25,604	\$0	\$26,246	\$0	\$26,904
E145082 - Lawyers	\$0	\$30,000	\$0	\$30,750	\$0	\$31,519	\$0	\$32,307	\$0	\$33,114	\$0	\$33,942	\$0	\$34,791	\$0	\$35,661	\$0	\$36,560	\$0	\$37,489	\$0	\$38,448	\$0	\$39,438	\$0	\$40,459
E145083 - Research	\$0	\$25,000	\$0	\$25,625	\$0	\$26,266	\$0	\$26,923	\$0	\$27,595	\$0	\$28,285	\$0	\$28,992	\$0	\$29,717	\$0	\$30,460	\$0	\$31,221	\$0	\$32,000	\$0	\$32,800	\$0	\$33,625
E145100 - Safety Clothes and Equipment	\$0	\$1,000	\$0	\$1,025	\$0	\$1,051	\$0	\$1,077	\$0	\$1,104	\$0	\$1,131	\$0	\$1,160	\$0	\$1,189	\$0	\$1,219	\$0	\$1,250	\$0	\$1,281	\$0	\$1,313	\$0	\$1,346
E145086 - Probity Auditor	\$0	\$15,000	\$0	\$15,375	\$0	\$15,759	\$0	\$16,153	\$0	\$16,557	\$0	\$16,971	\$0	\$17,395	\$0	\$17,830	\$0	\$18,276	\$0	\$18,733	\$0	\$19,201	\$0	\$19,681	\$0	\$20,180
E145087 - Computer Software Mice	\$0	\$6,125	\$0	\$6,263	\$0	\$6,404	\$0	\$6,549	\$0	\$6,697	\$0	\$6,848	\$0	\$6,999	\$0	\$7,154	\$0	\$7,311	\$0	\$7,470	\$0	\$7,631	\$0	\$7,794	\$0	\$7,959
E145088 - Accounting Management	\$0	\$50,000	\$0	\$51,250	\$0	\$52,513	\$0	\$53,849	\$0	\$55,191	\$0	\$56,570	\$0	\$57,985	\$0	\$59,434	\$0	\$60,928	\$0	\$62,448	\$0	\$64,000	\$0	\$65,584	\$0	\$67,200
E145089 - Computer Software Purchase	\$0	\$20,000	\$0	\$20,500	\$0	\$21,013	\$0	\$21,538	\$0	\$22,076	\$0	\$22,628	\$0	\$23,194	\$0	\$23,774	\$0	\$24,368	\$0	\$24,978	\$0	\$25,604	\$0	\$26,246	\$0	\$26,904
E145091 - Computer Sundries	\$0	\$5,125	\$0	\$5,263	\$0	\$5,404	\$0	\$5,549	\$0	\$5,697	\$0	\$5,848	\$0	\$5,999	\$0	\$6,154	\$0	\$6,311	\$0	\$6,470	\$0	\$6,631	\$0	\$6,794	\$0	\$6,959
E145092 - Data Communication Links	\$0	\$5,000	\$0	\$5,125	\$0	\$5,253	\$0	\$5,384	\$0	\$5,519	\$0	\$5,657	\$0	\$5,798	\$0	\$5,943	\$0	\$6,092	\$0	\$6,244	\$0	\$6,402	\$0	\$6,560	\$0	\$6,724
E145093 - Internet Provider Costs	\$0	\$7,500	\$0	\$7,688	\$0	\$7,880	\$0	\$8,077	\$0	\$8,279	\$0	\$8,486	\$0	\$8,698	\$0	\$8,915	\$0	\$9,138	\$0	\$9,366	\$0	\$9,601	\$0	\$9,841	\$0	\$10,087
E145094 - Plant & Equipment Purchase Non-Capital	\$0	\$2,000	\$0	\$2,050	\$0	\$2,101	\$0	\$2,154	\$0	\$2,208	\$0	\$2,263	\$0	\$2,319	\$0	\$2,377	\$0	\$2,437	\$0	\$2,498	\$0	\$2,560	\$0	\$2,624	\$0	\$2,690
E145095 - Furniture & Equipment Purchase	\$0	\$5,000	\$0	\$5,125	\$0	\$5,253	\$0	\$5,384	\$0	\$5,519	\$0	\$5,657	\$0	\$5,798	\$0	\$5,943	\$0	\$6,092	\$0	\$6,244	\$0	\$6,402	\$0	\$6,560	\$0	\$6,724
E145097 - Hire of Equipment	\$0	\$2,000	\$0	\$2,050	\$0	\$2,101	\$0	\$2,154	\$0	\$2,208	\$0	\$2,263	\$0	\$2,319	\$0	\$2,377	\$0	\$2,437	\$0	\$2,498	\$0	\$2,560	\$0	\$2,624	\$0	\$2,690
E145099 - Vehicle Operating Expense	\$0	\$6,000	\$0	\$6,150	\$0	\$6,304	\$0	\$6,461	\$0	\$6,623	\$0	\$6,788	\$0	\$6,958	\$0	\$7,132	\$0	\$7,310	\$0	\$7,493	\$0	\$7,681	\$0	\$7,873	\$0	\$8,070
E145013 - Fringe Benefit Tax - Motor Vehicle	\$0	\$16,500	\$0	\$16,913	\$0	\$17,335	\$0	\$17,769	\$0	\$18,213	\$0	\$18,668	\$0	\$19,135	\$0	\$19,613	\$0	\$20,104	\$0	\$20,608	\$0	\$21,121	\$0	\$21,644	\$0	\$22,177
E145101 - Consumable Stores	\$0	\$1,000	\$0	\$1,025	\$0	\$1,051	\$0	\$1,077	\$0	\$1,104	\$0	\$1,131	\$0	\$1,160	\$0	\$1,189	\$0	\$1,219	\$0	\$1,250	\$0	\$1,281	\$0	\$1,313	\$0	\$1,346
E145103 - Newspapers & Periodicals	\$0	\$200	\$0	\$205	\$0	\$210	\$0	\$215	\$0	\$221																

Tamala Park Regional Council

Details By Function Under The Following Programme Titles
And Type Of Activities Within The Programme

	Adopted Budget 2019-2019		Proposed Estimates 2019-2020		Proposed Estimates 2020-2021		Proposed Estimates 2021-2022		Proposed Estimates 2022-2023		Proposed Estimates 2023-2024		Proposed Estimates 2024-2025		Proposed Estimates 2025-2026		Proposed Estimates 2026-2027		Proposed Estimates 2027-2028		Proposed Estimates 2028-2029		Proposed Estimates 2029-2030					
	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure				
MEMBERS EQUITY																												
EXPENDITURE																												
Contribution Refund	\$0	\$209,337	\$0	\$154,491	\$0	\$107,680	\$0	\$70,638	\$0	\$43,442	\$0	\$24,936	\$0	\$13,291	\$0	\$6,539	\$0	\$2,949	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Profit Distributions	\$0	\$4,000,000	\$0	\$14,000,000	\$0	\$21,000,000	\$0	\$24,000,000	\$0	\$23,000,000	\$0	\$28,000,000	\$0	\$34,000,000	\$0	\$31,000,000	\$0	\$46,000,000	\$0	\$39,000,000	\$0	\$12,228,339	\$0	\$0	\$0	\$0	\$0	\$0
Sub Total - MEMBERS EQUITY	\$0	\$4,209,337	\$0	\$14,154,491	\$0	\$21,107,680	\$0	\$24,070,638	\$0	\$23,043,442	\$0	\$28,024,936	\$0	\$34,013,291	\$0	\$31,006,539	\$0	\$46,002,949	\$0	\$39,000,000	\$0	\$12,228,339	\$0	\$0	\$0	\$0	\$0	\$0
INCOME																												
I145011 - Income Sale on Lots	(\$14,405,835)	\$0	(\$28,347,052)	\$0	(\$38,473,902)	\$0	(\$45,369,295)	\$0	(\$51,784,178)	\$0	(\$55,584,679)	\$0	(\$57,593,048)	\$0	(\$64,887,265)	\$0	(\$77,006,167)	\$0	(\$42,743,731)	\$0	(\$3,737,261)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
I145012 - Income Other	(\$1,950,000)	\$0	(\$3,638,256)	\$0	(\$3,925,688)	\$0	(\$10,675,187)	\$0	(\$1,796,325)	\$0	(\$1,348,861)	\$0	(\$2,851,122)	\$0	(\$1,152,432)	\$0	(\$2,308,187)	\$0	(\$2,129,225)	\$0	(\$932,611)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
I000000 - Income Other Proceeds Sale of Apartments																												
Sub Total - MEMBERS EQUITY	(\$16,355,835)	\$0	(\$31,985,308)	\$0	(\$42,399,590)	\$0	(\$56,044,482)	\$0	(\$53,580,503)	\$0	(\$56,933,540)	\$0	(\$60,444,170)	\$0	(\$66,039,697)	\$0	(\$79,314,354)	\$0	(\$44,872,956)	\$0	(\$4,669,872)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total - MEMBERS EQUITY	(\$16,355,835)	\$4,209,337	(\$31,985,308)	\$14,154,491	(\$42,399,590)	\$21,107,680	(\$56,044,482)	\$24,070,638	(\$53,580,503)	\$23,043,442	(\$56,933,540)	\$28,024,936	(\$60,444,170)	\$34,013,291	(\$66,039,697)	\$31,006,539	(\$79,314,354)	\$46,002,949	(\$44,872,956)	\$39,000,000	(\$4,669,872)	\$12,228,339	\$0	\$0	\$0	\$0	\$0	\$0
Total - MEMBERS EQUITY	(\$16,355,835)	\$4,209,337	(\$31,985,308)	\$14,154,491	(\$42,399,590)	\$21,107,680	(\$56,044,482)	\$24,070,638	(\$53,580,503)	\$23,043,442	(\$56,933,540)	\$28,024,936	(\$60,444,170)	\$34,013,291	(\$66,039,697)	\$31,006,539	(\$79,314,354)	\$46,002,949	(\$44,872,956)	\$39,000,000	(\$4,669,872)	\$12,228,339	\$0	\$0	\$0	\$0	\$0	\$0
SURPLUS																												
New (Surplus) / Deficit - Brought Forward	(\$43,807,751)	\$0	(\$34,345,153)	\$0	(\$21,125,403)	\$0	(\$20,315,758)	\$0	(\$20,070,594)	\$0	(\$18,351,079)	\$0	(\$17,393,188)	\$0	(\$16,588,043)	\$0	(\$15,788,597)	\$0	(\$15,195,079)	\$0	(\$14,030,614)	\$0	(\$1,797,597)	\$0	\$0	\$0	\$0	\$0
New (Surplus) / Deficit - Carried Forward	\$0	\$34,345,153	\$0	\$21,125,403	\$0	\$20,315,758	\$0	\$20,070,594	\$0	\$18,351,079	\$0	\$17,393,188	\$0	\$16,588,043	\$0	\$15,788,597	\$0	\$15,195,079	\$0	\$14,030,614	\$0	\$1,797,597	\$0	\$0	\$0	\$0	\$0	\$0
Sub Total - SURPLUS C/FWD	(\$43,807,751)	\$34,345,153	(\$34,345,153)	\$21,125,403	(\$21,125,403)	\$20,315,758	(\$20,315,758)	\$20,070,594	(\$20,070,594)	\$18,351,079	(\$18,351,079)	\$17,393,188	(\$17,393,188)	\$16,588,043	(\$16,588,043)	\$15,788,597	(\$15,788,597)	\$15,195,079	(\$15,195,079)	\$14,030,614	(\$14,030,614)	\$1,797,597	(\$1,797,597)	\$0	\$0	\$0	\$0	\$0
Total - SURPLUS	(\$43,807,751)	\$34,345,153	(\$34,345,153)	\$21,125,403	(\$21,125,403)	\$20,315,758	(\$20,315,758)	\$20,070,594	(\$20,070,594)	\$18,351,079	(\$18,351,079)	\$17,393,188	(\$17,393,188)	\$16,588,043	(\$16,588,043)	\$15,788,597	(\$15,788,597)	\$15,195,079	(\$15,195,079)	\$14,030,614	(\$14,030,614)	\$1,797,597	(\$1,797,597)	\$0	\$0	\$0	\$0	\$0
DEPRECIATION																												
New - Depreciation Written Back	\$0	(\$17,203)	\$0	(\$22,453)	\$0	(\$25,698)	\$0	(\$25,905)	\$0	(\$26,425)	\$0	(\$28,292)	\$0	(\$25,485)	\$0	(\$20,028)	\$0	(\$22,357)	\$0	(\$22,597)	\$0	(\$23,198)	\$0	(\$21,973)	\$0	(\$21,973)		
New - Employee Provisions	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
New - Book Value of Assets Written Back	\$0	(\$46,760)	\$0	\$0	\$0	(\$46,200)	\$0	(\$19,294)	\$0	(\$48,510)	\$0	(\$20,259)	\$0	(\$50,935)	\$0	(\$21,272)	\$0	(\$53,482)	\$0	(\$22,335)	\$0	(\$56,156)	\$0	\$0	\$0	\$0		
Sub Total - DEPRECIATION WRITTEN BACK	\$0	(\$63,963)	\$0	(\$22,453)	\$0	(\$71,898)	\$0	(\$45,199)	\$0	(\$74,935)	\$0	(\$48,551)	\$0	(\$76,420)	\$0	(\$41,300)	\$0	(\$75,839)	\$0	(\$44,932)	\$0	(\$79,354)	\$0	(\$21,973)	\$0	(\$21,973)		
Total - DEPRECIATION	\$0	(\$63,963)	\$0	(\$22,453)	\$0	(\$71,898)	\$0	(\$45,199)	\$0	(\$74,935)	\$0	(\$48,551)	\$0	(\$76,420)	\$0	(\$41,300)	\$0	(\$75,839)	\$0	(\$44,932)	\$0	(\$79,354)	\$0	(\$21,973)	\$0	(\$21,973)		
FURNITURE AND EQUIPMENT																												
OTHER PROPERTY AND SERVICES																												
EXPENDITURE																												
E168513 - General Office Equipment	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
E168565 - Office Furniture - CEO	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
E168566 - Computer Equipment	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
E168567 - Phones	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
E168524 - Sony Bravia Conference Room TV	\$0	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Sub Total - CAPITAL WORKS	\$0	\$16,000	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$11,000	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Total - OTHER PROPERTY AND SERVICES	\$0	\$16,000	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$11,000	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Total - FURNITURE AND EQUIPMENT	\$0	\$16,000	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$11,000	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
LAND AND BUILDINGS																												
OTHER PROPERTY AND SERVICES																												
EXPENDITURE																												
000000 - Office Reburishment	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
E168519 - Phones	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Sub Total - CAPITAL WORKS	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Total - OTHER PROPERTY AND SERVICES	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Total - LAND AND BUILDINGS	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
PLANT AND EQUIPMENT																												
OTHER PROPERTY AND SERVICES																												
EXPENDITURE																												
0000000 Motor Vehicle - CEO	\$0	\$66,000	\$0	\$0	\$0	\$69,300	\$0	\$0	\$0	\$72,765	\$0	\$0	\$0	\$76,403	\$0	\$0	\$0	\$80,223	\$0	\$0	\$0	\$84,235	\$0	\$0	\$0	\$0		
0000000 Work Vehicle	\$0	\$0	\$0	\$27,563	\$0	\$0	\$0	\$28,941	\$0	\$0	\$0	\$30,388	\$0	\$0	\$0	\$31,907	\$0	\$0	\$0	\$33,502	\$0	\$0	\$0	\$0	\$0	\$0		
Sub Total - CAPITAL WORKS	\$0	\$66,000	\$0	\$27,563	\$0	\$69,300	\$0	\$28,941	\$0	\$72,765	\$0	\$30,388	\$0	\$76,403	\$0	\$31,907	\$0	\$80,223	\$0	\$33,502	\$0	\$84,235	\$0	\$0	\$0	\$0		
Total - OTHER PROPERTY AND SERVICES	\$0	\$66,000	\$0	\$27,563	\$0	\$69,300	\$0	\$28,941	\$0	\$72,765	\$0	\$30,388	\$0	\$76,403	\$0	\$31,907	\$0	\$80,223	\$0	\$33,502	\$0	\$84,235	\$0	\$0	\$0	\$0		
Total - PLANT AND EQUIPMENT	\$0	\$66,000	\$0	\$27,563	\$0	\$69,300	\$0	\$28,941	\$0	\$72,765	\$0	\$30,388	\$0	\$76,403	\$0	\$31,907	\$0	\$80,223	\$0	\$33,502	\$0	\$84,235	\$0	\$0	\$0	\$0		

Tamala Park Regional Council

Details By Function Under The Following Programme Titles
And Type Of Activities Within The Programme

	Adopted Budget 2018-2019		Proposed Estimates 2019-2020		Proposed Estimates 2020-2021		Proposed Estimates 2021-2022		Proposed Estimates 2022-2023		Proposed Estimates 2023-2024		Proposed Estimates 2024-2025		Proposed Estimates 2025-2026		Proposed Estimates 2026-2027		Proposed Estimates 2027-2028		Proposed Estimates 2028-2029		Proposed Estimates 2029-2030			
	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure		
INFRASTRUCTURE ASSETS - OTHER																										
Land Development Costs																										
New-Land & Special Sites Development	\$0	\$6,022,300	\$0	\$12,118,959	\$0	\$0	\$0	\$50,000	\$0	\$365,683	\$0	\$615,298	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
99.4 - Land Develop - Consultants	\$0	\$627,487	\$0	\$613,480	\$0	\$633,359	\$0	\$667,858	\$0	\$659,534	\$0	\$664,072	\$0	\$672,070	\$0	\$706,741	\$0	\$530,457	\$0	\$155,578	\$0	\$0	\$0	\$0	\$0	\$0
99.5 - Land Develop - Landscape	\$0	\$4,528,779	\$0	\$2,352,646	\$0	\$3,933,140	\$0	\$6,644,585	\$0	\$2,858,959	\$0	\$2,359,402	\$0	\$2,574,828	\$0	\$2,967,680	\$0	\$3,983,272	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
99.1 - Land Develop - Infrastructure	\$0	\$141,182	\$0	\$928,586	\$0	(\$2,592,158)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
99.9 - Land Develop - Bulk Earthworks	\$0	\$78,905	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
99.2 - Land Develop - Lot Production	\$0	\$3,600,062	\$0	\$8,479,219	\$0	\$12,069,859	\$0	\$13,773,118	\$0	\$18,009,346	\$0	\$16,060,976	\$0	\$13,097,658	\$0	\$20,299,001	\$0	\$18,228,053	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
99.6 - Land Develop - Admin Land Dev	\$0	\$869,990	\$0	\$990,252	\$0	\$943,045	\$0	\$940,617	\$0	\$932,778	\$0	\$918,737	\$0	\$901,748	\$0	\$883,733	\$0	\$820,887	\$0	\$559,136	\$0	\$156,321	\$0	\$0	\$90,705	
New-Community Development	\$0	\$192,500	\$0	\$205,304	\$0	\$205,304	\$0	\$205,304	\$0	\$205,304	\$0	\$192,500	\$0	\$192,500	\$0	\$192,500	\$0	\$192,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New-Contingency	\$0	\$827,760	\$0	\$775,254	\$0	\$783,395	\$0	\$350,000	\$0	\$1,185,443	\$0	\$1,073,509	\$0	\$906,083	\$0	\$1,288,208	\$0	\$1,221,810	\$0	\$42,718	\$0	\$1,702	\$0	\$0	\$0	\$0
New-Finance	\$0	\$86,868	\$0	\$0	\$0	\$0	\$1,140,554	\$0	\$350,000	\$0	(\$350,000)	\$0	\$0	\$0	\$350,000	\$0	(\$700,000)	\$0	(\$700,000)	\$0	\$1,048,892	\$0	\$0	\$4,535	\$0	
Debtors /Creditors Movement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Consultancy																										
Env Innovation Consultancies																										
-Admin-Operational Consultancies																										
E145451 - GST management	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$0
E145452 - Recruitment_Human Resources	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Property Development Services																										
-Property Admin and Approvals																										
E145041 - Signage/Decals	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E145042 - Branding/Marketing	\$0	\$10,000	\$0	\$10,000	\$0	\$10,000	\$0	\$10,000	\$0	\$10,000	\$0	\$10,000	\$0	\$10,000	\$0	\$10,000	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
-Mice Services-Land																										
E145204 - Fences/Walls	\$0	\$3,000	\$0	\$3,000	\$0	\$3,000	\$0	\$3,000	\$0	\$3,000	\$0	\$3,000	\$0	\$3,000	\$0	\$3,000	\$0	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
E145206 - MiceServices-Land	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
-Sales Expenditure																										
E145216 - Direct Selling Expenses	\$0	\$3,734,358	\$0	\$3,404,139	\$0	\$4,773,800	\$0	\$7,069,330	\$0	\$6,108,759	\$0	\$6,724,591	\$0	\$7,212,233	\$0	\$7,398,246	\$0	\$8,017,450	\$0	\$5,975,131	\$0	\$2,032,291	\$0	\$0	\$150,474	\$0
E145218 - Sales and Marketing	\$0	\$494,000	\$0	\$401,803	\$0	\$475,344	\$0	\$529,602	\$0	\$676,246	\$0	\$659,192	\$0	\$682,866	\$0	\$714,496	\$0	\$681,027	\$0	\$139,650	\$0	\$0	\$0	\$0	\$0	\$0
-Other Expenditure																										
E145029 - Advertising Public/Statutory	\$0	\$10,000																								
E145061 - Legal Expenses (General)	\$0	\$10,000																								
E145086 - Probity Auditor	\$0	\$5,000																								
Sub Total - CAPITAL WORKS	\$0	\$21,277,191	\$0	\$30,317,642	\$0	\$21,273,088	\$0	\$31,418,968	\$0	\$31,401,052	\$0	\$28,966,277	\$0	\$26,287,986	\$0	\$34,848,605	\$0	\$33,023,456	\$0	\$6,192,213	\$0	\$3,259,206	\$0	\$245,714	\$0	\$245,714
Total - OTHER	\$0	\$21,277,191	\$0	\$30,317,642	\$0	\$21,273,088	\$0	\$31,418,968	\$0	\$31,401,052	\$0	\$28,966,277	\$0	\$26,287,986	\$0	\$34,848,605	\$0	\$33,023,456	\$0	\$6,192,213	\$0	\$3,259,206	\$0	\$245,714	\$0	\$245,714
Total - INFRASTRUCTURE ASSETS - OTHER	\$0	\$21,277,191	\$0	\$30,317,642	\$0	\$21,273,088	\$0	\$31,418,968	\$0	\$31,401,052	\$0	\$28,966,277	\$0	\$26,287,986	\$0	\$34,848,605	\$0	\$33,023,456	\$0	\$6,192,213	\$0	\$3,259,206	\$0	\$245,714	\$0	\$245,714
GRAND TOTALS	(\$61,251,219)	\$61,251,219	(\$66,992,511)	\$66,992,511	(\$64,187,094)	\$64,187,094	(\$77,040,034)	\$77,040,034	(\$74,313,305)	\$74,313,305	(\$75,965,404)	\$75,965,404	(\$78,499,677)	\$78,499,677	(\$83,309,565)	\$83,309,565	(\$95,765,388)	\$95,765,388	(\$60,750,953)	\$60,750,953	(\$18,853,046)	\$18,853,046	(\$1,827,597)	\$1,827,597	\$1,827,597	