



4.0 FINANCIAL PLAN

SECOND DRAFT

4.1 PROJECTED BALANCE SHEET

BUDGETED STATEMENT OF FINANCIAL POSITION							
		Budget 2010	Budget 2009	Budget 2008	Budget 2007	Actual Audited 2006	Actual Audited 2005
NET ASSETS AND LIABILITIES							
Net Assets	Note	R 395,273,759	R 341,700,657	R 310,057,695	R 280,503,512	R 224,444,925	R 146,973,980
Housing development Fund	1	R -7,718,628	R -2,310,788	R 2,864,172	R 7,825,777	R 11,900,955	R 3,610,580
Capital replacement reserve	2	R 4,425,874	R 2,095,874	R 78,494	R 7,033,005	R 18,049,411	R 17,608,667
Capitalisation reserve	2	R 26,184,453	R 29,723,429	R 33,143,022	R 36,710,798	R 40,445,316	R 44,238,414
Capital grants reserve	2	R 307,680,014	R 247,575,990	R 197,193,583	R 152,196,359	R 103,887,073	R 59,997,935
Self-insurance reserve	2	R 7,040,961	R 6,410,008	R 5,794,648	R 5,203,728	R 4,778,728	R 4,161,241
Revaluation reserve	2	R 10,784,100	R 10,784,100	R 10,784,100	R 10,784,100	R 10,784,100	R 0
Unappropriated surplus (Accumulated deficit)		R 46,876,985	R 47,422,044	R 60,199,676	R 60,749,745	R 34,599,342	R 17,357,143
Non-current liabilities							
		R 130,405,131	R 149,918,031	R 167,574,416	R 143,397,666	R 88,925,118	R 75,811,796
Long-term liabilities	3	R 130,055,131	R 149,568,031	R 167,224,416	R 142,447,666	R 87,975,118	R 74,861,796
Non-current Provisions	4	R 350,000	R 350,000	R 350,000	R 950,000	R 950,000	R 950,000
Current Liabilities							
		R 56,312,900	R 53,936,385	R 75,983,250	R 49,527,278	R 39,957,924	R 38,720,899
Consumer deposits	5	R 2,300,000	R 2,280,000	R 2,260,000	R 2,245,000	R 2,235,623	R 2,170,714
Current Provisions	6	R 0	R 0	R 0	R 0	R 0	R 0
Creditors	7	R 28,500,000	R 28,000,000	R 27,500,000	R 27,000,000	R 26,683,998	R 26,372,596
Unspent conditional Grants and Receipts	8	R 6,000,000	R 6,000,000	R 6,000,000	R 6,000,000	R 6,142,220	R 7,265,355
Current portion of long-term liabilities	3	R 19,512,900	R 17,656,385	R 40,223,250	R 14,282,278	R 4,896,083	R 2,912,234
Total Net Assets and liabilities							
		R 581,991,790	R 545,555,073	R 553,615,361	R 473,428,456	R 353,327,967	R 261,506,675

BUDGETED STATEMENT OF FINANCIAL POSITION							
		Budget 2010	Budget 2009	Budget 2008	Budget 2007	Actual Audited 2006	Actual Audited 2005
ASSETS							
Non-current assets		R 491,986,235	R 464,099,518	R 468,709,806	R 372,072,900	R 277,116,502	R 197,941,926
Property, Plant and Equipment	9	R 488,015,000	R 459,628,283	R 443,111,721	R 349,125,842	R 254,372,441	R 179,669,518
Investment Property	9	R 0	R 0	R 0	R 0	R 1,960,000	R 1,960,000
Investments	10	R 0	R 0	R 20,626,850	R 17,475,823	R 14,812,826	R 12,555,621
Long term receivables	11	R 3,971,235	R 4,471,235	R 4,971,235	R 5,471,235	R 5,971,235	R 3,756,787
Current assets		R 90,005,555	R 81,455,555	R 84,905,555	R 101,355,555	R 76,211,465	R 63,564,749
Inventory	12	R 4,000,000	R 3,950,000	R 3,900,000	R 3,850,000	R 3,825,392	R 3,409,707
Consumer debtors	13	R 23,000,000	R 22,000,000	R 21,000,000	R 20,000,000	R 18,804,748	R 18,904,314
Other debtors	14	R 4,500,000	R 5,000,000	R 5,500,000	R 6,000,000	R 6,642,049	R 3,524,150
Short-term portion of Investments	10	R 53,000,000	R 45,000,000	R 49,000,000	R 66,000,000	R 40,000,000	R 37,000,000
Current portion of long-term debtors	11	R 500,000	R 500,000	R 500,000	R 500,000	R 504,272	R 434,755
Bank and Cash	15	R 5,005,555	R 5,005,555	R 5,005,555	R 5,005,555	R 6,435,004	R 291,823
Total Assets		R 581,991,790	R 545,555,073	R 553,615,361	R 473,428,455	R 353,327,967	R261,506,675

SECRET

OPERATING REVENUE: PROVISIONAL BUDGET 2007/2008

	ACTUAL 2005/2006	REVISED BUDGET 2006/2007	PRO-RATA BUDGET 2006/2007	PROJECTED 2006/2007	PROVISIONAL BUDGET 2007/2008	% INCREASE 2007/2008	% of total Revenue 2007/2008
Property Rates	R 54,794,072	R 57,390,000	R 28,695,000	R 59,671,776	R 70,833,170	18.70%	18.01%
Penalties Imposed And Collection Charges on Rates	R 1,230,451	R 1,280,000	R 640,000	R 1,171,114	R 1,250,000	6.74%	0.32%
Service Charges	R 161,404,825	R 178,058,550	R 89,029,275	R 176,067,982	R 194,017,292	10.19%	49.33%
Electricity	R 97,719,844	R 111,091,550	R 55,545,775	R 108,740,413	R 115,289,911	6.02%	29.31%
Refuse Removal	R 15,600,964	R 17,807,000	R 8,903,500	R 18,167,569	R 19,897,641	9.52%	5.06%
Sewerage	R 18,034,457	R 19,424,000	R 9,712,000	R 19,424,000	R 26,291,590	35.36%	6.68%
Water	R 30,049,560	R 29,736,000	R 14,868,000	R 29,736,000	R 32,538,150	9.42%	8.27%
Rent Of Facilities And Equipment	R 7,506,441	R 7,184,130	R 3,592,065	R 7,314,101	R 7,483,108	2.31%	1.90%
Interest Earned - External Investments	R 6,107,641	R 4,895,000	R 2,447,500	R 5,147,958	R 7,151,030	38.91%	1.82%
Interest Earned - Outstanding Debtors	R 4,685,863	R 4,900,000	R 2,450,000	R 4,443,590	R 4,190,420	-5.70%	1.07%
Fines	R 9,579,325	R 9,296,692	R 4,648,346	R 7,259,244	R 9,751,920	34.34%	2.48%
Licenses & Permits	R 2,557,416	R 2,652,953	R 1,326,477	R 2,182,553	R 2,819,890	29.20%	0.72%
Income For Agency Services	R 3,109,372	R 3,670,000	R 1,835,000	R 4,622,290	R 3,846,160	-16.79%	0.98%
Grants & Subsidies Received - Operating	R 28,359,361	R 32,300,553	R 16,150,277	R 32,300,553	R 35,472,792	9.82%	9.02%
Additional Grant funding received	R 0	R 2,345,336	R 1,172,668	R 2,345,336		-100.00%	0.00%
Grants & Subsidies Received - Capital	R 48,331,044	R 56,724,918	R 28,362,459	R 56,724,918	R 48,565,000	-14.39%	12.35%
Other Revenue	R 9,076,832	R 7,126,991	R 3,563,496	R 7,757,227	R 7,946,316	2.44%	2.02%
Gain On Disposal Of Property, Plant & Equipment	R 0	R 0	R 0	R 1,265	R 0	-100.00%	0.00%
Total Operating Revenue Generated	R 336,742,643	R 367,825,123	R 183,912,562	R 367,009,906	R 393,327,098	7.17%	100.00%

OPERATING REVENUE: PROVISIONAL BUDGET 2007/2008

	ACTUAL 2005/2006	REVISED BUDGET 2006/2007	PRO-RATA BUDGET 2006/2007	PROJECTED 2006/2007	PROVISIONAL BUDGET 2007/2008	% INCREASE 2007/2008	% of total Revenue 2007/2008
Less Revenue Foregone	-R 27,113,883	-R 26,461,000	-R 13,230,500	-R 26,932,080	-R 34,981,490	29.89%	
Total Direct Operating Revenue	R 309,628,760	R 341,364,123	R 170,682,062	R 340,077,827	R 358,345,608	5.37%	
Internal Recoveries (Activity Based Costing Etc)	R 34,498,772	R 36,564,960	R 18,282,480	R 18,282,480	R 38,156,520	108.71%	
Total Indirect Operating Revenue	R 34,498,772	R 36,564,960	R 18,282,480	R 18,282,480	R 38,156,520	108.71%	
Total Operating Revenue	R 344,127,532	R 377,929,083	R 188,964,542	R 358,360,307	R 396,502,128	10.64%	

SECOND DRAFT

OPERATING EXPENDITURE: PROVISIONAL BUDGET 2007/2008

	ACTUAL 2005/2006	REVISED BUDGET 2006/2007	PRO-RATA BUDGET 2006/2007	PROJECTED 2006/2007	PROVISIONAL BUDGET 2007/2008	% INCREASE 2007/2008	% of total Expenditure 2007/2008
Employee Related Costs	-R 81,983,832.00	-R 86,789,845.00	-R 43,394,922.50	-R 80,659,102.74	-R 97,209,906.00	12.01%	28.98%
Remuneration Of Councillors	-R 5,830,275.00	-R 7,643,420.00	-R 3,821,710.00	-R 7,643,420.00	-R 8,483,030.00	10.98%	2.53%
Bad Debts	-R 7,976,178.00	-R 10,742,000.00	-R 5,371,000.00	-R 10,742,000.04	-R 6,000,000.00	-44.14%	1.79%
Collection Costs	-R 846,170.00	-R 420,000.00	-R 210,000.00	-R 378,337.68	-R 490,040.00	16.68%	0.15%
Depreciation (Gamap To Add)	-R 14,890,252.00	-R 25,488,258.00	-R 12,744,129.00	-R 23,488,258.00	-R 32,379,121.00	27.04%	9.65%
Repairs And Maintenance - Municipal Assets	-R 28,338,521.36	-R 41,864,741.00	-R 20,932,370.50	-R 41,200,000.00	-R 44,141,455.00	5.44%	13.16%
Interest Expense - External Borrowings	-R 10,049,496.00	-R 16,731,663.00	-R 8,365,831.50	-R 14,231,663.00	-R 24,066,977.00	43.84%	7.17%
Bulk Purchases	-R 50,107,028.00	-R 59,591,418.00	-R 29,795,709.00	-R 57,291,418.00	-R 58,079,646.00	-2.54%	17.31%
Contracted Services	-R 2,037,369.00	-R 2,090,000.00	-R 1,045,000.00	-R 2,090,000.00	-R 2,230,000.00	6.70%	0.66%
Grants & Subsidies Paid (F4.2)	-R 51,173.00	-R 138,600.00	-R 69,300.00	-R 138,600.00	-R 153,600.00	10.82%	0.05%
General Expenses - Other	-R 40,478,643.00	-R 44,708,498.00	-R 22,354,249.00	-R 43,061,068.68	-R 48,731,664.00	9.00%	14.53%
Loss On Disposal Of Property, Plant & Equipment	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00		0.00%
Contributions To/(From) Provisions	-R 2,834,997.00	-R 1,449,500.00	-R 724,750.00	-R 13,449,500.00	-R 13,493,770.00	830.93%	4.02%
Total Direct Operating Expenditure	-R 245,423,934.36	-R 297,657,943.00	-R 148,828,971.50	-R 294,373,368.14	-R 335,459,209.00	12.70%	100.00%
Internal Charges (Activity Based Costing Etc)	-R 34,498,772.00	-R 36,564,960.00	-R 18,282,480.00	-R 36,564,960.00	-R 38,156,520.00	4.35%	
Total Indirect Operating Expenditure	-R 34,498,772.00	-R 36,564,960.00	-R 18,282,480.00	-R 18,282,480.00	-R 38,156,520.00	4.35%	
Total Operating Expenditure	-R 279,922,706.36	-R 334,222,903.00	-R 167,111,451.50	-R 312,655,848.14	-R 373,615,729.00	11.79%	

SECRET

SUMMARY OF REVENUE AND EXPENSES BY VOTE 2007/2008

	Appropriations			Funding			Surplus / Deficit
	Capital	Operating	Total	Own Source	External	Total	
Executive & Council	R 0	R 23,074,055	R 23,074,055	R 174,260	R 162,000	R 336,260	R -22,737,795
Finance & Admin	R 2,000,000	R 54,532,315	R 56,532,315	R 67,355,726	R 16,092,000	R 83,447,726	R 26,915,411
Planning and Development	R 0	R 4,889,650	R 4,889,650	R 835,960	R 800,000	R 1,635,960	R -3,253,690
Health	R 0	R 321,010	R 321,010	R 1,500	R 20,000	R 21,500	R -299,510
Community & Social Services	R 0	R 11,739,461	R 11,739,461	R 579,790	R 449,000	R 1,028,790	R -10,710,671
Housing	R 35,556,000	R 37,388,111	R 72,944,111	R 38,163,100	R 33,536,000	R 71,699,100	R -1,245,011
Public Safety	R 0	R 25,446,482	R 25,446,482	R 9,969,560	R 0	R 9,969,560	R -15,476,922
Sport & Recreation	R 500,000	R 12,224,185	R 12,724,185	R 2,495,750	R 500,000	R 2,995,750	R -9,728,435
Environmental Protection	R 0	R 7,631,406	R 7,631,406	R 0	R 5,100,000	R 5,100,000	R -2,531,406
Waste Management	R 0	R 13,387,200	R 13,387,200	R 17,778,841	R 2,632,000	R 20,410,841	R 7,023,641
Waste Water Management	R 46,457,000	R 32,604,383	R 79,061,383	R 70,731,038	R 8,879,000	R 79,610,038	R 548,655
Road Transport	R 10,520,000	R 15,646,265	R 26,166,265	R 17,002,790	R 1,529,792	R 18,532,582	R -7,633,683
Water	R 17,560,000	R 27,943,649	R 45,503,649	R 46,752,030	R 10,306,000	R 57,058,030	R 11,554,381
Electricity	R 13,772,000	R 92,532,238	R 106,304,238	R 128,832,471	R 4,032,000	R 132,864,471	R 26,560,233
Other	R 0	R 612,740	R 612,740	R 0	R 0	R 0	R -612,740
TOTAL	R 126,365,000	R 359,973,150	R 486,338,150	R 400,672,816	R 84,037,792	R 484,710,608	R -1,627,542

SUMMARY OF REVENUE AND EXPENSES BY VOTE 2008/2009							
	Appropriations			Funding			Surplus / Deficit
	Capital	Operating	Total	Own Source	External	Total	
Executive & Council	R 0	R 23,131,704	R 23,131,704	R 181,760	R 216,000	R 397,760	R -22,733,944
Finance & Admin	R 0	R 54,904,828	R 54,904,828	R 68,166,120	R 19,889,600	R 88,055,720	R 33,150,892
Planning and Development	R 0	R 5,099,140	R 5,099,140	R 871,930	R 0	R 871,930	R -4,227,210
Health	R 0	R 334,710	R 334,710	R 1,570	R 0	R 1,570	R -333,140
Community & Social Services	R 0	R 12,713,267	R 12,713,267	R 604,940	R 905,000	R 1,509,940	R -11,203,327
Housing	R 40,349,000	R 46,433,118	R 86,782,118	R 43,068,360	R 42,419,000	R 85,487,360	R -1,294,758
Public Safety	R 0	R 26,535,316	R 26,535,316	R 8,560,700	R 0	R 8,560,700	R -17,974,616
Sport & Recreation	R 0	R 12,204,947	R 12,204,947	R 2,081,610	R 0	R 2,081,610	R -10,123,337
Environmental Protection	R 0	R 7,958,792	R 7,958,792	R 0	R 5,320,000	R 5,320,000	R -2,638,792
Waste Management	R 0	R 14,106,151	R 14,106,151	R 18,543,350	R 2,746,000	R 21,289,350	R 7,183,199
Waste Water Management	R 2,924,000	R 31,089,841	R 34,013,841	R 28,241,860	R 5,346,000	R 33,587,860	R -425,981
Road Transport	R 0	R 16,603,215	R 16,603,215	R 6,761,590	R 1,000,000	R 7,761,590	R -8,841,625
Water	R 9,000,000	R 30,017,432	R 39,017,432	R 39,447,330	R 10,803,000	R 50,250,330	R 11,232,898
Electricity	R 3,529,000	R 97,254,514	R 100,783,514	R 123,537,150	R 4,843,000	R 128,380,150	R 27,596,636
Other	R 0	R 639,230	R 639,230	R 0	R 0	R 0	R -639,230
TOTAL	R 55,802,000	R 379,026,205	R 434,828,205	R 340,068,270	R 93,487,600	R 433,555,870	R -1,272,335

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SUMMARY OF REVENUE AND EXPENSES BY VOTE 2009/2010

	Appropriations			Funding			Surplus / Deficit
	Capital	Operating	Total	Own Source	External	Total	
Executive & Council	R 0	R 32,038,454	R 32,038,454	R 189,960	R 216,000	R 405,960	R -31,632,494
Finance & Admin	R 0	R 61,796,639	R 61,796,639	R 71,233,740	R 28,961,930	R 100,195,670	R 38,399,031
Planning and Development	R 0	R 5,301,150	R 5,301,150	R 911,200	R 0	R 911,200	R -4,389,950
Health	R 0	R 348,080	R 348,080	R 1,650	R 0	R 1,650	R -346,430
Community & Social Services	R 0	R 13,509,226	R 13,509,226	R 632,350	R 1,248,000	R 1,880,350	R -11,628,876
Housing	R 44,074,000	R 51,107,081	R 95,181,081	R 46,915,880	R 46,244,000	R 93,159,880	R -2,021,201
Public Safety	R 0	R 27,711,316	R 27,711,316	R 8,585,950	R 0	R 8,585,950	R -19,125,366
Sport & Recreation	R 0	R 12,506,738	R 12,506,738	R 2,175,340	R 0	R 2,175,340	R -10,331,398
Environmental Protection	R 0	R 8,298,115	R 8,298,115	R 0	R 5,560,000	R 5,560,000	R -2,738,115
Waste Management	R 0	R 15,007,262	R 15,007,262	R 19,377,820	R 2,870,000	R 22,247,820	R 7,240,558
Waste Water Management	R 0	R 26,033,307	R 26,033,307	R 26,457,210	R 2,531,000	R 28,988,210	R 2,954,903
Road Transport	R 0	R 16,522,270	R 16,522,270	R 7,065,910	R 1,000,000	R 8,065,910	R -8,456,360
Water	R 15,454,000	R 37,024,195	R 52,478,195	R 47,271,500	R 17,454,000	R 64,725,500	R 12,247,305
Electricity	R 6,115,000	R 103,536,458	R 109,651,458	R 131,523,630	R 7,495,000	R 139,018,630	R 29,367,172
Other	R 0	R 668,150	R 668,150	R 0	R 0	R 0	R -668,150
TOTAL	R 65,643,000	R 411,408,441	R 477,051,441	R 362,342,140	R 113,579,930	R 475,922,070	R -1,129,371

4.2 CAPITAL BUDGET

4.2.1 SUMMARY: CAPITAL BUDGET PROJECTION 2007 - 2010

Service	2007/08 Own Source	Budget External	Total	2008/09 Own Source	Budget External	Total	2009/10 Own Source	Budget External	Total
Executive & Council	0	0	0	0	0	0	0	0	0
Finance & Admin	R 2,000,000	0	R 2,000,000	0	0	0	0	0	0
Planning and development	0	0	0	0	0	0	0	0	0
Health	0	0	0	0	0	0	0	0	0
Community & Social Services	0	0	0	0	0	0	0	0	0
Housing	R 4,000,000	R 31,556,000	R 35,556,000	0	R40,349,000	R40,349,000	0	R44,074,000	R44,074,000
Public Safety	0	0	0	0	0	0	0	0	0
Sport and Recreation	0	R500,000	R500,000	0	0	0	0	0	0
Environmental Protection	0	0	0	0	0	0	0	0	0
Waste Management	R39,900,000	R6,557,000	R46,457,000	0	R2,924,000	R2,924,000	0	0	0
Waste Water Management	0	0	0	0	0	0	0	0	0
Road Transport	R10,000,000	R520,000	R10,520,000	0	0	0	0	0	0
Water	R10,900,000	R6,660,000	R17,560,000	R2,000,000	R7,000,000	R9,000,000	R2,000,000	R13,454,000	R15,454,000
Electricity	R11,000,000	R2,772,000	R13,772,000	0	R3,529,000	R3,529,000	0	R6,115,000	R6,115,000
Other	0	0	0	0	0	0	0	0	0
Total	R77,800,000	R48,565,000	R126,365,000	R2,000,000	R53,802,000	R55,802,000	R2,000,000	R63,643,000	R65,643,000

4.2.2 CAPITAL EXPENSES PER WARD

To be included – being processed

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4.2.3 CAPITAL EXPENDITURE PER STRATEGIC THEME

