

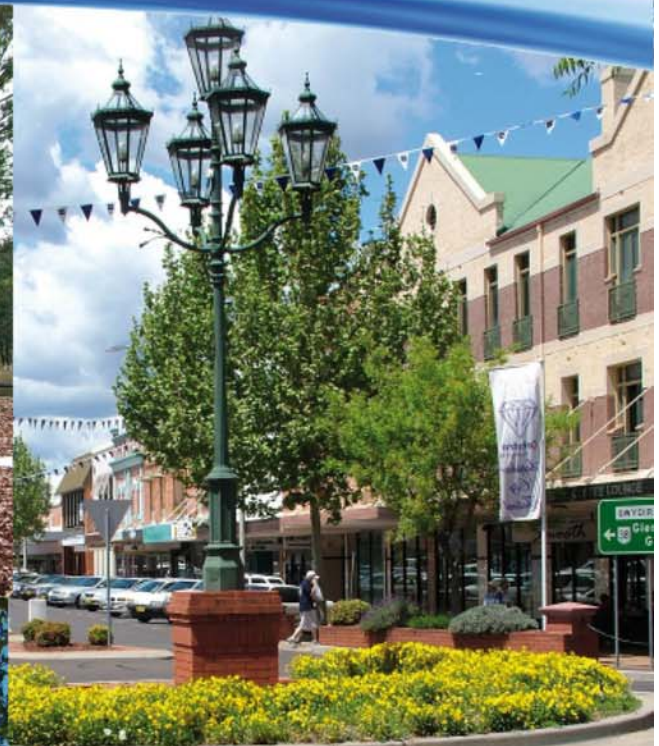


INVERELL  
SHIRE COUNCIL

2017 - 2027

# Long Term Financial Plan

Revised for 2016 Land Values, IPART 1.5% 2017/2018 Rate Peg and increases in State Government Charges



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## Introduction

The preparation of a Long Term Financial Plan (LTFP) is a requirement under the NSW Office of Local Governments, Integrated Planning and Reporting Guidelines, 2013.

The LTFP supports Council's Community Strategic Plan and Delivery Program, and forms part of Council's Resourcing Strategy, along with Council's Asset Management Plan and Workforce Management Plan. The LTFP covers the 10 year period commencing 1 July, 2017 with the purpose of making clear the financial direction of Council, as well as the impact of that direction on achieving priorities set out in the Community Strategic Plan.

This LTFP has been prepared on the basis of Council's adopted and IPART approved Fit for the Future (FFF) Roadmap, Council's Delivery Program and the Draft 2017/2018 Operational Plan and Budget which is the base year of the LTFP. The future year's budget allocations in the LTFP are based on a range of forecasted assumptions used to determine:

- Future revenue and expenditure (Income Statement)
- A projection for a range of key FFF Benchmarks as required under the State Government's Local Government FFF Program, and also key Financial Indicators as developed by the NSW Treasury Corporation (TCorp) review into the Financial Sustainability of NSW councils (January 2013)
- Balance sheet and Cash Flow statements

The main purpose of the LTFP is to guide and inform decision making in the resourcing of Council's Service and Infrastructure Delivery. The LTFP establishes the framework for sound financial decisions and to provide an insight as to the long term financial sustainability of the Council over the 10 year planning period. In addition to the presentation of financial results, information is provided in respect of:

- Financial planning assumptions used
- An analysis of the factors and/or assumptions that are most likely to affect the plan
- Methods of monitoring financial performance
- Compliance with State Governments Fit for the Future Performance Benchmarks

Financial planning over a 10 year horizon is difficult and obviously relies on a variety of assumptions that may be subject to change and revision during this period. The LTFP will therefore be closely monitored, and regularly revised by Council, to reflect changing circumstances.

The LTFP has been developed with regard to the current operating, political and legislative environment in which Council operates. Changes in government and government policy and legislation has the potential to have a major influence on this LTFP, particularly given the current FFF Program requirements and FFF Program reviews of the local government sector. Should changes eventuate, Council will consider the impact of those changes and develop further financial models to assist in decision making.

The LTFP will be reviewed and updated annually as part of the development of the annual Operational Plan and 4 year Delivery Program.

## Financial Objectives

In preparing the LTFP, a number of key objectives have been considered. These objectives are listed below.

### Balanced Budgets

Council has a strong commitment to adopting annually, a “balanced budget” (that is expenditure match revenues) in the General, Water and Sewerage Funds. Where a small surplus is generated in a Fund, this amount will be directed towards the Internally Restricted Asset accounts of that Fund to fund future strategic Capital Works or Service delivery (it is noted that Water and Sewerage and Waste funding can only be utilised for those purposes and not other activities or works).

This is consistent with Council’s objective to maintain the prudent financial management of its finances, and to allocate financial surpluses towards key strategic issues and to reduce where possible, the need to increase rates above the Rate Peg allowance in the General Fund and to generally limit increases in the Water and Sewerage Funds to increase in the Consumer Price Index (CPI).

### Continuous Financial and Operational Improvement

Council has a longstanding commitment to reviewing and reducing its Operating, Service Delivery and Infrastructure Costs, while maintaining, and where possible, increasing existing “Service levels” to meet identified community needs.

This commitment requires ongoing support towards;

- A general freeze, subject to Asset Management and Risk Management needs, on any non-fixed cost operational expenditures unless Rate Income, Grants and/or Fees and Charges can support an increase. Increases in these budgets are only considered after all options have been explored;
- Evaluation on a periodic basis of Council’s activities, services and infrastructure to ensure these meet the needs of the community and can be delivered in a financially sustainable way in the short, medium and long terms;
- To review Council’s existing capital investment and cost structures in respect of Technology, Plant and Equipment and Information Management Systems; and
- A continued focus on the delivery of Council’s core Local Government Services and Infrastructure, limiting Council’s financial exposure to non-local government issues.

This Efficiency and Effectiveness Program has:

- identified and put in place a wide range of efficiencies making substantial efficiency gains for the community, for the purpose of limiting or deferring any potential future SRV. An assessment of Council’s Service and Infrastructure Delivery Benchmarks will show that Council’s operations are efficient and effective, and as noted by TCorp in their 2013 review of Council that *“The Council has been well managed over the review period”*;
- has reviewed Council’s Fees and Charges and where possible introduced new charges and increased existing charges, considering the Community’s capacity to pay;
- gained a high level of non-recurrent Grant Funding to assist with the delivery of Services and Infrastructure to the Community; and
- reviewed Council’s Investments, Council’s Investment performance and its Internally Restricted Assets, and re-purposed funds Asset Renewal activities.

## Achieve & Maintain “Fit for the Future” Status and Benchmarks

The NSW Office of Local Government requires that all NSW Councils meet the FFF Program Performance Benchmarks by 30 June, 2020. Council, being identified as a “Stand alone” Council under the State Government’s FFF program, was required to conduct a self assessment of the organisation utilising seven (7) financial benchmarks provided by the State Government. If Council did not meet each of these benchmarks, a ‘FFF Roadmap’ was required to be prepared that sets out the actions that Council would take to ensure it met all the benchmarks by 30 June 2020.

The following is an excerpt from the IPART’s FFF Roadmap assessment criteria:

**A Council is Fit for the Future** – *if the proposal satisfies the four (4) FFF criteria overall, that is, if the proposal:*

- 1. First, satisfies the **scale and capacity** criterion. We expect that proposals that are broadly consistent with the ILGRP’s preferred options would satisfy this threshold criterion. Our approach to assessing proposals that do not align with ILGRP preferred options will take account of a number of factors as outlined further in section 3.2;*
- 2. Second, satisfies overall the other criteria of **sustainability, effective infrastructure and service management, and efficiency**. Our proposed assessment methodology for these criteria requires councils to demonstrate how they either meet or seek to improve performance against specific benchmarks.*

Council did not meet all the benchmarks, so a ‘Roadmap’ was prepared and submitted to the Independent Pricing and Regulatory Tribunal (IPART) for assessment. IPART NSW subsequently approved Council’s FFF Roadmap in October, 2015.

### Fit for the Future Action Plan

Council’s FFF Roadmap required that Council take a number of Key Improvement Actions commencing in 2016/2017. These actions are as follows:

1. Review of Fees and Charges completed annually.
2. Solar Energy Systems installed at Inverell Pool and SES Facilities.
3. GPS Tracking devices installed in the remainder of Council’s Plant Fleet.
4. Special Rate Variation Application prepared and approved to commence in 2017/2018.
5. Special Road Renewal Infrastructure Backlog Program completed.
6. Inverell Swimming Pool Asset Renewal Project planning completed.
7. Review of Council’s Long Term new Infrastructure needs to support its growing community completed.
8. Annual Review of Operational Efficiency/Effectiveness Program conducted.

These actions have been progressed in the following manner since October, 2015:

- a) A full review of Council’s Long Term Financial Plan, Fees and Charges and Council’s Operational Efficiency/Effectiveness Program was conducted in the preparation of the 2016/2017 Operational Plan and Budget. A funding allocation was provided in the 2016/2017 Budget for the continued roll out of GPS Tracking Devices for Council’s Plant Fleet.
- b) In respect of these actions it is noted that as the NSW SES are now responsible for the payment of Electricity Charges for SES facilities with Council only contributing 11.3% to the costs. Accordingly the SES Solar Energy Project was moved to the Inverell Art Gallery and matched with Grant Funding to deliver a Solar Energy System at the Gallery, where Council

is responsible for the full electricity costs.

- c) GPS tracking has been installed in an additional 40 vehicles. 20 of the targeted plant items remain to be treated.
- d) The Council will be aware that the Special Road Renewal Infrastructure Backlog Program is in progress and will be completed early in 2017/2018 having been delayed by the continuing wet weather. Planning has commenced for the Inverell Swimming Pool Asset Renewal Project.
- e) A brief is being preparing for the possible engagement of a specialist technical consultant to assist in the Swimming Pool plan.
- f) A further review of the Long Term Financial Plan has now been conducted, noting that a range of issues have arisen since June, 2016.
- g) The Efficiency and Effectiveness Program continues.

It is noted that an extensive media and promotion campaign was put in place to publicise Council's FFF Roadmap and these identified actions, being the actions that Council would need to put in place for Council to be declared "Fit for the Future", both initially and on a continuing basis.

The only remaining action to be addressed is then, the FFF Roadmap SRV Application.

The FFF Roadmap requires that for Council to meet the State Governments FFF Program Performance Benchmarks, to be financially sustainable in the short, medium and long term and to meet the Communities Service Delivery and Infrastructure needs, that a permanent (Section 508A, Local Government Act, 1993) 14.25% Special Rate Variation (SRV) (14.94% cumulative) above the IPART Rate Peg is required to be phased in over the three (3) year period commencing from 1 July, 2017.

The implementation of Council's adopted and IPART approved FFF Roadmap which is supported by this LTFP ensures that Council meets the requirement that it be Fit for the Future. As detailed in Council's FFF Roadmap, failure to implement the FFF Roadmap will result in Council not being Fit for the Future, Council not being sustainable in the short, medium or long term and the growth, Social and Economic Well-being of the Community being negatively impacted.

In the FFF Roadmap, IPART also asked what other Actions Council had considered in this matter. Council advised IPART that:

*"Council notes that it has considered its current funded service levels provided to the community and advises that it is not prepared to pursue a decrease in these existing service levels. Such a strategy would have significant and lasting negative economic, environmental and social impacts on the Shire Community and the Region.*

*Council notes that the Strategies outlined in this plan will place Council in the position from 2020, where it will be able to consider real increases in service levels, including the extension of its Sealed Road Network to better cater for modern Heavy Transport Higher Mass Limit Vehicles with significant efficiency and social benefits also flowing to its rural ratepayers and the regional economy".*

The FFF Benchmarks adopted by the State Government are as follows:

Figure 3.1 Fit for the Future Criteria, Measures and Benchmarks

Criteria/measure	Definition	Benchmark	OLG Guidance
<b>1. Sustainability</b>			
<b>Operating performance</b>	$\frac{\text{Net continuing operating result}^a \text{ (excl capital grants and contributions)}}{\text{Total continuing operating revenue}^a \text{ (excl capital grants and contributions)}}$	>= to break-even average over 3 years	All measures, where applicable, should be consistent with the Accounting Code/Corp measures. The measures should also be based on General Fund data and exclude Water and Sewer Funds.  <b>(a)</b> Where applicable, excludes fair value adjustments, reversal of revaluation decrements, net result on sale of assets and net share/loss of interests in joint ventures.  <b>(b)</b> Expenditure is deflated by the CPI (for 2009 to 2011) and the Local Government Cost Index (2011 to 2014), as published by IPART.  <b>(c)</b> ABS, Regional Population Growth, Australia. The data should be averaged over 2 calendar years, except for 2013-14, where the data for the 2013 calendar year should be used.
<b>Own source revenue</b>	$\frac{\text{Total continuing operating revenue}^a \text{ (excl all grants and contributions)}}{\text{Total continuing operating revenue}^a \text{ (incl capital grants and contributions)}}$	> 60% average over 3 years	
<b>Building and asset renewal</b>	$\frac{\text{Asset renewals (building and infrastructure)}}{\text{Depreciation, amortisation and impairment (building and infrastructure)}}$	>100% average over 3 years	
<b>2. Infrastructure and Service Management</b>			
<b>Infrastructure backlog</b>	$\frac{\text{Estimated cost to bring assets to satisfactory condition}}{\text{Total (WDV) of infrastructure, buildings, other structures, depreciable land, and improvement assets}}$	< 2%	
<b>Asset maintenance</b>	$\frac{\text{Actual asset maintenance}}{\text{Required asset maintenance}}$	> 100% average over 3 years	
<b>Debt service</b>	$\frac{\text{Cost of debt service (interest expense and principal repayments)}}{\text{Total continuing operating revenue}^a \text{ (excl capital grants and contributions)}}$	0 to 20% average over 3 years	
<b>3. Efficiency</b>			
<b>Real operating expenditure (ROE)<sup>b</sup></b>	$\frac{\text{Operating expenditure}^a}{\text{Population}^c}$	decrease in ROE per capita over time	

Source: OLG, Completing Template 3: Rural Council Proposal, January 2015, p 15.

#### SUSTAINABILITY - OPERATING PERFORMANCE:

This Sustainability Benchmark requires that Council achieves a result of “Breakeven (0.00%) and improving for the three years ending 2019/2020 and for each three year rolling period thereafter”. Council must meet this Benchmark to remain Fit for the Future.

This Benchmark is a core measure of financial sustainability - indicates Council's capacity to meet ongoing operating expenditure requirements. TCorp recommends at least breakeven over the longer term - ongoing deficits are unsustainable.

#### SUSTAINABILITY – OWN SOURCE REVENUE:

This Sustainability Benchmark requires that Council achieves a result of “Greater than 60.0% average over the three years ending 2019/2020 and for each three year rolling period thereafter”. Council must meet this Benchmark to remain Fit for the Future.

Councils with higher own source revenue have a greater ability to control their own operating performance and financial sustainability. TCorp recommends 60% as a minimum level to ensure Councils have sufficient flexibility to manage external shocks and challenges.

#### SUSTAINABILITY – BUILDING AND INFRASTRUCTURE ASSET RENEWAL:

This Sustainability Benchmark requires that Council achieves a result of “Greater than 100.0% average over the three (3) years ending 2019/2020 and for each three (3) year rolling period thereafter”. Council must meet this Benchmark to remain Fit for the Future.

This Benchmark measures whether Council's assets are deteriorating faster than they are being renewed - indicator of whether Council's Infrastructure Backlog is likely to increase. A Ratio of greater than 100% ensures community assets are managed in a sustainable way.

#### EFFICIENCY – REAL OPERATING COST PER CAPITA RESULT:

This Efficiency Benchmark requires that Council achieves a decrease in Real Operating Expenditure per capita over time. Council must meet this Benchmark to remain Fit for the Future.

This Benchmark indicates how well Councils are utilising economies of scale and managing levels to achieve efficiencies. It focuses on each Council's individual performance over time, rather than comparing with others. Decline in real expenditure per capita indicates improved efficiency (all things being equal).

#### INFRASTRUCTURE AND SERVICE MANAGEMENT – INFRASTRUCTURE BACKLOG RESULT:

This Infrastructure and Service Management Benchmark requires that Council achieves a result of “Less than 2.0%” by the end of 2019/2020 and for each year thereafter”. Council must meet this Benchmark to remain Fit for the Future.

This Benchmark measures how effectively Councils are managing their infrastructure. Increasing Backlogs may affect Council's ability to provide services and maintain sustainable. The Benchmark of less than 2% ensures infrastructure backlogs are at manageable levels.

#### INFRASTRUCTURE AND SERVICE MANAGEMENT – ASSET MAINTENANCE RESULT:

This Infrastructure and Service Management Benchmark requires that Council achieves a result of “Greater than 100.0% average over the three (3) years ending 2019/2020 and for each three (3) year rolling period thereafter”. Council must meet this Benchmark to remain Fit for the Future.

This Benchmark measures whether Council is spending enough on maintaining its assets to avoid increasing the infrastructure Backlog. A ratio of greater than 100% ensures Council's infrastructure position is not deteriorating.



### INFRASTRUCTURE AND SERVICE MANAGEMENT – DEBT SERVICE RESULT:

This Infrastructure and Service Management Benchmark requires that Council achieves a result of “Greater than 0.0% and less than or equal to 20.0% average over the three (3) years ending 2019/2020 and for each three (3) year rolling period thereafter”. Council must meet this Benchmark to remain Fit for the Future.

This Benchmark indicates whether Council is using debt wisely to share the life-long costs of assets and avoid excessive rate increases. TCorp believe it is appropriate that Councils should carry some level of debt to ensure inter-generational equity in funding major infrastructure.

Details of Council’s FFF Benchmark results are included in Section 3 of this document.

## Structure of the LTFP

The LTFP consists of four (4) main sections.

**Section 1** - Provides a brief introduction to the LTFP, the objectives it aims to meet and the service structure and costs of Council;

**Section 2** - Details the Performance Measures, being the Financial Performance Indicators as developed by NSW TCorp, used to assess Council's long term financial sustainability, Details of Expenditure and Revenue Reviews, Service Levels/Asset Management and Risk Management Matters.

**Section 3** - Details the financial scenarios developed by Council including the FFF Benchmarks. For 2017/2018 and beyond, two scenarios have been developed being the;

1. "Base Case Scenario" (or Business as Usual under the existing Rating Structure) - this scenario shows the financial results of delivering where possible current levels of service, while working under the existing Rate Structure and No Special Rate Variation and the anticipated Rate Peg limits over the next 10 years. Under this Scenario Council is not able to maintain all of its existing Service Levels.
2. "IPART approved FFF Roadmap Implementation Scenario" - this scenario shows the financial results that would be achieved through the implementation of Council's adopted and IPART approved FFF Roadmap, including the identified permanent 14.25% Section 508A Special Rate Variation (14.94% cumulative) above the Rate Peg. The proposed increases are:
  - 2017/2018 - 4.75% + 1.5% Rate Peg
  - 2018/2019 - 4.75% + 2.5% (estimated) Rate Peg
  - 2019/2020 - 4.75% + 2.5% (estimated) Rate Peg
  - 2020/2021 on 2.5% (estimated) Rate Peg

This Section sets out:

- the assumptions by which each scenario was created,
- the value added by each scenario,
- the financial outcomes which result from the application of the relevant assumptions,
- any opportunities and threats which may make the scenario sensitive to variation.

**Section 4** - Draws conclusions from the financial modeling and presents the LTFP Data.

## SECTION 1

### Current Financial and Operational Position of Council

Council has on a continuing basis operated from a sound financial position achieved on a continuing basis by maintaining strict control over Council's Incomes and Expenditures. It is, however, becoming increasingly difficult to match Council's Revenues and Expenditures, with Expenditures now outgrowing Revenues.

The Audited Annual Financial Statements for 2015/2016 reported that Council's total Operating Income was \$40.4M which included \$1.8M of grants and contributions provided for capital purposes.

The major sources of income were:

	\$'000
Rates & Annual Charges	16,640
User Charges & Fees	5,254
Interest & Investment Revenue	2,639
Other Revenues	1,028
Grants & Contributions - Operating Purposes	12,827
Grants & Contributions - Capital Purposes	1,841
Net Gain from the disposal of assets	150
<b>TOTAL</b>	<b>40,379</b>

The Audited Annual Financial Statements for 2015/2016 reported that Council's Operating Expenditure was \$30.3M while Capital Expenditure totaled \$15.3M.

The break-up of the Operating Expenditure was:

	\$'000
Employee Benefits & On-Cost	12,073
Borrowing Costs	270
Materials & Contracts	7,133
Depreciation & Amortisation	7,593
Other Expenses	3,212
Net Losses from the disposal of assets	-
<b>TOTAL</b>	<b>30,281</b>

This saw Council record a net Operating Surplus for 2015/2016 of \$10.1M and a net operating surplus before Capital grants and Contributions of \$8.3M. This Operating Surplus was allocated in its entirety and is required on a recurrent basis, to Fund Asset Renewals and Upgrades.

The Audited Annual Financial Statements for 2015/2016 reported that Council's Combined Fund held total Cash and Investments of \$51.834M. As advised to Council on a continuing basis, and as noted by Council's External Auditor, significant restrictions exist over Council's Funds and the expenditure of those funds. The following is advised:

#### LOCAL GOVERNMENT ACT 1993 - SECT 409

- (1) All money and property received by a council must be held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.
- (2) Money and property held in the council's Consolidated Fund may be applied towards any purpose allowed by this or any other Act.
- (3) However:
  - (a) money that has been received as a result of the levying of a special rate or charge may

*not be used otherwise than for the purpose for which the rate or charge was levied, (ie WATER, SEWERAGE AND WASTE) and*

*(b) money that is subject to the provisions of this or any other Act (being provisions that state that the money may be used only for a specific purpose) may be used only for that purpose, and*

*(c) money that has been received from the Government or from a public authority by way of a specific purpose advance or grant may not, except with the consent of the Government or public authority, be used otherwise than for that specific purpose.*

To assist in understanding Council's actual available Cash Position, the following table represents a dissection of Council's audited Investment Portfolio as at 30 June, 2016:

<b>Total Audited Investments 30/06/2016</b>		<b>\$ 51.83M</b>
Less	Water and Sewerage Funds - Restricted	\$ 11.50M
	Unexpended Sewerage Loan Funds	\$ 1.80M
	Waste Management Funds (Note 6, IRA's)	\$ 3.64M
	Grants and Contributions (Note 6)	\$ 3.60M
	Revotes for Works in Progress as at 30/06/16	\$ 10.30M
	Accounts Payable (Note 10)	\$ 2.22M
	Sub- Total	\$ 18.77M
Less	<u>Internally Restricted Assets:</u>	
	- Plant Replacement (Funded from Depn)	\$ 3.31M
	- Building Renewals (Funded from Depn)	\$ 2.52M
	- ELE/Workers Compensation/Insurance	\$ 1.75M
	- Inverell Pool Redevelopment	\$ 2.20M
	- Computer System Renewals/Upgrades	\$ 1.01M
	- Other (Land, Industrial Devel. SES etc)	\$ 2.64M
	<u>Provisions:</u>	
	- Chester Street Renewal with Roundabout	\$ 1.00M
	- Mansfield/Gwydir Highway Intersection	\$ 0.50M
	- <u>Rosslyn Street/Gwydir Highway Intersect.</u>	\$ 1.00M
	<b>NET CASHFLOW/WORKING CAPITAL</b>	<b>\$ 2.84M</b>

Noting that Council carries a significant quantum of Cash and Investments on a continuing basis, some comments have been made in certain sections of the Community on an ongoing basis that Council should be spending all of these funds prior to Council seeking any increase in its revenues. A review of above table will, however, clearly show that while Council held \$51.83M in Cash and Investments at 30 June, 2016 (the last Audited Result), the large majority of these funds were restricted, either externally or internally by legislation or otherwise, as to the purpose for which they can be used. It is noted that Water, Sewerage and Waste Funds cannot be utilised for any other purpose and that Grants Funds held but as yet unspent can only ever be utilised for the purpose of the Grant. As shown in the above table, after all adjustments have been made for the Internal and External Restrictions, only limited funds remain, with the majority of these being held to fund Council's Working Capital/Cashflow needs.

### **Financial Position of Council as assessed by NSW Treasury Corporation:**

In 2012 NSW Treasury Corporation (TCorp) undertook a Financial Assessment of Council. While the review primarily focused on Council's Water Fund as Council had applied for an Interest Rate Subsidy under the NSW Governments Local Infrastructure Renewal Scheme for the \$2.0M Loan for the Ashford Water Plant Renewal Project, TCorp also looked at Council's General Fund. Following this Assessment TCorp in their Report released in 2013 TCorp noted that *"The Council has been well managed over the review period"*. That said TCorp noted in their observations that across the Consolidated Fund that:

- Council has spent less than required on maintenance in two of the last three years
- The majority of the infrastructure backlog is from road related assets

In respect of the Benchmarking analysis undertaken by TCorp, TCorp compared Council's key ratios with other councils in Office of Local Government Group 11. *The key observations were:*

- *Council's financial flexibility has been acceptable with the Operating Ratio above the group average and Own Source Operating Revenue Ratio marginally below the Group average;*
- *Council's Debt Service Cover Ratio (DSCR) and Interest Cover Ratio are above the group average and above the benchmark. In the medium term Council's forecast ratios are expected to remain above the group averages and benchmarks;*
- *Council was in a sound liquidity position which is expected to continue in the medium term;*
- *Council's performance in terms of its Building and Infrastructure Asset Renewal Ratio and Infrastructure Backlog Ratio have been weaker than the benchmarks;*
- *Asset renewal performance has improved in recent years to be above the group average;*
- *Council's Asset Maintenance Ratio and Capital Expenditure Ratio have been in line with the group averages and benchmarks*

These key observations point to the fact that while Council was financially sound, issues around the level of Council's Own Source Revenue and consequently Asset Renewal Expenditure and the Infrastructure Backlog were starting to emerge. These observations were in line with the trends identified in Council's Long Term Financial Planning and Asset Management Planning, and reported to Council in staff reports.

TCorp in their Report also noted the following as being Specific Risks to Council's ongoing operations and sustainability:

- *Environmental and Natural Disasters - Inverell has had four natural disaster declarations in the last three years. They have had three floods and a bushfire. Council's management of this risk is substantially reliant on being able to receive both State and Federal funding under various "natural disaster" funds.*
- *Deterioration of Council Infrastructure Assets - Over the last three years the infrastructure backlog has increased. If this trend continues it may be reflected in lower quality infrastructure assets. Council has spent an increasing amount on asset maintenance and renewal in an attempt to reverse this trend.*
- *Expenses Growth - Council had substantial expenses growth in 2011 that was not matched by revenue growth. **Given Council is subject to the rate peg, it is unlikely that revenue will be able to grow in line with expenses growth.** Therefore, Council will need to manage expenses growth going forward.*

TCORP in their Conclusion stated that. *"Based on our review of both the historic financial information and the 10 year financial forecast within Council's long term financial plan we consider Council to be in a satisfactory financial position. While the Water Fund position is satisfactory, the consolidated position is marginally stronger".* TCorp rated Council's Financial Position as "Moderate with a Neutral Financial Outlook".

As shown in the 2012 TCorp Financial Assessment and 2013 follow up report by TCORP, Council was approaching a point where its Revenues could no longer match its Expenditures under the Rate Peg

limit.

## **Asset Management Position of Council as assessed by NSW Office of Local Government:**

One of the Coalition State Government's key election commitments, included under Goal 19 of the NSW 2021 Plan, was to undertake a council-by-council audit of the local government infrastructure backlog. Accordingly in 2013 the OLG undertook an Infrastructure Audit of NSW Councils. The resulting Report confirms for the State Government what many have been thinking and saying – there is a large local government infrastructure backlog in NSW and some councils face real and significant challenges in terms of maintaining and renewing the infrastructure that is critical to their communities and the NSW economy.

The Key Findings in the Report included that:

- The financial position impacts significantly on a Council's ability to deliver infrastructure; and
- There are a number of funding and financing strategies that may help councils to reduce their backlog and/or to prevent the backlog increasing such as:
  - Borrowings (especially for councils with low or no debt);
  - Local Infrastructure Renewal Scheme (subsidised interest rates –Scheme has closed));
  - Special rate variations; and
  - Grants from other levels of government
- When compared to the councils' estimated required annual maintenance amounts, the majority of councils in NSW are underspending in the area of asset management. Projections indicate a continuation of this trend.

In respect of the provision of adequate Resources for Asset Management the OLG noted the following as being possible funding sources to address the Infrastructure Backlog:

- Councils consider using debt to help address backlog issues where they have the capacity;
- Councils are encouraged to apply for Local Infrastructure Renewal Scheme funding for backlog infrastructure projects;
- Councils should be encouraged to consider applying for a special variation to rates for backlog purposes;
- Support to be provided to those councils that have weak financial outlooks to obtain grant funding from other levels of government to address asset management requirements;
- Examine the distribution of Financial Assistance Grants to see if a greater share can be provided to councils with less capacity, to help manage infrastructure;
- Councils are made aware of the risks involved in underfunding annual maintenance and are encouraged to include, in each operational plan, the actual required annual maintenance made;

In the Report the OLG rated each Council's Asset Management Program. Council's Asset Management Program was rated as being "Moderate". This resulted from Council not being able to fully fund its asset maintenance requirements during the review period (ie 2009 to 2012) and the existence of an Infrastructure Backlog.

## Matters impacting Council's current and estimated future Financial Position:

The following matters are highlighted as impacting Council's Financial Position and its short, medium and long term sustainability, and its ability to deliver the required Services and Infrastructure for the Inverell Shire Community to be a strong, resilient, healthy and growing regional Community:

- A. **Increases in Council Costs above the annual rate peg** – The McKell Institute Report - September, 2016 states that local government expenditure has increased **7.3%** per annum for the past 20 years (146% cumulative). The average Rate Peg over the same period has been only **2.94%** per annum (58.8% cumulative) - **Difference 87.2%**

The McKell Institute recommend that *“Rate Pegging be abandoned as a matter of priority and recognise that it is unreasonable to believe that the solution is larger intergovernmental grants as other level of Government struggle with their own funding issues. The report finds that the taxation limits (i.e. rate capping) which now operate in New South Wales and Victoria have a number of harmful effects, as they lower levels of efficiency, lower rates of infrastructure renewals, increase debt and increase levels of inter-jurisdictional inequity”*

Supporting this, it is advised that Long Term Financial modeling conducted since 2009, has consistently indicated that by 2017/2018 increases in Council's costs would outstrip increases in Council's Rate Revenues by a minimum of **5.0% or \$525K p.a.** even after the **3.53%** p.a. Efficiency Gains. (The Efficiency Gains have now largely reached their end – Services are now being impacted in a negative manner. As advised to the Council the majority of Council's Budget allocations have not increased in the last six (6) years outside of increases in unavoidable fixed costs.

The IPART approved Rate Peg for 2017/2018 is only 1.5%.

- B. **The IPART determined Rate Peg - Local Government Cost Index calculation (2010) disadvantages Rural Council's that have a substantial Road Network and a low Population Density.** Inverell, being a Group 11 Council, has a population density of 2 people per square km being 50% of the Group 11 average of 4, Council has 2,134 km of Roads being 47% more Roads, than the Group 11 Council average of 1,451 km. (Has been partly addressed in 2017/2018 LGCI – Asset Renewal for Roads etc now 19.6% of the index, has been only 13.7% of the Index since 2010).
- C. **The 2016/2017 and 2017/2018 IPART Rate Peg do not reference the NSW Local Government State Award Increases.** IPART provides for a 2.4% increase in employee costs based on the NSW ABS wage price index, contributing 41.8% of the index. The Local Government State Award increase for 2016/2017 is 2.8%, meaning that IPART Rate Peg calculation has deprived Council of \$21K, in income, being equivalent to a Rate increase of **0.2%. (\$12.5M x 0.4 x 0.41 = \$21K).** This is an ongoing issue for 2017/2018 and beyond.
- D. **Freeze on the indexation of Council's Finance and Assistance Grants** – the Federal Government 3 year freeze on the indexation of Council's FAGs Grants was implemented in 2014/2015. The cost to the 2016/2017 Budget is \$436K, being equivalent to a 4.15% Rate Increase. This is an annual ongoing cost to Council's Annual Budgets. The cumulative cost to the end of 2016/2017 will be \$891K. The National total is \$1B.

Further major budgetary issues will arise if the FAGs indexation is not restored in 2017/2018. If indexation in line with the CPI is not restored this will cost Council approximately \$165K in the 2017/2018 Budget in addition to the \$436K per annum already lost.

- E. **Reduction in Interest on Investment Income** - flowing from record low interest rates and the draw down of Council's Investments for the Special FFF Rural Roads Asset Renewal Programs and other Infrastructure Programs. The Interest Budget has reduced to \$879K in 2016/2017 (General Fund) a **\$500K reduction equating to a 4.76% Rate increase**. The interest income funds a portion of the Works Budget.
- F. **Council's decision in 1987 not to take the 3.0% Rate Peg** - Council following the 1987 Council Election where the newly formed Inverell Ratepayers Association gained control of the Council, declined to take the 3.0% Rate Peg, during a time of high inflation. This decision has cost Council \$9.0M in foregone Rate Revenue since 1987. The Office of Local Government in their 1992 Review of Council, were highly critical of this decision by the then Council. This 1987 decision will cost Council \$536K in foregone Rate Income in 2016/2017 being equivalent to a 5.52% Rate Increase. (the proposed 14.25% is really therefore only equates to a 8.73% Rate Increases on top of what Council should have already been levying).
- G. **Cost Shifting from the State and Federal Government** as advised by Local Government NSW, is now estimated to be costing Council \$1.6M p.a. (equivalent to a 14.95% SRV) or 6% of its Total Revenue
- H. **Pensioner Rate Rebates** - It is noted that over a number of years the eligibility requirements for access to Pensioner Rate Rebates have also been changed by the Federal Government increasing the number of eligible Ratepayers. This has come at a cost to Council with **Pensioner Rebates now costing the General Fund \$200K per annum after the State Government Subsidy, or 1.9% of Council's General Rate Income**.
- I. **Government Charges** - A range of Government Charges have also increased as follows:
  - a. Emergency Services Levies (Averaged over 4.0% p.a.) \$ 36K p.a.
  - b. Flood Gauge Maintenance Charges \$ 50K p.a.**(Equates to a 0.82% General Rate Increase)**

**The cumulative impact of these matters equates to a 52.30% Rate increase or \$4.94M p.a. but FFF Roadmap only seeks 14.25% (minimum increase to meet FFF Benchmarks) meaning that Council will still have delivered very real efficiency benefits to community.**

On 8 December, 2016 Council was further advised that its net Emergency Services Levy Contribution will increase by a further \$55K in 2017/2018 in respect of Rural Fire Service Contributions. This matter is being pursued by with the Local State Member but has been factored into the LTFP.



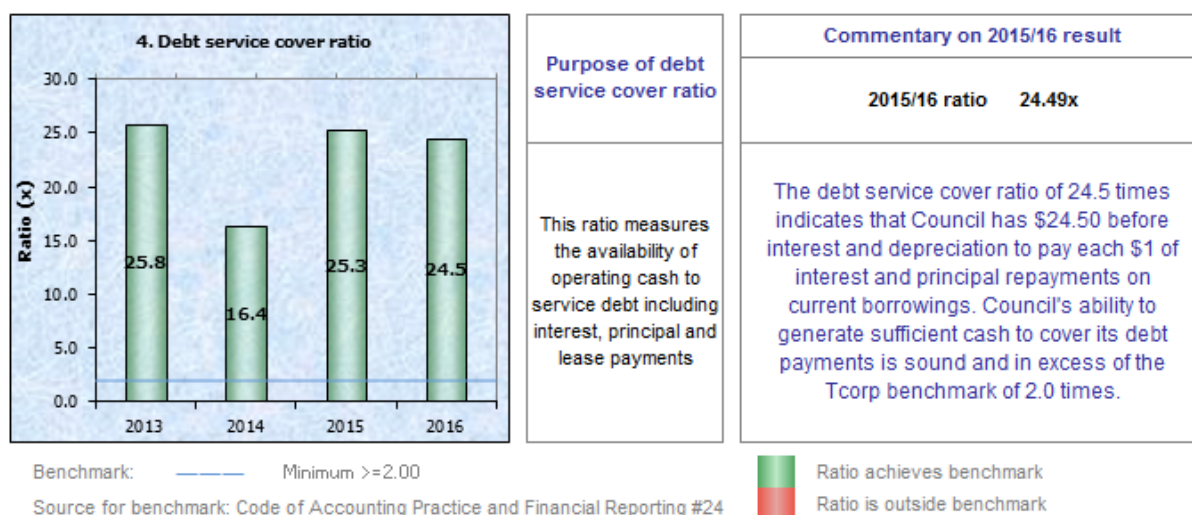
## SECTION 2

### Performance Measures

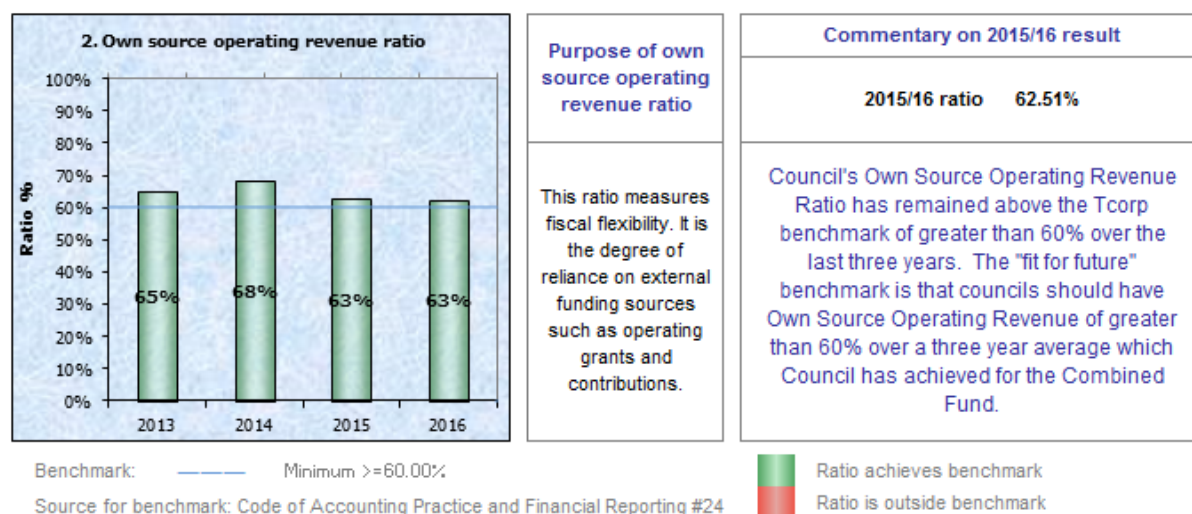
To assess Council's long term financial sustainability, Council will in addition to the required NSW Government FFF Benchmarks, utilise the NSW TCorp Financial Performance Indicators developed for NSW Councils. These indicators provide a benchmark for Council's performance that compliment the FFF Benchmarks. Council, as part of its financial reporting obligations, prepares a number of performance indicators based on its audited Annual Financial Statements. This LTFP continues to calculate these indicators which are explained in more detail below.

Projections of these indicators for each of the scenarios have been provided in Section 4.

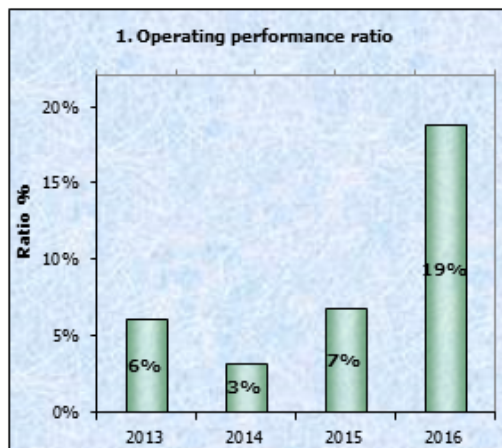
#### Debt Service Cover Ratio



#### Own Source Operating Revenue Ratio



## Operating Performance Ratio



Benchmark: ——— Minimum >=0.00%

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

### Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

### Commentary on 2015/16 result

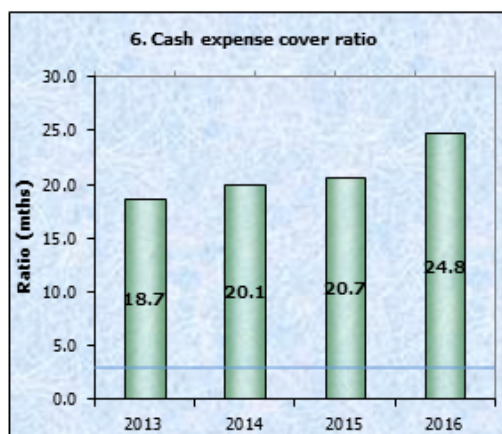
**2015/16 ratio 18.79%**

This ratio indicates that Council's operating revenue, excluding capital grants and contributions are sufficient to cover operating expenditures. The Tcorp benchmark for this ratio is to have a result of better than -4% each year. The "fit for future" benchmark is breakeven or better over a three year period which Council has achieved for the Combined Fund. It is noted that if you remove Council's one off special Roads to Recovery Grant allocation the Ratio decrease to 14.95%



Ratio achieves benchmark  
Ratio is outside benchmark

## Cash Expense Cover Ratio



Benchmark: ——— Minimum >=3.00

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

### Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

### Commentary on 2015/16 result

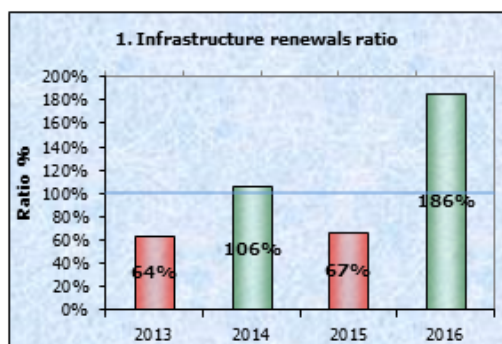
**2015/16 ratio 24.77 mths**

As indicated with a ratio of 24.8 months, Council's ability to continue paying for its immediate expenses without additional cash inflow is sound and exceeds the Tcorp benchmark of 2 months



Ratio achieves benchmark  
Ratio is outside benchmark

## Building & Infrastructure Asset Renewal Ratio



Benchmark: ——— Minimum >=100.00%

Source for benchmark: Code of Accounting Practice and Financial Reporting #24

### Purpose of asset renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

### Commentary on 2015/16 result

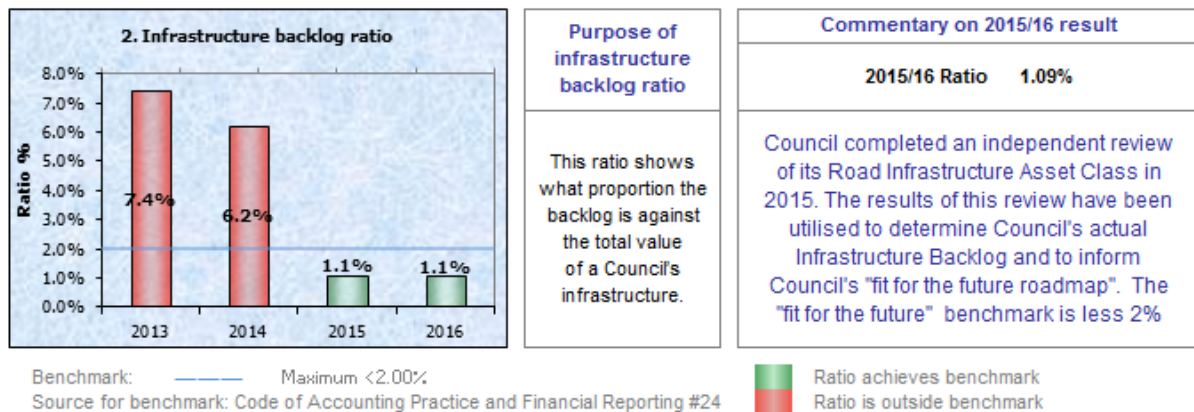
**2015/16 Ratio 186.07%**

Council has achieved that "fit for the future" benchmark of greater than 100% average over three years. Council "fit for the future" Roadmap has allocated a Special Road Renewal Funding in 2015-2017 of \$6M to increase asset renewals and to reduce Council's Infrastructure Backlog.

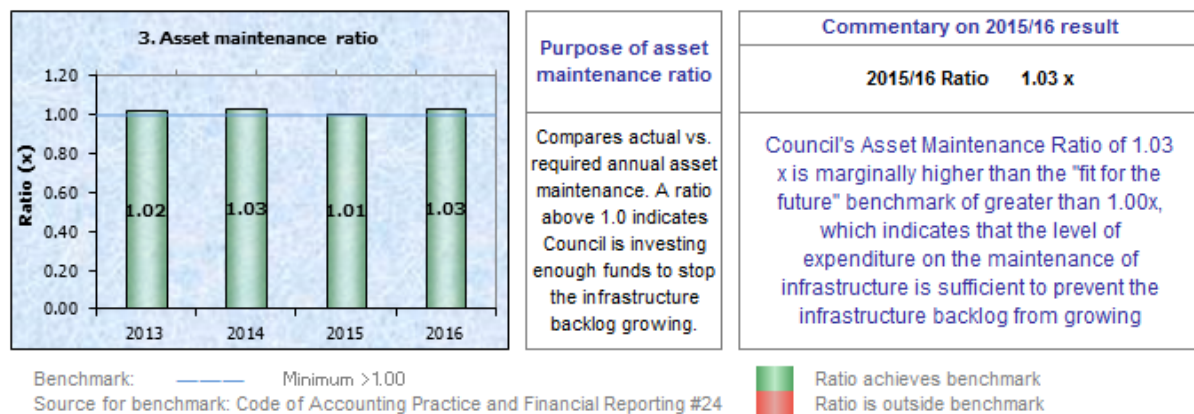


Ratio achieves benchmark  
Ratio is outside benchmark

## Infrastructure Backlog Ratio



## Asset Maintenance Ratio



Projections of the above indicators for each of the scenarios have been provided in Section 4 below.

## Expenditure Review

### Operational Efficiency and Effectiveness Program:

Since 2009 Council has had a strong and systematic focus on managing its operations and expenditures to ensure it delivers its Services and Infrastructure in a both and Efficient and Effective manner at the lowest possible cost to the Community. The Efficiency and Effectiveness Program considered all areas of Council's Operations eg Works, Plant, Energy Usage, Governance, Administration, Information Technology, Service Delivery. The overarching objective of this focus has been to contain costs, to deliver "Best Value" and to delay the need to apply for a Special Rate Variation (SRV), noting that Council has never received a SRV.

The following matters and efficiency/effectiveness gains are noted:

- The FFF Program introduced a new Efficiency Benchmark being **Real Operating Cost per Capita**. The FFF Program requires that Councils "demonstrate a decrease in its Real Operating Cost per Capita over time, subject to any increase in Service Levels".

This benchmark shows that Council has achieved a **24.75% Efficiency Gain** or 3.53% per annum efficiency improvement for the seven (7) years ending 30 June, 2016, being the initial FFF Review Period. This demonstrates Council's ongoing commitment to Continuous Improvement, while maintaining and improving Service Levels. That said it has now become very difficult to identify and achieve further gains without compromising Service Delivery to the Community;

- Governance and Administration costs for 2014/2015 at \$165.86 per capita **were 55% below** the Group 11 Council Average (\$365.90 per capita) and under 50% of the NSW Council average, resulting in more funds being available for Service and Infrastructure delivery;
- Workers Compensation premiums of \$1.67 per \$100 of Wages Paid, against an Industry Average of \$3.61 per \$100 of wages paid. Council has received every Workers Compensation and General Insurance Incentive and Performance Bonus from its Insurers since 2009 resulting in total cost savings of approximately \$600K;
- Achieved Interest Rate Subsidies through the Local Infrastructure Renewal Scheme and Low Interest Rate Loans FFF Program saving the Community \$0.96M. Being deemed 'a FFF Council' has allowed Council access to Low Interest Rate Loans from NSW Treasury Corporation;
- Ongoing Electricity Cost savings of **\$445K per annum** through Council's Solar Energy generation and Energy Efficiency Programs. As previously advised to Council the large proportion of these cost savings have largely been allocated to Road Grading and Road Maintenance cost increases to meet Service Level demands;
- Typical Residential Water Bill for 2014/2015 of \$548 p.a. with no water restrictions, against a NSW Average of \$550 p.a. and a NSW Councils 3,000 to 10,000 properties Average of \$617 (Inverell **12% lower**) while providing significant ongoing water subsidies to Bindaree Beef (Inverell's largest employer and a business of State significance);
- Typical Residential Sewer Bill for 2014/2015 of \$453.50 p.a. against a NSW Average of \$625.00 p.a. being 27.5% less than the NSW average charge;
- Council has the Lowest Waste Management Charges in the Region and has now opened the new Inverell Community Recycling Centre. Council's Waste Management Recycling Recovery Rate is 45% against a Group 11 NSW Council average of only 36%;
- Council's Bitumen Reseal and Heavy Patching Costs are up to 25% below the IPWEA National Industry Benchmarks. While some of these cost savings have been utilised to accelerate the Bitumen Reseal Program, Council has also increased the quality of the Bitumen Products being utilised to extend its Bitumen Sealed Road Surfaces "useful lives";
- Council's Indicative average Gravel Road resheet cost of \$14,000 per km (dependent on Gravel Pit location and haulage distances), being a 15% reduction in the unit rate due to ongoing efficiencies (cost was \$16,500 to \$18,500 a km in 2009). The last reported 2012/2013 RMS Regional Road Network Gravel Resheet figure was \$26,500 per kilometre. Some Group 11 Council Gravel Resheeting Rates are up to \$33,380 per km;
- Council has achieved an \$180K p.a. reduction in Light Plant Fleet costs equating to a \$1.8M cost saving over the next ten years. Council has also achieved efficiency gains of up to 10% across its Heavy Plant Fleet, and introduced GPS Fleet Monitoring to the Fleet. These initiatives have resulted in Council only increasing its Plant Hire Rates once in last 6 years, bringing significant savings to Council's Works and Operational Programs, while maintaining a modern efficient, effective Plant Fleet at up to 20% below Commercial Plant Hire Rates;
- Over the period since 2009 Council has acquired that latest technology Road Pavement reclaiming/recycling equipment, leading to substantial cost savings in Road Pavement Rehabilitation and Renewal costs (Pulvi Mixer/Reclaimer, Cement/Lime Spreading Truck, Posi Track loader with 1M Road Mill). In many cases now rather than expensive full Bitumen Road Rehabilitations and Renewals, Council now undertakes heavy patching followed by a bitumen reseal. An example of this type of work is the Bruxner Way where extensive heavy patching was undertaken and then a 50km long section bitumen resealed, substantially extending the useful life of this large road Asset at a cost of \$1.91M, being substantially less

than an estimated full renewal/rehabilitation cost of \$16.25M for the 50km segment;

- Council has also changed its Road Grading Practices to include the use of Water Carts and Rollers with the Graders, to increase the life of each road grade and the quality of surface provided to meet Community expectations. Technical Staff have advised that while this has increased the cost of each grade, evidence collected to date have clearly shown that Gravel Road pavements and asset useful lives are being extended by this practice;
- Council has added Front-end loaders to a number of its Slasher Tractors to enable storm damage/debris to be cleaned up, and drainage issues to be addressed during the Roadside Slashing process, resulting in ongoing costs saving to the Bitumen Sealed Road Program;
- Council has undertaken a review of its Service Delivery and Legislative compliance needs.

As a result Council has:

- reverted to providing its Waste Management Functions, specifically Waste Collection and Waste Facility Management, by day labour with Council owned Plant and Equipment. This has avoided the significant Commercial Waste Contract cost increases being experienced by other Council's needing to be passed onto the Community;
- Following an extensive review, sold the Inverell Regional Saleyards to a specialist private Saleyards Operator. The net \$2.14M of funds remaining after the sale were allocated to the Road Asset Infrastructure Backlog Program;
- Undertaken a review of Council's Land Bank, Council undertook to sell a number of surplus marketable properties with the proceeds being utilised to fund asset renewals. During this review it was also identified that two reserve areas being Bonshaw Weir and Well's Crossing were in fact owned by Local Land Services and Council discontinued maintenance of these areas at a saving of 18K p.a.;
- Following a review of Library Services, Council has reduced the Library Opening hours to normal business hours and introduced new technologies. This has directly resulted in the annual Library Budget reducing from \$1M p.a. in 2012/2013 to an estimated \$0.75M in 2017/2018 with these cost savings of \$250K being directed to unavoidable cost increases in other areas, particularly asset maintenance and renewal;
- In addition to these matters Council has sold all obsolete Plant, Materials and Equipment and continues this practice allocating these funds into the upgrade of required equipment with the latest technology;
- Council has and continues to encourage local Community Groups and Service Clubs to manage and maintain a range of local facilities with limited or no Council Financial support, or in partnership with Council. These facilities include the Inverell Pioneer Village and National Transport Museum, Inverell Rugby Park, Kamilaroi Oval, the Inverell Gun and Rifle Clubs, Lion's Park, and the significant number of Village Halls and Reserves;
- Council has established a Policy of continuously reviewing its Road Classifications based on Road Usage Patterns. This has resulted in Council no longer maintaining some sections of Roads which are solely contained within and only service expanded Rural Properties and National Park Areas. The Cost savings have been then utilised for Road Maintenance activities on higher usage roads, particularly those roads which have seen an expansion in Heavy Transport use;
- Council has and continues to partner with Local Land Services, the community and other organisations to complete a major projects such as the upgrade of the McIntyre River and River Bank areas through Inverell, as a means of delivering strong

- o community outcomes within Council's limited revenue base;
  - o Where possible Council also works with its neighbouring Councils to ensure Service Delivery costs are minimised.
- Council has continued to embrace new Information Technology as a means of achieving ongoing efficiency and effectiveness gains. Costs Works Staff now utilise mobile technology in their day to day activities for works scheduling and in addressing Community complaints. Council has continued to minimise its Administration/Printing and Stationery Costs through the production of distribution of electronic Media including its Business Papers;
- Council has implemented a range of Optic Fibre and Microwave Data Link Technologies for its numerous remote sights/locations to minimise its data and communication costs. Annual saving of \$20K.

These very substantial efficiency/effectiveness gains are the major factors that have resulted in Council's Operating Performance Ratio Benchmark improving from its past negative result to meet the FFF Program requirements of the Benchmark Ratio being > 0.00% over a three year average, despite less than adequate revenue increases.

Despite all of these Operational Efficiency and Effectiveness actions targeted at delivering "Best Vale" (best outcome at the best price) service and infrastructure delivery to its Community, Council now finds itself at a point where it must act immediately to secure additional General Revenue from 1 July, 2017 if it is to be both "Fit for the Future" and "Sustainable" in the short, medium and long terms as required by the State Government.

## Revenue Review

During this period since 2009 Council in addition to focusing on its Expenditures, has also focused on maximizing its Revenues.

### Fees and Charges:

Council has annually reviewed its "Fees and Charges" and where possible has introduced new charges, particularly in the area of Waste Management. Council has reviewed its Land and Building Rentals, where possible moving them to full commercial rates. Surplus Assets have also been disposed of and an annual review is undertaken of Council's Land Bank.

In respect of Revenue it is advised that during the period since 2009 the NSW Roads and Maritime Service (RMS) has reviewed its Road Maintenance and Renewal Contracts with Council and Council now no longer makes a profit on the works it undertakes for RMS on a contract basis. Council previously used these profits to supplement the Shire Road Maintenance and Renewal Program noting that Council has the longest Regional Road Network of any NSW Council. That said the undertaking of these works helps produce further economies of scale in Council's Works Programs and provides additional local employment.

### Grants and Contributions:

Council's Manager Integrated Planning also fulfills the role of Council's Grant Officer. Council has been successful in attracting grants totaling \$13.6 M over the period 2012/2016 for Community facilities, plus a further \$6.7M for upgrade works on the State Government owned Gwydir Highway.

That said Grant funding is not available to fund Council's ongoing Operational needs or a significant range of its Asset Renewal needs. These must be funded from Council's General Revenues. Grant Revenues have also been negatively impacted as noted above by the Federal Governments actions.

### Loan Funding:

A matter to be considered in the provision of “long life” Infrastructure Assets is whether or not Loan Funding is an appropriate source of funding. In this matter the part of the equation that is usually not given due consideration is where are the Principle and Interest Payments for the Loan are going to be funded from. Council’s Long Term Financial Plan does not identify any additional funding for new Loans Repayments and accordingly for new Loans to be secured. Any Loan Repayments would need to be funded by deleting works from existing Recurrent Works Programs. That is any Loan Repayments for an acceleration of the Roads Backlog Program would need to be funded from reducing the Recurrent Road Funding Program.

Further, if funds are removed from the recurrent Works Program to service Loan Repayments for accelerated Asset Renewals delivered in the short term, the question to be asked is “what is the wider impact on Council’s operations its efficiencies, effectiveness and economies of scale, its Workforce, Skills Retention, the Plant Fleet, and ultimately the wider community and local economy over the medium and long term.

A review of Council’s FFF Roadmap, Long Term Financial Plan, Asset Management Plans will clearly show that Council is now in a position where it needs substantial additional recurrent revenues.

A review of the FFF Roadmap Strategy and the proposed SRV/associated allocation of additional revenues to be received, will show that Council has a sound, sustainable and affordable ongoing Strategy to address Council’s Asset Maintenance and Asset Renewal needs, including the remaining Infrastructure Backlog in a financially responsible manner over the initial FFF Roadmap period to 30 June, 2020 and then out to 2025 and beyond. This ongoing Strategy will achieve these objectives in a way that supports and strengthens the local and regional community, its growth, its economic and social well-being.

### Rate Base Growth To Generate Additional Revenues

The growth of a Council’s Rate Base (number of rateable properties) is seen as a way of generating additional revenues. In Inverell’s case, the growth in rateable properties has slowed considerably since 2008/09 due to the impact of the Global Financial Crisis and other Global Factors. There has been little developer activity in the local area, which would indicate low Rate Base in the foreseeable future and it is also noted that a significant number of subdivisions already exist which can service growth needs. Any growth in rateable property numbers will also be largely offset by an equivalent increase in Council’s Costs. As such no allowance has been made for a net gain in revenues flowing from growth in rateable properties in the financial modeling in the Long Term Financial Plan.

In this matter it is noted that Council’s Rate Base Growth for 2016 is only 0.373% or \$40,003.

### Past Special Rate Variations:

Council has not previously pursued, since the introduction of Rate Pegging in 1978, a Special Rate Variation (SRV). An SRV now remains as the only Strategy for Council to significantly increase its General Revenues to meet its continuing Expenditure and Asset Renewal needs, other than cutting existing service levels and removing existing infrastructure.

## Service Levels and Existing Infrastructure Assets

As noted above, in the preparation of Council's FFF Roadmap Council undertook a review of its existing Service Levels and Infrastructure in 2015. As detailed in the FFF Roadmap Council determined that;

*"Council notes that it has considered its current funded service levels provided to the community and advises that is not prepared to pursue a decrease in these existing service levels. Such a strategy would have significant and lasting negative economic, environmental and social impacts on the Shire Community and the Region.*

It is noted that on a continuing basis the Community has expressed a strong desire for Council to increase or at a minimum maintain its existing Service Levels. It is noted that Services Levels also have a significant impact on Council's Risk Management and Risk Exposure.

### Council's Asset Management Plans 2016 - 2026

Council adopted its Roads, Drainage and Footpaths Asset Management Plans in June, 2016. These Plans require that the 14.25% SRV (14.94% Cumulative) plus Rate Peg Scenario Option be implemented in accordance with Council's FFF Roadmap from 2017/2018.

Council's Buildings and Other Structures Asset Management Plans are in draft format, having been prepared by external Consultants, CT Management Group from Queensland who have strong experience in this area. In providing the Draft Management Plans to Council the Consultants have advised the Following:

*"I must congratulate Council firstly. Overall, your buildings and other structures are in very good shape and frankly, would be the envy of the majority of Councils across Australia. Indeed we have not come across a Council that has managed their facilities so well in the past six years of doing these building condition assessments. Council's prudent management approach is certainly providing a sustainable portfolio of facilities to support the services that Council is providing into the foreseeable future" - Owen Harvey - Regional Manager Queensland.*

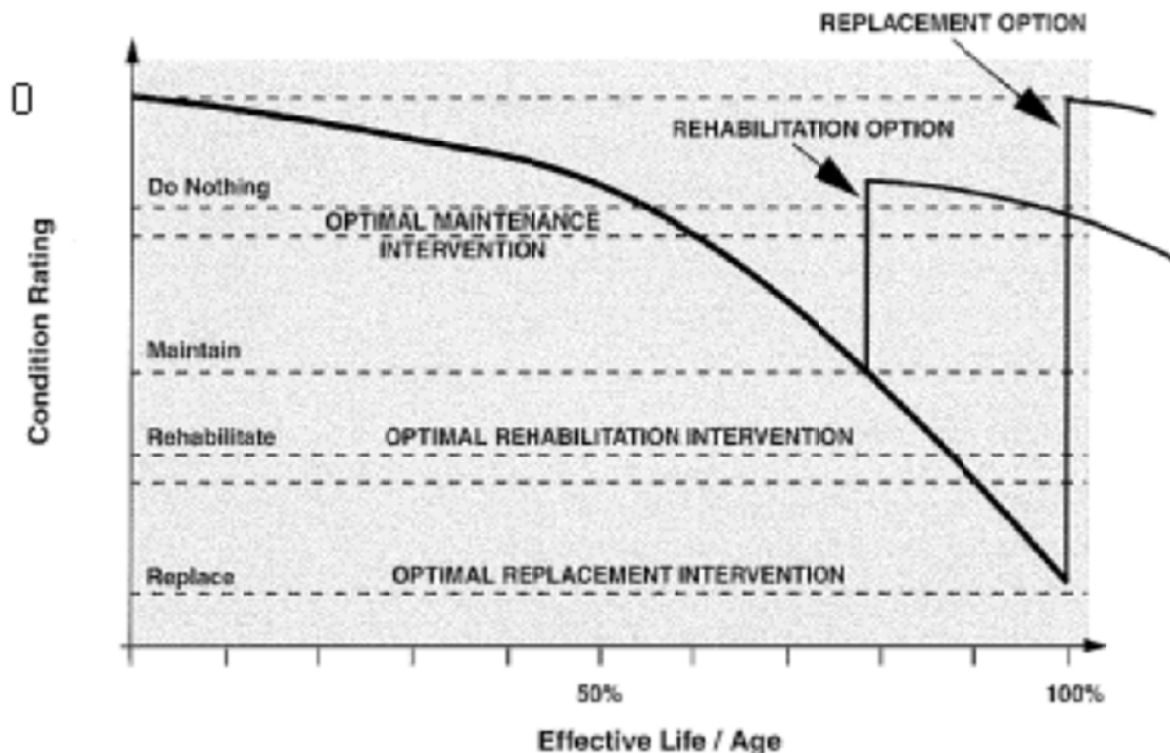
CT Management Group have noted that the Asset Maintenance and Asset Renewal needs with careful planning can be funded from within Council's recurrent Buildings and Structures Budgets, in conjunction with the funds held in the Internally Restricted Assets for Buildings and Other Structures.

### What happens to Council's Assets if Existing Service Levels are reduced

A model for the lifecycle of sealed road pavements is presented below and highlights the maintenance and renewal stages of a road pavement life.

In the "Do Nothing" phase, the asset deteriorates slowly and maintenance is generally not required. In the "Maintain" phase, activities will need to be performed to minimise continued deterioration. In the "Rehabilitate" or "Renewal" phase, activities are undertaken that restore the asset to a condition close to that of the original.





The importance of the time for intervention for renewal is paramount. If renewal activities are not undertaken in a timely manner, the condition of the asset deteriorates rapidly to failure, and the cost of reconstruction, will be many times that of renewal/remedial activities. For example failing to Maintain/Reseal Bitumen Roads (minor rehabilitation being minor Heavy Patching and Reseal at approximately \$28K - \$35K per km) in an appropriate timeframe, leads to pavement oxidation, water ingress and rapid Road Pavement failure. This results in the need for higher level intervention in the form of FULL Road Renewal/Rehabilitation (at \$250 - \$400K per km).

Therefore, if Existing Service Levels are reduced, and asset maintenance and renewal times extended then the costs of bringing assets back to a satisfactory standard can be ten fold.

## Risk Management

Council considered 'Risk Management' and 'Risk Mitigation' issues in the preparation of the FFF Roadmap and Long Term Financial Plan (LTFP) in respect of Council's Service Levels. These two matters were the major factors in Council not seeking to reduce Services Levels in preparing its FFF Roadmap and this LTFP, particularly on Council's large Road Network. While it may in theory be easy to say that Council can reduce Service Levels, for example the frequency of Grading on Gravel Roads, the failure to adequately maintain these Assets exposes Council, its Staff and the Community to significant public safety and Insurance Risks.

It also needs to consider that not providing adequate Funding for Asset Maintenance and Renewal also exposes Council to significant Financial Risk. It is a known fact that failing to maintain Assets to a sound functional standard results in faster Asset deterioration substantially increasing Asset Renewal costs as "Asset Useful Lives" are shortened. For example failing to Reseal Bitumen Roads in an appropriate timeframe leads to water ingress and rapid Road Pavement failure resulting in higher annual Road Renewal/Rehabilitation Costs. A poorly maintained roads Useful Life can be half that of an appropriately maintained Road.

In respect of Risk Management as detailed below, Council has a sound reputation for strong Risk Management and Minimisation which is evidenced by the significant cost savings flowing back to the Council and Community.

## SECTION 3

### Financial Scenario's

#### Current Financial Situation

2017/2018 will see Council operating within a less than expected Rate Peg of 1.5% announced by the IPART. This increase does not provide sufficient funding to provide for increases in Council's Services, Maintenance and Asset Renewal Budgets after increases in Council's Fixed Costs are covered. This combined with the three (3) year freeze on the indexation of the major Finance and Assistance Grant has made it again very difficult to balance the 2017/2018 Budget. The LTFP does however, provide for the indexation of the Finance and Assistance Grant, being a major revenue source, to be recommenced in 2017/2018 by the Federal Government. While Council has been able to deliver Balanced and Operationally Sound Budgets to date this can no longer be delivered. The full 2015 Road Asset Infrastructure review also highlighted a range of expenditure needs for the Road Network which must be met, from recurrent Budgets as Council can no longer meet these needs from its existing revenue/resource base.

This Long Term Financial Plan contains for two scenarios. These are:

1. **Base Case 'Do Nothing' Scenario** – being to continue on Council's existing Revenue Path and not make an application for a SRV. The effective result will be that future operational budgets do not have sufficient funds to provide services at existing levels and Council will not be "Fit for the Future".
2. **FFF Roadmap Strategy Scenario** (implementation of Council's IPART approved FFF Roadmap) – being to seek a permanent 14.25% SRV (14.94% Cumulative) plus Rate Peg, rate increase introduced incrementally over 3 years commencing in 2017/2018. This will generally provide sufficient funds to provide services at existing levels and Council will be "Fit for the Future". (The total cumulative increase based on the IPART announced 1.5% 2017/2018, and estimated Rate Pegs of 2.5% for 2018/2019 and 2019/2020 is 22.2% in the General Rate). Council will be limiting increases in the Water, Sewerage and Waste Management Charges over the period 2017/2018 to 2019/2020 to minimise the total increase shown on Rate Notices.

#### Base Case "do nothing" Scenario (Continuation of existing Revenue Path, being no Special rate Variation)

The **Base Case "do nothing" Scenario** has been developed on the premise of continuing on Council's existing Revenue Path. It reflects Council's modeling of its future financial position based on the current state of play. The effective result will be that the 2017/2018 and future budgets do not have sufficient funds to provide services at existing levels and Council will not be "Fit for the Future".

The projections made in this Scenario are based on the audited 2015/2016 Financial Results, the adopted 2016/2017 Operational Plan and Budget and the draft 2017/2018 to 2016/2027 budgets.

The model has been prepared at the lowest accounting level within the Council's general ledger system. At this level, certain accounts were coded for manual adjustment rather than global percentage increases. For example, Council election expenses are larger in the year of election compared with the other years and as such a budget allocation is made in the election year. It is therefore not possible to simply multiply the previous year's base by a percentage and achieve the same outcomes as presented.

A number of assumptions have been made for the indexation of the various revenue and expenditure items that form Council's budget. These assumptions are outlined below;

## Revenue Assumptions

**Rates and Annual Charges** - this scenario includes the Rate Peg at the IPART determined 1.5% in 2017/2018 and then 2.5% each year for the remainder of the LTFP, being the indicative increase advised by IPART.

Growth in ratable properties has slowed considerably since 2008/09 due to the impact of the Global Financial Crisis. There has been little developer activity in the local area that would indicate that there will be significant growth in new ratable properties in the foreseeable future and a significant number of subdivisions already exist which can service growth needs. Any growth in ratable property numbers will also be largely offset by an equivalent increase in Council's Costs. As such no allowance has been made for a net gain in revenues flowing from growth in ratable properties in the financial modeling.

**Annual Charges** have been projected to increase by the following amounts in 2017/2018:

- Sewer 0%
- Water 0%
- Stormwater 0% (set by State Government)

For 2018/2019 and 2019/2020 the above annual charges have been projected to increase on average by a maximum of 1.5%. From 2020/2021 on, these annual charges have been projected to increase on average by 2.5%.

**User Charges & Fees and Charges** - These revenues for the next 12 months are detailed in Council's Fees and Charges Schedule and Statement of Revenue Policy, which form part of Council's Operational Plan and Budget. The "Base Case" model generally provides for a small 2.5% increase per annum for these revenue sources across the life of the LTFP. It is noted that regulatory fees and charges have shown little movement over the last 10 years, being set by State Government, while discretionary fees represent a small component of total revenue.

**General and Specific Purpose Operating Grants** - These grants represent a significant proportion of Council's operating revenue. They include the Financial Assistance Grant from the Federal Government which is affected by movements in the Consumer Price Index and Estimated Resident Population.

The Base Case assumes that Council will continue to receive a similar level of grant income to that which presently applies. However in relation to the Financial Assistance Grant (FAGs), Council has provided for a 2% increase on the 2016/2017 grant. This assumes that the Federal Government will remove its current freeze on the Financial Assistance Grants. It is projected that the FAG will continue to grow at a rate of 2% per annum from 2018/2019

Council has also increased some operational grants on a case by case basis where the continuation of funding is highly likely.

**Interest on Investments** - This scenario assumes that Council will continue to have a level of invested funds similar to that currently under investment. It is anticipated that there will be little to no growth in interest income across the 10 years of the LTFP due to a slow rise in interest rates and no growth over time in the quantum of invested funds. It is noted that 10 year borrowing rates currently closely approximate short term rates.

## Expenditure Assumptions

**Employee Benefits & On-costs** - Employee costs for 2017/18 and future years have been indexed to take into account anticipated Local Government Award movements and Salary System Performance Review progressions. The LTFP reflects an annualised wage increase of 2.8% for the life of the LTFP.

It is noted that Council makes an annual allocation for staff progression within the Salary System as a result of employee performance reviews. However an increasing number of staff are reaching the

maximum salary system level (topping out) for their position and will no longer be entitled to any further increase in salary other than those imposed by the Local Government Award. As such, no increase has been allowed for staff movements with the salary system for the life of the LTFP.

This scenario is based on the current staff structure, however only reflects those positions that have actually been filled or approved for recruitment.

Council's commitment to meet its Superannuation obligations was to increase from 1 July, 2013 following the previous Federal Government's decision to increase the superannuation guarantee from 9% to 12% by 2019/20. However the 2014/2015 Federal Budget froze those increases. The current requirements see superannuation paid at a rate of 9.5% until 1 July, 2021 at which time it will increase by 0.5% per year until it reaches 12%.

Council has also reviewed its commitment for those staff who are members of the Local Government Retirement Superannuation Scheme - a defined benefits scheme. This has led to a reduction in the overall superannuation cost as older staff retire and the commitment by Council to this scheme falls away and new staff are engaged under the current 9.5% arrangements.

**Borrowings** – During 2013/2014 Council lodged an application with the State Government under the Local Infrastructure Renewal Scheme (LIRS) to borrow \$2M to fund infrastructure backlog works at the Ashford Water Treatment Plant. The scheme provides for a subsidised interest rate with the State Government reimbursing Council 4% of the loan interest rate. This has allowed Council to borrow those funds at an effective interest rate of 1.4%. These repayments have been included in the scenarios at their actual rate.

During 2014/2015 Council lodged another application with the State Government under the Local Infrastructure Renewal Scheme (LIRS) to borrow \$2M to fund infrastructure backlog works at the Inverell Sewer Treatment Plant. The scheme provides for a subsidised interest rate with the State Government reimbursing Council 3% of the loan interest rate. This has allowed Council to borrow those funds at an effective interest rate of 1.16%. These repayments have been included in the scenarios at their actual rate.

The LIRS savings to the LTFP approximate \$0.8M.

During 2015/2016 Council borrowed \$2M to fund infrastructure works as identified under Council's Waste Management Strategy. Council's "Fit for the Future" status provided allowed the Council to access a pool of State Government Funding administered by NSW TCorp at significantly discounted rates compared to Australia's big 4 banks. This has allowed Council to borrow these funds at an interest rate of 3.02%. This represents a cost saving of \$147K over the life of the loan. These repayments have been included in the scenarios at their actual rate.

The total Loan Interest Cost savings Council has achieved over the last four (4) years including the LIRS savings now totals almost \$1M to the benefit of the local Community.

No provision for the movement in Loan Interest Rate has been provided for within the life of the LTFP as all of the above loans are fixed interest loans. The Base Case provides for no additional loans within the life of the LTFP. This will be subject to annual review with it being noted that Loan Funding may be required for the Inverell Pool refurbishment project.

**Materials & Contracts** – This is one of the largest items on Council's Income Statement. It covers all materials used in operational activities along with major ongoing operational contracts such as the Cleaning contracts.

Budgets in the operational plan reflect all known information in relation to contracts and the LTFP assumes a 2.5% increase in these expenses across the life of the LTFP from 2017/2018. Actual cost increases may in fact be greater than the inflation index.

**Depreciation & Amortisation** – Council has completed the process of valuing all of its assets classed at "Fair Value" and is now on the "Re-valuation Cycle", where Asset values are reassessed on a regular basis.

It is recognised that the depreciation expense will change over the life of this LTFP. Proposed

changes to accounting standards, valuation and depreciation methods are likely to impact on the current estimate of depreciation across the term of the LTFP. Given the level of uncertainty that exists as a result of these proposed changes and the ongoing work being undertaken by Council to increase the accuracy and reliability of its recorded asset data on which depreciation is calculated, only a small increase in depreciation charge has been included across the life of the LTFP.

**Other Expenses** – This category includes a number of expense items including electricity costs, water and sewerage charges, waste charges etc. In general the LTFP provides for increases in known fixed costs during 2017/2018 and nominal increases for other items. The LTFP then provides that these expenses will increase each year by 2.5% for 2018/19 (in line with the IPART Rate Peg estimate advice).

No allowance has been made within the LTFP for any new charges in relation to an emissions trading scheme or carbon tax.

## FFF Benchmarks for Base Case 'do nothing' Scenario

The following FFF Benchmarks are achieved under the Base Case 'do nothing' Scenario being the continuation of existing Rating Structure with no Special rate Variation.

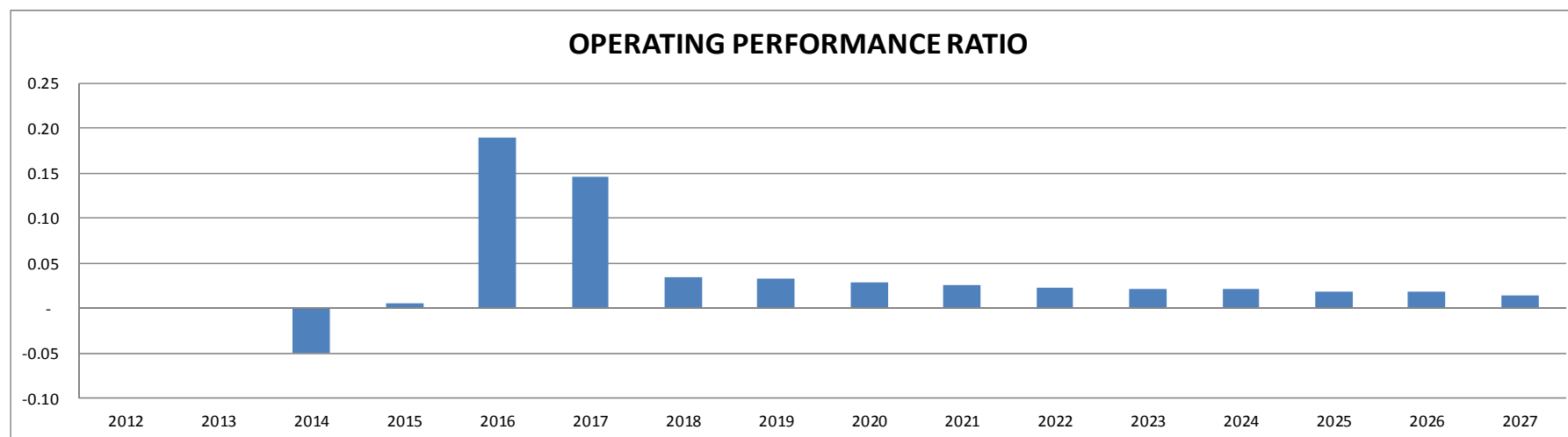
### SUSTAINABILITY BENCHMARKS:

**Inverell Shire Council**  
**OPERATING PERFORMANCE RESULT**  
*General Fund*  
**Excluding F4F SRV**

#### BENCHMARK AND RESULT

Benchmark:- *Greater or equal to break-even average over 3 years*

Summary of Results	ACTUALS					CURRENT BUDGET	PROPOSED BUDGET										
	2012	2013	2014	2015	2016		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Year	-	-	-	0.05	0.01	0.19	0.15	0.03	0.03	0.03	0.03	0.02	0.02	0.02	0.02	0.02	0.01
Result	-	-	-	0.05	0.01	0.19	0.15	0.03	0.03	0.03	0.03	0.02	0.02	0.02	0.02	0.02	0.01
Meets Benchmark			✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rolling 3 year average			-	0.02	-	0.01	0.05	0.11	0.12	0.07	0.03	0.03	0.03	0.02	0.02	0.02	0.02
Meets Benchmark			✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



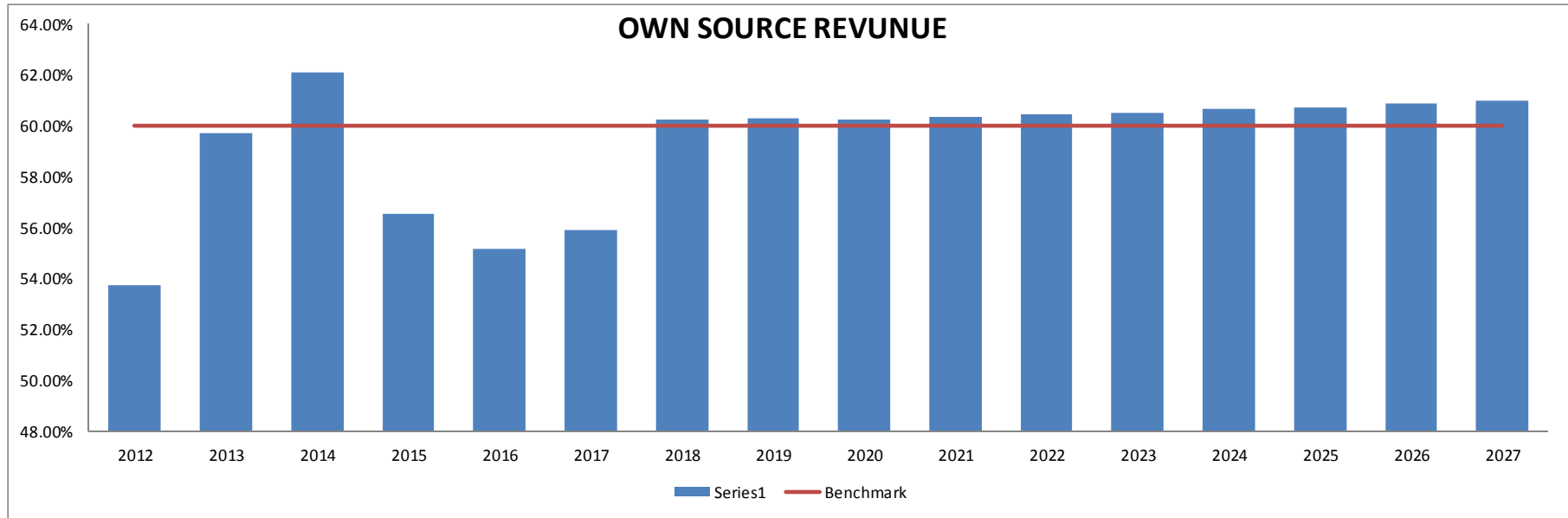
As shown, Council barely meets this FFF Benchmark under the Base Case 'do nothing' Scenario. The ratio does not increase after 2018/2019 and starts to fall from 2022/2023. This Sustainability Benchmark requires that Council achieves a result of "Breakeven (0.00%) and improving for the three years ending 2019/2020 and for each three year rolling period thereafter". This does not occur. Council must meet this major sustainability Benchmark to be and remain Fit for the Future.

**Inverell Shire Council**  
**OWN SOURCE REVENUE RESULT**  
*General Fund*  
**Excluding F4F SRV**

**BENCHMARK AND RESULT**

Benchmark:- Greater than 60% average over 3 years

Summary of Results	ACTUALS					CURRENT BUDGET	PROPOSED BUDGET									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Benchmark	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%
Result	53.70%	59.70%	62.10%	56.54%	55.13%	55.87%	60.24%	60.26%	60.25%	60.33%	60.42%	60.51%	60.63%	60.72%	60.87%	61.00%
Meets Benchmark	✗	✗	✓	✗	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rolling 3 year average			58.50%	59.45%	57.92%	55.85%	57.08%	58.79%	60.25%	60.28%	60.33%	60.42%	60.52%	60.62%	60.74%	60.86%
Meets Benchmark			✗	✗	✗	✗	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓



As shown, Council barely meets this FFF Benchmark under the Base Case Scenario. Council only needs a very low \$115K annual reduction in revenues or increase in Grants for this Benchmark to drop below the required >60%.

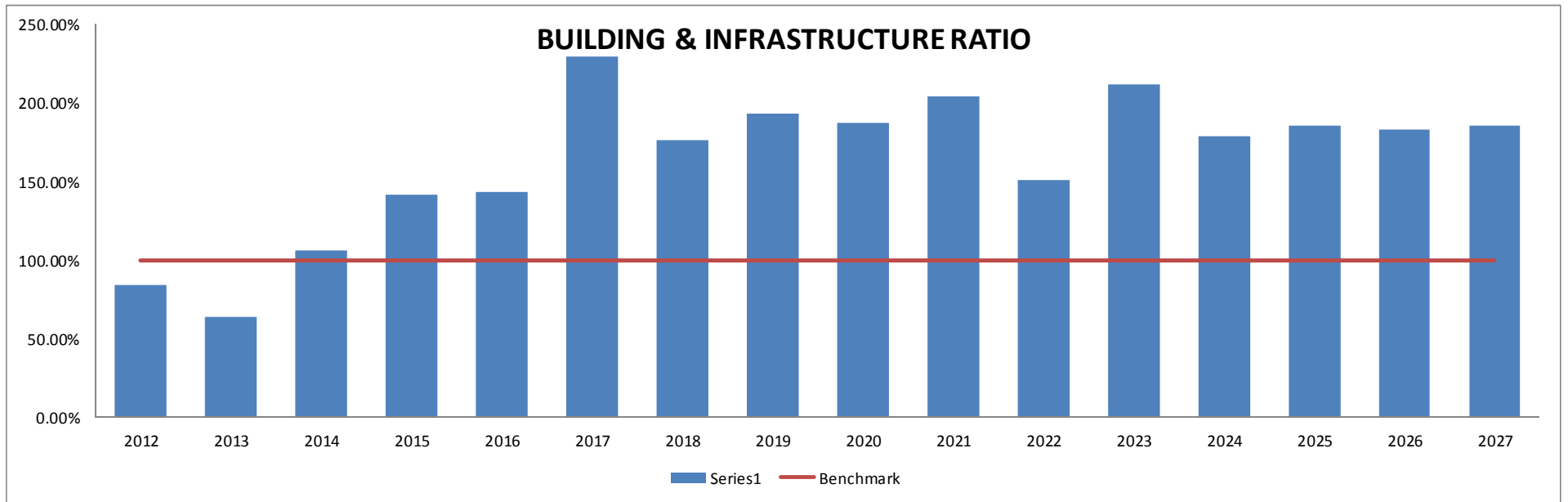


**Inverell Shire Council**  
**BUILDING & INFRASTRUCTURE ASSET RENEWAL RATIO**  
*General Fund*  
**Excluding F4F SRV**

**BENCHMARK AND RESULT**

**Benchmark:-** Greater than 100% average over 3 years

Summary of Results	ACTUALS					CURRENT BUDGET	PROPOSED BUDGET									
	2012	2013	2014	2015	2016		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Benchmark	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Result	83.80%	63.80%	106.10%	142.00%	143.06%	229.29%	176.35%	193.38%	187.58%	204.03%	150.86%	211.76%	178.70%	185.70%	183.25%	185.60%
Meets Benchmark	✘	✘	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Rolling 3 year average			84.57%	103.97%	130.39%	171.45%	182.90%	199.67%	185.77%	194.99%	180.82%	188.88%	180.44%	192.05%	182.55%	184.85%
Meets Benchmark			✘	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔



As shown, Council meets this FFF Benchmark under the Base Case 'do nothing' Scenario. This results from Council's strong push to renew its aging assets.

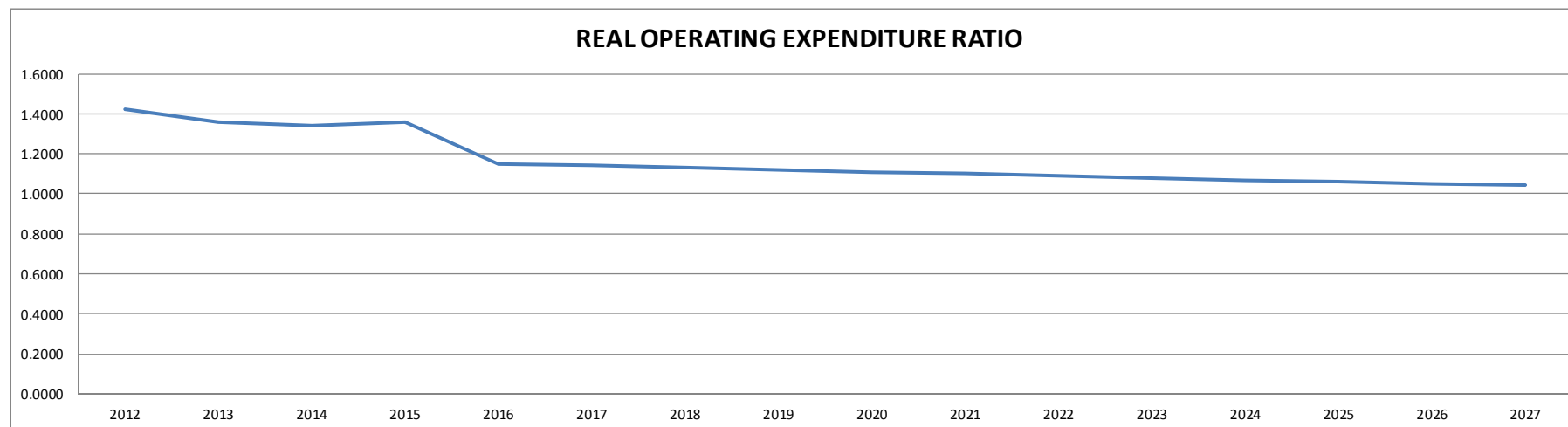
**EFFICIENCY BENCHMARK:**

**Inverell Shire Council**  
**GENERAL FUND - REAL OPERATING EXPENDITURE PER CAPITA RESULT**  
*General Fund*  
**Excluding F4F SRV**

**BENCHMARK AND RESULT**

**Benchmark:** A decrease in Real Operating Expenditure per capita over time

Summary of Results	ACTUALS							CURRENT BUDGET	PROPOSED BUDGET									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Year																		
Result	1.5300	1.6700	1.4200	1.3600	1.3400	1.3600	1.1513	1.1442	1.1304	1.1180	1.1090	1.0994	1.0901	1.0792	1.0696	1.0614	1.0522	1.0456



As shown, Council meets this FFF Benchmark under the Base Case 'do nothing' Scenario. This Benchmark, however, does not measure the decline/reduction that must now be made from 2017/2018 on, in Council's existing service levels and infrastructure renewal plans/Asset Management Plans under this 'do nothing' Scenario.

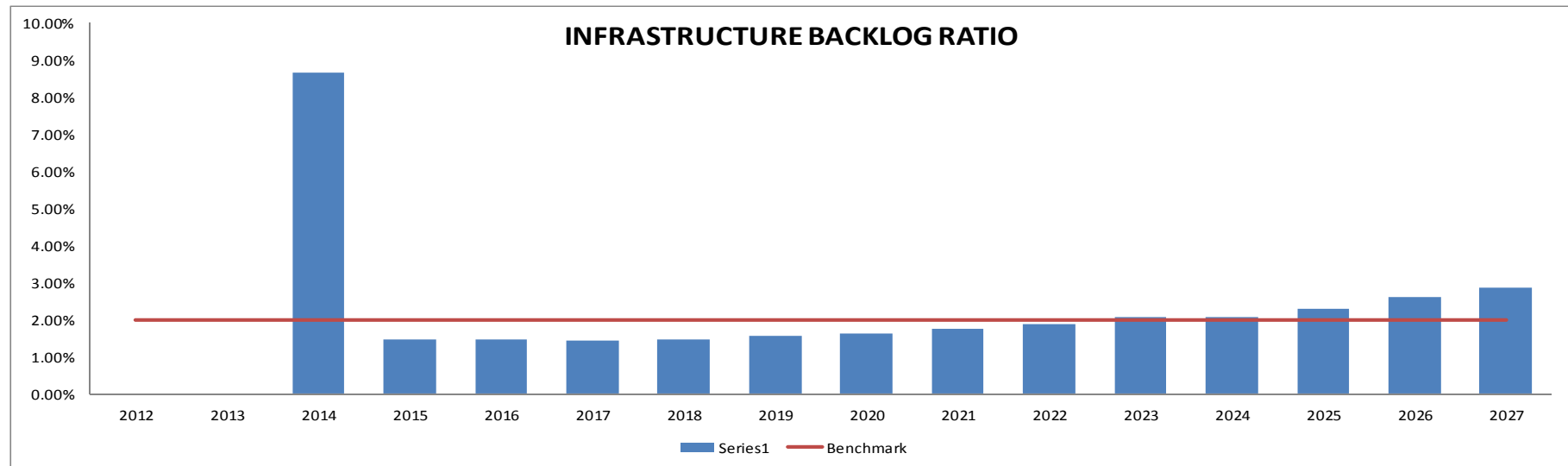
**INFRASTRUCTURE AND SERVICE MANAGEMENT BENCHMARKS:**

**Inverell Shire Council**  
**INFRASTRUCTURE BACKLOG RATIO**  
*General Fund*  
**Excluding F4F SRV**

**BENCHMARK AND RESULT**

**Benchmark:-**                      **Less than 2%**

Summary of Results	ACTUALS					CURRENT BUDGET	PROPOSED BUDGET									
	2012	2013	2014	2015	2016		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Benchmark	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Result	0.00%	0.00%	8.66%	1.48%	1.46%	1.44%	1.48%	1.56%	1.63%	1.76%	1.89%	2.08%	2.07%	2.30%	2.60%	2.88%
Meets Benchmark			✗	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗	✗	✗	✗



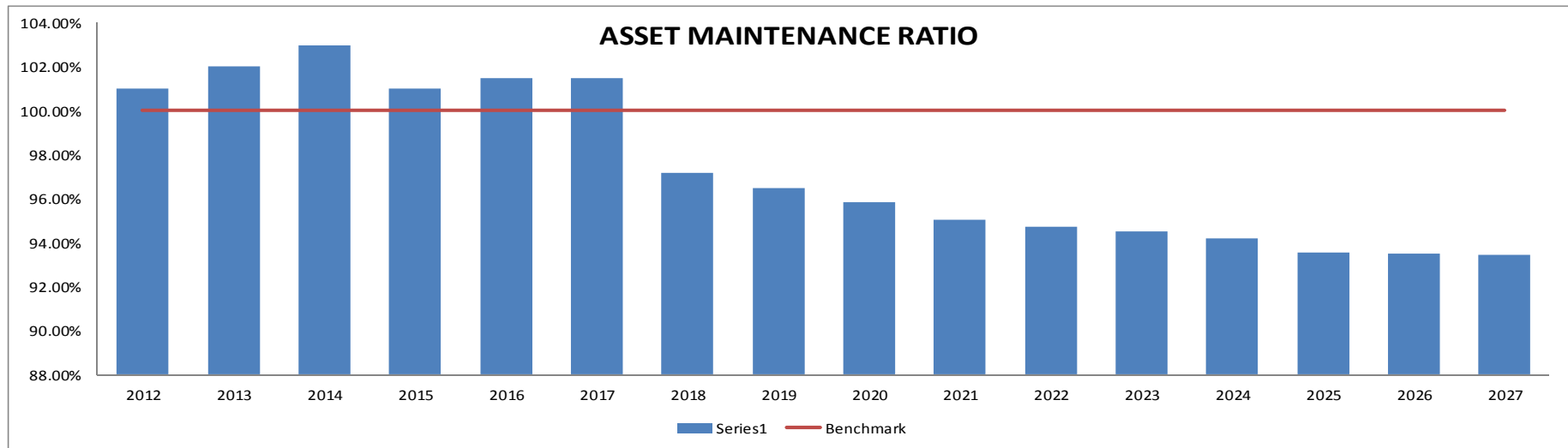
As shown, while Council meets this FFF Benchmark up until 2021/2022, however, Council will not meet this Benchmark for the remainder of the LTFP under the Base Case 'do nothing' Scenario and Assets will start to rapidly decline as Council will not have sufficient funding available to adequately maintain and renew its aging assets as shown below.

**Inverell Shire Council**  
**ASSET MAINTENANCE RATIO**  
*General Fund*  
**Excluding F4F SRV**

**BENCHMARK AND RESULT**

**Benchmark:-** Greater than 100% average over 3 years

Summary of Results	ACTUALS					CURRENT BUDGET	PROPOSED BUDGET									
	2012	2013	2014	2015	2016		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Year																
Benchmark	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Result	101.00%	102.00%	103.00%	101.00%	101.50%	101.50%	97.16%	96.47%	95.84%	95.06%	94.76%	94.50%	94.22%	93.56%	93.53%	93.43%
Meets Benchmark	✓	✓	✓	✓	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Rolling 3 year average			102.00%	102.00%	101.83%	101.33%	100.05%	98.38%	96.49%	95.79%	95.22%	94.77%	94.49%	94.09%	93.77%	93.51%
Meets Benchmark			✓	✓	✓	✓	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗



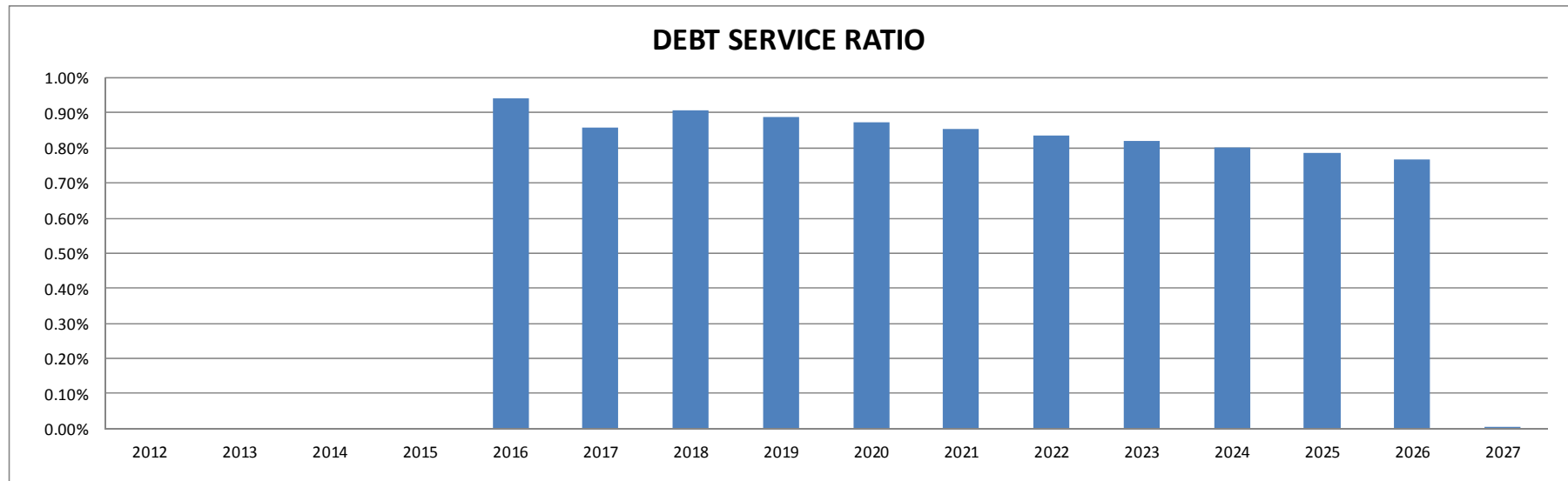
As shown, Council does not meet this FFF Benchmark under the Base Case 'do nothing' Scenario from 2017/2018 onwards. This is a matter of substantial concern. The inability to adequately fund required asset maintenance will result in a rapid and premature asset failures, a escalating increase in the Infrastructure Backlog, increased exposure to Insurance and Reputational Risk and ultimately "substantially higher and unwarranted asset renewal costs". If renewal activities are not undertaken in a timely manner, the condition of the asset deteriorates rapidly to failure, and the cost of reconstruction, is many times that of renewal/remedial activities. For example failing to Maintain/Reseal Bitumen Roads (minor rehabilitation being minor Heavy Patching and Reseal at approximately \$28K - \$35K per km) in an appropriate timeframe, leads to pavement oxidisation, water ingress and rapid Road Pavement failure. This results in the need for higher level intervention in the form of FULL Road Renewal/Rehabilitation (at \$250 - \$400K per km).

**Inverell Shire Council**  
**DEBT SERVICE RESULT**  
*General Fund*  
**Excluding F4F SRV**

**BENCHMARK AND RESULT**

**Benchmark:-** Greater than 0 and less than or equal to 20% average over 3 years

Summary of Results	ACTUALS					CURRENT BUDGET	PROPOSED BUDGET									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Result	0.00%	0.00%	0.00%	0.00%	0.94%	0.86%	0.91%	0.89%	0.87%	0.85%	0.84%	0.82%	0.80%	0.79%	0.77%	0.00%
Meets Benchmark	✘	✘	✘	✘	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Rolling 3 year average			-	-	0.31%	0.60%	0.90%	0.89%	0.89%	0.87%	0.85%	0.84%	0.82%	0.80%	0.78%	0.52%
Meets Benchmark			✘	✘	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔



As shown, Council meets this FFF Benchmark under the Base Case 'do nothing' Scenario.

Overall under the **Base Case “do nothing” Scenario**, Council will not be able to generate sufficient revenues to match its expenditure needs, and the revenue shortfall/operating deficit for the period to 2026/2027 will be \$16.2M. Further details are provided in Section 4 below.

The effective result will be that the 2017/2018 and future budgets do not have sufficient funds to provide for existing service levels, Council will not meet the FFF Benchmarks and Council will not be “Fit for the Future”. Under this Scenario Council will not be sustainable in the short, medium or long term and the Community’s growth, Social and Economic Wellbeing will be significantly negatively impacted.

## FFF Roadmap Strategy Scenario

This scenario is based on Council's adopted and IPART approved FFF Roadmap and the required achievement of the FFF Benchmarks by 30 June, 2020. The FFF Roadmap requires a permanent increase (above the annual rate peg amount) in Council's General Fund Rate income by the following:

- 2017/2018 - 4.75%
- 2018/2019 - 4.75%
- 2019/2020 - 4.75%

(Total Cumulative increase of the SRV is 14.94%)

The scenario includes a nil increase in the Waste Management, Water and Sewerage Annual Charges for 2017/2018, a maximum 1.5% increase in these charges for 2018/2019 and 2019/2020 and 2.5% increase after that time..

This scenario includes the Rate Peg at the IPART determined 1.5% in 2017/2018 and then 2.5% each year for the remainder of the LTFP, being the indicative increase advised by IPART.

Under this Scenario the proposed total cumulative General Rate increase for the 3 years ending 2019/2020 will be 22.2%.

This scenario is essentially represented as an additional layer added to the Base Case 'do nothing' Scenario. An additional amount of revenue is generated under this scenario with this revenue being utilised to address shortfalls in asset maintenance, infrastructure renewals and the infrastructure backlog program largely for Road Assets. Neither of the Scenario's provide for new discretionary funding.

As such the LTFP development assumptions outlined above for the Base Case 'do nothing' Scenario are equally applicable to this FFF Roadmap Strategy Scenario. The points of difference lie directly in the following areas:

**Rates and Annual Charges** - This scenario provides for an increase in the amount of rates levied by Council. The proposal special rate variation will generate approximately the following additional amounts each year:

• 2017/18	\$ 511,897
• 2018/19	\$ 1,068,613
• 2019/20	\$ 1,678,680
• 2020/21	\$ 1,720,647
• 2021/22	\$ 1,763,663
• 2022/23	\$ 1,807,755
• 2023/24	\$ 1,852,949
• 2024/25	\$ 1,899,273
• 2025/26	\$ 1,946,754
• 2026/27	<u>\$ 1,995,423</u>
TOTAL	\$16,245,654

The additional \$16.24M raised during the period to 2026/2027 will be expended as follows:

- \$4.08M will be allocated to keeping the General Fund Budget in Balance to ensure existing Service Levels across all Council's General Fund functions are maintained;
- \$2.76M to additional maintenance and asset renewal activities on the Rural Road Network to ensure Service Levels are met and the useful lives of the assets are maximised (drainage, bitumen maintenance and patching, roadside slashing, gravel maintenance and patching, vegetation management etc);
- \$1.11M to road grading to enable existing Service Levels to be met as discussed at the October, 2016 Committee Meetings;
- \$5.10M to the Infrastructure Backlog, being for Heavy Patching, Pavement Stabilisation and

- Rehabilitation on the Regional Road Network;
- \$1.67M for additional Bitumen Reseals and Gravel Resheeting to prevent the Infrastructure Backlog from re-emerging;
- \$0.44M for Culvert and Causeway, Drainage, and Footpath Renewals in the long term;
- \$0.68M to restore Council's Industry Assistance/Joint Industrial Promotions Program
- \$0.40M for Urban Asset Renewals; and
- A very small \$0.01M Operating Surplus for the Ten Year Period.

As shown, the largest proportion of the additional revenue, being \$10.64M will be allocated specifically to the Regional and Shire Road Network, \$0.44M to Culvert/Causeway/Drainage/Footpath Renewals, \$4.08M will be allocated across all Council's General Fund functions to ensure Council's Existing Service Levels across the Organisation can be maintained, noting that many budget areas have not seen a budgetary increase in the last six years outside of increases in unavoidable fixed costs and \$680K to maintaining Council's Industry Assistance/Joint Promotions Budget.. \$0.40M will be allocated over the ten year life of the LTFP to the Urban Areas for additional asset renewals.

The following is the Table from Council's widely publicised FFF Roadmap and Long Term Financial Plan updated as at December, 2016. As shown for 2026/2027 the expenditure pattern established under Council's FFF Roadmap will need to be maintained on a continuing basis, however, the quantum of funding available for Road Asset Renewal will start to again decline from 2026/2027, and further remedial action will need to be taken.



## FIT FOR THE FUTURE ROADMAP - SPECIAL RATE VARIATION (SRV) BUDGET ADJUSTMENTS for 2016/2017 to 2026/2027

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>CORE BUDGET (SURPLUS)/DEFICIT EXCLUDING SRV</b>	<b>(1,556)</b>	<b>96,740</b>	<b>158,060</b>	<b>221,790</b>	<b>287,650</b>	<b>352,430</b>	<b>420,030</b>	<b>489,750</b>	<b>561,770</b>	<b>635,920</b>	<b>858,075</b>
<i>(Based on an annual IPART Rate Peg of 1.5% for 2017/2018 and then 2.5% p.a, Indexation of FAG's Grant and major Grants at 2% to 2.5% and continuation of existing Service Levels and required levels of Asset Renewal, but a reduction in \$150K Industry Assistance and Development Fund annual allocation to \$100K, to account for inadequate 2017/2018 Rate Peg with no other funding sources being available to balance the 2017/2018 Budget.</i>											
<b>ROAD ASSET SPECIFIC RECURRENT ISSUES</b>											
Additional Asset Maintenance and Renewal requirements to meet existing Service Levels across works programs (Rural Road Network)	See Budget	86,000	136,000	186,000	250,000	280,000	308,000	340,000	406,000	430,000	450,000
Restore Joint Industrial Promotions Fund	See Budget	1,929	24,452	74,953	76,827	78,747	80,716	82,734	84,802	86,922	89,093
Less Re-allocation of Funds											
- Minor Roads Gravel Resheeting - North	See Budget	- 830	- 1,680	- 2,550	- 3,450	- 4,370	- 5,310	- 6,270	- 7,260	- 8,270	- 8,480
- Minor Roads Gravel Resheeting - South	See Budget	- 1,110	- 2,240	- 3,400	- 4,590	- 5,810	- 7,060	- 8,340	- 9,650	- 11,000	- 11,280
Road Grading - To meet Existing Services Levels		100,000	102,600	105,270	108,010	110,820	113,690	116,650	119,680	112,790	115,830
<b>SUB-TOTAL</b>	<b>(1,556)</b>	<b>282,729</b>	<b>417,192</b>	<b>582,063</b>	<b>714,447</b>	<b>811,817</b>	<b>910,066</b>	<b>1,014,524</b>	<b>1,155,342</b>	<b>1,246,362</b>	<b>1,493,238</b>
<b>INFRASTRUCTURE BACKLOG ISSUES</b>											
Road Infrastructure Backlog Program- Heavy Patching/Stabilisation	See Budget	228,000	599,400	1,096,530	875,500	816,070	595,000	535,000	351,500	-	-
<b>TOTAL BUDGET (SURPLUS)/DEFICIT EXCLUDING SRV</b>	<b>(1,556)</b>	<b>510,729</b>	<b>1,016,592</b>	<b>1,678,593</b>	<b>1,589,947</b>	<b>1,627,887</b>	<b>1,505,066</b>	<b>1,549,524</b>	<b>1,506,842</b>	<b>1,246,362</b>	<b>1,493,238</b>
<b>OTHER IDENTIFIED ROAD ASSET RENEWAL AND UPGRADE NEEDS</b>											
Urban Construction - Additional Asset Renewals required (This budget allocation has not increased since 2010/2011)	See Budget	-	-	-	-	-	50,000	50,000	100,000	100,000	100,000
Asset Renewals - Road Infrastructure Backlog Prevention	See Budget	-	52,000	-	130,000	135,000	250,000	250,000	250,000	400,000	200,000
Asset Renewals Culvert and Causeway/Drainage and Footpath Renewal (Also covers any additional asset renewals required as identified)	See Budget	-	-	-	-	-	-	-	40,000	200,000	200,000
<b>TOTAL ADDITIONAL ASSET RENEWALS/UPGRADE</b>	<b>-</b>	<b>-</b>	<b>52,000</b>	<b>-</b>	<b>130,000</b>	<b>135,000</b>	<b>300,000</b>	<b>300,000</b>	<b>390,000</b>	<b>700,000</b>	<b>500,000</b>
Additional SRV Income (14.25% over 3 years from 2017/2018)	-	511,897	1,068,613	1,678,680	1,720,647	1,763,663	1,807,755	1,852,949	1,899,273	1,946,754	1,995,423
<b>NET CASH (SURPLUS)/DEFICIT AFTER SRV</b>	<b>(1,556)</b>	<b>(1,168)</b>	<b>(21)</b>	<b>(87)</b>	<b>(700)</b>	<b>(776)</b>	<b>(2,689)</b>	<b>(3,425)</b>	<b>(2,431)</b>	<b>(392)</b>	<b>(2,185)</b>

## FFF Benchmarks for FFF Roadmap Strategy Scenario

The following FFF Benchmarks are achieved under the IPART approved FFF Roadmap Scenario.

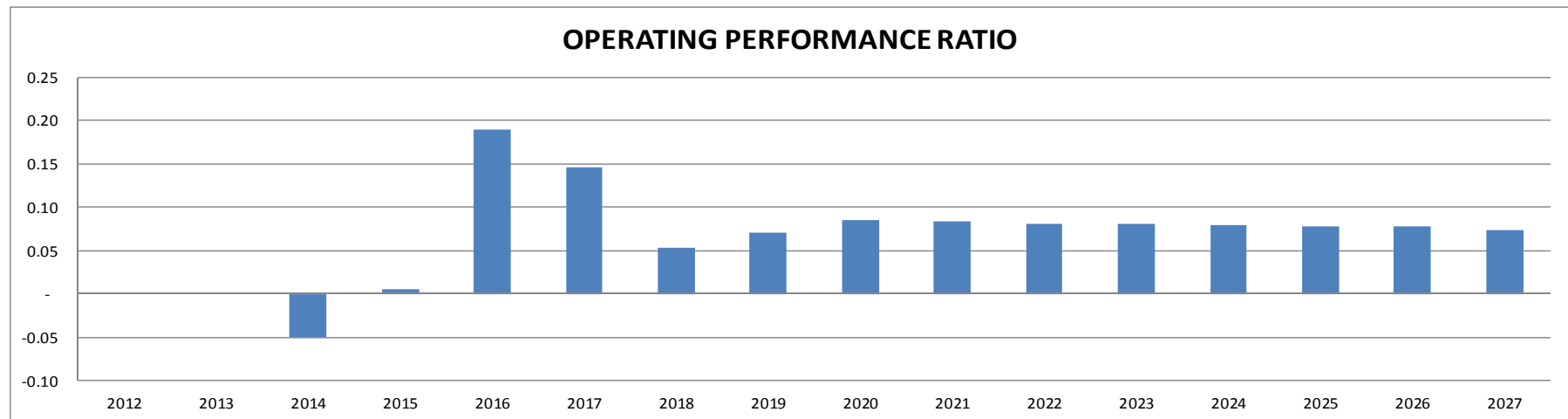
### SUSTAINABILITY BENCHMARKS:

**Inverell Shire Council**  
**OPERATING PERFORMANCE RESULT**  
*General Fund*  
**Including F4F SRV**

#### BENCHMARK AND RESULT

Benchmark:- *Greater or equal to break-even average over 3 years*

Summary of Results	ACTUALS					CURRENT BUDGET	PROPOSED BUDGET									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Year	-	-	-	0.05	0.01	0.19	0.15	0.05	0.07	0.09	0.08	0.08	0.08	0.08	0.08	0.07
Result	-	-	-	0.05	0.01	0.19	0.15	0.05	0.07	0.09	0.08	0.08	0.08	0.08	0.08	0.07
Meets Benchmark			✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rolling 3 year average			-	0.02	-	0.01	0.05	0.11	0.13	0.09	0.07	0.08	0.08	0.08	0.08	0.08
Meets Benchmark			✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



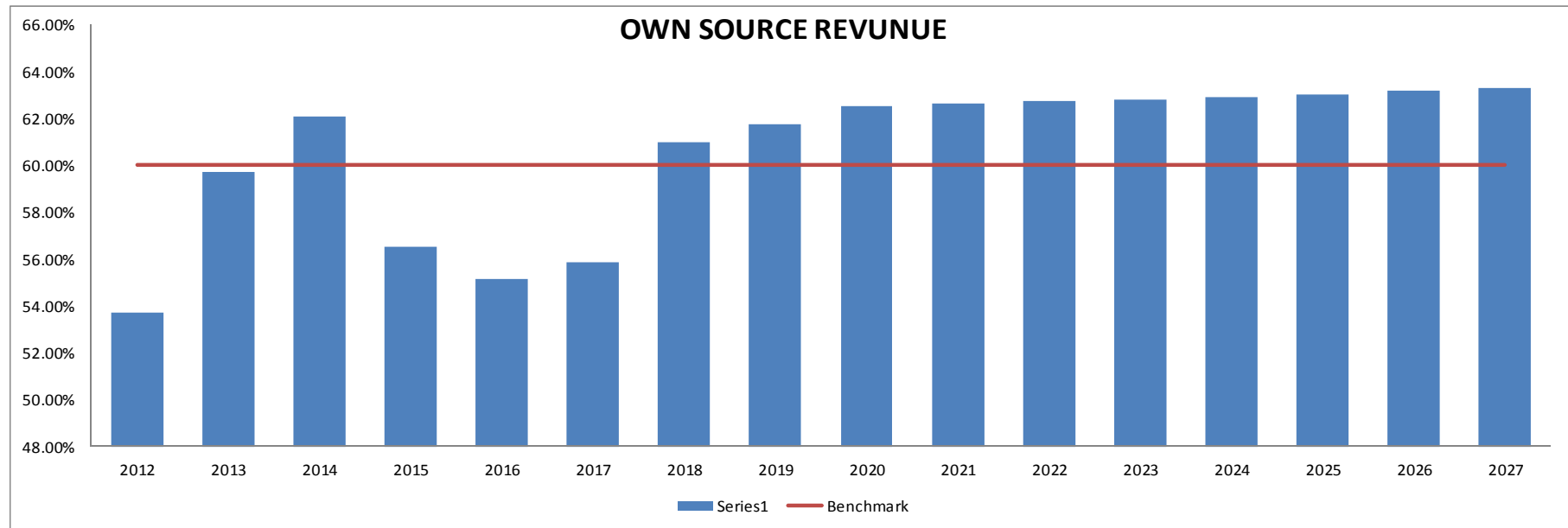
As shown, Council meets this FFF Benchmark under the IPART approved FFF Roadmap Scenario to 2020. This Sustainability Benchmark, however, requires that “Council achieves a result of “Breakeven (0.00%) and improving for the three years ending 2019/2020 and for each three year rolling period thereafter”. As shown in the Graph after 2020 this Benchmark while still being in the healthy range declines over time. This indicates that the 14.25% (14.94% cumulative) SRV is border line and is the absolute minimum SRV that Council needs, and that significant ongoing actions will be required to ensure Council continues to meet this FFF Benchmark.

**Inverell Shire Council**  
**OWN SOURCE REVENUE RESULT**  
*General Fund*  
*Including F4F SRV*

**BENCHMARK AND RESULT**

Benchmark:- Greater than 60% average over 3 years

Summary of Results	ACTUALS					CURRENT BUDGET	PROPOSED BUDGET									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Benchmark	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	60.00%
Result	53.70%	59.70%	62.10%	56.54%	55.13%	55.87%	60.99%	61.77%	62.53%	62.62%	62.72%	62.81%	62.93%	63.02%	63.16%	63.30%
Meets Benchmark	✗	✗	✓	✗	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rolling 3 year average			58.50%	59.45%	57.92%	55.85%	57.33%	59.54%	61.76%	62.31%	62.62%	62.72%	62.82%	62.92%	63.04%	63.16%
Meets Benchmark			✗	✗	✗	✗	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓



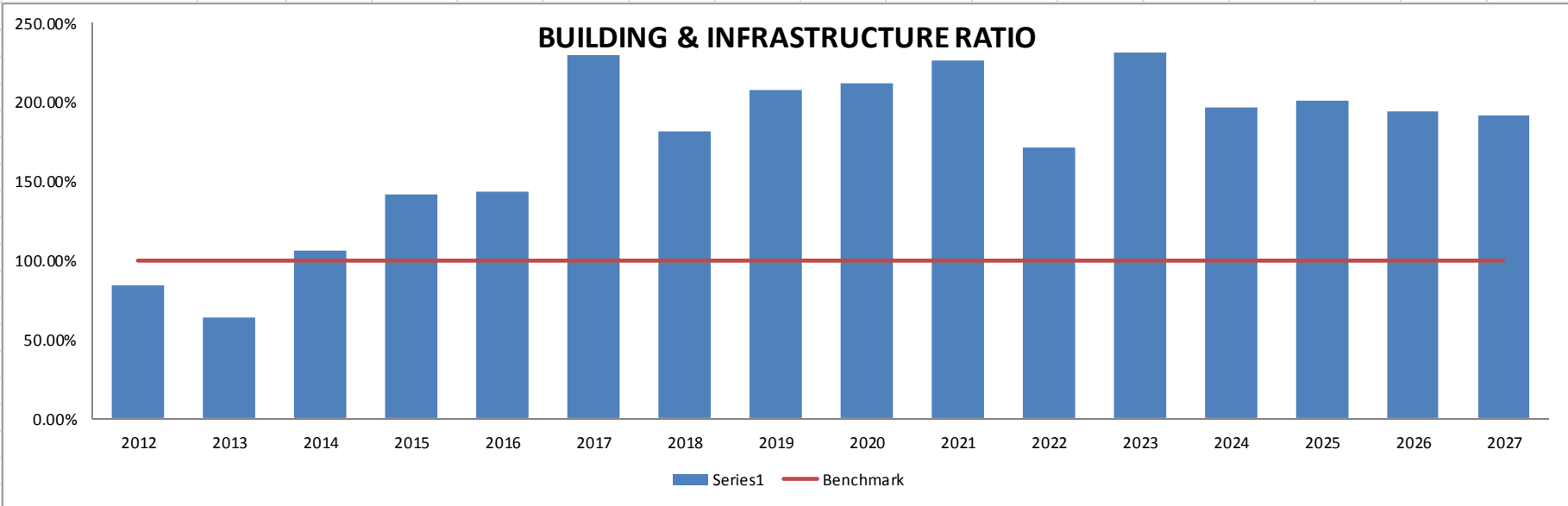
As shown, Council meets this FFF Benchmark at a higher than minimum level under the IPART approved FFF Roadmap Scenario. A FFF Benchmark at this level allows Council to take on new and additional Capital Grants, while maintaining the Benchmark above the required 60%.

**Inverell Shire Council**  
**BUILDING & INFRASTRUCTURE ASSET RENEWAL RATIO**  
*General Fund*  
**Including F4F SRV**

**BENCHMARK AND RESULT**

**Benchmark:-** Greater than 100% average over 3 years

Summary of Results	ACTUALS					CURRENT BUDGET	PROPOSED BUDGET									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Benchmark	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Result	83.80%	63.80%	106.10%	142.00%	143.06%	229.29%	181.33%	207.60%	211.47%	225.83%	171.38%	230.96%	196.51%	200.53%	193.64%	191.64%
Meets Benchmark	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rolling 3 year average			84.57%	103.97%	130.39%	171.45%	184.56%	206.07%	200.13%	214.97%	202.89%	209.39%	199.62%	209.33%	196.89%	195.27%
Meets Benchmark			✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



As shown Council meets this FFF Benchmark under the IPART approved FFF Roadmap Scenario.

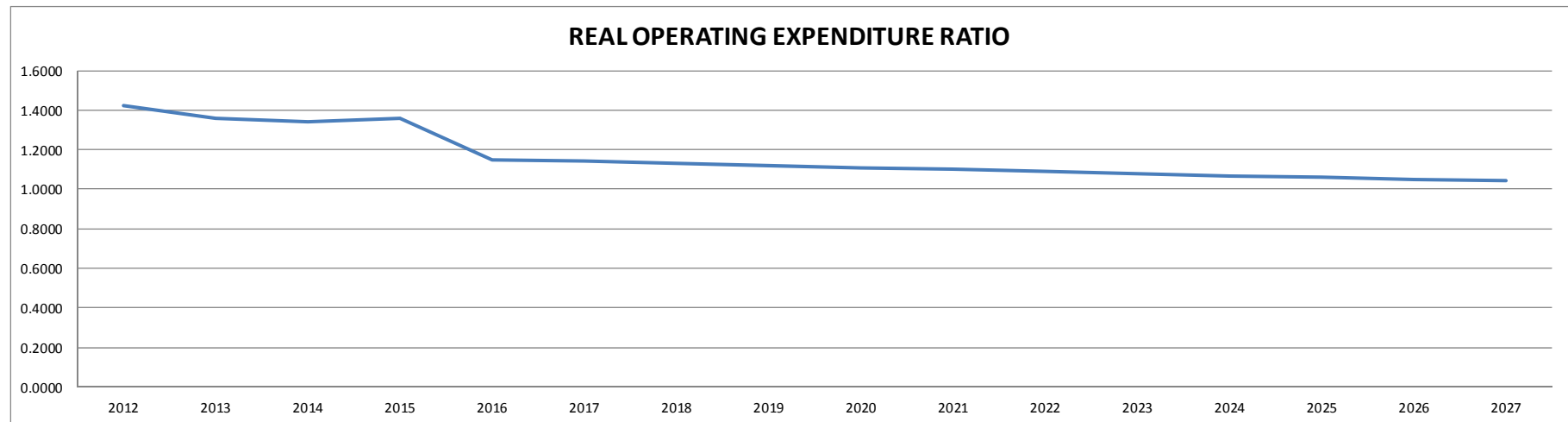
**EFFICIENCY BENCHMARK:**

**Inverell Shire Council**  
**GENERAL FUND - REAL OPERATING EXPENDITURE PER CAPITA RESULT**  
*General Fund*  
**Including F4F SRV**

**BENCHMARK AND RESULT**

**Benchmark:** A decrease in Real Operating Expenditure per capita over time

Summary of Results	ACTUALS							CURRENT BUDGET	PROPOSED BUDGET									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Result	1.5300	1.6700	1.4200	1.3600	1.3400	1.3600	1.1513	1.1442	1.1304	1.1180	1.1090	1.0994	1.0901	1.0792	1.0696	1.0614	1.0522	1.0456



As shown, Council meets this FFF Benchmark under the IPART approved FFF Roadmap Scenario.

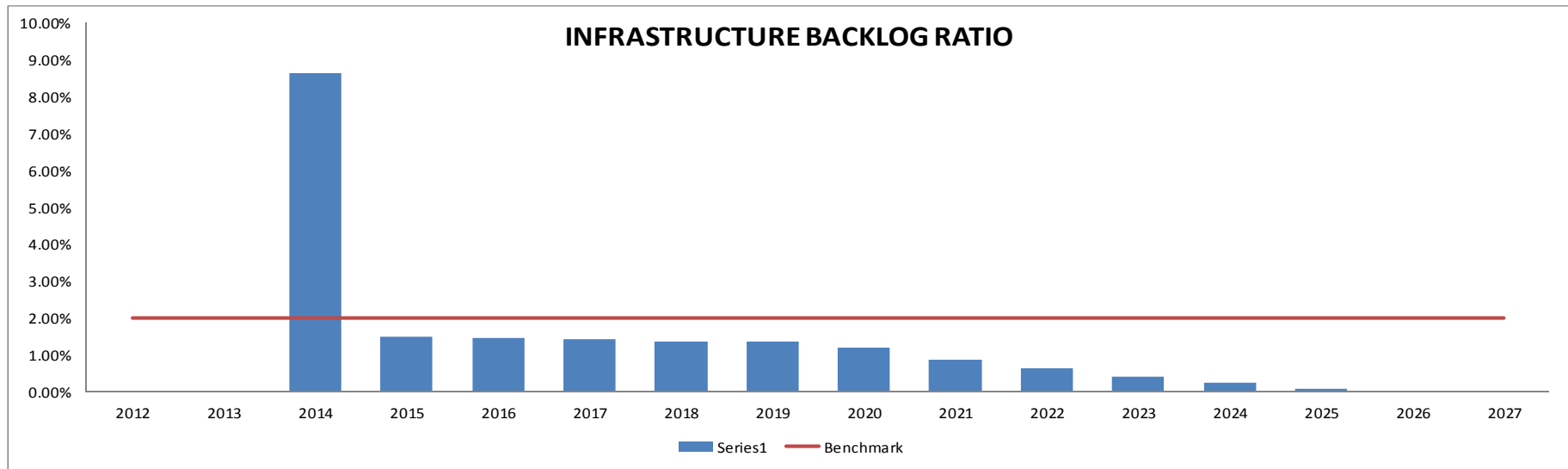
**INFRASTRUCTURE AND SERVICE MANAGEMENT BENCHMARKS:**

**Inverell Shire Council**  
**INFRASTRUCTURE BACKLOG RATIO**  
*General Fund*  
**Including F4F SRV**

**BENCHMARK AND RESULT**

Benchmark:- **Less than 2%**

Summary of Results	ACTUALS					CURRENT BUDGET	PROPOSED BUDGET									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Benchmark	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Result	0.00%	0.00%	8.66%	1.48%	1.46%	1.44%	1.37%	1.36%	1.18%	0.87%	0.63%	0.40%	0.24%	0.09%	0.00%	0.00%
Meets Benchmark			✘	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔



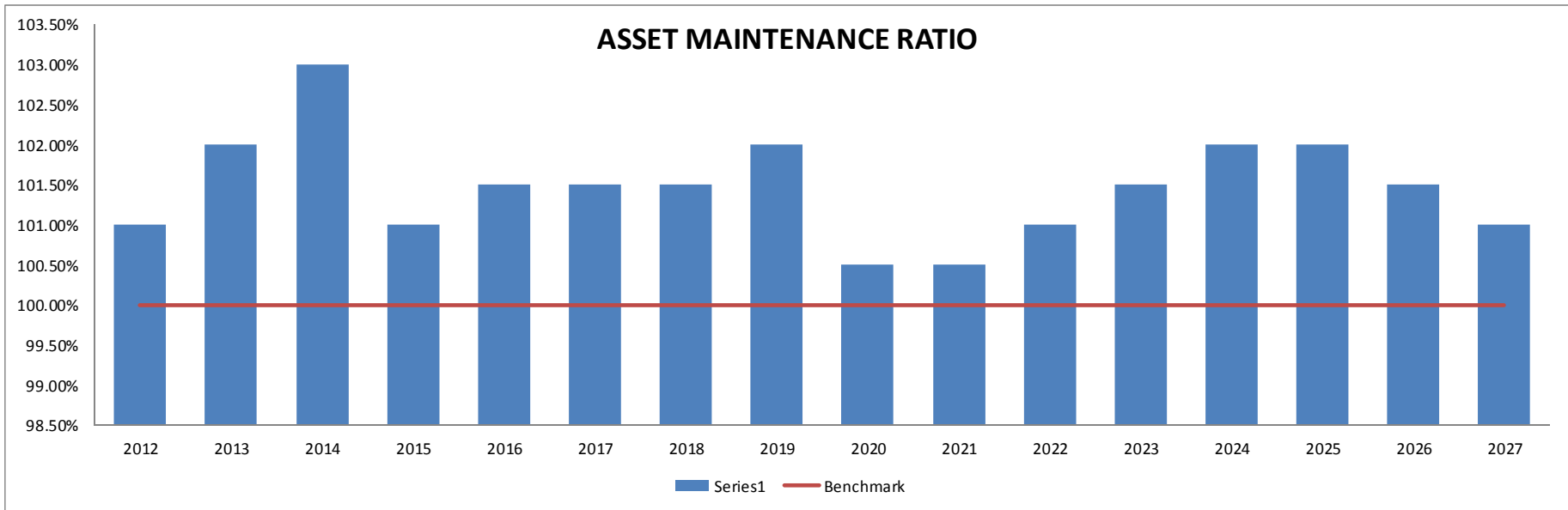
As shown, Council meets this FFF Benchmark under the IPART approved FFF Roadmap Scenario. This scenario also provides Council with greater capacity to deal with any unexpected Infrastructure failures that may arise during the term of the LTFP. While this graph shows that the entire Backlog will be removed by 2026 this is an “ideal world scenario” and given natural disasters and other weather events and their substantial impact on Asset useful lives, it is recognised that Council will most likely to continue to carry a small infrastructure Backlog in the long term given that the proposed SRV does not provide Council with any discretionary funds.

**Inverell Shire Council**  
**ASSET MAINTENANCE RATIO**  
*General Fund*  
**Including F4F SRV**

**BENCHMARK AND RESULT**

**Benchmark:-** Greater than 100% average over 3 years

Summary of Results	ACTUALS					CURRENT BUDGET	PROPOSED BUDGET									
	2012	2013	2014	2015	2016		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Benchmark	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Result	101.00%	102.00%	103.00%	101.00%	101.50%	101.50%	101.50%	102.00%	100.50%	100.50%	101.00%	101.50%	102.00%	102.00%	101.50%	101.00%
Meets Benchmark	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Rolling 3 year average			102.00%	102.00%	101.83%	101.33%	101.50%	101.63%	101.38%	101.00%	100.67%	101.00%	101.50%	101.83%	101.83%	101.50%
Meets Benchmark			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



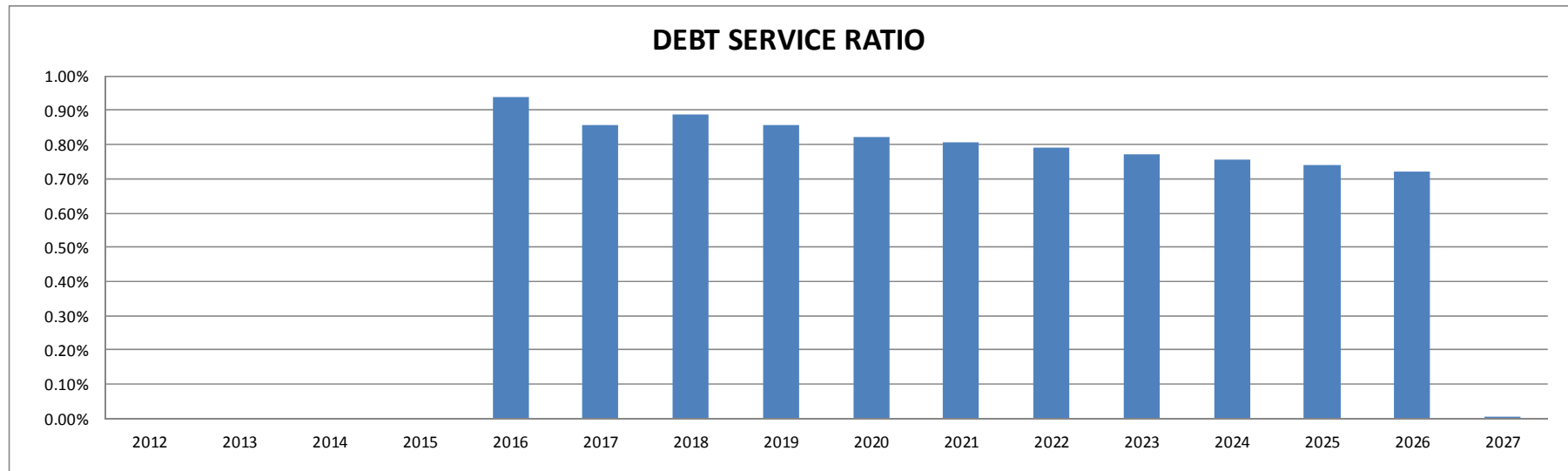
As shown, Council meets this FFF Benchmark under the IPART approved FFF Roadmap Scenario.

**Inverell Shire Council**  
**DEBT SERVICE RESULT**  
*General Fund*  
**Including F4F SRV**

**BENCHMARK AND RESULT**

**Benchmark:-** Greater than 0 and less than or equal to 20% average over 3 years

Summary of Results	ACTUALS					CURRENT BUDGET	PROPOSED BUDGET									
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Result	0.00%	0.00%	0.00%	0.00%	0.94%	0.86%	0.89%	0.86%	0.82%	0.81%	0.79%	0.77%	0.76%	0.74%	0.72%	0.00%
Meets Benchmark	✘	✘	✘	✘	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Rolling 3 year average			-	-	0.31%	0.60%	0.90%	0.87%	0.86%	0.83%	0.81%	0.79%	0.77%	0.76%	0.74%	0.49%
Meets Benchmark			✘	✘	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔



As shown Council meets this FFF Benchmark under the IPART approved FFF Roadmap Scenario.

Overall, as shown under the IPART approved FFF Roadmap Scenario, Council achieves all of the required FFF Benchmarks not only by the State Government specified 30 June, 2020 compliance date, but also for the life of the LTFP. This ensures Council's long term financial sustainability and the continued growth and economic and social well-being of the Community.



## SECTION 4

### Financial Position of the two Scenarios

During the development of the 2017/2018 draft Operational Plan and Budget and the 10 year LTFP, two (2) budget scenarios were investigated as advised in Section 3, being:

1. **Base Case 'Do Nothing' Scenario** – being to continue on Council's existing Revenue Path and not make an application for a SRV. The effective result will be that future operational budgets do not have sufficient funds to provide services at existing levels and Council will not be "Fit for the Future".
2. **FFF Roadmap Strategy Scenario** (implementation of Council's IPART approved FFF Roadmap) – being to seek a permanent 14.25% SRV (14.94% Cumulative) plus Rate Peg, rate increase introduced incrementally over 3 years commencing in 2017/2018. This will generally provide sufficient funds to provide services at existing levels and Council will be "Fit for the Future". (The total cumulative increase based on the IPART announced 1.5% 2017/2018, and estimated Rate Pegs of 2.5% for 2018/2019 and 2019/2020 is 22.2% in the General Rate). Council will be limiting increases in the Water, Sewerage and Waste Management Charges over the period 2017/2018 to 2019/2020 to minimise the total increase shown on Rate Notices.

It is important to understand that the deficits disclosed in the Tables below refer to Council's budget position (Cash Position), not the net operating result forecast on the Income Statements, which are annexed to this LTFP. Accordingly, in calculating Council's budget position all non-cash items such as depreciation and some accrual entries are excluded while funding sources from reserves and borrowings are included. It essentially reflects the "receipt and consumption" of cash by Council.

The consolidated financial reports resulting from the modeling are included at the end of this LTFP. Further discussion of the projected budget impact over the 10 year timeframe of the LTFP is included below.

#### **Base Case 'do nothing' Scenario**

The **Base Case 'do nothing' Scenario** indicates that Council will record consecutive budget deficits increasing from \$509K in 2017/2018 to \$1,990K in 2026/2027 for a minimum cumulative Deficit over the life of the LTFP of \$16.232M in the General Fund and small Surpluses of \$23K in the Water and Sewerage Fund. This will very significantly impact the delivery of Services and Infrastructure to the Community.

At the same time no further funding will be able to be provided after 2017/2018 under this scenario to reduce the Road Asset Infrastructure Backlog and the Backlog will in fact start to again rapidly escalate (see FFF benchmarks). It is noted that the Special Rural Road Asset Infrastructure Backlog Program funding provided over 2015/2016 and 2016/2017 has seen Council exhaust its surplus cash held in the Internally Restricted Asset and its Working Capital to the base level, needed to sustain Council's continuing operations. This Base Case also does not provide Council with the ability to address any additional Asset Renewal needs that may arise or to provide for Asset Upgrades/new Assets over the ten year period.

The budget results, based on Council's base case position, are as follows

Combined Fund Excluding SRV			
Budget Year	Budget (Surplus)/Deficit Excluding SRV \$'000	Total Budget (Surplus)/Deficit Excluding SRV \$'000	Cummulative Deficit
2016/17 Current Budget	(3)	(3)	
2017/18	94	510	510
2018/19	156	1,066	1,576
2019/20	219	1,675	3,251
2020/21	286	1,719	4,970
2021/22	350	1,760	6,730
2022/23	417	1,802	8,532
2023/24	487	1,847	10,379
2024/25	559	1,895	12,274
2025/26	634	1,945	14,219
2026/27	855	1,990	16,209
	<b>Deficit</b>	<b>16,209</b>	

NOTES:

- Total Deficit when existing Service Levels are maintained and Infrastructure Backlog is addressed is a minimum of \$16.2M in the Combined Fund.

General Fund Excluding SRV Amended November, 2016 (Council under this scenario will not be Fit for the Future)							
Budget Year	Core Operational Budget Cash (Surplus)/Deficit Excluding SRV \$'000	Plus Budget Road Asset Maintenance Shortfall and Joint Industrial Promotions Program \$'000	Plus Budget Road Asset Renewal/Backlog Shortfall \$'000	SUB-TOTAL \$'000	Plus Other Assets Renewal/Upgrade requirements \$'000	Total Budget (Surplus)/Deficit Excluding SRV \$'000	Cummulative Deficit
2016/17 Current Budget	(2)			(2)		(2)	
2017/18	96	186	230	512	0	512	512
2018/19	158	259	651	1,068	0	1,068	1,580
2019/20	222	360	1,096	1,678	0	1,678	3,258
2020/21	288	427	1,006	1,721	0	1,721	4,979
2021/22	352	459	951	1,762	0	1,762	6,741
2022/23	420	490	895	1,805	0	1,805	8,546
2023/24	489	525	835	1,849	0	1,849	10,395
2024/25	561	594	702	1,857	40	1,897	12,292
2025/26	636	611	500	1,747	200	1,947	14,239
2026/27	858	635	300	1,793	200	1,993	16,232
TOTALS	4,080	4,546	7,166	15,792	440	16,232	
			ACCUMULATED SUB-TOTAL - DEFICIT	<b>15,792</b>	ACCUMULATED TOTAL - DEFICIT	<b>16,232</b>	

Note: See Page 61 for additional details.

This Base Case 'do nothing' Scenario demonstrates that cost pressures have now substantially overtaken Council's revenue raising capacity, with Council being one of only few remaining Councils across the State who have not been provided with a Special Rate Variation since 1978, with the average since 2011 being approximately 22%.

While above Rate Peg increases in Council's costs, have been largely meet to date from cost savings realised through Council's continuing Operational Efficiency and Effectiveness Program, a point has now been reached where further continuing cost savings/efficiencies will only be relatively small in nature and will negatively impact service levels. As shown in Council's Fit for the Future Benchmarks, Council has reduced its Real Operating Costs per Capita by 24.75% since 2009 a very strong 3.53% per annum efficiency gain.

## FFF Roadmap Strategy Scenario

The FFF Roadmap Strategy - Special Rate Variation model, being Council's adopted and IPART approved FFF Roadmap, indicates that Council will record a small positive budget result from 2017/2018 on and will be able to continue to deliver its sound existing service levels to the Community, but not increase those service levels.

This scenario removes the minimum cumulative \$16.2M Deficit of the Base Case 'do nothing' Scenario in the General Fund turning it to a \$13K Surplus and maintains the \$23K Surplus in the Water and Sewerage Funds placing Council in a long term sustainable position.

The budget results flowing from this scenario are as follows:

Combined Fund Including SRV	
Budget Year	Budget (Surplus)/Deficit Including SRV \$'000
2016/17 Current Budget	(3)
2017/18	(3)
2018/19	(2)
2019/20	(3)
2020/21	(3)
2021/22	(3)
2022/23	(6)
2023/24	(5)
2024/25	(4)
2025/26	(2)
2026/27	(5)
<b>TOTALS</b>	<b>(36)</b>

General Fund Including FFF ROADMAP 14.25% (14.94% cumulative) SRV (Council under this scenario will be Fit for the Future)						
Budget Year	Core Operational Budget Cash (Surplus)/Deficit Including SRV \$'000	Plus Budget Road Asset Maintenance Shortfall and Joint Industrial Promotions Program \$'000	Plus Budget Road Asset Renewal/Backlog Shortfall \$'000	SUB-TOTAL \$'000	Plus Other Assets Renewal/Upgrade requirements \$'000	Total Budget (Surplus)/Deficit Including SRV \$'000
2016/17 Current Budget	(2)			(2)		(2)
2017/18	(417)	186	230	(1)	0	(1)
2018/19	(910)	259	651	0	0	0
2019/20	(1,456)	360	1,096	0	0	0
2020/21	(1,434)	427	1,006	(1)	0	(1)
2021/22	(1,411)	459	951	(1)	0	(1)
2022/23	(1,388)	490	895	(3)	0	(3)
2023/24	(1,363)	525	835	(3)	0	(3)
2024/25	(1,338)	594	702	(42)	40	(2)
2025/26	(1,311)	611	500	(200)	200	0
2026/27	(1,137)	635	300	(202)	200	(2)
<b>TOTALS</b>	<b>(12,165)</b>	<b>4,546</b>	<b>7,166</b>	<b>(453)</b>	<b>440</b>	<b>(13)</b>
			<b>ACCUMULATED SUB-TOTAL - SURPLUS</b>	<b>(453)</b>	<b>ACCUMULATED TOTAL - SURPLUS</b>	<b>(13)</b>

NOTE: Based on Council also receiving a 2.5% p.a. Rate Peg from 2018/2019 and FAGs Grant Indexation at 2%.

The Commentary and Table on Pages 39 - 40 show how the Special Rate Variation Revenues will be applied. The expenditure in these areas is required to support Council's Asset Management Plan, to ensure the Roads Infrastructure Backlog is addressed and does not re-occur and the Service Levels are maintained in the long term. These activities support the continued growth and economic and social well-being of the community.

## Sensitivity Analysis

Long Term Financial Plans contain a range of assumptions, including assumptions about interest rates and the potential effect of inflation on revenues and expenditure. Some of these assumptions have a relatively limited impact, while others can have a major impact on future financial plans. If the assumptions above are found to require update due to un-foreseen events, it will be necessary for Council to reconsider current strategies on expenditure and revenue and realign the LTFP to fund any changes in costs or revenues.

### 1. Rates and Annual Charges

At the present time, based on IPART advice, the growth in rate revenue from 2018/2019 (excluding any SRV) is projected to increase at the rate of 2.5% per annum. It should be noted that the 1.5% 'rate peg' as announced by the IPART for 2017/2018 did not however match this estimate. This has had a significant impact on Council's long term forecasts and should this trend continue into the future, it will be necessary to revise this major driver in the LTFP. The previous two IPART Rate Pegs were also only 2.3% and 1.8%.

By way of example, each 1.0% of Rate Reg below the estimate equates to approximately \$107K per annum, or \$1.18M over the life of the LTFP.

### 2. Financial Assistance Grants

The Federal Government implemented a three (3) year freeze (as shown above) on the indexation of Council's Finance and Assistance Grants from 2014/2015. Council's LTFP provides for a 2% indexation from 2017/2018 and ongoing. Should the Federal Government continue to freeze the Finance and Assistance Grants at the 2014/2015 level, the impact on Council's long term forecasts will be significant into the future and it will be necessary to revise this major driver of the LTFP.

By way of example, each 0.5% of indexation below the estimated 2% equates to approximately \$27K per annum, or \$276K over the life of the LTFP.

### 3. Employee Costs

Employee costs are a significant component of the annual budget and these costs are highly sensitive to changes in rates of pay through Local Government State Award negotiations. Council's LTFP provides for a 2.8% per annum wage increase over the life of the LTFP. This increase represents the industry average of recent wage increases. It is noted that a new award will commence from 2017/2018 financial year. Should the negotiated wage increase exceed our estimate in future years it will be necessary to revise this major driver in the LTFP.

By way of example, each 0.5% of additional wage increase above the estimate equates to approximately \$65K per annum, or \$665K over the life of the LTFP.

## Long Term Financial Plan Review

The LTFP will be reviewed and updated on an annual basis in conjunction with the preparation of the Annual Operational Plan and Budget.

# KEY FINANCIAL REPORTS FROM APPLYING THE FINANCIAL ASSUMPTIONS FOR THE COMBINED GENERAL, WATER AND SEWER FUNDS

## Base Case 'do nothing' Scenario - continuation of Council's existing Revenue Path - 10 Year Financial Projections

### Income Statement

ESTIMATES FOR	2017/2018 \$000	2018/2019 \$000	2019/2020 \$000	2020/2021 \$000	2021/2022 \$000	2022/2023 \$000	2023/2024 \$000	2024/2025 \$000	2025/2026 \$000	2026/2027 \$000
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>										
Employee Benefits & On Costs	13,312	13,694	14,106	14,497	14,955	15,385	15,852	16,334	16,848	17,428
Borrowing Costs	182	159	135	109	82	53	32	16	6	1
Materials & Contracts	5,847	6,011	6,233	6,474	6,682	6,892	7,111	7,367	7,583	7,807
Depreciation	8,226	8,242	8,257	8,271	8,287	8,302	8,318	8,333	8,348	8,364
Other Expenses	4,198	4,296	4,396	4,499	4,604	4,712	4,822	4,936	5,052	5,171
<b>TOTAL EXPENSES FROM ORDINARY ACTIVITIES</b>	<b>31,766</b>	<b>32,401</b>	<b>33,126</b>	<b>33,850</b>	<b>34,609</b>	<b>35,344</b>	<b>36,136</b>	<b>36,986</b>	<b>37,836</b>	<b>38,771</b>
<b>REVENUE FROM ORDINARY ACTIVITIES</b>										
Rates & Annual Charges	( 17,961)	( 18,319)	( 18,682)	( 19,146)	( 19,621)	( 20,109)	( 20,608)	( 21,120)	( 21,645)	( 22,183)
User Charges & Fees	( 3,446)	( 3,511)	( 3,578)	( 3,647)	( 3,717)	( 3,789)	( 3,863)	( 3,939)	( 4,016)	( 4,096)
Interest & Investment Revenue	( 1,027)	( 1,027)	( 1,027)	( 1,027)	( 1,027)	( 1,027)	( 1,052)	( 1,077)	( 1,127)	( 1,127)
Other Revenue	( 423)	( 426)	( 429)	( 432)	( 435)	( 438)	( 441)	( 445)	( 448)	( 452)
Grants & Contributions provided for operating purposes	( 9,964)	( 10,128)	( 10,312)	( 10,464)	( 10,639)	( 10,827)	( 11,019)	( 11,233)	( 11,439)	( 11,651)
Net Gain/Loss on Disposal of Assets	( 196)	( 581)	( 453)	( 660)	( 44)	( 713)	( 299)	( 409)	( 308)	( 317)
<b>TOTAL REVENUE FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS</b>	<b>( 33,018)</b>	<b>( 33,991)</b>	<b>( 34,481)</b>	<b>( 35,375)</b>	<b>( 35,484)</b>	<b>( 36,902)</b>	<b>( 37,283)</b>	<b>( 38,222)</b>	<b>( 38,984)</b>	<b>( 39,827)</b>
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS</b>	<b>( 1,252)</b>	<b>( 1,590)</b>	<b>( 1,355)</b>	<b>( 1,525)</b>	<b>( 874)</b>	<b>( 1,558)</b>	<b>( 1,147)</b>	<b>( 1,236)</b>	<b>( 1,147)</b>	<b>( 1,056)</b>
Grants & contributions provided for Capital Purposes	( 926)	( 937)	( 947)	( 958)	( 969)	( 981)	( 992)	( 1,004)	( 1,016)	( 1,006)
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES AFTER CAPITAL AMOUNTS</b>	<b>( 2,178)</b>	<b>( 2,527)</b>	<b>( 2,302)</b>	<b>( 2,484)</b>	<b>( 1,844)</b>	<b>( 2,539)</b>	<b>( 2,139)</b>	<b>( 2,240)</b>	<b>( 2,163)</b>	<b>( 2,062)</b>
Extraordinary Items										
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES</b>	<b>( 2,178)</b>	<b>( 2,527)</b>	<b>( 2,302)</b>	<b>( 2,484)</b>	<b>( 1,844)</b>	<b>( 2,539)</b>	<b>( 2,139)</b>	<b>( 2,240)</b>	<b>( 2,163)</b>	<b>( 2,062)</b>
<b>ADD BACK NON-CASH ITEMS</b>										
Depreciation	( 8,226)	( 8,242)	( 8,257)	( 8,271)	( 8,287)	( 8,302)	( 8,318)	( 8,333)	( 8,348)	( 8,364)
Carrying Amount of Assets Sold (Book Value of Plant & Equipment to be sold)	( 240)	( 240)	( 241)	( 242)	( 242)	( 243)	( 243)	( 244)	( 245)	( 245)
<b>TOTAL NON-CASH ITEMS</b>	<b>( 8,466)</b>	<b>( 8,482)</b>	<b>( 8,498)</b>	<b>( 8,513)</b>	<b>( 8,529)</b>	<b>( 8,545)</b>	<b>( 8,561)</b>	<b>( 8,577)</b>	<b>( 8,593)</b>	<b>( 8,609)</b>
<b>CAPITAL AMOUNTS</b>										
Repayment by Deferred Debtors	-	-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets	10,578	11,767	11,937	12,617	10,111	12,947	11,595	11,914	11,975	11,939
Principal Loan Repayments	552	576	600	626	653	616	442	399	227	-
<b>TOTAL CAPITAL AMOUNTS</b>	<b>11,130</b>	<b>12,343</b>	<b>12,537</b>	<b>13,243</b>	<b>10,764</b>	<b>13,563</b>	<b>12,037</b>	<b>12,313</b>	<b>12,203</b>	<b>11,939</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>486</b>	<b>1,334</b>	<b>1,737</b>	<b>2,246</b>	<b>391</b>	<b>2,480</b>	<b>1,337</b>	<b>1,496</b>	<b>1,447</b>	<b>1,268</b>
<b>INTERNALLY RESTRICTED ASSET MOVEMENTS</b>										
Net Transfers to/From Internally Restricted Assets	23	( 267)	( 61)	( 528)	1,370	( 678)	511	399	497	722
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>509</b>	<b>1,067</b>	<b>1,676</b>	<b>1,718</b>	<b>1,761</b>	<b>1,802</b>	<b>1,848</b>	<b>1,895</b>	<b>1,944</b>	<b>1,990</b>

As noted, under this Scenario, Council needs to cut existing Service Levels from 2017/2018 and funding is not available to address the Infrastructure Backlog or to address all required Asset Renewals as they fall due.

## Balance Sheet

	Audited											
	Actual	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>												
<b>CURRENT ASSETS</b>												
Cash and Cash Equivalents	3,824	3,792	3,250	1,860	65	-2,240	-2,691	-5,232	-6,632	-8,192	-9,702	-11,034
Investments	43,010	43,010	43,010	43,010	43,010	43,010	43,010	43,010	43,010	43,010	43,010	43,010
Receivables	4,785	4,795	4,805	4,815	4,825	4,835	4,845	4,855	4,865	4,875	4,885	4,895
Inventories	605	605	605	605	605	605	605	605	605	605	605	605
Other	83	83	83	83	83	83	83	83	83	83	83	83
Non-Current assets classified as held for sale	481	481	481	481	481	481	481	481	481	481	481	481
<b>TOTAL CURRENT ASSETS</b>	<b>52,788</b>	<b>52,766</b>	<b>52,234</b>	<b>50,854</b>	<b>49,069</b>	<b>46,774</b>	<b>46,333</b>	<b>43,802</b>	<b>42,412</b>	<b>40,862</b>	<b>39,362</b>	<b>38,040</b>
<b>NON - CURRENT ASSETS</b>												
Investments	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Receivables	250	240	230	220	210	200	190	180	170	160	150	140
Infrastructure, Property, Plant and Equipment	615,575	620,504	622,616	625,901	629,340	633,444	635,026	639,428	642,462	645,799	649,181	652,511
Investment Property	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725
<b>TOTAL NON - CURRENT ASSETS</b>	<b>623,550</b>	<b>628,469</b>	<b>630,571</b>	<b>633,846</b>	<b>637,275</b>	<b>641,369</b>	<b>642,941</b>	<b>647,333</b>	<b>650,357</b>	<b>653,684</b>	<b>657,056</b>	<b>660,376</b>
<b>TOTAL ASSETS</b>	<b>676,338</b>	<b>681,235</b>	<b>682,805</b>	<b>684,700</b>	<b>686,344</b>	<b>688,143</b>	<b>689,274</b>	<b>691,135</b>	<b>692,769</b>	<b>694,546</b>	<b>696,418</b>	<b>698,416</b>
<b>LIABILITIES</b>												
<b>CURRENT LIABILITIES</b>												
Payables	2,969	2,914	2,858	2,801	2,743	2,684	2,624	2,563	2,501	2,438	2,374	2,310
Borrowings	529	552	575	600	626	653	617	443	399	227	0	0
Provisions	4,024	4,024	4,024	4,024	4,024	4,024	4,024	4,024	4,024	4,024	4,024	4,024
<b>TOTAL CURRENT LIABILITIES</b>	<b>7,522</b>	<b>7,490</b>	<b>7,457</b>	<b>7,425</b>	<b>7,393</b>	<b>7,361</b>	<b>7,265</b>	<b>7,030</b>	<b>6,924</b>	<b>6,689</b>	<b>6,398</b>	<b>6,334</b>
<b>NON - CURRENT LIABILITIES</b>												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	4,692	4,141	3,566	2,966	2,340	1,687	1,070	627	228	0	0	0
Provisions	1,704	1,704	1,704	1,704	1,704	1,704	1,704	1,704	1,704	1,704	1,704	1,704
<b>TOTAL NON - CURRENT LIABILITIES</b>	<b>6,396</b>	<b>5,845</b>	<b>5,270</b>	<b>4,670</b>	<b>4,044</b>	<b>3,391</b>	<b>2,774</b>	<b>2,331</b>	<b>1,932</b>	<b>1,704</b>	<b>1,704</b>	<b>1,704</b>
<b>TOTAL LIABILITIES</b>	<b>13,918</b>	<b>13,335</b>	<b>12,727</b>	<b>12,095</b>	<b>11,437</b>	<b>10,752</b>	<b>10,039</b>	<b>9,361</b>	<b>8,856</b>	<b>8,393</b>	<b>8,102</b>	<b>8,038</b>
<b>NET ASSETS</b>	<b>662,420</b>	<b>667,900</b>	<b>670,078</b>	<b>672,605</b>	<b>674,907</b>	<b>677,391</b>	<b>679,235</b>	<b>681,774</b>	<b>683,913</b>	<b>686,153</b>	<b>688,316</b>	<b>690,378</b>
<b>EQUITY</b>												
Retained Earnings	502,078	507,558	509,736	512,263	514,565	517,049	518,893	521,432	523,571	525,811	527,974	530,036
Revaluation Reserves	160,342	160,342	160,342	160,342	160,342	160,342	160,342	160,342	160,342	160,342	160,342	160,342
Council equity interest	662,420	667,900	670,078	672,605	674,907	677,391	679,235	681,774	683,913	686,153	688,316	690,378
Minority equity interest	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EQUITY</b>	<b>662,420</b>	<b>667,900</b>	<b>670,078</b>	<b>672,605</b>	<b>674,907</b>	<b>677,391</b>	<b>679,235</b>	<b>681,774</b>	<b>683,913</b>	<b>686,153</b>	<b>688,316</b>	<b>690,378</b>

## Cash Flow Statement

ESTIMATES FOR	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
Rates & Annual Charges	( 17,961)	( 18,319)	( 18,682)	( 19,146)	( 19,621)	( 20,109)	( 20,608)	( 21,120)	( 21,645)	( 22,183)
User Charges & Fees	( 3,446)	( 3,511)	( 3,578)	( 3,647)	( 3,717)	( 3,789)	( 3,863)	( 3,939)	( 4,016)	( 4,096)
Interest & Investment Revenue	( 1,027)	( 1,027)	( 1,027)	( 1,027)	( 1,027)	( 1,027)	( 1,052)	( 1,077)	( 1,127)	( 1,127)
Other Revenue	( 423)	( 426)	( 429)	( 432)	( 435)	( 438)	( 441)	( 445)	( 448)	( 452)
Grants & Contributions provided for operating purposes	( 9,964)	( 10,128)	( 10,312)	( 10,464)	( 10,639)	( 10,827)	( 11,019)	( 11,233)	( 11,439)	( 11,651)
Grants & Contributions-Capital	( 926)	( 937)	( 947)	( 958)	( 969)	( 981)	( 992)	( 1,004)	( 1,016)	( 1,006)
<b>Payments</b>										
Employee Benefits & On Costs	13,312	13,694	14,106	14,497	14,955	15,385	15,852	16,334	16,848	17,428
Borrowing Costs	182	159	135	109	82	53	32	16	6	1
Materials & Contracts	5,847	6,011	6,233	6,474	6,682	6,892	7,111	7,367	7,583	7,807
Other Expenses	4,198	4,296	4,396	4,499	4,604	4,712	4,822	4,936	5,052	5,171
Suspense / Disbursement Accounts	-	-	-	-	-	-	-	-	-	-
<i>Net Cash provided by (or used in) operating activities</i>	( 10,208)	( 10,188)	( 10,106)	( 10,095)	( 10,086)	( 10,128)	( 10,158)	( 10,164)	( 10,204)	( 10,108)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>										
<b>Receipts</b>										
Sale of investments										
Sale of Real Estate Assets										
Sale of Property, Plant & Equipment	( 436)	( 821)	( 694)	( 902)	( 287)	( 955)	( 543)	( 653)	( 553)	( 563)
Sale of interest in joint ventures/associates										
Other										
<b>Payments</b>										
Purchase of Investments										
Purchase of Property, Plant & Equipment	10,578	11,767	11,937	12,617	10,111	12,947	11,595	11,914	11,975	11,939
Purchase of Real Estate										
Other										
<i>Net cash provided by (or used in) investing activities</i>	10,142	10,946	11,242	11,715	9,824	11,992	11,052	11,261	11,423	11,376
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>										
<b>Receipts</b>										
Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Other										
<b>Payments</b>										
Borrowings & Advances	552	576	600	626	653	616	442	399	227	-
Lease Liabilities										
Other										
<i>Net cash provided by (or used in) financing activities</i>	552	576	600	626	653	616	442	399	227	-
<i>Net (Increase)/decrease in cash assets held</i>	486	1,334	1,737	2,246	391	2,480	1,337	1,496	1,447	1,268

## Financial Performance Indicators

RATIO	BENCHMARK	ACTUALS					CURRENT BUDGET	PROPOSED BUDGET									
		2012	2013	2014	2015	2016	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Debt Service Cover Ratio	Greater than 2	31.85	24.95	16.40	25.28	24.49	10.16	12.89	12.80	12.65	12.59	12.52	13.75	19.39	22.13	32.50	TBA
Own Source Operating Revenue Ratio	Greater than 60% average over 3 years	60.20%	65.12%	68.50%	62.83%	62.51%	63.79%	67.73%	67.79%	67.81%	67.98%	68.12%	68.23%	68.37%	68.48%	68.62%	68.76%
Operating Performance Ratio	Greater or equal to break even average over 3 years	0.07	0.06	0.03	0.07	0.19	0.12	0.03	0.03	0.03	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Cash Expense Cover Ratio	Greater than or equal to 3 months	22.69	18.72	20.05	20.68	24.77	22.04	23.04	21.77	20.29	18.67	17.94	16.94	15.45	14.38	13.34	12.62
Building & Infrastructure Asset Renewal Ratio	Greater than 100% average over 3 years	77.00%	64.00%	106.13%	67.40%	186.07%	195.84%	156.40%	168.62%	163.75%	175.97%	136.32%	183.02%	161.68%	167.99%	169.29%	171.53%
Infrastructure Backlog Ratio	Less than 2%			6.21%	1.10%	1.09%	1.08%	1.11%	1.17%	1.23%	1.32%	1.43%	1.57%	1.72%	1.89%	2.12%	2.33%
Asset Maintenance Ratio	Greater than 100% average over 3 years	101.00%	102.00%	103.00%	101.00%	103.00%	101.50%	97.69%	97.11%	96.57%	95.88%	95.62%	95.40%	95.14%	94.56%	94.53%	94.44%
Real Operating Expenditure Per Capita Result	A decrease in Real Operating Expenditure per capita over time	1.7530	1.6860	1.6600	1.6390	1.4358	1.4182	1.4421	1.4252	1.4119	1.3980	1.3849	1.3704	1.3577	1.3465	1.3346	1.3251
Debt Service Ratio	equal to 20% average over 3 years	1.00%	1.00%	2.00%	1.00%	1.63%	2.14%	2.24%	2.20%	2.16%	2.11%	2.07%	1.85%	1.28%	1.09%	60.00%	0.00%



## Financial Results

The Balance Sheet result over the 10 year period for the Combined Fund maintains equity, liabilities and non current assets within acceptable levels. The level of cash and cash equivalents decrease substantially over the period of the LTFFP which is a direct result of the large and compounding annual operating deficits.

The Cash Flow Statement is not within acceptable levels and sees a decrease in cash levels reported due to the points raised above in respect of the large and compounding annual operating deficits in the General Fund.

In addition to the key financial statement reports above, Council compares itself to the NSW TCorp Financial Performance Indicators. Council, as shown in Section 3 above, does not meet all of the FFF Benchmarks under the Base Case 'do nothing' Scenario. Under this Scenario Council is not, and cannot be Fit for the Future.

As noted, under this Scenario, Council needs to cut existing Service Levels from 2017/2018 on and funding is not available to address the Infrastructure Backlog, or to address all the required Asset Renewals as they fall due. Consequently the growth, economic and social well-being of the Community will be negatively impacted. This negative impact will compound in each subsequent year.

## FFF Roadmap Strategy Scenario (14.25% SRV – Revenue Path) - 10 Year Financial Projections

### Income Statement

ESTIMATES FOR	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>										
Employee Benefits & On Costs	13,312	13,694	14,106	14,497	14,955	15,385	15,852	16,334	16,848	17,428
Borrowing Costs	182	159	135	109	82	53	32	16	6	1
Materials & Contracts	5,847	6,011	6,233	6,474	6,682	6,892	7,111	7,367	7,583	7,807
Depreciation	8,226	8,242	8,257	8,271	8,287	8,302	8,318	8,333	8,348	8,364
Other Expenses	4,198	4,296	4,396	4,499	4,604	4,712	4,822	4,936	5,052	5,171
<b>TOTAL EXPENSES FROM ORDINARY ACTIVITIES</b>	<b>31,766</b>	<b>32,401</b>	<b>33,126</b>	<b>33,850</b>	<b>34,609</b>	<b>35,344</b>	<b>36,136</b>	<b>36,986</b>	<b>37,836</b>	<b>38,771</b>
<b>REVENUE FROM ORDINARY ACTIVITIES</b>										
Rates & Annual Charges	( 18,473)	( 19,387)	( 20,360)	( 20,866)	( 21,385)	( 21,916)	( 22,461)	( 23,020)	( 23,592)	( 24,179)
User Charges & Fees	( 3,446)	( 3,511)	( 3,578)	( 3,647)	( 3,717)	( 3,789)	( 3,863)	( 3,939)	( 4,016)	( 4,096)
Interest & Investment Revenue	( 1,027)	( 1,027)	( 1,027)	( 1,027)	( 1,027)	( 1,027)	( 1,052)	( 1,077)	( 1,127)	( 1,127)
Other Revenue	( 423)	( 426)	( 429)	( 432)	( 435)	( 438)	( 441)	( 445)	( 448)	( 452)
Grants & Contributions provided for operating purposes	( 9,964)	( 10,128)	( 10,312)	( 10,464)	( 10,639)	( 10,827)	( 11,019)	( 11,233)	( 11,439)	( 11,651)
Net Gain/Loss on Disposal of Assets	( 196)	( 581)	( 453)	( 660)	( 44)	( 713)	( 299)	( 409)	( 308)	( 317)
<b>TOTAL REVENUE FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS</b>	<b>( 33,530)</b>	<b>( 35,060)</b>	<b>( 36,160)</b>	<b>( 37,096)</b>	<b>( 37,247)</b>	<b>( 38,710)</b>	<b>( 39,136)</b>	<b>( 40,121)</b>	<b>( 40,930)</b>	<b>( 41,822)</b>
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS</b>	<b>( 1,764)</b>	<b>( 2,659)</b>	<b>( 3,034)</b>	<b>( 3,246)</b>	<b>( 2,638)</b>	<b>( 3,366)</b>	<b>( 3,000)</b>	<b>( 3,135)</b>	<b>( 3,094)</b>	<b>( 3,052)</b>
Grants & contributions provided for Capital Purposes	( 926)	( 937)	( 947)	( 958)	( 969)	( 981)	( 992)	( 1,004)	( 1,016)	( 1,006)
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES AFTER CAPITAL AMOUNTS</b>	<b>( 2,690)</b>	<b>( 3,596)</b>	<b>( 3,981)</b>	<b>( 4,204)</b>	<b>( 3,607)</b>	<b>( 4,346)</b>	<b>( 3,992)</b>	<b>( 4,139)</b>	<b>( 4,110)</b>	<b>( 4,057)</b>
Extraordinary Items										
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES</b>	<b>( 2,690)</b>	<b>( 3,596)</b>	<b>( 3,981)</b>	<b>( 4,204)</b>	<b>( 3,607)</b>	<b>( 4,346)</b>	<b>( 3,992)</b>	<b>( 4,139)</b>	<b>( 4,110)</b>	<b>( 4,057)</b>
<b>ADD BACK NON-CASH ITEMS</b>										
Depreciation	( 8,226)	( 8,242)	( 8,257)	( 8,271)	( 8,287)	( 8,302)	( 8,318)	( 8,333)	( 8,348)	( 8,364)
Carrying Amount of Assets Sold (Book Value of Plant & Equipment to be sold)	( 240)	( 240)	( 241)	( 242)	( 242)	( 243)	( 243)	( 244)	( 245)	( 245)
<b>TOTAL NON-CASH ITEMS</b>	<b>( 8,466)</b>	<b>( 8,482)</b>	<b>( 8,498)</b>	<b>( 8,513)</b>	<b>( 8,529)</b>	<b>( 8,545)</b>	<b>( 8,561)</b>	<b>( 8,577)</b>	<b>( 8,593)</b>	<b>( 8,609)</b>
<b>CAPITAL AMOUNTS</b>										
Repayment by Deferred Debtors	-	-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets	10,578	11,767	11,937	12,617	10,111	12,947	11,595	11,914	11,975	11,939
Principal Loan Repayments	552	576	600	626	653	616	442	399	227	-
<b>TOTAL CAPITAL AMOUNTS</b>	<b>11,130</b>	<b>12,343</b>	<b>12,537</b>	<b>13,243</b>	<b>10,764</b>	<b>13,563</b>	<b>12,037</b>	<b>12,313</b>	<b>12,203</b>	<b>11,939</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>( 26)</b>	<b>265</b>	<b>58</b>	<b>526</b>	<b>( 1,373)</b>	<b>672</b>	<b>( 516)</b>	<b>( 404)</b>	<b>( 500)</b>	<b>( 727)</b>
<b>INTERNALLY RESTRICTED ASSET MOVEMENTS</b>										
Net Transfers to/From Internally Restricted Assets	23	( 267)	( 61)	( 528)	1,370	( 678)	511	399	497	722
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>( 3)</b>	<b>( 2)</b>	<b>( 3)</b>	<b>( 3)</b>	<b>( 3)</b>	<b>( 6)</b>	<b>( 5)</b>	<b>( 5)</b>	<b>( 3)</b>	<b>( 6)</b>

## Balance Sheet

	Audited											
	Actual	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>												
<b>CURRENT ASSETS</b>												
Cash and Cash Equivalents	3,824	3,792	3,762	3,441	3,325	2,740	4,052	3,318	3,771	4,110	4,547	5,210
Investments	43,010	43,010	43,010	43,010	43,010	43,010	43,010	43,010	43,010	43,010	43,010	43,010
Receivables	4,785	4,795	4,805	4,815	4,825	4,835	4,845	4,855	4,865	4,875	4,885	4,895
Inventories	605	605	605	605	605	605	605	605	605	605	605	605
Other	83	83	83	83	83	83	83	83	83	83	83	83
Non-Current assets classified as held for sale	481	481	481	481	481	481	481	481	481	481	481	481
<b>TOTAL CURRENT ASSETS</b>	<b>52,788</b>	<b>52,766</b>	<b>52,746</b>	<b>52,435</b>	<b>52,329</b>	<b>51,754</b>	<b>53,076</b>	<b>52,352</b>	<b>52,815</b>	<b>53,164</b>	<b>53,611</b>	<b>54,284</b>
<b>NON - CURRENT ASSETS</b>												
Investments	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Receivables	250	240	230	220	210	200	190	180	170	160	150	140
Infrastructure, Property, Plant and Equipment	615,575	620,504	622,616	625,901	629,340	633,444	635,026	639,428	642,462	645,799	649,181	652,511
Investment Property	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725
<b>TOTAL NON - CURRENT ASSETS</b>	<b>623,550</b>	<b>628,469</b>	<b>630,571</b>	<b>633,846</b>	<b>637,275</b>	<b>641,369</b>	<b>642,941</b>	<b>647,333</b>	<b>650,357</b>	<b>653,684</b>	<b>657,056</b>	<b>660,376</b>
<b>TOTAL ASSETS</b>	<b>676,338</b>	<b>681,235</b>	<b>683,317</b>	<b>686,281</b>	<b>689,604</b>	<b>693,123</b>	<b>696,017</b>	<b>699,685</b>	<b>703,172</b>	<b>706,848</b>	<b>710,667</b>	<b>714,660</b>
<b>LIABILITIES</b>												
<b>CURRENT LIABILITIES</b>												
Payables	2,969	2,914	2,858	2,801	2,743	2,684	2,624	2,563	2,501	2,438	2,374	2,310
Borrowings	529	552	575	600	626	653	617	443	399	227	0	0
Provisions	4,024	4,024	4,024	4,024	4,024	4,024	4,024	4,024	4,024	4,024	4,024	4,024
<b>TOTAL CURRENT LIABILITIES</b>	<b>7,522</b>	<b>7,490</b>	<b>7,457</b>	<b>7,425</b>	<b>7,393</b>	<b>7,361</b>	<b>7,265</b>	<b>7,030</b>	<b>6,924</b>	<b>6,689</b>	<b>6,398</b>	<b>6,334</b>
<b>NON - CURRENT LIABILITIES</b>												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	4,692	4,141	3,566	2,966	2,340	1,687	1,070	627	228	0	0	0
Provisions	1,704	1,704	1,704	1,704	1,704	1,704	1,704	1,704	1,704	1,704	1,704	1,704
<b>TOTAL NON - CURRENT LIABILITIES</b>	<b>6,396</b>	<b>5,845</b>	<b>5,270</b>	<b>4,670</b>	<b>4,044</b>	<b>3,391</b>	<b>2,774</b>	<b>2,331</b>	<b>1,932</b>	<b>1,704</b>	<b>1,704</b>	<b>1,704</b>
<b>TOTAL LIABILITIES</b>	<b>13,918</b>	<b>13,335</b>	<b>12,727</b>	<b>12,095</b>	<b>11,437</b>	<b>10,752</b>	<b>10,039</b>	<b>9,361</b>	<b>8,856</b>	<b>8,393</b>	<b>8,102</b>	<b>8,038</b>
<b>NET ASSETS</b>	<b>662,420</b>	<b>667,900</b>	<b>670,590</b>	<b>674,186</b>	<b>678,167</b>	<b>682,371</b>	<b>685,978</b>	<b>690,324</b>	<b>694,316</b>	<b>698,455</b>	<b>702,565</b>	<b>706,622</b>
<b>EQUITY</b>												
Retained Earnings	502,078	507,558	510,248	513,844	517,825	522,029	525,636	529,982	533,974	538,113	542,223	546,280
Revaluation Reserves	160,342	160,342	160,342	160,342	160,342	160,342	160,342	160,342	160,342	160,342	160,342	160,342
Council equity interest	662,420	667,900	670,590	674,186	678,167	682,371	685,978	690,324	694,316	698,455	702,565	706,622
Minority equity interest	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EQUITY</b>	<b>662,420</b>	<b>667,900</b>	<b>670,590</b>	<b>674,186</b>	<b>678,167</b>	<b>682,371</b>	<b>685,978</b>	<b>690,324</b>	<b>694,316</b>	<b>698,455</b>	<b>702,565</b>	<b>706,622</b>

## Cash Flow Statement

ESTIMATES FOR	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
Rates & Annual Charges	( 18,473)	( 19,387)	( 20,360)	( 20,866)	( 21,385)	( 21,916)	( 22,461)	( 23,020)	( 23,592)	( 24,179)
User Charges & Fees	( 3,446)	( 3,511)	( 3,578)	( 3,647)	( 3,717)	( 3,789)	( 3,863)	( 3,939)	( 4,016)	( 4,096)
Interest & Investment Revenue	( 1,027)	( 1,027)	( 1,027)	( 1,027)	( 1,027)	( 1,027)	( 1,052)	( 1,077)	( 1,127)	( 1,127)
Other Revenue	( 423)	( 426)	( 429)	( 432)	( 435)	( 438)	( 441)	( 445)	( 448)	( 452)
Grants & Contributions provided for operating purposes	( 9,964)	( 10,128)	( 10,312)	( 10,464)	( 10,639)	( 10,827)	( 11,019)	( 11,233)	( 11,439)	( 11,651)
Grants & Contributions-Capital	( 926)	( 937)	( 947)	( 958)	( 969)	( 981)	( 992)	( 1,004)	( 1,016)	( 1,006)
<b>Payments</b>										
Employee Benefits & On Costs	13,312	13,694	14,106	14,497	14,955	15,385	15,852	16,334	16,848	17,428
Borrowing Costs	182	159	135	109	82	53	32	16	6	1
Materials & Contracts	5,847	6,011	6,233	6,474	6,682	6,892	7,111	7,367	7,583	7,807
Other Expenses	4,198	4,296	4,396	4,499	4,604	4,712	4,822	4,936	5,052	5,171
Suspense / Disbursement Accounts	-	-	-	-	-	-	-	-	-	-
<i>Net cash provided by (or used in) operating activities</i>	( 10,720)	( 11,256)	( 11,784)	( 11,815)	( 11,850)	( 11,936)	( 12,011)	( 12,064)	( 12,150)	( 12,104)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>										
<b>Receipts</b>										
Sale of investments										
Sale of Real Estate Assets										
Sale of Property, Plant & Equipment	( 436)	( 821)	( 694)	( 902)	( 287)	( 955)	( 543)	( 653)	( 553)	( 563)
Sale of interest in joint ventures/associates										
Other										
<b>Payments</b>										
Purchase of Investments										
Purchase of Property, Plant & Equipment	10,578	11,767	11,937	12,617	10,111	12,947	11,595	11,914	11,975	11,939
Purchase of Real Estate										
Other										
<i>Net cash provided by (or used in) investing activities</i>	10,142	10,946	11,242	11,715	9,824	11,992	11,052	11,261	11,423	11,376
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>										
<b>Receipts</b>										
Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Other										
<b>Payments</b>										
Borrowings & Advances	552	576	600	626	653	616	442	399	227	-
Lease Liabilities										
Other										
<i>Net cash provided by (or used in) financing activities</i>	552	576	600	626	653	616	442	399	227	-
<i>Net (Increase)/decrease in cash assets held</i>	( 26)	265	58	526	( 1,373)	672	( 516)	( 404)	( 500)	( 727)

## Financial Performance Indicators

RATIO	BENCHMARK	ACTUALS					CURRENT BUDGET	PROPOSED BUDGET									
		2012	2013	2014	2015	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Debt Service Cover Ratio	Greater than 2	31.85	24.95	16.40	25.28	24.49	10.16	13.58	14.26	14.94	14.93	14.92	16.45	23.29	26.71	39.38	TBA
Own Source Operating Revenue Ratio	Greater than 60% average over 3 years	60.20%	62.12%	68.50%	62.83%	62.51%	63.79%	68.21%	68.76%	69.28%	69.45%	69.59%	69.71%	69.84%	69.95%	70.09%	70.23%
Operating Performance Ratio	Greater or equal to break even average over 3 years	0.07	0.06	0.03	0.07	0.19	0.12	0.05	0.06	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07
Cash Expense Cover Ratio	Greater than or equal to 3 months	22.69	18.72	20.05	20.68	24.77	22.04	23.30	22.54	21.83	250.95	20.94	20.10	19.86	19.46	19.20	19.03
Building & Infrastructure Asset Renewal Ratio	Greater than 100% average over 3 years	77.00%	64.00%	106.13%	67.40%	186.07%	195.84%	160.12%	179.24%	181.59%	192.25%	151.64%	197.35%	174.97%	179.06%	177.05%	176.04%
Infrastructure Backlog Ratio	Less than 2%			6.21%	1.10%	1.09%	1.08%	0.90%	0.90%	0.66%	0.48%	0.31%	0.18%	0.70%	0.00%	0.00%	0.00%
Asset Maintenance Ratio	Greater than 100% average over 3 years	101.00%	102.00%	103.00%	101.00%	103.00%	101.50%	101.50%	102.00%	100.50%	100.50%	101.00%	101.50%	102.00%	102.00%	101.50%	101.00%
Real Operating Expenditure Per Capita Result	A decrease in Real Operating Expenditure per capita over time	1.7530	1.6860	1.6600	1.6390	1.4358	1.4182	1.4421	1.4252	1.4119	1.3980	1.3849	1.3704	1.3577	1.3465	1.3346	1.3251
Debt Service Ratio	equal to 20% average over 3 years	1.00%	1.00%	2.00%	1.00%	1.63%	2.14%	2.21%	2.13%	2.06%	2.02%	1.98%	1.76%	1.12%	1.04%	57.00%	0.00%

## Financial Results

The Balance Sheet result over the 10 year period maintains equity, liabilities and non current assets within acceptable levels.

The Cash Flow Statement is within acceptable levels due to the points raised above in respect of small annual operating surpluses in all Funds.

In addition to the key financial statement reports above, Council compares itself to the NSW TCorp Financial Performance Indicators. Council, as shown in Section 3 above, meets all of the FFF Benchmarks under the IPART approved FFF Roadmap scenario. It is mandatory that Council achieves the Benchmarks by 2020 to be Fit for the Future.

# KEY FINANCIAL REPORTS FROM APPLYING THE FINANCIAL ASSUMPTIONS FOR THE GENERAL FUND

## Base Case 'do nothing' Scenario - continuation of Council's existing Revenue Path - 10 Year Financial Projections

### Income Statement

ESTIMATES FOR	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>										
Employee Benefits & On Costs	11,640	11,976	12,341	12,685	13,081	13,447	13,848	14,260	14,701	15,222
Borrowing Costs	54	49	43	37	31	25	19	12	6	1
Materials & Contracts	4,726	4,861	5,056	5,268	5,445	5,626	5,813	6,037	6,220	6,411
Depreciation	6,682	6,694	6,705	6,716	6,728	6,739	6,750	6,762	6,773	6,785
Other Expenses	1,799	1,837	1,876	1,915	1,956	1,997	2,040	2,084	2,129	2,175
<b>TOTAL EXPENSES FROM ORDINARY ACTIVITIES</b>	<b>24,901</b>	<b>25,417</b>	<b>26,021</b>	<b>26,621</b>	<b>27,241</b>	<b>27,834</b>	<b>28,470</b>	<b>29,155</b>	<b>29,829</b>	<b>30,593</b>
<b>REVENUE FROM ORDINARY ACTIVITIES</b>										
Rates & Annual Charges	( 13,369)	( 13,657)	( 13,951)	( 14,296)	( 14,650)	( 15,014)	( 15,386)	( 15,767)	( 16,158)	( 16,559)
User Charges & Fees	( 1,308)	( 1,320)	( 1,333)	( 1,346)	( 1,360)	( 1,374)	( 1,388)	( 1,402)	( 1,417)	( 1,433)
Interest & Investment Revenue	( 907)	( 907)	( 907)	( 907)	( 907)	( 907)	( 932)	( 957)	( 1,007)	( 1,007)
Other Revenue	( 403)	( 405)	( 408)	( 412)	( 415)	( 418)	( 421)	( 424)	( 428)	( 432)
Grants & Contributions provided for operating purposes	( 9,794)	( 9,972)	( 10,173)	( 10,359)	( 10,550)	( 10,745)	( 10,944)	( 11,165)	( 11,373)	( 11,586)
Net Gain/Loss on Disposal of Assets	( 196)	( 581)	( 453)	( 660)	( 44)	( 713)	( 299)	( 409)	( 308)	( 317)
<b>TOTAL REVENUE FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS</b>	<b>( 25,977)</b>	<b>( 26,843)</b>	<b>( 27,225)</b>	<b>( 27,980)</b>	<b>( 27,926)</b>	<b>( 29,169)</b>	<b>( 29,369)</b>	<b>( 30,125)</b>	<b>( 30,692)</b>	<b>( 31,334)</b>
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS</b>	<b>( 1,076)</b>	<b>( 1,427)</b>	<b>( 1,205)</b>	<b>( 1,360)</b>	<b>( 685)</b>	<b>( 1,335)</b>	<b>( 899)</b>	<b>( 970)</b>	<b>( 864)</b>	<b>( 741)</b>
Grants & contributions provided for Capital Purposes	( 759)	( 769)	( 780)	( 791)	( 802)	( 813)	( 825)	( 837)	( 849)	( 838)
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES AFTER CAPITAL AMOUNTS</b>	<b>( 1,835)</b>	<b>( 2,196)</b>	<b>( 1,985)</b>	<b>( 2,151)</b>	<b>( 1,487)</b>	<b>( 2,148)</b>	<b>( 1,724)</b>	<b>( 1,807)</b>	<b>( 1,712)</b>	<b>( 1,579)</b>
Extraordinary Items										
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES</b>	<b>( 1,835)</b>	<b>( 2,196)</b>	<b>( 1,985)</b>	<b>( 2,151)</b>	<b>( 1,487)</b>	<b>( 2,148)</b>	<b>( 1,724)</b>	<b>( 1,807)</b>	<b>( 1,712)</b>	<b>( 1,579)</b>
<b>ADD BACK NON-CASH ITEMS</b>										
Depreciation	( 6,682)	( 6,694)	( 6,705)	( 6,716)	( 6,728)	( 6,739)	( 6,750)	( 6,762)	( 6,773)	( 6,785)
Carrying Amount of Assets Sold (Book Value of Plant & Equipment to be sold)	( 240)	( 240)	( 241)	( 242)	( 242)	( 243)	( 243)	( 244)	( 245)	( 245)
<b>TOTAL NON-CASH ITEMS</b>	<b>( 6,922)</b>	<b>( 6,934)</b>	<b>( 6,946)</b>	<b>( 6,957)</b>	<b>( 6,970)</b>	<b>( 6,982)</b>	<b>( 6,994)</b>	<b>( 7,006)</b>	<b>( 7,018)</b>	<b>( 7,030)</b>
<b>CAPITAL AMOUNTS</b>										
Repayment by Deferred Debtors	-	-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets	9,065	10,281	10,480	11,160	8,647	11,404	9,842	10,089	9,952	9,880
Principal Loan Repayments	179	185	191	196	202	209	215	221	227	-
<b>TOTAL CAPITAL AMOUNTS</b>	<b>9,245</b>	<b>10,466</b>	<b>10,671</b>	<b>11,356</b>	<b>8,849</b>	<b>11,613</b>	<b>10,057</b>	<b>10,310</b>	<b>10,179</b>	<b>9,880</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>488</b>	<b>1,336</b>	<b>1,740</b>	<b>2,248</b>	<b>393</b>	<b>2,483</b>	<b>1,339</b>	<b>1,498</b>	<b>1,449</b>	<b>1,271</b>
<b>INTERNALLY RESTRICTED ASSET MOVEMENTS</b>										
Net Transfers to/From Internally Restricted Assets	23	( 267)	( 61)	( 528)	1,370	( 678)	511	399	497	722
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>511</b>	<b>1,069</b>	<b>1,679</b>	<b>1,720</b>	<b>1,763</b>	<b>1,805</b>	<b>1,850</b>	<b>1,897</b>	<b>1,946</b>	<b>1,993</b>
								<b>LTFP LOSS/DEFICIT</b>		<b>16,232</b>

As noted, under this Scenario, Council needs to cut existing Service Levels from 2017/2018 and funding is not available to address the Infrastructure Backlog or to address all required Asset Renewals as they fall due.

## Balance Sheet

	Audited											
	Actual	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>												
<b>CURRENT ASSETS</b>												
Cash and Cash Equivalents	1520	1487	944	-448	-2,245	-3,551	-4,003	-6,547	-7,949	-9,509	-10,525	-11,860
Investments	32000	32000	32000	32000	32,000	31000	31,000	31,000	31,000	31,000	30,500	30,500
Receivables	2980	2990	3000	3010	3,020	3030	3,040	3,050	3,060	3,070	3,080	3,090
Inventories	486	486	486	486	486	486	486	486	486	486	486	486
Other	83	83	83	83	83	83	83	83	83	83	83	83
Non-Current assets classified as held for sale	481	481	481	481	481	481	481	481	481	481	481	481
<b>TOTAL CURRENT ASSETS</b>	<b>37,550</b>	<b>37,527</b>	<b>36,994</b>	<b>35612</b>	<b>33,825</b>	<b>31529</b>	<b>31,087</b>	<b>28,553</b>	<b>27,161</b>	<b>25,611</b>	<b>24,105</b>	<b>22,780</b>
<b>NON - CURRENT ASSETS</b>												
Investments	5000	5000	5000	5000	5,000	5000	5,000	5,000	5,000	5,000	5,000	5,000
Receivables	250	240	230	220	210	200	190	180	170	160	150	140
Infrastructure, Property, Plant and Equipment	490900	495881	498024	501371	504,905	509,107	510,784	515,206	518,055	521,138	524,072	526,922
Investment Property	2725	2725	2725	2725	2,725	2725	2,725	2,725	2,725	2,725	2,725	2,725
<b>TOTAL NON - CURRENT ASSETS</b>	<b>498,875</b>	<b>503,846</b>	<b>505,979</b>	<b>509316</b>	<b>512,840</b>	<b>517032</b>	<b>518,699</b>	<b>523,111</b>	<b>525,950</b>	<b>529,023</b>	<b>531,947</b>	<b>534,787</b>
<b>TOTAL ASSETS</b>	<b>536,425</b>	<b>541,373</b>	<b>542,973</b>	<b>544928</b>	<b>546,665</b>	<b>548561</b>	<b>549,786</b>	<b>551,664</b>	<b>553,111</b>	<b>554,634</b>	<b>556,052</b>	<b>557,567</b>
<b>LIABILITIES</b>												
<b>CURRENT LIABILITIES</b>												
Payables	2864	2809	2753	2696	2,638	2579	2,519	2,458	2,396	2,333	2,269	2,205
Borrowings	174	179	184	190	196	202	209	216	222	230	0	0
Provisions	3569	3569	3569	3569	3,569	3569	3,569	3,569	3,569	3,569	3,569	3,569
<b>TOTAL CURRENT LIABILITIES</b>	<b>6,607</b>	<b>6,557</b>	<b>6,506</b>	<b>6455</b>	<b>6,403</b>	<b>6350</b>	<b>6,297</b>	<b>6,243</b>	<b>6,187</b>	<b>6,132</b>	<b>5,838</b>	<b>5,774</b>
<b>NON - CURRENT LIABILITIES</b>												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	1825	1647	1463	1273	1,077	875	666	450	229	0	0	0
Provisions	1704	1704	1704	1704	1,704	1704	1,704	1,704	1,704	1,704	1,704	1,704
<b>TOTAL NON - CURRENT LIABILITIES</b>	<b>3,529</b>	<b>3,351</b>	<b>3,167</b>	<b>2977</b>	<b>2,781</b>	<b>2579</b>	<b>2,370</b>	<b>2,154</b>	<b>1,933</b>	<b>1,704</b>	<b>1,704</b>	<b>1,704</b>
<b>TOTAL LIABILITIES</b>	<b>10,136</b>	<b>9,908</b>	<b>9,673</b>	<b>9432</b>	<b>9,184</b>	<b>8929</b>	<b>8,667</b>	<b>8,397</b>	<b>8,120</b>	<b>7,836</b>	<b>7,542</b>	<b>7,478</b>
<b>NET ASSETS</b>	<b>526,289</b>	<b>531,465</b>	<b>533,300</b>	<b>535496</b>	<b>537,481</b>	<b>539632</b>	<b>541,119</b>	<b>543,267</b>	<b>544,991</b>	<b>546,798</b>	<b>548,510</b>	<b>550,089</b>
<b>EQUITY</b>												
Retained Earnings	462,861	468,037	469,872	472,068	474,053	476,204	477,691	479,839	481,563	483,370	485,082	486,661
Revaluation Reserves	63,428	63,428	63,428	63,428	63,428	63,428	63,428	63,428	63,428	63,428	63,428	63,428
Council equity interest	526,289	531,465	533,300	535496	537,481	539632	541,119	543,267	544,991	546,798	548,510	550,089
Minority equity interest	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EQUITY</b>	<b>526,289</b>	<b>531,465</b>	<b>533,300</b>	<b>535496</b>	<b>537,481</b>	<b>539632</b>	<b>541,119</b>	<b>543,267</b>	<b>544,991</b>	<b>546,798</b>	<b>548,510</b>	<b>550,089</b>

As shown the General Fund enters into a cash deficit from 2018/2019.



## Cash Flow Statement

<b>ESTIMATES FOR</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
<i>Rates &amp; Annual Charges</i>	( 13,369)	( 13,657)	( 13,951)	( 14,296)	( 14,650)	( 15,014)	( 15,386)	( 15,767)	( 16,158)	( 16,559)
<i>User Charges &amp; Fees</i>	( 1,308)	( 1,320)	( 1,333)	( 1,346)	( 1,360)	( 1,374)	( 1,388)	( 1,402)	( 1,417)	( 1,433)
<i>Interest &amp; Investment Revenue</i>	( 907)	( 907)	( 907)	( 907)	( 907)	( 907)	( 932)	( 957)	( 1,007)	( 1,007)
<i>Other Revenue</i>	( 403)	( 405)	( 408)	( 412)	( 415)	( 418)	( 421)	( 424)	( 428)	( 432)
<i>Grants &amp; Contributions provided for operating purposes</i>	( 9,794)	( 9,972)	( 10,173)	( 10,359)	( 10,550)	( 10,745)	( 10,944)	( 11,165)	( 11,373)	( 11,586)
<i>Grants &amp; Contributions-Capital</i>	( 759)	( 769)	( 780)	( 791)	( 802)	( 813)	( 825)	( 837)	( 849)	( 838)
<b>Payments</b>										
<i>Employee Benefits &amp; On Costs</i>	11,640	11,976	12,341	12,685	13,081	13,447	13,848	14,260	14,701	15,222
<i>Borrowing Costs</i>	54	49	43	37	31	25	19	12	6	1
<i>Materials &amp; Contracts</i>	4,726	4,861	5,056	5,268	5,445	5,626	5,813	6,037	6,220	6,411
<i>Other Expenses</i>	1,799	1,837	1,876	1,915	1,956	1,997	2,040	2,084	2,129	2,175
<i>Suspense / Disbursement Accounts</i>	-	-	-	-	-	-	-	-	-	-
<i>Net Cash provided by (or used in) operating activities</i>	( 8,321)	( 8,309)	( 8,236)	( 8,206)	( 8,170)	( 8,175)	( 8,175)	( 8,160)	( 8,178)	( 8,046)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>										
<b>Receipts</b>										
<i>Sale of investments</i>										
<i>Sale of Real Estate Assets</i>										
<i>Sale of Property, Plant &amp; Equipment</i>	( 436)	( 821)	( 694)	( 902)	( 287)	( 955)	( 543)	( 653)	( 553)	( 563)
<i>Sale of interest in joint ventures/associates</i>										
<i>Other</i>										
<b>Payments</b>										
<i>Purchase of Investments</i>										
<i>Purchase of Property, Plant &amp; Equipment</i>	9,065	10,281	10,480	11,160	8,647	11,404	9,842	10,089	9,952	9,880
<i>Purchase of Real Estate</i>										
<i>Other</i>										
<i>Net cash provided by (or used in) investing activities</i>	8,629	9,460	9,786	10,258	8,360	10,449	9,299	9,436	9,399	9,318
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>										
<b>Receipts</b>										
<i>Borrowings &amp; Advances</i>	-	-	-	-	-	-	-	-	-	-
<i>Other</i>										
<b>Payments</b>										
<i>Borrowings &amp; Advances</i>	179	185	191	196	202	209	215	221	227	-
<i>Lease Liabilities</i>										
<i>Other</i>										
<i>Net cash provided by (or used in) financing activities</i>	179	185	191	196	202	209	215	221	227	-
<b>Net (Increase)/decrease in cash assets held</b>	<b>488</b>	<b>1,336</b>	<b>1,740</b>	<b>2,248</b>	<b>393</b>	<b>2,483</b>	<b>1,339</b>	<b>1,498</b>	<b>1,449</b>	<b>1,271</b>

As shown Cashflows turn negative from 2017/2018.

## Financial Performance Indicators

RATIO	BENCHMARK	ACTUALS					CURRENT BUDGET	PROPOSED BUDGET									
		2012	2013	2014	2015	2016	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Debt Service Cover Ratio	Greater than 2			94.31	105.78	109.84	24.08	32.65	32.45	32.02	31.93	31.70	31.53	31.50	31.43	31.53	TBA
Own Source Operating Revenue Ratio	Greater than 60% average over 3 years	53.70%	59.70%	62.10%	56.54%	55.13%	55.87%	60.24%	60.26%	60.25%	60.33%	60.42%	60.51%	60.63%	60.72%	60.87%	61.00%
Operating Performance Ratio	Greater or equal to break even average over 3 years			-0.05	-0.01	0.19	0.15	0.03	0.03	0.03	0.03	0.00	0.02	0.02	0.02	0.02	0.00
Cash Expense Cover Ratio	Greater than or equal to 3 months	20.24	17.33	18.34	18.96	23.10	29.07	21.49	20.02	18.30	16.39	15.64	13.77	12.61	11.40	10.30	9.39
Building & Infrastructure Asset Renewal Ratio	Greater than 100% average over 3 years	83.80%	63.80%	106.10%	142.00%	143.06%	229.30%	176.35%	193.38%	187.58%	204.03%	150.86%	211.76%	178.70%	185.70%	183.25%	185.60%
Infrastructure Backlog Ratio	Less than 2%			8.66%	1.48%	1.46%	1.44%	1.48%	1.56%	1.63%	1.76%	1.89%	2.08%	2.07%	230.00%	2.60%	2.88%
Asset Maintenance Ratio	Greater than 100% average over 3 years	101.00%	102.00%	103.00%	101.00%	101.50%	101.50%	97.16%	96.47%	95.84%	95.06%	94.76%	94.50%	94.22%	93.56%	93.53%	93.43%
Real Operating Expenditure Per Capita Result	A decrease in Real Operating Expenditure per capita over time	1.4200	1.3600	1.3400	1.3600	1.1513	1.1442	1.1304	1.1180	1.1090	1.0994	1.0901	1.0792	1.0696	1.0614	1.0522	1.0456
Debt Service Ratio	equal to 20% average over 3 years	0.00%	0.00%	0.00%	0.00%	0.94%	0.86%	0.91%	0.89%	0.87%	0.85%	0.84%	0.82%	0.80%	0.79%	0.77%	0.00%

Financial Indicators - General Fund Excludes SRV	Actual	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Operating Balance Ratio Excluding Capital Items	20%	16%	4%	5%	4%	5%	2%	5%	3%	3%	3%	2%
Unrestricted Current Ratio	10.09	5.04	4.95	4.68	4.20	3.70	3.17	2.60	2.00	1.36	0.73	-0.07
Rates & Annual Charges Ratio (Excludes Grants)	38.98%	46.04%	50.00%	49.46%	49.82%	49.69%	51.00%	50.08%	50.96%	50.92%	51.23%	51.47%
Debt Service Ratio	0.00	0.008	0.009	0.009	0.009	0.008	0.008	0.008	0.008	0.008	0.008	0.000
Broad Liabilities Ratio	0.22	0.24	0.26	0.25	0.25	0.26	0.27	0.27	0.27	0.28	0.31	0.33
Asset Renewal Ratio	1.81	1.33	0.89	0.90	0.91	0.92	0.93	0.95	0.96	0.99	1.00	1.01

## Financial Results

The Balance Sheet result over the 10 year period shows a compounding Cash deficit. As Council only holds \$2.8M in Working Capital, this amount will be completely eroded by 2020/2021. As shown the level of cash and cash equivalents decrease substantially over the period of the LTFP which is a direct result of the large compounding annual operating deficits.

The Cash Flow Statement is not within acceptable levels.

In addition to the key financial statement reports above, Council compares itself to the NSW TCorp Financial Performance Indicators. Council, as shown in Section 3 above, does not meet all of the FFF Benchmarks under the Base Case 'do nothing' Scenario and Council will not be Fit for the Future. It is mandatory that Council achieves the FFF Benchmarks by 2020 to be Fit for the Future.

## FFF Roadmap Strategy Scenario (14.25% SRV Revenue Path) - 10 Year Financial Projections

### Income Statement

ESTIMATES FOR	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>EXPENSES FROM ORDINARY ACTIVITIES</b>										
Employee Benefits & On Costs	11,640	11,976	12,341	12,685	13,081	13,447	13,848	14,260	14,701	15,222
Borrowing Costs	54	49	43	37	31	25	19	12	6	1
Materials & Contracts	4,726	4,861	5,056	5,268	5,445	5,626	5,813	6,037	6,220	6,411
Depreciation	6,682	6,694	6,705	6,716	6,728	6,739	6,750	6,762	6,773	6,785
Other Expenses	1,799	1,837	1,876	1,915	1,956	1,997	2,040	2,084	2,129	2,175
<b>TOTAL EXPENSES FROM ORDINARY ACTIVITIES</b>	<b>24,901</b>	<b>25,417</b>	<b>26,021</b>	<b>26,621</b>	<b>27,241</b>	<b>27,834</b>	<b>28,470</b>	<b>29,155</b>	<b>29,829</b>	<b>30,593</b>
<b>REVENUE FROM ORDINARY ACTIVITIES</b>										
Rates & Annual Charges	( 13,881)	( 14,726)	( 15,629)	( 16,017)	( 16,414)	( 16,821)	( 17,239)	( 17,667)	( 18,105)	( 18,555)
User Charges & Fees	( 1,308)	( 1,320)	( 1,333)	( 1,346)	( 1,360)	( 1,374)	( 1,388)	( 1,402)	( 1,417)	( 1,433)
Interest & Investment Revenue	( 907)	( 907)	( 907)	( 907)	( 907)	( 907)	( 932)	( 957)	( 1,007)	( 1,007)
Other Revenue	( 403)	( 405)	( 408)	( 412)	( 415)	( 418)	( 421)	( 424)	( 428)	( 432)
Grants & Contributions provided for operating purposes	( 9,794)	( 9,972)	( 10,173)	( 10,359)	( 10,550)	( 10,745)	( 10,944)	( 11,165)	( 11,373)	( 11,586)
Net Gain/Loss on Disposal of Assets	( 196)	( 581)	( 453)	( 660)	( 44)	( 713)	( 299)	( 409)	( 308)	( 317)
<b>TOTAL REVENUE FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS</b>	<b>( 26,488)</b>	<b>( 27,912)</b>	<b>( 28,904)</b>	<b>( 29,701)</b>	<b>( 29,690)</b>	<b>( 30,977)</b>	<b>( 31,222)</b>	<b>( 32,025)</b>	<b>( 32,639)</b>	<b>( 33,329)</b>
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES BEFORE CAPITAL AMOUNTS</b>	<b>( 1,588)</b>	<b>( 2,495)</b>	<b>( 2,884)</b>	<b>( 3,080)</b>	<b>( 2,448)</b>	<b>( 3,143)</b>	<b>( 2,752)</b>	<b>( 2,869)</b>	<b>( 2,810)</b>	<b>( 2,736)</b>
Grants & contributions provided for Capital Purposes	( 759)	( 769)	( 780)	( 791)	( 802)	( 813)	( 825)	( 837)	( 849)	( 838)
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES AFTER CAPITAL AMOUNTS</b>	<b>( 2,347)</b>	<b>( 3,265)</b>	<b>( 3,664)</b>	<b>( 3,871)</b>	<b>( 3,250)</b>	<b>( 3,956)</b>	<b>( 3,577)</b>	<b>( 3,706)</b>	<b>( 3,659)</b>	<b>( 3,574)</b>
Extraordinary Items										
<b>(SURPLUS)/DEFICIT FROM ORDINARY ACTIVITIES</b>	<b>( 2,347)</b>	<b>( 3,265)</b>	<b>( 3,664)</b>	<b>( 3,871)</b>	<b>( 3,250)</b>	<b>( 3,956)</b>	<b>( 3,577)</b>	<b>( 3,706)</b>	<b>( 3,659)</b>	<b>( 3,574)</b>
<b>ADD BACK NON-CASH ITEMS</b>										
Depreciation	( 6,682)	( 6,694)	( 6,705)	( 6,716)	( 6,728)	( 6,739)	( 6,750)	( 6,762)	( 6,773)	( 6,785)
Carrying Amount of Assets Sold (Book Value of Plant & Equipment to be sold)	( 240)	( 240)	( 241)	( 242)	( 242)	( 243)	( 243)	( 244)	( 245)	( 245)
<b>TOTAL NON-CASH ITEMS</b>	<b>( 6,922)</b>	<b>( 6,934)</b>	<b>( 6,946)</b>	<b>( 6,957)</b>	<b>( 6,970)</b>	<b>( 6,982)</b>	<b>( 6,994)</b>	<b>( 7,006)</b>	<b>( 7,018)</b>	<b>( 7,030)</b>
<b>CAPITAL AMOUNTS</b>										
Repayment by Deferred Debtors	-	-	-	-	-	-	-	-	-	-
Loan Proceeds	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets	9,065	10,281	10,480	11,160	8,647	11,404	9,842	10,089	9,952	9,880
Principal Loan Repayments	179	185	191	196	202	209	215	221	227	-
<b>TOTAL CAPITAL AMOUNTS</b>	<b>9,245</b>	<b>10,466</b>	<b>10,671</b>	<b>11,356</b>	<b>8,849</b>	<b>11,613</b>	<b>10,057</b>	<b>10,310</b>	<b>10,179</b>	<b>9,880</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>( 24)</b>	<b>267</b>	<b>61</b>	<b>527</b>	<b>( 1,371)</b>	<b>675</b>	<b>( 514)</b>	<b>( 401)</b>	<b>( 498)</b>	<b>( 724)</b>
<b>INTERNALLY RESTRICTED ASSET MOVEMENTS</b>										
Net Transfers to/From Internally Restricted Assets	23	( 267)	( 61)	( 528)	1,370	( 678)	511	399	497	722
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>( 1)</b>	<b>( 0)</b>	<b>( 0)</b>	<b>( 1)</b>	<b>( 1)</b>	<b>( 3)</b>	<b>( 3)</b>	<b>( 2)</b>	<b>( 0)</b>	<b>( 2)</b>

As noted, under this FFF Roadmap Strategy Scenario, Council can maintain its existing Service Levels in 2017/2018 and beyond, and funding is available to address the Infrastructure Backlog and to address all required Asset Renewals as they fall due, Natural Disasters excepted. The \$16.2M loss of the Base Case 'do nothing' Scenario is removed under this FFF Roadmap Strategy Scenario.

## Balance Sheet

	Audited											
	Actual	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>												
<b>CURRENT ASSETS</b>												
Cash and Cash Equivalents	1520	1487	1456	1,133	1,015	1,429	2,740	2,004	2,455	2,794	3,725	4,385
Investments	32000	32000	32000	32000	32,000	31,000	31,000	31,000	31,000	31,000	30,500	30,500
Receivables	2980	2990	3000	3010	3,020	3,030	3,040	3,050	3,060	3,070	3,080	3,090
Inventories	486	486	486	486	486	486	486	486	486	486	486	486
Other	83	83	83	83	83	83	83	83	83	83	83	83
Non-Current assets classified as held for sale	481	481	481	481	481	481	481	481	481	481	481	481
<b>TOTAL CURRENT ASSETS</b>	<b>37,550</b>	<b>37,527</b>	<b>37,506</b>	<b>37193</b>	<b>37,085</b>	<b>36,509</b>	<b>37,830</b>	<b>37,104</b>	<b>37,565</b>	<b>37,914</b>	<b>38,355</b>	<b>39,025</b>
<b>NON - CURRENT ASSETS</b>												
Investments	5000	5000	5000	5000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Receivables	250	240	230	220	210	200	190	180	170	160	150	140
Infrastructure, Property, Plant and Equipment	490900	495881	498024	501371	504,905	509,107	510,784	515,206	518,055	521,138	524,072	526,922
Investment Property	2725	2725	2725	2725	2,725	2,725	2,725	2,725	2,725	2,725	2,725	2,725
<b>TOTAL NON - CURRENT ASSETS</b>	<b>498,875</b>	<b>503,846</b>	<b>505,979</b>	<b>509316</b>	<b>512,840</b>	<b>517,032</b>	<b>518,699</b>	<b>523,111</b>	<b>525,950</b>	<b>529,023</b>	<b>531,947</b>	<b>534,787</b>
<b>TOTAL ASSETS</b>	<b>536,425</b>	<b>541,373</b>	<b>543,485</b>	<b>546509</b>	<b>549,925</b>	<b>553,541</b>	<b>556,529</b>	<b>560,215</b>	<b>563,515</b>	<b>566,937</b>	<b>570,302</b>	<b>573,812</b>
<b>LIABILITIES</b>												
<b>CURRENT LIABILITIES</b>												
Payables	2864	2809	2753	2696	2,638	2,579	2,519	2,458	2,396	2,333	2,269	2,205
Borrowings	174	179	184	190	196	202	209	216	222	230	0	0
Provisions	3569	3569	3569	3569	3,569	3,569	3,569	3,569	3,569	3,569	3,569	3,569
<b>TOTAL CURRENT LIABILITIES</b>	<b>6,607</b>	<b>6,557</b>	<b>6,506</b>	<b>6455</b>	<b>6,403</b>	<b>6,350</b>	<b>6,297</b>	<b>6,243</b>	<b>6,187</b>	<b>6,132</b>	<b>5,838</b>	<b>5,774</b>
<b>NON - CURRENT LIABILITIES</b>												
Payables	0	0	0	0	0	0	0	0	0	0	0	0
Borrowings	1825	1647	1463	1273	1,077	875	666	450	229	0	0	0
Provisions	1704	1704	1704	1704	1,704	1,704	1,704	1,704	1,704	1,704	1,704	1,704
<b>TOTAL NON - CURRENT LIABILITIES</b>	<b>3,529</b>	<b>3,351</b>	<b>3,167</b>	<b>2977</b>	<b>2,781</b>	<b>2,579</b>	<b>2,370</b>	<b>2,154</b>	<b>1,933</b>	<b>1,704</b>	<b>1,704</b>	<b>1,704</b>
<b>TOTAL LIABILITIES</b>	<b>10,136</b>	<b>9,908</b>	<b>9,673</b>	<b>9432</b>	<b>9,184</b>	<b>8,929</b>	<b>8,667</b>	<b>8,397</b>	<b>8,120</b>	<b>7,836</b>	<b>7,542</b>	<b>7,478</b>
<b>NET ASSETS</b>	<b>526,289</b>	<b>531,465</b>	<b>533,812</b>	<b>537077</b>	<b>540,741</b>	<b>544,612</b>	<b>547,862</b>	<b>551,818</b>	<b>555,395</b>	<b>559,101</b>	<b>562,760</b>	<b>566,334</b>
<b>EQUITY</b>												
Retained Earnings	462,861	468,037	470,384	473,649	477,313	481,184	484,434	488,390	491,967	495,673	499,332	502,906
Revaluation Reserves	63,428	63,428	63,428	63428	63,428	63,428	63,428	63,428	63,428	63,428	63,428	63,428
Council equity interest	526,289	531,465	533,812	537077	540,741	544,612	547,862	551,818	555,395	559,101	562,760	566,334
Minority equity interest	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EQUITY</b>	<b>526,289</b>	<b>531,465</b>	<b>533,812</b>	<b>537077</b>	<b>540,741</b>	<b>544,612</b>	<b>547,862</b>	<b>551,818</b>	<b>555,395</b>	<b>559,101</b>	<b>562,760</b>	<b>566,334</b>

## Cash Flow Statement

<b>ESTIMATES FOR</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>	<b>2026/2027</b>
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>										
<b>Receipts</b>										
Rates & Annual Charges	( 13,881)	( 14,726)	( 15,629)	( 16,017)	( 16,414)	( 16,821)	( 17,239)	( 17,667)	( 18,105)	( 18,555)
User Charges & Fees	( 1,308)	( 1,320)	( 1,333)	( 1,346)	( 1,360)	( 1,374)	( 1,388)	( 1,402)	( 1,417)	( 1,433)
Interest & Investment Revenue	( 907)	( 907)	( 907)	( 907)	( 907)	( 907)	( 932)	( 957)	( 1,007)	( 1,007)
Other Revenue	( 403)	( 405)	( 408)	( 412)	( 415)	( 418)	( 421)	( 424)	( 428)	( 432)
Grants & Contributions provided for operating purposes	( 9,794)	( 9,972)	( 10,173)	( 10,359)	( 10,550)	( 10,745)	( 10,944)	( 11,165)	( 11,373)	( 11,586)
Grants & Contributions-Capital	( 759)	( 769)	( 780)	( 791)	( 802)	( 813)	( 825)	( 837)	( 849)	( 838)
<b>Payments</b>										
Employee Benefits & On Costs	11,640	11,976	12,341	12,685	13,081	13,447	13,848	14,260	14,701	15,222
Borrowing Costs	54	49	43	37	31	25	19	12	6	1
Materials & Contracts	4,726	4,861	5,056	5,268	5,445	5,626	5,813	6,037	6,220	6,411
Other Expenses	1,799	1,837	1,876	1,915	1,956	1,997	2,040	2,084	2,129	2,175
Suspense / Disbursement Accounts	-	-	-	-	-	-	-	-	-	-
<i>Net Cash provided by (or used in) operating activities</i>	( 8,833)	( 9,377)	( 9,915)	( 9,927)	( 9,934)	( 9,983)	( 10,028)	( 10,059)	( 10,124)	( 10,042)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>										
<b>Receipts</b>										
Sale of investments										
Sale of Real Estate Assets										
Sale of Property, Plant & Equipment	( 436)	( 821)	( 694)	( 902)	( 287)	( 955)	( 543)	( 653)	( 553)	( 563)
Sale of interest in joint ventures/associates										
Other										
<b>Payments</b>										
Purchase of Investments										
Purchase of Property, Plant & Equipment	9,065	10,281	10,480	11,160	8,647	11,404	9,842	10,089	9,952	9,880
Purchase of Real Estate										
Other										
<i>Net cash provided by (or used in) investing activities</i>	8,629	9,460	9,786	10,258	8,360	10,449	9,299	9,436	9,399	9,318
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>										
<b>Receipts</b>										
Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Other										
<b>Payments</b>										
Borrowings & Advances	179	185	191	196	202	209	215	221	227	-
Lease Liabilities										
Other										
<i>Net cash provided by (or used in) financing activities</i>	179	185	191	196	202	209	215	221	227	-
<i>Net (Increase)/decrease in cash assets held</i>	( 24)	267	61	527	( 1,371)	675	( 514)	( 401)	( 498)	( 724)

## Financial Performance Indicators

RATIO	BENCHMARK	ACTUALS					CURRENT BUDGET	PROPOSED BUDGET									
		2012	2013	2014	2015	2016	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Debt Service Cover Ratio	Greater than 2			94.31	105.78	109.84	24.08	34.84	37.02	39.19	39.30	39.25	39.25	39.42	39.57	39.89	TBA
Own Source Operating Revenue Ratio	Greater than 60% average over 3 years	53.70%	59.70%	62.10%	56.54%	55.13%	55.87%	60.99%	61.77%	62.53%	62.62%	62.72%	62.81%	62.93%	63.02%	63.16%	63.30%
Operating Performance Ratio	Greater or equal to break even average over 3 years			-0.05	-0.01	0.19	0.15	0.05	0.07	0.09	0.08	0.08	0.08	0.08	0.08	0.08	0.07
Cash Expense Cover Ratio	Greater than or equal to 3 months	20.24	17.33	18.34	18.96	23.10	29.07	21.82	21.03	20.31	19.36	19.54	18.59	18.30	17.93	17.64	17.58
Building & Infrastructure Asset Renewal Ratio	Greater than 100% average over 3 years	83.80%	63.80%	106.10%	142.00%	143.06%	229.30%	181.33%	207.60%	211.47%	225.83%	171.38%	230.96%	196.51%	200.53%	193.64%	191.64%
Infrastructure Backlog Ratio	Less than 2%			8.66%	1.48%	1.46%	1.44%	1.37%	1.36%	1.18%	0.87%	0.63%	0.40%	0.24%	0.09%	0.00%	0.00%
Asset Maintenance Ratio	Greater than 100% average over 3 years	101.00%	102.00%	103.00%	101.00%	103.93%	101.50%	101.50%	102.00%	100.50%	100.50%	101.00%	101.50%	102.00%	102.00%	101.50%	101.00%
Real Operating Expenditure Per Capita Result	A decrease in Real Operating Expenditure per capita over time	1.4200	1.3600	1.3400	1.3600	1.1513	1.1142	1.1304	1.1180	1.1090	1.0994	1.0901	1.0792	1.0696	1.0614	1.0522	1.0456
Debt Service Ratio	equal to 20% average over 3 years	0.00%	0.00%	0.00%	0.00%	0.94%	0.86%	0.89%	0.86%	0.82%	0.81%	0.79%	0.77%	0.76%	0.74%	0.72%	0.00%

<b>Financial Indicators - General Fund Includes 14.25% SRV</b>	Actual 2015/16	Estimated 2016/17	Estimated 2017/18	Estimated 2018/19	Estimated 2019/20	Estimated 2020/21	Estimated 2021/22	Estimated 2022/23	Estimated 2023/24	Estimated 2024/25	Estimated 2025/26	Estimated 2026/27
Operating Balance Ratio Excluding Capital Items	20%	16%	6%	9%	10%	10%	8%	10%	9%	9%	9%	8%
Unrestricted Current Ratio	4.98	5.04	5.10	5.17	5.24	5.32	5.39	5.48	5.56	5.65	6.28	6.42
Rates & Annual Charges Ratio (Excludes Grants)	38.98%	46.04%	50.95%	51.34%	52.65%	52.53%	53.83%	52.91%	53.79%	53.76%	54.06%	54.31%
Debt Service Ratio	0.00	0.008	0.009	0.008	0.008	0.008	0.008	0.008	0.007	0.007	0.007	0.000
Broad Liabilities Ratio	0.22	0.24	0.24	0.22	0.19	0.14	0.10	0.07	0.04	0.02	0.00	0.00
Asset Renewal Ratio	1.81	1.33	0.92	0.99	1.08	1.07	1.07	1.08	1.08	1.08	1.09	1.07

## Financial Results

The Balance Sheet result over the 10 year period maintains equity, liabilities and non current assets within acceptable levels.

The Cash Flow Statement is within acceptable levels and sees an overall increase in the cash level reported at the end of the LTFP period. The large majority of this increase, however, is in Restricted Funds as shown in the Income Statement, specifically in funds held for Heavy and Light Plant replacement in future periods.

In addition to the key financial statement reports above, Council compares itself to the NSW TCorp Financial Performance Indicators. Council, as shown in Section 3 above, meets all of the FFF Benchmarks under the FFF Roadmap Strategy Scenario. It is mandatory that Council achieves the Benchmarks by 2020 to be Fit for the Future.



# KEY FINANCIAL REPORTS FROM APPLYING THE FINANCIAL ASSUMPTIONS FOR THE COMBINED GENERAL, WATER AND SEWER FUNDS BY FUNCTION AND SUB-FUNCTION

## FFF Roadmap Strategy Scenario

### Summary of Budget Position By Function - 10 Year Financial Projections

<i>FUNCTIONS</i>	<i>2016/2017</i>	<i>2017/2018</i>	<i>2018/2019</i>	<i>2019/2020</i>	<i>2020/2021</i>	<i>2021/2022</i>	<i>2022/2023</i>	<i>2023/2024</i>	<i>2024/2025</i>	<i>2025/2026</i>	<i>2026/2027</i>
Administration	(10,271,996.00)	(9,759,450.00)	(10,485,537.00)	(11,246,291.00)	(11,492,092.00)	(11,762,331.00)	(12,039,764.00)	(12,325,529.00)	(12,619,483.00)	(12,921,999.00)	(13,088,523.00)
Community Services & Education	106,135.00	103,445.00	100,340.00	102,390.00	104,500.00	106,710.00	108,970.00	111,310.00	113,700.00	116,150.00	118,590.00
Economic Affairs	1,062,053.00	1,026,970.00	1,050,631.00	1,074,839.00	1,099,352.00	1,126,657.00	1,154,886.00	1,184,109.00	1,214,258.00	1,245,197.00	1,274,083.00
Environment	614,598.00	626,401.00	645,520.00	665,130.00	685,280.00	707,590.00	730,680.00	754,540.00	779,240.00	804,750.00	828,590.00
Governance	324,045.00	331,770.00	340,290.00	349,010.00	357,980.00	368,600.00	379,610.00	391,050.00	402,880.00	415,170.00	425,910.00
Health	(206,448.00)	(248,462.00)	(254,040.00)	(259,740.00)	(265,580.00)	(271,050.00)	(276,630.00)	(282,300.00)	(288,040.00)	(293,870.00)	(300,490.00)
Housing & Community Amentities	495,921.00	532,100.00	551,370.00	571,160.00	591,450.00	613,700.00	636,650.00	660,340.00	684,770.00	710,000.00	734,010.00
Mining Manufacturing & Construction	206,855.00	229,460.00	239,440.00	249,680.00	260,190.00	272,210.00	284,650.00	297,550.00	310,890.00	324,710.00	337,310.00
Public Order & Safety	724,930.00	780,255.00	802,270.00	824,880.00	848,080.00	873,210.00	899,120.00	925,790.00	953,240.00	981,530.00	1,008,800.00
Recreation & Culture	2,259,916.00	2,219,863.00	2,275,585.00	2,332,705.00	2,391,350.00	2,457,008.00	2,524,899.00	2,595,035.00	2,667,425.00	2,742,280.00	2,834,245.00
Sewerage Services	(131.00)	(1,051.00)	(910.00)	(990.00)	(670.00)	(710.00)	(1,710.00)	(1,010.00)	(1,140.00)	(870.00)	(1,390.00)
Transport & Communication	4,682,434.90	4,156,480.00	4,734,110.00	5,336,150.00	5,418,790.00	5,506,920.00	5,594,240.00	5,684,680.00	5,778,690.00	5,875,690.00	5,825,290.00
Water Supplies	(1,036.00)	(1,048.00)	(950.00)	(1,760.00)	(1,145.00)	(1,140.00)	(1,400.00)	(880.00)	(1,200.00)	(1,510.00)	(1,990.00)
<b>Grand Total</b>	<b>(2,723.10)</b>	<b>(3,267.00)</b>	<b>(1,881.00)</b>	<b>(2,837.00)</b>	<b>(2,515.00)</b>	<b>(2,626.00)</b>	<b>(5,799.00)</b>	<b>(5,315.00)</b>	<b>(4,770.00)</b>	<b>(2,772.00)</b>	<b>(5,565.00)</b>

The following schedules provide a detailed view of the above summary.

## Summary of Budget Position By Sub-Function - 10 Year Financial Projections

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Administration Administration	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		2,776,585	2,803,335	2,881,230	2,961,330	3,043,660	3,160,310	3,282,680	3,411,190	3,546,210	3,688,130	3,790,810
Materials - General		36,315	37,240	38,180	39,160	40,140	41,150	42,180	43,230	44,310	45,420	46,570
Contracts - Electrical		400	400	410	420	430	440	450	460	470	480	490
Contracts - Cleaning		8,140	8,330	8,540	8,760	8,980	9,200	9,430	9,670	9,910	10,160	10,410
Insurance - Public Liability		216,020	199,250	204,240	209,340	214,570	219,940	225,440	231,080	236,860	242,780	248,850
Insurance - Property		2,950	3,130	3,210	3,290	3,370	3,450	3,530	3,610	3,700	3,790	3,880
Other Expenses - Electricity		9,600	10,200	10,460	10,730	11,000	11,280	11,560	11,860	12,160	12,470	12,780
Other Expenses - Gas		300	200	210	220	230	240	250	260	270	280	290
Other Expenses - Telephone		21,635	24,500	25,110	25,750	26,400	27,070	27,740	28,430	29,140	29,860	30,610
Donations - Cultural Activities		10,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Other Expenses - Other-Advertising		7,680	7,880	8,080	8,290	8,500	8,710	8,930	9,150	9,380	9,610	9,850
Other Expenses - Other-Postage & Freight		610	630	650	670	690	710	730	750	770	790	810
Other Expenses - Other-Printing Stationary		2,710	2,800	2,890	2,980	3,070	3,160	3,260	3,360	3,460	3,560	3,670
Other Expenses - Other-Council Rates		2,840	2,890	2,960	3,030	3,100	3,170	3,240	3,310	3,390	3,480	3,570
Other Expenses - Other-Council Water Usage		300	550	560	570	580	590	600	620	640	660	680
Depreciation		30,600	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100	3,100
<b>Total Expenses from Ordinary Activities</b>		<b>3,126,685</b>	<b>3,116,435</b>	<b>3,201,830</b>	<b>3,289,640</b>	<b>3,379,820</b>	<b>3,504,520</b>	<b>3,635,120</b>	<b>3,772,080</b>	<b>3,915,770</b>	<b>4,066,570</b>	<b>4,178,370</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>3,126,685</b>	<b>3,116,435</b>	<b>3,201,830</b>	<b>3,289,640</b>	<b>3,379,820</b>	<b>3,504,520</b>	<b>3,635,120</b>	<b>3,772,080</b>	<b>3,915,770</b>	<b>4,066,570</b>	<b>4,178,370</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>3,126,685</b>	<b>3,116,435</b>	<b>3,201,830</b>	<b>3,289,640</b>	<b>3,379,820</b>	<b>3,504,520</b>	<b>3,635,120</b>	<b>3,772,080</b>	<b>3,915,770</b>	<b>4,066,570</b>	<b>4,178,370</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		(689,500)	(436,000)	(821,363)	(694,400)	(901,725)	(286,575)	(955,313)	(542,500)	(652,500)	(552,500)	(562,500)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets - Engineers Instruments & Equipment		2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
<b>Total Capital Amounts</b>		<b>(687,400)</b>	<b>(433,900)</b>	<b>(819,263)</b>	<b>(692,300)</b>	<b>(899,625)</b>	<b>(284,475)</b>	<b>(953,213)</b>	<b>(540,400)</b>	<b>(650,400)</b>	<b>(550,400)</b>	<b>(560,400)</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(30,600)	(3,100)	(3,100)	(3,100)	(3,100)	(3,100)	(3,100)	(3,100)	(3,100)	(3,100)	(3,100)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(30,600)</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>2,408,685</b>	<b>2,679,435</b>	<b>2,379,467</b>	<b>2,594,240</b>	<b>2,477,095</b>	<b>3,216,945</b>	<b>2,678,807</b>	<b>3,228,580</b>	<b>3,262,270</b>	<b>3,513,070</b>	<b>3,614,870</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>2,408,685</b>	<b>2,679,435</b>	<b>2,379,467</b>	<b>2,594,240</b>	<b>2,477,095</b>	<b>3,216,945</b>	<b>2,678,807</b>	<b>3,228,580</b>	<b>3,262,270</b>	<b>3,513,070</b>	<b>3,614,870</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Environment Street Cleaning	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		252,485	272,250	279,880	287,730	295,810	305,390	315,340	325,680	336,430	347,620	357,360
Materials - General		86,010	88,170	90,380	92,640	94,950	97,330	99,760	102,250	104,810	107,430	110,110
Other Expenses - Other-Council Water Usage		5,000	3,600	3,690	3,780	3,870	3,970	4,070	4,170	4,270	4,380	4,490
Internal Plant Charges		37,400	38,340	39,300	40,280	41,290	42,320	43,380	44,460	45,570	46,710	47,880
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		<b>380,895</b>	<b>402,360</b>	<b>413,250</b>	<b>424,430</b>	<b>435,920</b>	<b>449,010</b>	<b>462,550</b>	<b>476,560</b>	<b>491,080</b>	<b>506,140</b>	<b>519,840</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Fees - Water Usage		8,560	8,815	9,040	9,270	9,500	9,740	9,990	10,240	10,490	10,760	11,030
<b>Total Revenue from Ordinary Activities</b>		<b>8,560</b>	<b>8,815</b>	<b>9,040</b>	<b>9,270</b>	<b>9,500</b>	<b>9,740</b>	<b>9,990</b>	<b>10,240</b>	<b>10,490</b>	<b>10,760</b>	<b>11,030</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>389,455</b>	<b>411,175</b>	<b>422,290</b>	<b>433,700</b>	<b>445,420</b>	<b>458,750</b>	<b>472,540</b>	<b>486,800</b>	<b>501,570</b>	<b>516,900</b>	<b>530,870</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>389,455</b>	<b>411,175</b>	<b>422,290</b>	<b>433,700</b>	<b>445,420</b>	<b>458,750</b>	<b>472,540</b>	<b>486,800</b>	<b>501,570</b>	<b>516,900</b>	<b>530,870</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>389,455</b>	<b>411,175</b>	<b>422,290</b>	<b>433,700</b>	<b>445,420</b>	<b>458,750</b>	<b>472,540</b>	<b>486,800</b>	<b>501,570</b>	<b>516,900</b>	<b>530,870</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>389,455</b>	<b>411,175</b>	<b>422,290</b>	<b>433,700</b>	<b>445,420</b>	<b>458,750</b>	<b>472,540</b>	<b>486,800</b>	<b>501,570</b>	<b>516,900</b>	<b>530,870</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Environment Stormwater Management	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		27,600	28,370	29,160	29,980	30,820	31,680	32,570	33,480	34,420	35,380	36,370
Materials - General		18,400	18,860	19,330	19,810	20,310	20,820	21,340	21,870	22,420	22,980	23,550
Other Expenses - Other-Council Rates		2,510	2,570	2,630	2,700	2,770	2,840	2,910	2,980	3,050	3,130	3,210
Depreciation		380,000	310,000	310,780	311,560	312,340	313,120	313,900	314,680	315,470	316,260	317,050
<b>Total Expenses from Ordinary Activities</b>		<b>428,510</b>	<b>359,800</b>	<b>361,900</b>	<b>364,050</b>	<b>366,240</b>	<b>368,460</b>	<b>370,720</b>	<b>373,010</b>	<b>375,360</b>	<b>377,750</b>	<b>380,180</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Fees - Storm Water		(139,000)	(139,000)	(139,000)	(139,000)	(139,000)	(139,000)	(139,000)	(139,000)	(139,000)	(139,000)	(139,000)
<b>Total Revenue from Ordinary Activities</b>		<b>(139,000)</b>	<b>(139,000)</b>	<b>(139,000)</b>	<b>(139,000)</b>	<b>(139,000)</b>	<b>(139,000)</b>	<b>(139,000)</b>	<b>(139,000)</b>	<b>(139,000)</b>	<b>(139,000)</b>	<b>(139,000)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>289,510</b>	<b>220,800</b>	<b>222,900</b>	<b>225,050</b>	<b>227,240</b>	<b>229,460</b>	<b>231,720</b>	<b>234,010</b>	<b>236,360</b>	<b>238,750</b>	<b>241,180</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>289,510</b>	<b>220,800</b>	<b>222,900</b>	<b>225,050</b>	<b>227,240</b>	<b>229,460</b>	<b>231,720</b>	<b>234,010</b>	<b>236,360</b>	<b>238,750</b>	<b>241,180</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		139,000	139,000	139,000	139,000	139,000	139,000	139,000	139,000	139,000	139,000	139,000
<b>Total Capital Amounts</b>		<b>139,000</b>	<b>139,000</b>	<b>139,000</b>	<b>139,000</b>	<b>139,000</b>	<b>139,000</b>	<b>139,000</b>	<b>139,000</b>	<b>139,000</b>	<b>139,000</b>	<b>139,000</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(380,000)	(310,000)	(310,780)	(311,560)	(312,340)	(313,120)	(313,900)	(314,680)	(315,470)	(316,260)	(317,050)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(380,000)</b>	<b>(310,000)</b>	<b>(310,780)</b>	<b>(311,560)</b>	<b>(312,340)</b>	<b>(313,120)</b>	<b>(313,900)</b>	<b>(314,680)</b>	<b>(315,470)</b>	<b>(316,260)</b>	<b>(317,050)</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>48,510</b>	<b>49,800</b>	<b>51,120</b>	<b>52,490</b>	<b>53,900</b>	<b>55,340</b>	<b>56,820</b>	<b>58,330</b>	<b>59,890</b>	<b>61,490</b>	<b>63,130</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>48,510</b>	<b>49,800</b>	<b>51,120</b>	<b>52,490</b>	<b>53,900</b>	<b>55,340</b>	<b>56,820</b>	<b>58,330</b>	<b>59,890</b>	<b>61,490</b>	<b>63,130</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Recreation & Culture Sporting Grounds and Venues	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		208,155	215,445	221,340	227,390	233,600	242,280	251,390	260,950	270,980	281,510	289,250
Materials - General		63,310	64,880	66,500	68,160	69,860	71,600	73,390	75,210	77,070	78,980	80,930
Contracts - Cleaning		1,480	1,510	1,550	1,590	1,630	1,670	1,710	1,750	1,790	1,830	1,880
Contracts - Security		800	1,250	1,280	1,310	1,340	1,370	1,400	1,440	1,480	1,520	1,560
Insurance - Property		14,610	14,530	14,890	15,260	15,640	16,030	16,420	16,820	17,240	17,670	18,110
Other Expenses - Electricity		9,300	5,250	5,380	5,510	5,650	5,790	5,940	6,080	6,220	6,370	6,520
Other Expenses - Gas		700	700	720	740	760	780	800	820	840	860	880
Other Expenses - Telephone		2,280	2,480	2,540	2,610	2,680	2,750	2,820	2,890	2,960	3,030	3,110
Other Expenses - Other-Council Rates		6,850	7,570	7,770	7,970	8,170	8,370	8,570	8,790	9,010	9,230	9,450
Other Expenses - Other-Council Water Usage		26,860	42,010	43,070	44,160	45,270	46,400	47,550	48,750	49,970	51,230	52,510
Other Expenses-Small Plant Charged to Other Funds		24,970	25,470	26,110	26,760	27,430	28,120	28,820	29,540	30,280	31,040	31,820
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		<b>359,315</b>	<b>381,095</b>	<b>391,150</b>	<b>401,460</b>	<b>412,030</b>	<b>425,160</b>	<b>438,810</b>	<b>453,040</b>	<b>467,840</b>	<b>483,270</b>	<b>496,020</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Income-Other Revenue-Other-Others		(29,500)	(29,500)	(30,225)	(30,970)	(31,730)	(32,510)	(33,310)	(34,130)	(34,970)	(35,830)	(36,720)
Contrib-Operating-Other-Sport & Recreation		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
<b>Total Revenue from Ordinary Activities</b>		<b>(39,500)</b>	<b>(39,500)</b>	<b>(40,225)</b>	<b>(40,970)</b>	<b>(41,730)</b>	<b>(42,510)</b>	<b>(43,310)</b>	<b>(44,130)</b>	<b>(44,970)</b>	<b>(45,830)</b>	<b>(46,720)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>319,815</b>	<b>341,595</b>	<b>350,925</b>	<b>360,490</b>	<b>370,300</b>	<b>382,650</b>	<b>395,500</b>	<b>408,910</b>	<b>422,870</b>	<b>437,440</b>	<b>449,300</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>319,815</b>	<b>341,595</b>	<b>350,925</b>	<b>360,490</b>	<b>370,300</b>	<b>382,650</b>	<b>395,500</b>	<b>408,910</b>	<b>422,870</b>	<b>437,440</b>	<b>449,300</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		20,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
<b>Total Capital Amounts</b>		<b>20,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>339,815</b>	<b>365,595</b>	<b>374,925</b>	<b>384,490</b>	<b>394,300</b>	<b>406,650</b>	<b>419,500</b>	<b>432,910</b>	<b>446,870</b>	<b>461,440</b>	<b>473,300</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>339,815</b>	<b>365,595</b>	<b>374,925</b>	<b>384,490</b>	<b>394,300</b>	<b>406,650</b>	<b>419,500</b>	<b>432,910</b>	<b>446,870</b>	<b>461,440</b>	<b>473,300</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Recreation & Culture Parks & Gardens (lakes)	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		169,130	173,840	178,660	183,600	188,710	193,960	199,400	204,970	210,690	216,530	222,600
Materials - General		210,725	216,000	221,380	226,930	232,600	238,410	244,360	250,470	256,720	263,120	269,650
Insurance - Property		5,745	8,830	9,060	9,290	9,520	9,760	10,010	10,260	10,510	10,760	11,010
Other Expenses - Electricity		18,600	18,800	19,260	19,730	20,220	20,710	21,220	21,740	22,270	22,830	23,400
Other Expenses - Telephone		205	210	220	230	240	250	260	270	280	290	300
Other Expenses - Other-Council Rates		13,790	14,010	14,370	14,740	15,110	15,480	15,850	16,230	16,620	17,030	17,450
Other Expenses - Other-Council Water Usage		10,560	12,010	12,330	12,650	12,970	13,290	13,630	13,980	14,330	14,680	15,040
Other Expenses - Other-Security		2,250	-	-	-	-	-	-	-	-	-	-
Other Expenses-Small Plant Charged to Other Funds		20,930	21,350	21,880	22,430	22,990	23,560	24,150	24,750	25,370	26,000	26,650
Depreciation		135,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000
<b>Total Expenses from Ordinary Activities</b>		<b>586,935</b>	<b>625,050</b>	<b>637,160</b>	<b>649,600</b>	<b>662,360</b>	<b>675,420</b>	<b>688,880</b>	<b>702,670</b>	<b>716,790</b>	<b>731,240</b>	<b>746,100</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>586,935</b>	<b>625,050</b>	<b>637,160</b>	<b>649,600</b>	<b>662,360</b>	<b>675,420</b>	<b>688,880</b>	<b>702,670</b>	<b>716,790</b>	<b>731,240</b>	<b>746,100</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>586,935</b>	<b>625,050</b>	<b>637,160</b>	<b>649,600</b>	<b>662,360</b>	<b>675,420</b>	<b>688,880</b>	<b>702,670</b>	<b>716,790</b>	<b>731,240</b>	<b>746,100</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(135,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(135,000)</b>	<b>(160,000)</b>	<b>(160,000)</b>	<b>(160,000)</b>	<b>(160,000)</b>	<b>(160,000)</b>	<b>(160,000)</b>	<b>(160,000)</b>	<b>(160,000)</b>	<b>(160,000)</b>	<b>(160,000)</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>451,935</b>	<b>465,050</b>	<b>477,160</b>	<b>489,600</b>	<b>502,360</b>	<b>515,420</b>	<b>528,880</b>	<b>542,670</b>	<b>556,790</b>	<b>571,240</b>	<b>586,100</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>451,935</b>	<b>465,050</b>	<b>477,160</b>	<b>489,600</b>	<b>502,360</b>	<b>515,420</b>	<b>528,880</b>	<b>542,670</b>	<b>556,790</b>	<b>571,240</b>	<b>586,100</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Mining Manufacturing & Construction Building Control	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		296,785	315,445	323,980	332,740	341,740	352,220	363,090	374,370	386,060	398,200	409,060
Materials - General		3,300	3,380	3,460	3,550	3,640	3,730	3,820	3,920	4,020	4,120	4,220
Other Expenses - Telephone		1,540	3,845	3,940	4,040	4,140	4,240	4,350	4,460	4,570	4,680	4,800
Other Expenses - Other-Advertising		2,600	2,670	2,740	2,810	2,880	2,950	3,020	3,100	3,180	3,260	3,340
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		<b>304,225</b>	<b>325,340</b>	<b>334,120</b>	<b>343,140</b>	<b>352,400</b>	<b>363,140</b>	<b>374,280</b>	<b>385,850</b>	<b>397,830</b>	<b>410,260</b>	<b>421,420</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Income-Fees-Building Services - Other		(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)	(600)
Income-Fees-Planning & Building Regulatory		(103,800)	(103,800)	(103,800)	(103,800)	(103,800)	(103,800)	(103,800)	(103,800)	(103,800)	(103,800)	(103,800)
Income-Other Revenue-Commissions & Agency Fees		(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Income-Other Revenue-Other-Building Specifications		(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
Income-Other Revenue-Other-Others		(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
<b>Total Revenue from Ordinary Activities</b>		<b>(107,600)</b>	<b>(107,600)</b>	<b>(107,600)</b>	<b>(107,600)</b>	<b>(107,600)</b>	<b>(107,600)</b>	<b>(107,600)</b>	<b>(107,600)</b>	<b>(107,600)</b>	<b>(107,600)</b>	<b>(107,600)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>196,625</b>	<b>217,740</b>	<b>226,520</b>	<b>235,540</b>	<b>244,800</b>	<b>255,540</b>	<b>266,680</b>	<b>278,250</b>	<b>290,230</b>	<b>302,660</b>	<b>313,820</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>196,625</b>	<b>217,740</b>	<b>226,520</b>	<b>235,540</b>	<b>244,800</b>	<b>255,540</b>	<b>266,680</b>	<b>278,250</b>	<b>290,230</b>	<b>302,660</b>	<b>313,820</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>196,625</b>	<b>217,740</b>	<b>226,520</b>	<b>235,540</b>	<b>244,800</b>	<b>255,540</b>	<b>266,680</b>	<b>278,250</b>	<b>290,230</b>	<b>302,660</b>	<b>313,820</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>196,625</b>	<b>217,740</b>	<b>226,520</b>	<b>235,540</b>	<b>244,800</b>	<b>255,540</b>	<b>266,680</b>	<b>278,250</b>	<b>290,230</b>	<b>302,660</b>	<b>313,820</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Mining Manufacturing & Construction Other Mining,Manufacturing & Construction	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		3,150	3,250	3,350	3,450	3,550	3,650	3,750	3,850	3,950	4,050	4,170
Materials - General		32,370	33,190	34,030	34,890	35,770	36,670	37,590	38,530	39,490	40,470	41,480
Other Expenses - Other-Council Rates		9,710	10,280	10,540	10,800	11,070	11,350	11,630	11,920	12,220	12,530	12,840
Depreciation		13,500	13,000	13,030	13,060	13,090	13,120	13,150	13,180	13,210	13,240	13,270
<b>Total Expenses from Ordinary Activities</b>		<b>58,730</b>	<b>59,720</b>	<b>60,950</b>	<b>62,200</b>	<b>63,480</b>	<b>64,790</b>	<b>66,120</b>	<b>67,480</b>	<b>68,870</b>	<b>70,290</b>	<b>71,760</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Income-Fees-Quarry / Gravel Pits		(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)
<b>Total Revenue from Ordinary Activities</b>		<b>(70,000)</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(70,000)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>(11,270)</b>	<b>(10,280)</b>	<b>(9,050)</b>	<b>(7,800)</b>	<b>(6,520)</b>	<b>(5,210)</b>	<b>(3,880)</b>	<b>(2,520)</b>	<b>(1,130)</b>	<b>290</b>	<b>1,760</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>(11,270)</b>	<b>(10,280)</b>	<b>(9,050)</b>	<b>(7,800)</b>	<b>(6,520)</b>	<b>(5,210)</b>	<b>(3,880)</b>	<b>(2,520)</b>	<b>(1,130)</b>	<b>290</b>	<b>1,760</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(13,500)	(13,000)	(13,030)	(13,060)	(13,090)	(13,120)	(13,150)	(13,180)	(13,210)	(13,240)	(13,270)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(13,500)</b>	<b>(13,000)</b>	<b>(13,030)</b>	<b>(13,060)</b>	<b>(13,090)</b>	<b>(13,120)</b>	<b>(13,150)</b>	<b>(13,180)</b>	<b>(13,210)</b>	<b>(13,240)</b>	<b>(13,270)</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>(24,770)</b>	<b>(23,280)</b>	<b>(22,080)</b>	<b>(20,860)</b>	<b>(19,610)</b>	<b>(18,330)</b>	<b>(17,030)</b>	<b>(15,700)</b>	<b>(14,340)</b>	<b>(12,950)</b>	<b>(11,510)</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>10,230</b>	<b>11,720</b>	<b>12,920</b>	<b>14,140</b>	<b>15,390</b>	<b>16,670</b>	<b>17,970</b>	<b>19,300</b>	<b>20,660</b>	<b>22,050</b>	<b>23,490</b>



Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Transport & Communication Urban Roads (UR) - Local - Sealed	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		227,865	234,260	240,840	247,590	254,540	261,670	268,990	276,550	284,300	292,230	300,430
Materials - General		403,305	413,440	423,780	434,390	445,230	456,360	467,800	479,490	491,500	503,780	516,360
Other Expenses-Small Plant Charged to Other Funds		23,930	24,410	25,020	25,640	26,290	26,950	27,620	28,310	29,020	29,750	30,490
Depreciation		1,510,000	640,000	641,600	643,200	644,810	646,420	648,040	649,660	651,280	652,910	654,540
<b>Total Expenses from Ordinary Activities</b>		<b>2,165,100</b>	<b>1,312,110</b>	<b>1,331,240</b>	<b>1,350,820</b>	<b>1,370,870</b>	<b>1,391,400</b>	<b>1,412,450</b>	<b>1,434,010</b>	<b>1,456,100</b>	<b>1,478,670</b>	<b>1,501,820</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>2,165,100</b>	<b>1,312,110</b>	<b>1,331,240</b>	<b>1,350,820</b>	<b>1,370,870</b>	<b>1,391,400</b>	<b>1,412,450</b>	<b>1,434,010</b>	<b>1,456,100</b>	<b>1,478,670</b>	<b>1,501,820</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>2,165,100</b>	<b>1,312,110</b>	<b>1,331,240</b>	<b>1,350,820</b>	<b>1,370,870</b>	<b>1,391,400</b>	<b>1,412,450</b>	<b>1,434,010</b>	<b>1,456,100</b>	<b>1,478,670</b>	<b>1,501,820</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets - Urban Works Program		517,000	529,930	543,180	556,760	570,680	584,950	649,570	664,560	729,920	745,670	761,810
Acquisition of Assets - ACRD Program		160,000	180,400	184,910	189,530	194,270	199,130	204,110	209,210	214,450	219,810	225,310
Acquisition of Assets - CBD Works		17,300	17,730	18,170	18,620	19,090	19,570	20,060	20,560	21,070	21,600	22,140
Acquisition of Assets - Village Development Works		30,000	33,340	34,220	35,100	35,980	36,900	37,820	38,780	39,740	40,730	41,730
Acquisition of Assets - Village Bitumen Reseals		22,969	23,540	24,130	24,730	25,350	25,980	26,630	27,300	27,980	28,680	29,400
Acquisition of Assets - Road Asset Renewal/Upgrade Program (Non Recurrent)		200,000	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>947,269</b>	<b>784,940</b>	<b>804,610</b>	<b>824,740</b>	<b>845,370</b>	<b>866,530</b>	<b>938,190</b>	<b>960,410</b>	<b>1,033,160</b>	<b>1,056,490</b>	<b>1,080,390</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(1,510,000)	(640,000)	(641,600)	(643,200)	(644,810)	(646,420)	(648,040)	(649,660)	(651,280)	(652,910)	(654,540)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(1,510,000)</b>	<b>(640,000)</b>	<b>(641,600)</b>	<b>(643,200)</b>	<b>(644,810)</b>	<b>(646,420)</b>	<b>(648,040)</b>	<b>(649,660)</b>	<b>(651,280)</b>	<b>(652,910)</b>	<b>(654,540)</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>1,602,369</b>	<b>1,457,050</b>	<b>1,494,250</b>	<b>1,532,360</b>	<b>1,571,430</b>	<b>1,611,510</b>	<b>1,702,600</b>	<b>1,744,760</b>	<b>1,837,980</b>	<b>1,882,250</b>	<b>1,927,670</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>1,602,369</b>	<b>1,457,050</b>	<b>1,494,250</b>	<b>1,532,360</b>	<b>1,571,430</b>	<b>1,611,510</b>	<b>1,702,600</b>	<b>1,744,760</b>	<b>1,837,980</b>	<b>1,882,250</b>	<b>1,927,670</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Transport & Communication Sealed Rural Roads (SRR)-Local	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		163,200	167,770	172,440	177,290	182,250	187,380	192,630	198,040	203,580	209,250	215,120
Materials - General		362,560	457,650	516,930	576,440	650,200	690,210	728,460	770,980	847,760	882,800	914,120
Contributions - Road Weigh Limit Control		23,000	23,580	24,170	24,770	25,390	26,020	26,670	27,340	28,020	28,720	29,440
Other Expenses-Small Plant Charged to Other Funds		13,920	14,200	14,550	14,910	15,290	15,670	16,060	16,460	16,870	17,290	17,720
Depreciation		85,000	870,000	872,180	874,360	876,550	878,740	880,940	883,140	885,350	887,560	889,780
<b>Total Expenses from Ordinary Activities</b>		<b>647,680</b>	<b>1,533,200</b>	<b>1,600,270</b>	<b>1,667,770</b>	<b>1,749,680</b>	<b>1,798,020</b>	<b>1,844,760</b>	<b>1,895,960</b>	<b>1,981,580</b>	<b>2,025,620</b>	<b>2,066,180</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Contrib-Operating-Other-RoadWorks/Bridges		(5,100)	(5,230)	(5,360)	(5,490)	(5,630)	(5,770)	(5,910)	(6,060)	(6,210)	(6,370)	(6,530)
Grants - Financial Assistance Grant		(1,918,253)	(1,956,670)	(1,995,800)	(2,035,720)	(2,076,430)	(2,117,960)	(2,160,320)	(2,203,530)	(2,247,600)	(2,292,550)	(2,338,400)
<b>Total Revenue from Ordinary Activities</b>		<b>(1,923,353)</b>	<b>(1,961,900)</b>	<b>(2,001,160)</b>	<b>(2,041,210)</b>	<b>(2,082,060)</b>	<b>(2,123,730)</b>	<b>(2,166,230)</b>	<b>(2,209,590)</b>	<b>(2,253,810)</b>	<b>(2,298,920)</b>	<b>(2,344,930)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>(1,275,673)</b>	<b>(428,700)</b>	<b>(400,890)</b>	<b>(373,440)</b>	<b>(332,380)</b>	<b>(325,710)</b>	<b>(321,470)</b>	<b>(313,630)</b>	<b>(272,230)</b>	<b>(273,300)</b>	<b>(278,750)</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>(1,275,673)</b>	<b>(428,700)</b>	<b>(400,890)</b>	<b>(373,440)</b>	<b>(332,380)</b>	<b>(325,710)</b>	<b>(321,470)</b>	<b>(313,630)</b>	<b>(272,230)</b>	<b>(273,300)</b>	<b>(278,750)</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets - ACRD Program		824,753	842,530	860,530	878,820	897,340	916,090	935,120	954,430	973,990	993,810	1,013,890
<b>Total Capital Amounts</b>		<b>824,753</b>	<b>842,530</b>	<b>860,530</b>	<b>878,820</b>	<b>897,340</b>	<b>916,090</b>	<b>935,120</b>	<b>954,430</b>	<b>973,990</b>	<b>993,810</b>	<b>1,013,890</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(85,000)	(870,000)	(872,180)	(874,360)	(876,550)	(878,740)	(880,940)	(883,140)	(885,350)	(887,560)	(889,780)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(85,000)</b>	<b>(870,000)</b>	<b>(872,180)</b>	<b>(874,360)</b>	<b>(876,550)</b>	<b>(878,740)</b>	<b>(880,940)</b>	<b>(883,140)</b>	<b>(885,350)</b>	<b>(887,560)</b>	<b>(889,780)</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>(535,920)</b>	<b>(456,170)</b>	<b>(412,540)</b>	<b>(368,980)</b>	<b>(311,590)</b>	<b>(288,360)</b>	<b>(267,290)</b>	<b>(242,340)</b>	<b>(183,590)</b>	<b>(167,050)</b>	<b>(154,640)</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>(535,920)</b>	<b>(456,170)</b>	<b>(412,540)</b>	<b>(368,980)</b>	<b>(311,590)</b>	<b>(288,360)</b>	<b>(267,290)</b>	<b>(242,340)</b>	<b>(183,590)</b>	<b>(167,050)</b>	<b>(154,640)</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Transport & Communication Sealed Rural Roads (SRR)-Regional	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		601,600	619,311	636,640	654,450	672,730	691,550	710,940	730,880	751,340	772,340	793,980
Materials - General		913,416	837,007	857,900	879,300	901,270	923,820	946,880	970,550	994,810	1,019,680	1,045,170
Other Expenses - Other-Internal Plant Charges		1,500	1,540	1,580	1,620	1,660	1,700	1,740	1,780	1,820	1,870	1,920
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		<b>1,516,516</b>	<b>1,457,858</b>	<b>1,496,120</b>	<b>1,535,370</b>	<b>1,575,660</b>	<b>1,617,070</b>	<b>1,659,560</b>	<b>1,703,210</b>	<b>1,747,970</b>	<b>1,793,890</b>	<b>1,841,070</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Contrib-Operating-RTA (Regional / Local Block Grant)		(2,413,000)	(2,522,525)	(2,584,982)	(2,649,002)	(2,714,630)	(2,781,966)	(2,850,978)	(2,921,756)	(2,994,266)	(3,068,584)	(3,144,814)
Grants-Operating-Special Purpose-Transport (3x3,Flood,R2R)		(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)	(160,000)
<b>Total Revenue from Ordinary Activities</b>		<b>(2,573,000)</b>	<b>(2,682,525)</b>	<b>(2,744,982)</b>	<b>(2,809,002)</b>	<b>(2,874,630)</b>	<b>(2,941,966)</b>	<b>(3,010,978)</b>	<b>(3,081,756)</b>	<b>(3,154,266)</b>	<b>(3,228,584)</b>	<b>(3,304,814)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>(1,056,484)</b>	<b>(1,224,667)</b>	<b>(1,248,862)</b>	<b>(1,273,632)</b>	<b>(1,298,970)</b>	<b>(1,324,896)</b>	<b>(1,351,418)</b>	<b>(1,378,546)</b>	<b>(1,406,296)</b>	<b>(1,434,694)</b>	<b>(1,463,744)</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
Contrib-Capital-RTA (Regional/Local Block Grant-Repair Prgm)		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>(1,056,484)</b>	<b>(1,224,667)</b>	<b>(1,248,862)</b>	<b>(1,273,632)</b>	<b>(1,298,970)</b>	<b>(1,324,896)</b>	<b>(1,351,418)</b>	<b>(1,378,546)</b>	<b>(1,406,296)</b>	<b>(1,434,694)</b>	<b>(1,463,744)</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets - Block Grant Program		525,000	583,755	598,350	613,310	628,640	644,360	660,470	676,980	693,900	711,250	729,030
Acquisition of Assets - 3x4 Grant Program		160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000
Acquisition of Assets - Repair Grant Program		942,968	961,824	981,024	1,000,644	1,020,660	1,041,072	1,061,896	1,083,132	1,104,792	1,126,888	1,149,428
Acquisition of Assets - Roads to Recovery Program		2,673,064	537,064	537,060	547,870	547,870	547,870	547,870	547,870	558,750	558,750	558,750
<b>Total Capital Amounts</b>		<b>4,301,032</b>	<b>2,242,643</b>	<b>2,276,434</b>	<b>2,321,824</b>	<b>2,357,170</b>	<b>2,393,302</b>	<b>2,430,236</b>	<b>2,467,982</b>	<b>2,517,442</b>	<b>2,556,888</b>	<b>2,597,208</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>3,244,548</b>	<b>1,017,976</b>	<b>1,027,572</b>	<b>1,048,192</b>	<b>1,058,200</b>	<b>1,068,406</b>	<b>1,078,818</b>	<b>1,089,436</b>	<b>1,111,146</b>	<b>1,122,194</b>	<b>1,133,464</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>3,244,548</b>	<b>1,017,976</b>	<b>1,027,572</b>	<b>1,048,192</b>	<b>1,058,200</b>	<b>1,068,406</b>	<b>1,078,818</b>	<b>1,089,436</b>	<b>1,111,146</b>	<b>1,122,194</b>	<b>1,133,464</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Transport & Communication Unsealed Rural Roads (URR)-Local	CURRENT BUDGET	PROPOSED BUDGET									
		2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		581,700	662,990	681,440	700,385	719,855	739,905	760,480	781,620	803,365	819,185	842,140
Materials - General		959,430	1,018,460	1,043,960	1,070,095	1,096,875	1,124,345	1,152,480	1,181,320	1,210,915	1,237,735	1,268,670
Depreciation		1,062,000	670,000	671,680	673,360	675,040	676,730	678,420	680,120	681,820	683,520	685,230
<b>Total Expenses from Ordinary Activities</b>		<b>2,603,130</b>	<b>2,351,450</b>	<b>2,397,080</b>	<b>2,443,840</b>	<b>2,491,770</b>	<b>2,540,980</b>	<b>2,591,380</b>	<b>2,643,060</b>	<b>2,696,100</b>	<b>2,740,440</b>	<b>2,796,040</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
<b>Total Revenue from Ordinary Activities</b>		-	-	-	-	-	-	-	-	-	-	-
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>2,603,130</b>	<b>2,351,450</b>	<b>2,397,080</b>	<b>2,443,840</b>	<b>2,491,770</b>	<b>2,540,980</b>	<b>2,591,380</b>	<b>2,643,060</b>	<b>2,696,100</b>	<b>2,740,440</b>	<b>2,796,040</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
Grants-Capital-Special Purpose-Transport		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		-	-	-	-	-	-	-	-	-	-	-
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>2,603,130</b>	<b>2,351,450</b>	<b>2,397,080</b>	<b>2,443,840</b>	<b>2,491,770</b>	<b>2,540,980</b>	<b>2,591,380</b>	<b>2,643,060</b>	<b>2,696,100</b>	<b>2,740,440</b>	<b>2,796,040</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets - Granvel Resheeting Program		77,500	77,500	77,500	77,500	77,500	77,500	77,500	77,500	77,500	77,500	79,430
Acquisition of Assets - Roads To Recovery Program		373,000	373,000	373,000	380,390	380,390	380,390	380,390	380,390	388,050	388,050	388,050
Acquisition of Assets - ACRD Program		623,500	639,100	655,080	671,450	688,240	705,440	723,070	741,150	759,680	778,670	798,140
Acquisition of Assets - Road Asset Renewal/Upgrade Program (Non-Recurrent)		700,000	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>1,774,000</b>	<b>1,089,600</b>	<b>1,105,580</b>	<b>1,129,340</b>	<b>1,146,130</b>	<b>1,163,330</b>	<b>1,180,960</b>	<b>1,199,040</b>	<b>1,225,230</b>	<b>1,244,220</b>	<b>1,265,620</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(1,062,000)	(670,000)	(671,680)	(673,360)	(675,040)	(676,730)	(678,420)	(680,120)	(681,820)	(683,520)	(685,230)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(1,062,000)</b>	<b>(670,000)</b>	<b>(671,680)</b>	<b>(673,360)</b>	<b>(675,040)</b>	<b>(676,730)</b>	<b>(678,420)</b>	<b>(680,120)</b>	<b>(681,820)</b>	<b>(683,520)</b>	<b>(685,230)</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>3,315,130</b>	<b>2,771,050</b>	<b>2,830,980</b>	<b>2,899,820</b>	<b>2,962,860</b>	<b>3,027,580</b>	<b>3,093,920</b>	<b>3,161,980</b>	<b>3,239,510</b>	<b>3,301,140</b>	<b>3,376,430</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>3,315,130</b>	<b>2,771,050</b>	<b>2,830,980</b>	<b>2,899,820</b>	<b>2,962,860</b>	<b>3,027,580</b>	<b>3,093,920</b>	<b>3,161,980</b>	<b>3,239,510</b>	<b>3,301,140</b>	<b>3,376,430</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Transport & Communication Bridges on UR-Local	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		1,500	1,540	1,580	1,620	1,670	1,720	1,770	1,820	1,870	1,920	1,970
Materials - General		2,620	2,690	2,760	2,830	2,900	2,970	3,040	3,120	3,200	3,280	3,360
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		4,120	4,230	4,340	4,450	4,570	4,690	4,810	4,940	5,070	5,200	5,330
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>		-	-	-	-	-	-	-	-	-	-	-
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		4,120	4,230	4,340	4,450	4,570	4,690	4,810	4,940	5,070	5,200	5,330
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		-	-	-	-	-	-	-	-	-	-	-
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		4,120	4,230	4,340	4,450	4,570	4,690	4,810	4,940	5,070	5,200	5,330
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		-	-	-	-	-	-	-	-	-	-	-
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		-	-	-	-	-	-	-	-	-	-	-
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		4,120	4,230	4,340	4,450	4,570	4,690	4,810	4,940	5,070	5,200	5,330
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		4,120	4,230	4,340	4,450	4,570	4,690	4,810	4,940	5,070	5,200	5,330

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Transport & Communication Bridges on URR-Local	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		9,000	9,250	9,510	9,780	10,050	10,330	10,620	10,920	11,230	11,540	11,860
Materials - General		16,000	16,400	16,810	17,230	17,660	18,100	18,550	19,010	19,490	19,980	20,480
Depreciation		730,000	1,195,000	1,197,990	1,200,990	1,203,990	1,207,000	1,210,020	1,213,040	1,216,070	1,219,110	1,222,160
<b>Total Expenses from Ordinary Activities</b>		<b>755,000</b>	<b>1,220,650</b>	<b>1,224,310</b>	<b>1,228,000</b>	<b>1,231,700</b>	<b>1,235,430</b>	<b>1,239,190</b>	<b>1,242,970</b>	<b>1,246,790</b>	<b>1,250,630</b>	<b>1,254,500</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>755,000</b>	<b>1,220,650</b>	<b>1,224,310</b>	<b>1,228,000</b>	<b>1,231,700</b>	<b>1,235,430</b>	<b>1,239,190</b>	<b>1,242,970</b>	<b>1,246,790</b>	<b>1,250,630</b>	<b>1,254,500</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
Grants-Capital-Special Purpose-Transport		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>755,000</b>	<b>1,220,650</b>	<b>1,224,310</b>	<b>1,228,000</b>	<b>1,231,700</b>	<b>1,235,430</b>	<b>1,239,190</b>	<b>1,242,970</b>	<b>1,246,790</b>	<b>1,250,630</b>	<b>1,254,500</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(730,000)	(1,195,000)	(1,197,990)	(1,200,990)	(1,203,990)	(1,207,000)	(1,210,020)	(1,213,040)	(1,216,070)	(1,219,110)	(1,222,160)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(730,000)</b>	<b>(1,195,000)</b>	<b>(1,197,990)</b>	<b>(1,200,990)</b>	<b>(1,203,990)</b>	<b>(1,207,000)</b>	<b>(1,210,020)</b>	<b>(1,213,040)</b>	<b>(1,216,070)</b>	<b>(1,219,110)</b>	<b>(1,222,160)</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>25,000</b>	<b>25,650</b>	<b>26,320</b>	<b>27,010</b>	<b>27,710</b>	<b>28,430</b>	<b>29,170</b>	<b>29,930</b>	<b>30,720</b>	<b>31,520</b>	<b>32,340</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>25,000</b>	<b>25,650</b>	<b>26,320</b>	<b>27,010</b>	<b>27,710</b>	<b>28,430</b>	<b>29,170</b>	<b>29,930</b>	<b>30,720</b>	<b>31,520</b>	<b>32,340</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Transport & Communication Parking Areas	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		1,000	1,030	1,060	1,090	1,120	1,150	1,180	1,210	1,240	1,270	1,310
Materials - General		9,000	9,230	9,460	9,700	9,940	10,190	10,440	10,700	10,970	11,240	11,520
Other Expenses - Other-Council Rates		59,070	56,190	57,590	59,030	60,510	62,020	63,570	65,160	66,790	68,460	70,170
Other Expenses - Other-Council Water Usage		250	500	510	520	530	540	550	560	570	580	590
Depreciation		17,500	33,100	33,180	33,260	33,340	33,420	33,500	33,580	33,660	33,740	33,820
<b>Total Expenses from Ordinary Activities</b>		<b>86,820</b>	<b>100,050</b>	<b>101,800</b>	<b>103,600</b>	<b>105,440</b>	<b>107,320</b>	<b>109,240</b>	<b>111,210</b>	<b>113,230</b>	<b>115,290</b>	<b>117,410</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>86,820</b>	<b>100,050</b>	<b>101,800</b>	<b>103,600</b>	<b>105,440</b>	<b>107,320</b>	<b>109,240</b>	<b>111,210</b>	<b>113,230</b>	<b>115,290</b>	<b>117,410</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>86,820</b>	<b>100,050</b>	<b>101,800</b>	<b>103,600</b>	<b>105,440</b>	<b>107,320</b>	<b>109,240</b>	<b>111,210</b>	<b>113,230</b>	<b>115,290</b>	<b>117,410</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(17,500)	(33,100)	(33,180)	(33,260)	(33,340)	(33,420)	(33,500)	(33,580)	(33,660)	(33,740)	(33,820)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(17,500)</b>	<b>(33,100)</b>	<b>(33,180)</b>	<b>(33,260)</b>	<b>(33,340)</b>	<b>(33,420)</b>	<b>(33,500)</b>	<b>(33,580)</b>	<b>(33,660)</b>	<b>(33,740)</b>	<b>(33,820)</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>69,320</b>	<b>66,950</b>	<b>68,620</b>	<b>70,340</b>	<b>72,100</b>	<b>73,900</b>	<b>75,740</b>	<b>77,630</b>	<b>79,570</b>	<b>81,550</b>	<b>83,590</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>69,320</b>	<b>66,950</b>	<b>68,620</b>	<b>70,340</b>	<b>72,100</b>	<b>73,900</b>	<b>75,740</b>	<b>77,630</b>	<b>79,570</b>	<b>81,550</b>	<b>83,590</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Transport & Communication Footpaths	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		42,500	43,690	44,920	46,180	47,470	48,800	50,160	51,560	53,000	54,480	56,010
Materials - General		87,820	90,030	92,270	94,570	96,940	99,360	101,830	104,370	106,990	109,670	112,410
Depreciation		70,000	70,000	70,180	70,360	70,540	70,720	70,900	71,080	71,260	71,440	71,620
<b>Total Expenses from Ordinary Activities</b>		<b>200,320</b>	<b>203,720</b>	<b>207,370</b>	<b>211,110</b>	<b>214,950</b>	<b>218,880</b>	<b>222,890</b>	<b>227,010</b>	<b>231,250</b>	<b>235,590</b>	<b>240,040</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>200,320</b>	<b>203,720</b>	<b>207,370</b>	<b>211,110</b>	<b>214,950</b>	<b>218,880</b>	<b>222,890</b>	<b>227,010</b>	<b>231,250</b>	<b>235,590</b>	<b>240,040</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
Grants-Capital-Special Purpose-Transport		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>200,320</b>	<b>203,720</b>	<b>207,370</b>	<b>211,110</b>	<b>214,950</b>	<b>218,880</b>	<b>222,890</b>	<b>227,010</b>	<b>231,250</b>	<b>235,590</b>	<b>240,040</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(70,000)	(70,000)	(70,180)	(70,360)	(70,540)	(70,720)	(70,900)	(71,080)	(71,260)	(71,440)	(71,620)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(70,000)</b>	<b>(70,000)</b>	<b>(70,180)</b>	<b>(70,360)</b>	<b>(70,540)</b>	<b>(70,720)</b>	<b>(70,900)</b>	<b>(71,080)</b>	<b>(71,260)</b>	<b>(71,440)</b>	<b>(71,620)</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>130,320</b>	<b>133,720</b>	<b>137,190</b>	<b>140,750</b>	<b>144,410</b>	<b>148,160</b>	<b>151,990</b>	<b>155,930</b>	<b>159,990</b>	<b>164,150</b>	<b>168,420</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>130,320</b>	<b>133,720</b>	<b>137,190</b>	<b>140,750</b>	<b>144,410</b>	<b>148,160</b>	<b>151,990</b>	<b>155,930</b>	<b>159,990</b>	<b>164,150</b>	<b>168,420</b>



Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Transport & Communication Other Transport & Communication	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		350,330	375,577	386,090	396,910	408,030	419,410	431,130	443,180	455,590	468,340	481,470
Materials - General		74,645	98,088	100,550	103,040	105,650	108,300	111,020	113,850	116,710	119,600	122,530
Insurance - Property		815	830	850	870	890	910	930	950	970	990	1,010
Other Expenses - Street Lighting		250,000	217,900	223,350	228,930	234,650	240,520	246,530	252,690	259,010	265,490	272,130
Other Expenses - Other-Internal Plant Charges		3,400	1,700	1,740	1,780	1,820	1,870	1,920	1,970	2,020	2,070	2,120
Internal Plant Charges		-	2,720	2,790	2,860	2,930	3,000	3,080	3,160	3,240	3,320	3,400
Depreciation		4,700	6,000	6,020	6,040	6,060	6,080	6,100	6,120	6,140	6,160	6,180
<b>Total Expenses from Ordinary Activities</b>		<b>683,890</b>	<b>702,815</b>	<b>721,390</b>	<b>740,430</b>	<b>760,030</b>	<b>780,090</b>	<b>800,710</b>	<b>821,920</b>	<b>843,680</b>	<b>865,970</b>	<b>888,840</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Grants - Street Lighting - Operating Grant		(52,000)	(53,320)	(54,650)	(56,020)	(57,420)	(58,860)	(60,330)	(61,840)	(63,390)	(64,970)	(66,590)
Income-Fees-RTA Works (State Roads not Controlled by Council		(423,000)	(452,575)	(465,030)	(477,810)	(490,980)	(504,430)	(518,290)	(532,570)	(547,230)	(562,250)	(577,670)
Income-Other Revenue-Other-Others		(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)
Grants-Operating-Special Purpose-Transport (3x3,Flood,R2R		(3,010,064)	(910,064)	(910,060)	(928,260)	(928,260)	(928,260)	(928,260)	(928,260)	(946,800)	(946,800)	(946,800)
<b>Total Revenue from Ordinary Activities</b>		<b>(3,485,864)</b>	<b>(1,416,759)</b>	<b>(1,430,540)</b>	<b>(1,462,890)</b>	<b>(1,477,460)</b>	<b>(1,492,350)</b>	<b>(1,507,680)</b>	<b>(1,523,470)</b>	<b>(1,558,220)</b>	<b>(1,574,820)</b>	<b>(1,591,860)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>(2,801,974)</b>	<b>(713,944)</b>	<b>(709,150)</b>	<b>(722,460)</b>	<b>(717,430)</b>	<b>(712,260)</b>	<b>(706,970)</b>	<b>(701,550)</b>	<b>(714,540)</b>	<b>(708,850)</b>	<b>(703,020)</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
Grants-Capital-Special Purpose-Transport		-	-	-	-	-	-	-	-	-	-	-
Contrib-Capital-RTA (Regional/Local Block Grant-Repair Prgm)		(471,484)	(480,912)	(490,512)	(500,322)	(510,330)	(520,536)	(530,948)	(541,566)	(552,396)	(563,444)	(574,714)
Contrib-Capital-Other-RoadWorks/Bridges		(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)	(800)
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>(472,284)</b>	<b>(481,712)</b>	<b>(491,312)</b>	<b>(501,122)</b>	<b>(511,130)</b>	<b>(521,336)</b>	<b>(531,748)</b>	<b>(542,366)</b>	<b>(553,196)</b>	<b>(564,244)</b>	<b>(575,514)</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>(3,274,258)</b>	<b>(1,195,656)</b>	<b>(1,200,462)</b>	<b>(1,223,582)</b>	<b>(1,228,560)</b>	<b>(1,233,596)</b>	<b>(1,238,718)</b>	<b>(1,243,916)</b>	<b>(1,267,736)</b>	<b>(1,273,094)</b>	<b>(1,278,534)</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets - Fit for the Future - Backlog Program - Stabilisation		-	228,000	599,400	1,096,530	875,500	816,070	595,000	535,000	351,500	-	-
Acquisition of Assets - Fit for the Future - Backlog Program - Prevention		-	-	52,000	-	130,000	135,000	250,000	250,000	250,000	400,000	200,000
Acquisition of Assets - Fit for the Future - New Bitumen Seals/New Growth Assets		-	-	-	-	-	-	-	-	40,000	200,000	200,000
<b>Total Capital Amounts</b>		<b>-</b>	<b>228,000</b>	<b>651,400</b>	<b>1,096,530</b>	<b>1,005,500</b>	<b>951,070</b>	<b>845,000</b>	<b>785,000</b>	<b>641,500</b>	<b>600,000</b>	<b>400,000</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(4,700)	(6,000)	(6,020)	(6,040)	(6,060)	(6,080)	(6,100)	(6,120)	(6,140)	(6,160)	(6,180)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(4,700)</b>	<b>(6,000)</b>	<b>(6,020)</b>	<b>(6,040)</b>	<b>(6,060)</b>	<b>(6,080)</b>	<b>(6,100)</b>	<b>(6,120)</b>	<b>(6,140)</b>	<b>(6,160)</b>	<b>(6,180)</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>(3,278,958)</b>	<b>(973,656)</b>	<b>(555,082)</b>	<b>(133,092)</b>	<b>(229,120)</b>	<b>(288,606)</b>	<b>(399,818)</b>	<b>(465,036)</b>	<b>(632,376)</b>	<b>(679,254)</b>	<b>(884,714)</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>(3,278,958)</b>	<b>(973,656)</b>	<b>(555,082)</b>	<b>(133,092)</b>	<b>(229,120)</b>	<b>(288,606)</b>	<b>(399,818)</b>	<b>(465,036)</b>	<b>(632,376)</b>	<b>(679,254)</b>	<b>(884,714)</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Economic Affairs Camping Areas and caravan parks	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		1,500	1,540	1,580	1,620	1,660	1,710	1,760	1,810	1,860	1,910	1,970
Materials - General		10,900	11,180	11,460	11,740	12,040	12,340	12,650	12,970	13,290	13,620	13,960
Contracts - Cleaning		35,830	36,680	37,590	38,530	39,500	40,480	41,490	42,530	43,600	44,690	45,810
Insurance - Property		695	710	730	750	770	790	810	830	850	870	890
Other Expenses - Electricity		13,500	12,400	12,710	13,030	13,350	13,690	14,040	14,390	14,750	15,120	15,500
Other Expenses - Telephone		615	615	630	650	670	690	710	730	750	770	790
Other Expenses - Other-Council Rates		2,570	2,660	2,730	2,800	2,870	2,940	3,010	3,090	3,170	3,250	3,330
Other Expenses - Other-Council Water Usage		3,350	3,800	3,900	4,000	4,100	4,200	4,300	4,410	4,520	4,630	4,740
Depreciation		2,350	2,350	2,350	2,350	2,350	2,350	2,350	2,350	2,350	2,350	2,350
<b>Total Expenses from Ordinary Activities</b>		<b>71,310</b>	<b>71,935</b>	<b>73,680</b>	<b>75,470</b>	<b>77,310</b>	<b>79,190</b>	<b>81,120</b>	<b>83,110</b>	<b>85,140</b>	<b>87,210</b>	<b>89,340</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Income-Fees-Caravan Parks		(14,600)	(14,600)	(14,600)	(14,600)	(14,600)	(14,600)	(14,600)	(14,600)	(14,600)	(14,600)	(14,600)
<b>Total Revenue from Ordinary Activities</b>		<b>(14,600)</b>	<b>(14,600)</b>	<b>(14,600)</b>	<b>(14,600)</b>	<b>(14,600)</b>	<b>(14,600)</b>	<b>(14,600)</b>	<b>(14,600)</b>	<b>(14,600)</b>	<b>(14,600)</b>	<b>(14,600)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>56,710</b>	<b>57,335</b>	<b>59,080</b>	<b>60,870</b>	<b>62,710</b>	<b>64,590</b>	<b>66,520</b>	<b>68,510</b>	<b>70,540</b>	<b>72,610</b>	<b>74,740</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>56,710</b>	<b>57,335</b>	<b>59,080</b>	<b>60,870</b>	<b>62,710</b>	<b>64,590</b>	<b>66,520</b>	<b>68,510</b>	<b>70,540</b>	<b>72,610</b>	<b>74,740</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(2,350)	(2,350)	(2,350)	(2,350)	(2,350)	(2,350)	(2,350)	(2,350)	(2,350)	(2,350)	(2,350)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(2,350)</b>	<b>(2,350)</b>	<b>(2,350)</b>	<b>(2,350)</b>	<b>(2,350)</b>	<b>(2,350)</b>	<b>(2,350)</b>	<b>(2,350)</b>	<b>(2,350)</b>	<b>(2,350)</b>	<b>(2,350)</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>54,360</b>	<b>54,985</b>	<b>56,730</b>	<b>58,520</b>	<b>60,360</b>	<b>62,240</b>	<b>64,170</b>	<b>66,160</b>	<b>68,190</b>	<b>70,260</b>	<b>72,390</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>54,360</b>	<b>54,985</b>	<b>56,730</b>	<b>58,520</b>	<b>60,360</b>	<b>62,240</b>	<b>64,170</b>	<b>66,160</b>	<b>68,190</b>	<b>70,260</b>	<b>72,390</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Civil Engineering Services Economic Affairs Other Economic Affairs	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		37,500	37,580	37,580	37,580	37,580	37,580	37,580	37,580	37,580	37,580	37,580
Materials - General		84,245	84,470	84,470	84,470	84,470	84,470	84,470	84,470	84,470	84,470	84,470
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		<b>121,745</b>	<b>122,050</b>	<b>122,050</b>	<b>122,050</b>	<b>122,050</b>	<b>122,050</b>	<b>122,050</b>	<b>122,050</b>	<b>122,050</b>	<b>122,050</b>	<b>122,050</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Income-Fees-Private Works		(111,900)	(111,900)	(111,900)	(111,900)	(111,900)	(111,900)	(111,900)	(111,900)	(111,900)	(111,900)	(111,900)
<b>Total Revenue from Ordinary Activities</b>		<b>(111,900)</b>	<b>(111,900)</b>	<b>(111,900)</b>	<b>(111,900)</b>	<b>(111,900)</b>	<b>(111,900)</b>	<b>(111,900)</b>	<b>(111,900)</b>	<b>(111,900)</b>	<b>(111,900)</b>	<b>(111,900)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>9,845</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>9,845</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>9,845</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>9,845</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>	<b>10,150</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Development Services Community Services & Education Administration & Education	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		-	-	-	-	-	-	-	-	-	-	-
Materials - General		20,850	21,930	17,240	17,680	18,130	18,590	19,060	19,540	20,030	20,530	21,050
Donations - Cultural Activities		2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Donations - Other		5,000	-	-	-	-	-	-	-	-	-	-
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		<b>27,950</b>	<b>24,030</b>	<b>19,340</b>	<b>19,780</b>	<b>20,230</b>	<b>20,690</b>	<b>21,160</b>	<b>21,640</b>	<b>22,130</b>	<b>22,630</b>	<b>23,150</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>27,950</b>	<b>24,030</b>	<b>19,340</b>	<b>19,780</b>	<b>20,230</b>	<b>20,690</b>	<b>21,160</b>	<b>21,640</b>	<b>22,130</b>	<b>22,630</b>	<b>23,150</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>27,950</b>	<b>24,030</b>	<b>19,340</b>	<b>19,780</b>	<b>20,230</b>	<b>20,690</b>	<b>21,160</b>	<b>21,640</b>	<b>22,130</b>	<b>22,630</b>	<b>23,150</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>27,950</b>	<b>24,030</b>	<b>19,340</b>	<b>19,780</b>	<b>20,230</b>	<b>20,690</b>	<b>21,160</b>	<b>21,640</b>	<b>22,130</b>	<b>22,630</b>	<b>23,150</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>27,950</b>	<b>24,030</b>	<b>19,340</b>	<b>19,780</b>	<b>20,230</b>	<b>20,690</b>	<b>21,160</b>	<b>21,640</b>	<b>22,130</b>	<b>22,630</b>	<b>23,150</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Development Services Community Services & Education Aged Person & Disabled	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Materials - General		500	510	520	530	540	550	560	570	580	590	600
Insurance - Property		170	170	170	170	170	170	170	170	170	170	170
Donations - Aged Disabled Youth & Community Service		1,060	1,060	1,060	1,060	1,060	1,060	1,060	1,060	1,060	1,060	1,060
Other Expenses - Other-Council Water Usage		10,000	10,600	10,870	11,140	11,420	11,710	12,000	12,300	12,610	12,930	13,250
Depreciation		400	400	400	400	400	400	400	400	400	400	400
<b>Total Expenses from Ordinary Activities</b>		<b>12,130</b>	<b>12,740</b>	<b>13,020</b>	<b>13,300</b>	<b>13,590</b>	<b>13,890</b>	<b>14,190</b>	<b>14,500</b>	<b>14,820</b>	<b>15,150</b>	<b>15,480</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Grants-Operating-Special Purpose-Other Aged Disabled Youth &		-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>12,130</b>	<b>12,740</b>	<b>13,020</b>	<b>13,300</b>	<b>13,590</b>	<b>13,890</b>	<b>14,190</b>	<b>14,500</b>	<b>14,820</b>	<b>15,150</b>	<b>15,480</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>12,130</b>	<b>12,740</b>	<b>13,020</b>	<b>13,300</b>	<b>13,590</b>	<b>13,890</b>	<b>14,190</b>	<b>14,500</b>	<b>14,820</b>	<b>15,150</b>	<b>15,480</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(400)</b>	<b>(400)</b>	<b>(400)</b>	<b>(400)</b>	<b>(400)</b>	<b>(400)</b>	<b>(400)</b>	<b>(400)</b>	<b>(400)</b>	<b>(400)</b>	<b>(400)</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>11,730</b>	<b>12,340</b>	<b>12,620</b>	<b>12,900</b>	<b>13,190</b>	<b>13,490</b>	<b>13,790</b>	<b>14,100</b>	<b>14,420</b>	<b>14,750</b>	<b>15,080</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>11,730</b>	<b>12,340</b>	<b>12,620</b>	<b>12,900</b>	<b>13,190</b>	<b>13,490</b>	<b>13,790</b>	<b>14,100</b>	<b>14,420</b>	<b>14,750</b>	<b>15,080</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Development Services Community Services & Education Childrens Services	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		11,210	1,080	1,110	1,140	1,170	1,260	1,360	1,470	1,580	1,700	1,750
Materials - General		11,000	21,065	21,600	22,150	22,710	23,280	23,860	24,470	25,080	25,700	26,350
Contracts - Cleaning		8,470	8,680	8,900	9,120	9,350	9,580	9,820	10,070	10,320	10,580	10,840
Contracts - Security		2,310	3,310	3,390	3,470	3,560	3,650	3,740	3,830	3,930	4,030	4,130
Insurance - Property		4,515	4,530	4,640	4,760	4,880	5,000	5,130	5,260	5,390	5,520	5,660
Insurance - Other		500	400	410	420	430	440	450	460	470	480	490
Other Expenses - Electricity		3,000	3,600	3,690	3,780	3,870	3,970	4,070	4,170	4,270	4,380	4,490
Other Expenses - Telephone		4,300	4,410	4,520	4,630	4,750	4,870	4,990	5,110	5,240	5,370	5,500
Donations - Donation Program		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Donations - Aged Disabled Youth & Community Service		14,150	14,150	14,150	14,150	14,150	14,150	14,150	14,150	14,150	14,150	14,150
Other Expenses - Other-Printing Stationary		1,500	1,550	1,600	1,650	1,700	1,750	1,800	1,850	1,910	1,970	2,030
Other Expenses - Other-Council Rates		2,260	2,310	2,370	2,430	2,490	2,550	2,610	2,680	2,750	2,820	2,890
Other Expenses - Other-Council Water Usage		1,500	250	260	270	280	290	300	310	320	330	340
Depreciation		6,100	6,100	6,120	6,140	6,160	6,180	6,200	6,220	6,240	6,260	6,280
<b>Total Expenses from Ordinary Activities</b>		<b>73,815</b>	<b>74,435</b>	<b>75,760</b>	<b>77,110</b>	<b>78,500</b>	<b>79,970</b>	<b>81,480</b>	<b>83,050</b>	<b>84,650</b>	<b>86,290</b>	<b>87,900</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Grants-Operating-Special Purpose-Other Aged Disabled Youth &		(1,260)	(1,260)	(1,260)	(1,260)	(1,260)	(1,260)	(1,260)	(1,260)	(1,260)	(1,260)	(1,260)
<b>Total Revenue from Ordinary Activities</b>		<b>(1,260)</b>	<b>(1,260)</b>	<b>(1,260)</b>	<b>(1,260)</b>	<b>(1,260)</b>	<b>(1,260)</b>	<b>(1,260)</b>	<b>(1,260)</b>	<b>(1,260)</b>	<b>(1,260)</b>	<b>(1,260)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>72,555</b>	<b>73,175</b>	<b>74,500</b>	<b>75,850</b>	<b>77,240</b>	<b>78,710</b>	<b>80,220</b>	<b>81,790</b>	<b>83,390</b>	<b>85,030</b>	<b>86,640</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>72,555</b>	<b>73,175</b>	<b>74,500</b>	<b>75,850</b>	<b>77,240</b>	<b>78,710</b>	<b>80,220</b>	<b>81,790</b>	<b>83,390</b>	<b>85,030</b>	<b>86,640</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(6,100)	(6,100)	(6,120)	(6,140)	(6,160)	(6,180)	(6,200)	(6,220)	(6,240)	(6,260)	(6,280)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(6,100)</b>	<b>(6,100)</b>	<b>(6,120)</b>	<b>(6,140)</b>	<b>(6,160)</b>	<b>(6,180)</b>	<b>(6,200)</b>	<b>(6,220)</b>	<b>(6,240)</b>	<b>(6,260)</b>	<b>(6,280)</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>66,455</b>	<b>67,075</b>	<b>68,380</b>	<b>69,710</b>	<b>71,080</b>	<b>72,530</b>	<b>74,020</b>	<b>75,570</b>	<b>77,150</b>	<b>78,770</b>	<b>80,360</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>66,455</b>	<b>67,075</b>	<b>68,380</b>	<b>69,710</b>	<b>71,080</b>	<b>72,530</b>	<b>74,020</b>	<b>75,570</b>	<b>77,150</b>	<b>78,770</b>	<b>80,360</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Development Services Housing & Community Amentities Public Cemeteries	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		12,150	14,090	14,490	14,900	15,320	15,750	16,190	16,640	17,110	17,590	18,080
Materials - General		16,850	21,280	21,820	22,360	22,920	23,500	24,080	24,680	25,300	25,930	26,570
Contracts - Cemetery Maintenance/Grave Digging		87,780	88,530	90,750	93,020	95,350	97,740	100,190	102,690	105,260	107,880	110,580
Insurance - Property		125	130	130	130	130	130	130	130	130	130	130
Other Expenses - Other-Council Rates		370	370	380	390	400	410	420	430	440	450	460
Other Expenses - Other-Council Water Usage		250	250	260	270	280	290	300	310	320	330	340
Depreciation		11,300	11,000	11,010	11,020	11,030	11,040	11,050	11,060	11,070	11,080	11,090
<b>Total Expenses from Ordinary Activities</b>		<b>128,825</b>	<b>135,650</b>	<b>138,840</b>	<b>142,090</b>	<b>145,430</b>	<b>148,860</b>	<b>152,360</b>	<b>155,940</b>	<b>159,630</b>	<b>163,390</b>	<b>167,250</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Income-Other Revenue-Rental Income-Property Leases		(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Income-Other Revenue-Other-Cemetery		(117,000)	(117,000)	(117,000)	(117,000)	(117,000)	(117,000)	(117,000)	(117,000)	(117,000)	(117,000)	(117,000)
<b>Total Revenue from Ordinary Activities</b>		<b>(119,500)</b>	<b>(119,500)</b>	<b>(119,500)</b>	<b>(119,500)</b>	<b>(119,500)</b>	<b>(119,500)</b>	<b>(119,500)</b>	<b>(119,500)</b>	<b>(119,500)</b>	<b>(119,500)</b>	<b>(119,500)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>9,325</b>	<b>16,150</b>	<b>19,340</b>	<b>22,590</b>	<b>25,930</b>	<b>29,360</b>	<b>32,860</b>	<b>36,440</b>	<b>40,130</b>	<b>43,890</b>	<b>47,750</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>9,325</b>	<b>16,150</b>	<b>19,340</b>	<b>22,590</b>	<b>25,930</b>	<b>29,360</b>	<b>32,860</b>	<b>36,440</b>	<b>40,130</b>	<b>43,890</b>	<b>47,750</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets - Beams		1,000	1,030	1,060	1,090	1,120	1,150	1,180	1,210	1,240	1,270	1,300
<b>Total Capital Amounts</b>		<b>1,000</b>	<b>1,030</b>	<b>1,060</b>	<b>1,090</b>	<b>1,120</b>	<b>1,150</b>	<b>1,180</b>	<b>1,210</b>	<b>1,240</b>	<b>1,270</b>	<b>1,300</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(11,300)	(11,000)	(11,010)	(11,020)	(11,030)	(11,040)	(11,050)	(11,060)	(11,070)	(11,080)	(11,090)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(11,300)</b>	<b>(11,000)</b>	<b>(11,010)</b>	<b>(11,020)</b>	<b>(11,030)</b>	<b>(11,040)</b>	<b>(11,050)</b>	<b>(11,060)</b>	<b>(11,070)</b>	<b>(11,080)</b>	<b>(11,090)</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>(975)</b>	<b>6,180</b>	<b>9,390</b>	<b>12,660</b>	<b>16,020</b>	<b>19,470</b>	<b>22,990</b>	<b>26,590</b>	<b>30,300</b>	<b>34,080</b>	<b>37,960</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>(975)</b>	<b>6,180</b>	<b>9,390</b>	<b>12,660</b>	<b>16,020</b>	<b>19,470</b>	<b>22,990</b>	<b>26,590</b>	<b>30,300</b>	<b>34,080</b>	<b>37,960</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Development Services Housing & Community Amenities Public Conveniences	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FROM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		105,000	107,940	110,960	114,070	117,260	120,540	123,920	127,390	130,960	134,630	138,400
Materials - General		49,360	50,590	51,850	53,150	54,480	55,840	57,240	58,670	60,130	61,630	63,170
Contracts - Cleaning		5,900	6,020	6,170	6,320	6,480	6,640	6,810	6,980	7,150	7,330	7,510
Contracts - Security		4,480	9,660	9,900	10,150	10,400	10,660	10,930	11,200	11,480	11,770	12,060
Insurance - Property		2,790	2,830	2,900	2,970	3,040	3,120	3,200	3,280	3,360	3,440	3,530
Other Expenses - Electricity		18,000	18,200	18,660	19,130	19,610	20,100	20,600	21,120	21,650	22,190	22,740
Other Expenses - Other-Council Rates		1,450	1,470	1,510	1,550	1,590	1,630	1,670	1,710	1,750	1,790	1,830
Other Expenses - Other-Council Water Usage		1,500	2,000	2,050	2,100	2,150	2,200	2,260	2,320	2,380	2,440	2,500
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		<b>188,480</b>	<b>198,710</b>	<b>204,000</b>	<b>209,440</b>	<b>215,010</b>	<b>220,730</b>	<b>226,630</b>	<b>232,670</b>	<b>238,860</b>	<b>245,220</b>	<b>251,740</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>188,480</b>	<b>198,710</b>	<b>204,000</b>	<b>209,440</b>	<b>215,010</b>	<b>220,730</b>	<b>226,630</b>	<b>232,670</b>	<b>238,860</b>	<b>245,220</b>	<b>251,740</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>188,480</b>	<b>198,710</b>	<b>204,000</b>	<b>209,440</b>	<b>215,010</b>	<b>220,730</b>	<b>226,630</b>	<b>232,670</b>	<b>238,860</b>	<b>245,220</b>	<b>251,740</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>188,480</b>	<b>198,710</b>	<b>204,000</b>	<b>209,440</b>	<b>215,010</b>	<b>220,730</b>	<b>226,630</b>	<b>232,670</b>	<b>238,860</b>	<b>245,220</b>	<b>251,740</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>188,480</b>	<b>198,710</b>	<b>204,000</b>	<b>209,440</b>	<b>215,010</b>	<b>220,730</b>	<b>226,630</b>	<b>232,670</b>	<b>238,860</b>	<b>245,220</b>	<b>251,740</b>



Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Development Services Housing & Community Amenities Town Planning	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		365,120	380,065	389,720	399,630	409,820	421,700	433,990	446,780	460,040	473,800	486,060
Materials - General		6,800	5,840	5,980	6,130	6,280	6,430	6,590	6,750	6,910	7,080	7,250
Other Expenses - Telephone		3,590	4,615	4,730	4,850	4,970	5,090	5,220	5,350	5,480	5,620	5,760
Donations - Cultural Activities		3,600	-	-	-	-	-	-	-	-	-	-
Donations - Heritage Assistance		50,400	50,400	50,400	50,400	50,400	50,400	50,400	50,400	50,400	50,400	50,400
Other Expenses - Other-Advertising		11,300	11,580	11,870	12,170	12,470	12,780	13,100	13,430	13,760	14,110	14,460
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		<b>440,810</b>	<b>452,500</b>	<b>462,700</b>	<b>473,180</b>	<b>483,940</b>	<b>496,400</b>	<b>509,300</b>	<b>522,710</b>	<b>536,590</b>	<b>551,010</b>	<b>563,930</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Certificates - S149 Planning		(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)
Income-Fees-Planning & Building Regulatory		(105,900)	(105,900)	(105,900)	(105,900)	(105,900)	(105,900)	(105,900)	(105,900)	(105,900)	(105,900)	(105,900)
Income-Other Revenue-Other-Plan Printing Sale of Maps		(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)
Income-Other Revenue-Other-Others		(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Grants-Operating-Special Purpose-Other Heritage Grants		(10,134)	(10,140)	(10,140)	(10,140)	(10,140)	(10,140)	(10,140)	(10,140)	(10,140)	(10,140)	(10,140)
<b>Total Revenue from Ordinary Activities</b>		<b>(148,184)</b>	<b>(148,190)</b>	<b>(148,190)</b>	<b>(148,190)</b>	<b>(148,190)</b>	<b>(148,190)</b>	<b>(148,190)</b>	<b>(148,190)</b>	<b>(148,190)</b>	<b>(148,190)</b>	<b>(148,190)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>292,626</b>	<b>304,310</b>	<b>314,510</b>	<b>324,990</b>	<b>335,750</b>	<b>348,210</b>	<b>361,110</b>	<b>374,520</b>	<b>388,400</b>	<b>402,820</b>	<b>415,740</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>292,626</b>	<b>304,310</b>	<b>314,510</b>	<b>324,990</b>	<b>335,750</b>	<b>348,210</b>	<b>361,110</b>	<b>374,520</b>	<b>388,400</b>	<b>402,820</b>	<b>415,740</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>292,626</b>	<b>304,310</b>	<b>314,510</b>	<b>324,990</b>	<b>335,750</b>	<b>348,210</b>	<b>361,110</b>	<b>374,520</b>	<b>388,400</b>	<b>402,820</b>	<b>415,740</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>292,626</b>	<b>304,310</b>	<b>314,510</b>	<b>324,990</b>	<b>335,750</b>	<b>348,210</b>	<b>361,110</b>	<b>374,520</b>	<b>388,400</b>	<b>402,820</b>	<b>415,740</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Development Services Housing & Community Amenities Other Community Amenities	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		-	-	-	-	-	-	-	-	-	-	-
Materials - General		8,100	11,180	11,460	11,760	12,060	12,370	12,680	13,000	13,320	13,650	13,990
Insurance - Property		2,020	810	830	850	870	890	910	930	950	970	990
Other Expenses - Electricity		500	500	510	520	530	540	550	560	570	580	590
Other Expenses - Other-Council Rates		5,170	10,410	10,670	10,940	11,210	11,490	11,780	12,070	12,370	12,680	13,000
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		<b>15,790</b>	<b>22,900</b>	<b>23,470</b>	<b>24,070</b>	<b>24,670</b>	<b>25,290</b>	<b>25,920</b>	<b>26,560</b>	<b>27,210</b>	<b>27,880</b>	<b>28,570</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>15,790</b>	<b>22,900</b>	<b>23,470</b>	<b>24,070</b>	<b>24,670</b>	<b>25,290</b>	<b>25,920</b>	<b>26,560</b>	<b>27,210</b>	<b>27,880</b>	<b>28,570</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>15,790</b>	<b>22,900</b>	<b>23,470</b>	<b>24,070</b>	<b>24,670</b>	<b>25,290</b>	<b>25,920</b>	<b>26,560</b>	<b>27,210</b>	<b>27,880</b>	<b>28,570</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>15,790</b>	<b>22,900</b>	<b>23,470</b>	<b>24,070</b>	<b>24,670</b>	<b>25,290</b>	<b>25,920</b>	<b>26,560</b>	<b>27,210</b>	<b>27,880</b>	<b>28,570</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>15,790</b>	<b>22,900</b>	<b>23,470</b>	<b>24,070</b>	<b>24,670</b>	<b>25,290</b>	<b>25,920</b>	<b>26,560</b>	<b>27,210</b>	<b>27,880</b>	<b>28,570</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Development Services Recreation & Culture Community Centres and Halls	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		1,750	1,780	1,810	1,840	1,870	1,900	1,930	1,960	1,990	2,020	2,050
Materials - General		21,240	23,270	23,850	24,440	25,040	25,660	26,290	26,920	27,560	28,230	28,920
Contracts - Electrical		150	150	150	150	150	150	150	150	150	150	150
Contracts - Cleaning		2,820	2,920	2,990	3,060	3,140	3,220	3,300	3,380	3,460	3,550	3,640
Contracts - Security		2,520	1,250	1,280	1,310	1,340	1,370	1,400	1,440	1,480	1,520	1,560
Insurance - Public Liability		2,820	3,520	3,610	3,700	3,790	3,880	3,980	4,080	4,180	4,280	4,390
Insurance - Property		32,695	33,090	33,920	34,780	35,670	36,570	37,470	38,400	39,370	40,360	41,370
Other Expenses - Electricity		20,000	6,900	7,070	7,250	7,430	7,620	7,810	8,010	8,210	8,420	8,630
Other Expenses - Gas		400	200	210	220	230	240	250	260	270	280	290
Other Expenses - Telephone		1,745	1,540	1,580	1,620	1,660	1,700	1,740	1,780	1,820	1,870	1,920
Donations - Rating Relief		5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600
Other Expenses - Other-Council Rates		8,930	9,210	9,440	9,670	9,910	10,160	10,410	10,670	10,930	11,200	11,470
Other Expenses - Other-Council Water Usage		500	750	780	810	840	870	900	930	960	990	1,020
Depreciation		85,800	131,300	131,620	131,940	132,260	132,580	132,910	133,240	133,570	133,900	134,230
<b>Total Expenses from Ordinary Activities</b>		<b>186,970</b>	<b>221,480</b>	<b>223,910</b>	<b>226,390</b>	<b>228,930</b>	<b>231,520</b>	<b>234,140</b>	<b>236,820</b>	<b>239,550</b>	<b>242,370</b>	<b>245,240</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Income-Fees-Town Hall / Hall Hire		(8,850)	(8,850)	(9,060)	(9,280)	(9,505)	(9,740)	(9,975)	(10,220)	(10,470)	(10,720)	(10,980)
<b>Total Revenue from Ordinary Activities</b>		<b>(8,850)</b>	<b>(8,850)</b>	<b>(9,060)</b>	<b>(9,280)</b>	<b>(9,505)</b>	<b>(9,740)</b>	<b>(9,975)</b>	<b>(10,220)</b>	<b>(10,470)</b>	<b>(10,720)</b>	<b>(10,980)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>178,120</b>	<b>212,630</b>	<b>214,850</b>	<b>217,110</b>	<b>219,425</b>	<b>221,780</b>	<b>224,165</b>	<b>226,600</b>	<b>229,080</b>	<b>231,650</b>	<b>234,260</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>178,120</b>	<b>212,630</b>	<b>214,850</b>	<b>217,110</b>	<b>219,425</b>	<b>221,780</b>	<b>224,165</b>	<b>226,600</b>	<b>229,080</b>	<b>231,650</b>	<b>234,260</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(85,800)	(131,300)	(131,620)	(131,940)	(132,260)	(132,580)	(132,910)	(133,240)	(133,570)	(133,900)	(134,230)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(85,800)</b>	<b>(131,300)</b>	<b>(131,620)</b>	<b>(131,940)</b>	<b>(132,260)</b>	<b>(132,580)</b>	<b>(132,910)</b>	<b>(133,240)</b>	<b>(133,570)</b>	<b>(133,900)</b>	<b>(134,230)</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>92,320</b>	<b>81,330</b>	<b>83,230</b>	<b>85,170</b>	<b>87,165</b>	<b>89,200</b>	<b>91,255</b>	<b>93,360</b>	<b>95,510</b>	<b>97,750</b>	<b>100,030</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>92,320</b>	<b>81,330</b>	<b>83,230</b>	<b>85,170</b>	<b>87,165</b>	<b>89,200</b>	<b>91,255</b>	<b>93,360</b>	<b>95,510</b>	<b>97,750</b>	<b>100,030</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Development Services Recreation & Culture Swimming Pools	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		-	-	-	-	-	-	-	-	-	-	-
Materials - General		51,170	52,460	53,770	55,110	56,480	57,900	59,360	60,850	62,370	63,920	65,510
Contracts - Sport & Recreational Facilities		50,470	51,730	53,020	54,350	55,710	57,100	58,530	59,990	61,490	63,030	64,610
Contracts - Electrical		350	350	360	370	380	390	400	410	420	430	440
Contracts - Security		1,050	1,250	1,280	1,310	1,340	1,370	1,400	1,440	1,480	1,520	1,560
Insurance - Property		10,885	10,980	11,250	11,540	11,830	12,130	12,430	12,740	13,060	13,390	13,720
Other Expenses - Electricity		65,000	37,800	38,750	39,720	40,710	41,730	42,780	43,850	44,950	46,070	47,230
Other Expenses - Gas		16,250	35,000	35,880	36,780	37,700	38,640	39,610	40,600	41,620	42,660	43,720
Other Expenses - Telephone		770	780	800	820	840	860	880	900	920	940	960
Other Expenses - Other-Council Rates		5,860	5,860	6,010	6,160	6,310	6,470	6,630	6,790	6,960	7,130	7,310
Other Expenses - Other-Council Water Usage		17,000	14,500	14,860	15,230	15,620	16,010	16,410	16,820	17,240	17,670	18,120
Depreciation		72,800	81,100	81,100	81,100	81,100	81,100	81,100	81,100	81,100	81,100	81,100
<b>Total Expenses from Ordinary Activities</b>		<b>291,605</b>	<b>291,810</b>	<b>297,080</b>	<b>302,490</b>	<b>308,020</b>	<b>313,700</b>	<b>319,530</b>	<b>325,490</b>	<b>331,610</b>	<b>337,860</b>	<b>344,280</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Income-Other Revenue-Rental Income-Property Leases		(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
<b>Total Revenue from Ordinary Activities</b>		<b>(9,000)</b>	<b>(9,000)</b>	<b>(9,000)</b>	<b>(9,000)</b>	<b>(9,000)</b>	<b>(9,000)</b>	<b>(9,000)</b>	<b>(9,000)</b>	<b>(9,000)</b>	<b>(9,000)</b>	<b>(9,000)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>282,605</b>	<b>282,810</b>	<b>288,080</b>	<b>293,490</b>	<b>299,020</b>	<b>304,700</b>	<b>310,530</b>	<b>316,490</b>	<b>322,610</b>	<b>328,860</b>	<b>335,280</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
<b>Total Grants and Contributions Provided for Capital Purposes</b>		-	-	-	-	-	-	-	-	-	-	-
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>282,605</b>	<b>282,810</b>	<b>288,080</b>	<b>293,490</b>	<b>299,020</b>	<b>304,700</b>	<b>310,530</b>	<b>316,490</b>	<b>322,610</b>	<b>328,860</b>	<b>335,280</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(72,800)	(81,100)	(81,100)	(81,100)	(81,100)	(81,100)	(81,100)	(81,100)	(81,100)	(81,100)	(81,100)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(72,800)</b>	<b>(81,100)</b>	<b>(81,100)</b>	<b>(81,100)</b>	<b>(81,100)</b>	<b>(81,100)</b>	<b>(81,100)</b>	<b>(81,100)</b>	<b>(81,100)</b>	<b>(81,100)</b>	<b>(81,100)</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>209,805</b>	<b>201,710</b>	<b>206,980</b>	<b>212,390</b>	<b>217,920</b>	<b>223,600</b>	<b>229,430</b>	<b>235,390</b>	<b>241,510</b>	<b>247,760</b>	<b>254,180</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>209,805</b>	<b>201,710</b>	<b>206,980</b>	<b>212,390</b>	<b>217,920</b>	<b>223,600</b>	<b>229,430</b>	<b>235,390</b>	<b>241,510</b>	<b>247,760</b>	<b>254,180</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Environmental Compliance Public Order & Safety Enforcement of Regs	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		4,500	4,630	4,760	4,890	5,030	5,170	5,310	5,460	5,610	5,770	5,930
Materials - General		1,000	1,030	1,060	1,090	1,120	1,150	1,180	1,210	1,240	1,270	1,300
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		<b>5,500</b>	<b>5,660</b>	<b>5,820</b>	<b>5,980</b>	<b>6,150</b>	<b>6,320</b>	<b>6,490</b>	<b>6,670</b>	<b>6,850</b>	<b>7,040</b>	<b>7,230</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Income-Other Revenue-Other Fines		(10,200)	(10,200)	(10,200)	(10,200)	(10,200)	(10,200)	(10,200)	(10,200)	(10,200)	(10,200)	(10,200)
Income-Other Revenue-Other-Others		(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)
<b>Total Revenue from Ordinary Activities</b>		<b>(10,300)</b>	<b>(10,300)</b>	<b>(10,300)</b>	<b>(10,300)</b>	<b>(10,300)</b>	<b>(10,300)</b>	<b>(10,300)</b>	<b>(10,300)</b>	<b>(10,300)</b>	<b>(10,300)</b>	<b>(10,300)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>(4,800)</b>	<b>(4,640)</b>	<b>(4,480)</b>	<b>(4,320)</b>	<b>(4,150)</b>	<b>(3,980)</b>	<b>(3,810)</b>	<b>(3,630)</b>	<b>(3,450)</b>	<b>(3,260)</b>	<b>(3,070)</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>(4,800)</b>	<b>(4,640)</b>	<b>(4,480)</b>	<b>(4,320)</b>	<b>(4,150)</b>	<b>(3,980)</b>	<b>(3,810)</b>	<b>(3,630)</b>	<b>(3,450)</b>	<b>(3,260)</b>	<b>(3,070)</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>(4,800)</b>	<b>(4,640)</b>	<b>(4,480)</b>	<b>(4,320)</b>	<b>(4,150)</b>	<b>(3,980)</b>	<b>(3,810)</b>	<b>(3,630)</b>	<b>(3,450)</b>	<b>(3,260)</b>	<b>(3,070)</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>(4,800)</b>	<b>(4,640)</b>	<b>(4,480)</b>	<b>(4,320)</b>	<b>(4,150)</b>	<b>(3,980)</b>	<b>(3,810)</b>	<b>(3,630)</b>	<b>(3,450)</b>	<b>(3,260)</b>	<b>(3,070)</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Environmental Compliance Public Order & Safety Animal Control	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		266,500	274,915	282,600	290,510	298,650	308,350	318,430	328,870	339,710	350,990	360,820
Materials - General		36,005	36,910	37,840	38,790	39,760	40,760	41,790	42,840	43,920	45,020	46,140
Other Expenses - Telephone		2,050	3,075	3,150	3,230	3,310	3,390	3,470	3,560	3,650	3,740	3,830
Other Expenses - Other-Council Rates		1,700	1,730	1,770	1,810	1,860	1,910	1,960	2,010	2,060	2,110	2,160
Depreciation		1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
<b>Total Expenses from Ordinary Activities</b>		<b>307,455</b>	<b>317,830</b>	<b>326,560</b>	<b>335,540</b>	<b>344,780</b>	<b>355,610</b>	<b>366,850</b>	<b>378,480</b>	<b>390,540</b>	<b>403,060</b>	<b>414,150</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Income-Fees-Registration Fees		(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)
Income-Other Revenue-Other Fines		(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Income-Other Revenue-Other-Sale Dogs.Animals/Microchipping		(1,710)	(1,710)	(1,710)	(1,710)	(1,710)	(1,710)	(1,710)	(1,710)	(1,710)	(1,710)	(1,710)
<b>Total Revenue from Ordinary Activities</b>		<b>(9,410)</b>	<b>(9,410)</b>	<b>(9,410)</b>	<b>(9,410)</b>	<b>(9,410)</b>	<b>(9,410)</b>	<b>(9,410)</b>	<b>(9,410)</b>	<b>(9,410)</b>	<b>(9,410)</b>	<b>(9,410)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>298,045</b>	<b>308,420</b>	<b>317,150</b>	<b>326,130</b>	<b>335,370</b>	<b>346,200</b>	<b>357,440</b>	<b>369,070</b>	<b>381,130</b>	<b>393,650</b>	<b>404,740</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>298,045</b>	<b>308,420</b>	<b>317,150</b>	<b>326,130</b>	<b>335,370</b>	<b>346,200</b>	<b>357,440</b>	<b>369,070</b>	<b>381,130</b>	<b>393,650</b>	<b>404,740</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(1,200)</b>	<b>(1,200)</b>	<b>(1,200)</b>	<b>(1,200)</b>	<b>(1,200)</b>	<b>(1,200)</b>	<b>(1,200)</b>	<b>(1,200)</b>	<b>(1,200)</b>	<b>(1,200)</b>	<b>(1,200)</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>296,845</b>	<b>307,220</b>	<b>315,950</b>	<b>324,930</b>	<b>334,170</b>	<b>345,000</b>	<b>356,240</b>	<b>367,870</b>	<b>379,930</b>	<b>392,450</b>	<b>403,540</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>296,845</b>	<b>307,220</b>	<b>315,950</b>	<b>324,930</b>	<b>334,170</b>	<b>345,000</b>	<b>356,240</b>	<b>367,870</b>	<b>379,930</b>	<b>392,450</b>	<b>403,540</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Environmental Compliance Environment Noxious Plants and Insect/Vermin Control	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		164,340	143,905	147,890	152,000	156,230	160,960	165,840	170,920	176,160	181,580	186,610
Materials - General		88,093	96,430	98,890	101,370	103,920	106,480	109,150	111,890	114,740	117,620	120,540
Insurance - Property		50	-	-	-	-	-	-	-	-	-	-
Insurance - Other		50	50	50	50	50	50	50	50	50	50	50
Other Expenses - Telephone		-	2,000	2,050	2,100	2,150	2,200	2,260	2,320	2,380	2,440	2,500
Internal Plant Charges		-	10,000	10,250	10,510	10,770	11,040	11,320	11,600	11,890	12,190	12,490
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		<b>252,533</b>	<b>252,385</b>	<b>259,130</b>	<b>266,030</b>	<b>273,120</b>	<b>280,730</b>	<b>288,620</b>	<b>296,780</b>	<b>305,220</b>	<b>313,880</b>	<b>322,190</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Income-Fees-Planning & Building Regulatory		(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)	(400)
Grants-Operating-Special Purpose-Other Noxious Weeds		(73,000)	(84,000)	(84,000)	(84,000)	(84,000)	(84,000)	(84,000)	(84,000)	(84,000)	(84,000)	(84,000)
<b>Total Revenue from Ordinary Activities</b>		<b>(73,400)</b>	<b>(84,400)</b>	<b>(84,400)</b>	<b>(84,400)</b>	<b>(84,400)</b>	<b>(84,400)</b>	<b>(84,400)</b>	<b>(84,400)</b>	<b>(84,400)</b>	<b>(84,400)</b>	<b>(84,400)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>179,133</b>	<b>167,985</b>	<b>174,730</b>	<b>181,630</b>	<b>188,720</b>	<b>196,330</b>	<b>204,220</b>	<b>212,380</b>	<b>220,820</b>	<b>229,480</b>	<b>237,790</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>179,133</b>	<b>167,985</b>	<b>174,730</b>	<b>181,630</b>	<b>188,720</b>	<b>196,330</b>	<b>204,220</b>	<b>212,380</b>	<b>220,820</b>	<b>229,480</b>	<b>237,790</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>179,133</b>	<b>167,985</b>	<b>174,730</b>	<b>181,630</b>	<b>188,720</b>	<b>196,330</b>	<b>204,220</b>	<b>212,380</b>	<b>220,820</b>	<b>229,480</b>	<b>237,790</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>179,133</b>	<b>167,985</b>	<b>174,730</b>	<b>181,630</b>	<b>188,720</b>	<b>196,330</b>	<b>204,220</b>	<b>212,380</b>	<b>220,820</b>	<b>229,480</b>	<b>237,790</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Environmental Engineering Services Administration Administration	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		207,335	220,525	226,650	232,940	239,390	248,780	258,620	268,970	279,840	291,310	299,420
Materials - General		9,570	9,820	10,070	10,330	10,590	10,860	11,130	11,400	11,680	11,960	12,250
Other Expenses - Telephone		515	360	370	380	390	400	410	420	430	440	450
Other Expenses - Other-Printing Stationary		1,020	1,050	1,080	1,110	1,140	1,170	1,210	1,250	1,290	1,330	1,370
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		<b>218,440</b>	<b>231,755</b>	<b>238,170</b>	<b>244,760</b>	<b>251,510</b>	<b>261,210</b>	<b>271,370</b>	<b>282,040</b>	<b>293,240</b>	<b>305,040</b>	<b>313,490</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>218,440</b>	<b>231,755</b>	<b>238,170</b>	<b>244,760</b>	<b>251,510</b>	<b>261,210</b>	<b>271,370</b>	<b>282,040</b>	<b>293,240</b>	<b>305,040</b>	<b>313,490</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>218,440</b>	<b>231,755</b>	<b>238,170</b>	<b>244,760</b>	<b>251,510</b>	<b>261,210</b>	<b>271,370</b>	<b>282,040</b>	<b>293,240</b>	<b>305,040</b>	<b>313,490</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>218,440</b>	<b>231,755</b>	<b>238,170</b>	<b>244,760</b>	<b>251,510</b>	<b>261,210</b>	<b>271,370</b>	<b>282,040</b>	<b>293,240</b>	<b>305,040</b>	<b>313,490</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>218,440</b>	<b>231,755</b>	<b>238,170</b>	<b>244,760</b>	<b>251,510</b>	<b>261,210</b>	<b>271,370</b>	<b>282,040</b>	<b>293,240</b>	<b>305,040</b>	<b>313,490</b>



Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Environmental Engineering Services Health Health	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		151,495	131,325	134,750	138,260	141,870	146,090	150,440	154,970	159,670	164,540	168,890
Materials - General		15,530	15,910	16,310	16,730	17,150	17,580	18,020	18,460	18,920	19,390	19,880
Contracts - Waste Services		2,500	2,560	2,620	2,690	2,760	2,830	2,900	2,970	3,040	3,120	3,200
Legal - Other Services		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Other Expenses - Telephone		3,590	3,485	3,570	3,660	3,750	3,840	3,940	4,040	4,140	4,240	4,350
Other Expenses - Other-Advertising		1,020	1,050	1,080	1,110	1,140	1,170	1,200	1,230	1,260	1,290	1,320
Other Expenses - Internal Overheads Allocations		(360,833)	(383,042)	(392,620)	(402,440)	(412,500)	(422,810)	(433,380)	(444,220)	(455,320)	(466,700)	(478,380)
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		<b>(185,698)</b>	<b>(227,712)</b>	<b>(233,290)</b>	<b>(238,990)</b>	<b>(244,830)</b>	<b>(250,300)</b>	<b>(255,880)</b>	<b>(261,550)</b>	<b>(267,290)</b>	<b>(273,120)</b>	<b>(279,740)</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Income-Fees-Planning & Building Regulatory		(20,250)	(20,250)	(20,250)	(20,250)	(20,250)	(20,250)	(20,250)	(20,250)	(20,250)	(20,250)	(20,250)
Income-Other Revenue-Other-Sundry Health Services		(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)
<b>Total Revenue from Ordinary Activities</b>		<b>(20,750)</b>	<b>(20,750)</b>	<b>(20,750)</b>	<b>(20,750)</b>	<b>(20,750)</b>	<b>(20,750)</b>	<b>(20,750)</b>	<b>(20,750)</b>	<b>(20,750)</b>	<b>(20,750)</b>	<b>(20,750)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>(206,448)</b>	<b>(248,462)</b>	<b>(254,040)</b>	<b>(259,740)</b>	<b>(265,580)</b>	<b>(271,050)</b>	<b>(276,630)</b>	<b>(282,300)</b>	<b>(288,040)</b>	<b>(293,870)</b>	<b>(300,490)</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>(206,448)</b>	<b>(248,462)</b>	<b>(254,040)</b>	<b>(259,740)</b>	<b>(265,580)</b>	<b>(271,050)</b>	<b>(276,630)</b>	<b>(282,300)</b>	<b>(288,040)</b>	<b>(293,870)</b>	<b>(300,490)</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>(206,448)</b>	<b>(248,462)</b>	<b>(254,040)</b>	<b>(259,740)</b>	<b>(265,580)</b>	<b>(271,050)</b>	<b>(276,630)</b>	<b>(282,300)</b>	<b>(288,040)</b>	<b>(293,870)</b>	<b>(300,490)</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>(206,448)</b>	<b>(248,462)</b>	<b>(254,040)</b>	<b>(259,740)</b>	<b>(265,580)</b>	<b>(271,050)</b>	<b>(276,630)</b>	<b>(282,300)</b>	<b>(288,040)</b>	<b>(293,870)</b>	<b>(300,490)</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Environmental Engineering Services Environment Solid Waste Management		CURRENT BUDGET	PROPOSED BUDGET							
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>											
Employee Benefits & On Costs	824,370	867,105	891,340	916,280	941,890	971,510	1,002,220	1,034,070	1,067,060	1,101,320	1,132,160
Borrowing Cost - Interest on Loans	61,460	53,800	48,340	42,710	36,910	30,940	24,780	18,440	11,900	5,160	-
Materials - General	268,274	276,990	283,900	290,970	298,270	305,740	313,390	321,230	329,270	337,490	345,920
Contracts - Waste Services	186,885	233,430	239,270	245,260	251,390	257,670	264,100	270,700	277,460	284,390	291,500
Insurance - Property	2,660	3,080	3,160	3,240	3,320	3,400	3,490	3,580	3,670	3,760	3,850
Other Expenses - Electricity	15,000	12,100	12,400	12,710	13,030	13,360	13,690	14,030	14,380	14,740	15,110
Other Expenses - Gas	-	150	150	150	150	150	150	150	150	150	150
Other Expenses - Telephone	6,140	3,915	4,010	4,110	4,210	4,320	4,430	4,540	4,650	4,760	4,880
Other Expenses - Other-Council Rates	17,970	19,630	20,130	20,630	21,140	21,660	22,190	22,730	23,280	23,850	24,430
Other Expenses - Other-Council Water Usage	2,500	2,700	2,770	2,840	2,910	2,980	3,050	3,130	3,210	3,290	3,370
Other Expenses - Internal Overheads Allocations	446,206	467,076	478,750	490,720	502,990	515,560	528,440	541,650	555,190	569,070	583,300
Internal Plant Charges	506,060	518,720	531,690	544,990	558,610	572,580	586,890	601,560	616,600	632,010	647,810
Depreciation	56,500	71,000	71,130	71,260	71,390	71,520	71,650	71,780	71,910	72,050	72,190
<b>Total Expenses from Ordinary Activities</b>	<b>2,394,025</b>	<b>2,529,696</b>	<b>2,587,040</b>	<b>2,645,870</b>	<b>2,706,210</b>	<b>2,771,390</b>	<b>2,838,470</b>	<b>2,907,590</b>	<b>2,978,730</b>	<b>3,052,040</b>	<b>3,124,670</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>											
Fees - Waste Domestic	(1,988,230)	(2,017,260)	(2,047,520)	(2,078,230)	(2,130,190)	(2,183,440)	(2,238,020)	(2,293,980)	(2,351,330)	(2,410,110)	(2,470,360)
Fees - Waste Commercial	(649,780)	(632,720)	(642,210)	(651,840)	(668,140)	(684,840)	(701,960)	(719,510)	(737,500)	(755,940)	(774,840)
Grants-Operating-Special Purpose-Pension Rebate Subsidies-DW	(57,500)	(57,500)	(57,500)	(57,500)	(57,500)	(57,500)	(57,500)	(57,500)	(57,500)	(57,500)	(57,500)
Other - Miscellaneous Other - Sundry Income	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Income-User Charges -Waste Management Service (Not Domestic)	(360,665)	(365,080)	(365,080)	(365,080)	(365,080)	(365,080)	(365,080)	(365,080)	(365,080)	(365,080)	(365,080)
Income-Other Revenue-Other-Sulo Bin Sales	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
<b>Total Revenue from Ordinary Activities</b>	<b>(3,069,175)</b>	<b>(3,085,560)</b>	<b>(3,125,310)</b>	<b>(3,165,650)</b>	<b>(3,233,910)</b>	<b>(3,303,860)</b>	<b>(3,375,560)</b>	<b>(3,449,070)</b>	<b>(3,524,410)</b>	<b>(3,601,630)</b>	<b>(3,680,780)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>	<b>(675,150)</b>	<b>(555,864)</b>	<b>(538,270)</b>	<b>(519,780)</b>	<b>(527,700)</b>	<b>(532,470)</b>	<b>(537,090)</b>	<b>(541,480)</b>	<b>(545,680)</b>	<b>(549,590)</b>	<b>(556,110)</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>											
	-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>	<b>(675,150)</b>	<b>(555,864)</b>	<b>(538,270)</b>	<b>(519,780)</b>	<b>(527,700)</b>	<b>(532,470)</b>	<b>(537,090)</b>	<b>(541,480)</b>	<b>(545,680)</b>	<b>(549,590)</b>	<b>(556,110)</b>
<b><u>CAPITAL AMOUNTS</u></b>											
Repayment of Loans	173,150	179,480	184,940	190,570	196,360	202,340	208,500	214,840	221,380	227,480	-
Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used	-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets - Waste Management Infrastructure	316,000	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>	<b>489,150</b>	<b>179,480</b>	<b>184,940</b>	<b>190,570</b>	<b>196,360</b>	<b>202,340</b>	<b>208,500</b>	<b>214,840</b>	<b>221,380</b>	<b>227,480</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>											
Depreciation	(56,500)	(71,000)	(71,130)	(71,260)	(71,390)	(71,520)	(71,650)	(71,780)	(71,910)	(72,050)	(72,190)
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>	<b>(56,500)</b>	<b>(71,000)</b>	<b>(71,130)</b>	<b>(71,260)</b>	<b>(71,390)</b>	<b>(71,520)</b>	<b>(71,650)</b>	<b>(71,780)</b>	<b>(71,910)</b>	<b>(72,050)</b>	<b>(72,190)</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>(242,500)</b>	<b>(447,384)</b>	<b>(424,460)</b>	<b>(400,470)</b>	<b>(402,730)</b>	<b>(401,650)</b>	<b>(400,240)</b>	<b>(398,420)</b>	<b>(396,210)</b>	<b>(394,160)</b>	<b>(628,300)</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>											
Net Transfers to/(from) Internally Restricted Assets	240,000	444,825	421,840	397,780	399,970	398,820	397,340	395,450	393,170	391,040	625,100
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>(2,500)</b>	<b>(2,559)</b>	<b>(2,620)</b>	<b>(2,690)</b>	<b>(2,760)</b>	<b>(2,830)</b>	<b>(2,900)</b>	<b>(2,970)</b>	<b>(3,040)</b>	<b>(3,120)</b>	<b>(3,200)</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Environmental Engineering Services Water Supplies Water Supplies		CURRENT BUDGET	PROPOSED BUDGET							
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>											
Employee Benefits & On Costs	1,112,275	1,140,545	1,171,450	1,203,210	1,235,810	1,278,620	1,323,340	1,370,060	1,418,970	1,470,110	1,510,260
Borrowing Cost - Interest on Overdraft	100	100	100	100	100	100	100	100	100	100	100
Borrowing Cost - Interest on Loans	75,330	64,780	54,400	43,170	31,120	18,620	5,120	-	-	-	-
Materials - General	715,742	763,700	782,780	802,330	822,330	842,910	863,970	885,560	907,660	930,310	953,530
Contracts - Electrical	5,150	5,150	5,280	5,410	5,540	5,670	5,800	5,930	6,060	6,190	6,340
Contracts - Security	4,000	4,310	4,420	4,530	4,640	4,760	4,880	5,000	5,130	5,260	5,390
Consultants - General	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Legal - General Advice	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Other Expenses - Bad & Doubtful Debts	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Insurance - Property	63,030	50,680	51,950	53,250	54,580	55,950	57,350	58,780	60,250	61,750	63,290
Other Expenses - Electricity	756,000	700,800	718,340	736,300	754,710	773,570	792,920	812,740	833,060	853,880	875,230
Other Expenses - Gas	1,500	1,500	1,540	1,580	1,620	1,660	1,700	1,740	1,780	1,820	1,870
Other Expenses - Telephone	10,150	10,355	10,610	10,870	11,150	11,440	11,730	12,020	12,330	12,640	12,950
Other Expenses - Internet	925	720	740	760	780	800	820	840	860	880	900
Donations - Other	500	500	500	500	500	500	500	500	500	500	500
Other Expenses - Other Levies	95,500	106,750	109,430	112,170	114,990	117,870	120,820	123,850	126,940	130,110	133,360
Other Expenses - Other-Advertising	1,800	1,850	1,900	1,950	2,000	2,050	2,100	2,150	2,200	2,260	2,320
Other Expenses - Other-Postage & Freight	7,200	7,420	7,650	7,880	8,120	8,370	8,620	8,880	9,150	9,430	9,710
Other Expenses - Other-Printing Stationary	1,000	1,030	1,060	1,090	1,120	1,150	1,180	1,220	1,260	1,300	1,340
Other Expenses - Other-Council Rates	14,590	15,680	16,070	16,480	16,900	17,320	17,750	18,190	18,640	19,110	19,590
Other Expenses - Other-Council Water Usage	8,500	8,500	8,710	8,930	9,150	9,380	9,610	9,850	10,100	10,350	10,610
Other Expenses - Internal Overheads Allocations	579,327	585,157	599,790	614,800	630,160	645,910	662,060	678,620	695,580	712,970	730,790
Other Expenses-Small Plant Charged to Other Funds	14,990	15,290	15,670	16,060	16,460	16,870	17,290	17,720	18,160	18,610	19,080
Internal Plant Charges	23,000	23,580	24,160	24,770	25,390	26,030	26,680	27,350	28,040	28,740	29,460
Depreciation	823,500	838,000	840,090	842,180	844,280	846,380	848,490	850,600	852,720	854,840	856,970
<b>Total Expenses from Ordinary Activities</b>	<b>4,326,109</b>	<b>4,358,397</b>	<b>4,438,640</b>	<b>4,520,320</b>	<b>4,603,450</b>	<b>4,697,930</b>	<b>4,794,830</b>	<b>4,903,700</b>	<b>5,021,490</b>	<b>5,143,160</b>	<b>5,255,590</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>											
Fees - Water Availability	(2,075,640)	(2,093,350)	(2,124,750)	(2,156,620)	(2,210,540)	(2,265,800)	(2,322,450)	(2,380,510)	(2,440,030)	(2,501,030)	(2,563,560)
Fees - Water Usage	(2,066,110)	(2,107,735)	(2,160,430)	(2,214,450)	(2,269,820)	(2,326,560)	(2,384,730)	(2,444,350)	(2,505,450)	(2,568,110)	(2,632,320)
Other - Lease Rental Income	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)	(13,000)
Income-Fees-Private Works	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)	(27,000)
Income-Interest-Cash & Investments	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Grants-Operating-Special Purpose-Pension Rebate Subsidies-Wa	(70,875)	(65,750)	(65,750)	(65,750)	(65,750)	(65,750)	(65,750)	(65,750)	(65,750)	(65,750)	(65,750)
Grants-Operating-Special Purpose-Water Supplies	(66,320)	(56,890)	(47,510)	(37,400)	(8,965)	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>	<b>(4,368,945)</b>	<b>(4,413,725)</b>	<b>(4,488,440)</b>	<b>(4,564,220)</b>	<b>(4,645,075)</b>	<b>(4,748,110)</b>	<b>(4,862,930)</b>	<b>(4,980,610)</b>	<b>(5,101,230)</b>	<b>(5,224,890)</b>	<b>(5,351,630)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>	<b>(42,836)</b>	<b>(55,328)</b>	<b>(49,800)</b>	<b>(43,900)</b>	<b>(41,625)</b>	<b>(50,180)</b>	<b>(68,100)</b>	<b>(76,910)</b>	<b>(79,740)</b>	<b>(81,730)</b>	<b>(96,040)</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>											
Contrib-Capital-Section 64-Water	(151,500)	(151,500)	(151,500)	(151,500)	(151,500)	(151,500)	(151,500)	(151,500)	(151,500)	(151,500)	(151,500)
<b>Total Grants and Contributions Provided for Capital Purposes</b>	<b>(151,500)</b>	<b>(151,500)</b>	<b>(151,500)</b>	<b>(151,500)</b>	<b>(151,500)</b>	<b>(151,500)</b>	<b>(151,500)</b>	<b>(151,500)</b>	<b>(151,500)</b>	<b>(151,500)</b>	<b>(151,500)</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>	<b>(194,336)</b>	<b>(206,828)</b>	<b>(201,300)</b>	<b>(195,400)</b>	<b>(193,125)</b>	<b>(201,680)</b>	<b>(219,600)</b>	<b>(228,410)</b>	<b>(231,240)</b>	<b>(233,230)</b>	<b>(247,540)</b>

<b><u>CAPITAL AMOUNTS</u></b>											
Repayment of Loans	184,850	195,400	205,780	217,010	229,060	241,560	190,020	-	-	-	-
Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used	-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets - Other Equipment	5,000	20,000	20,000	21,000	21,000	21,000	22,000	23,000	23,000	23,000	23,000
Acquisition of Assets - Mains Replacment	135,000	110,000	112,750	115,570	118,460	121,420	124,460	127,570	130,760	134,030	137,380
Acquisition of Assets - Minor Mains Extensions	50,000	50,000	51,250	52,530	53,840	55,190	56,570	57,980	59,430	60,920	62,440
Acquisition of Assets - Metering	66,950	68,620	70,340	72,100	73,900	75,750	77,640	79,580	81,570	83,610	85,700
Acquisition of Assets - Backflow Prevention	275,000	-	155,000	200,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Acquisition of Assets - Pumping Stations Upgrades	-	70,000	75,000	75,000	50,000	75,000	75,000	75,000	25,000	25,000	25,000
Acquisition of Assets - Telemetry Upgrades	300,000	275,000	-	-	-	-	-	-	-	-	-
Acquisition of Assets - Treatment Plant	-	254,760	350,320	282,610	250,000	-	-	250,000	300,000	401,000	400,000
Acquisition of Assets - Reservoirs	-	-	-	-	235,000	352,000	516,000	460,000	458,000	354,000	364,000
Acquisition of Assets - Chlorine Injection - Old Bundarra Road	-	-	-	-	-	100,000	-	-	-	-	-
<b>Total Capital Amounts</b>	<b>1,016,800</b>	<b>1,043,780</b>	<b>1,040,440</b>	<b>1,035,820</b>	<b>1,036,260</b>	<b>1,046,920</b>	<b>1,066,690</b>	<b>1,078,130</b>	<b>1,082,760</b>	<b>1,086,560</b>	<b>1,102,520</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>											
Depreciation	(823,500)	(838,000)	(840,090)	(842,180)	(844,280)	(846,380)	(848,490)	(850,600)	(852,720)	(854,840)	(856,970)
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>	<b>(823,500)</b>	<b>(838,000)</b>	<b>(840,090)</b>	<b>(842,180)</b>	<b>(844,280)</b>	<b>(846,380)</b>	<b>(848,490)</b>	<b>(850,600)</b>	<b>(852,720)</b>	<b>(854,840)</b>	<b>(856,970)</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>	<b>(1,036)</b>	<b>(1,048)</b>	<b>(950)</b>	<b>(1,760)</b>	<b>(1,145)</b>	<b>(1,140)</b>	<b>(1,400)</b>	<b>(880)</b>	<b>(1,200)</b>	<b>(1,510)</b>	<b>(1,990)</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>											
Net Transfers to/(from) Internally Restricted Assets	-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>	<b>(1,036)</b>	<b>(1,048)</b>	<b>(950)</b>	<b>(1,760)</b>	<b>(1,145)</b>	<b>(1,140)</b>	<b>(1,400)</b>	<b>(880)</b>	<b>(1,200)</b>	<b>(1,510)</b>	<b>(1,990)</b>

Division Branch(Dept): Function: Sub Function	Civil and Environmental Services Environmental Engineering Services Sewerage Services Sewerage Services		CURRENT BUDGET	PROPOSED BUDGET							
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>											
Employee Benefits & On Costs	545,275	531,845	546,400	561,360	576,740	595,230	614,460	634,460	655,260	676,910	695,530
Borrowing Cost - Interest on Overdraft	100	100	100	100	100	100	100	100	100	100	100
Borrowing Cost - Interest on Loans	71,060	63,110	55,640	47,990	39,860	31,380	22,720	13,270	3,090	-	-
Materials - General	240,492	246,510	252,690	259,010	265,490	272,140	278,940	285,900	293,040	300,350	307,860
Contracts - Electrical	5,300	5,300	5,440	5,580	5,720	5,860	6,000	6,160	6,320	6,480	6,640
Consultants - General	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Legal - General Advice	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Insurance - Property	36,565	29,060	29,790	30,540	31,300	32,080	32,880	33,700	34,540	35,400	36,280
Insurance - Other	670	670	690	710	730	750	770	790	810	830	850
Other Expenses - Electricity	170,000	153,600	157,440	161,370	165,400	169,530	173,770	178,110	182,560	187,130	191,810
Other Expenses - Telephone	1,010	850	870	890	910	930	950	970	990	1,010	1,030
Other Expenses - Other-Postage & Freight	250	260	270	280	290	300	310	320	330	340	350
Other Expenses - Other-Council Rates	14,710	15,330	15,710	16,100	16,500	16,910	17,330	17,760	18,200	18,660	19,130
Other Expenses - Other-Council Water Usage	6,250	10,000	10,250	10,500	10,770	11,040	11,320	11,600	11,890	12,190	12,490
Other Expenses - Other-Internal Plant Charges	42,000	43,060	44,140	45,250	46,380	47,540	48,730	49,950	51,200	52,480	53,790
Other Expenses - Internal Overheads Allocations	650,380	666,454	683,110	700,190	717,690	735,640	754,040	772,900	792,210	812,010	832,310
Other Expenses-Small Plant Charged to Other Funds	14,990	15,290	15,670	16,060	16,460	16,870	17,290	17,720	18,160	18,610	19,080
Internal Plant Charges	12,000	12,300	12,610	12,920	13,240	13,580	13,920	14,270	14,630	14,990	15,360
Depreciation	707,000	706,000	707,760	709,530	711,300	713,080	714,860	716,640	718,430	720,220	722,020
<b>Total Expenses from Ordinary Activities</b>	<b>2,525,052</b>	<b>2,506,739</b>	<b>2,545,580</b>	<b>2,585,380</b>	<b>2,625,880</b>	<b>2,669,960</b>	<b>2,715,390</b>	<b>2,761,620</b>	<b>2,808,760</b>	<b>2,864,710</b>	<b>2,921,630</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>											
Fees - Sewer Availability	(2,484,630)	(2,499,050)	(2,536,540)	(2,574,590)	(2,638,940)	(2,704,910)	(2,772,540)	(2,841,850)	(2,912,890)	(2,985,710)	(3,060,350)
Other - Miscellaneous Other - Sundry Income	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)	(7,200)
Income-Fees-Private Works	(3,700)	(3,700)	(3,700)	(3,700)	(3,700)	(3,700)	(3,700)	(3,700)	(3,700)	(3,700)	(3,700)
Income-Interest-Cash & Investments	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)
Grants-Operating-Special Purpose-Sewerage Services	(53,463)	(47,600)	(42,030)	(36,300)	(30,110)	(23,650)	(16,950)	(9,840)	(1,310)	-	-
<b>Total Revenue from Ordinary Activities</b>	<b>(2,618,993)</b>	<b>(2,627,550)</b>	<b>(2,659,470)</b>	<b>(2,691,790)</b>	<b>(2,749,950)</b>	<b>(2,809,460)</b>	<b>(2,870,390)</b>	<b>(2,932,590)</b>	<b>(2,995,100)</b>	<b>(3,066,610)</b>	<b>(3,141,250)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>	<b>(93,941)</b>	<b>(120,811)</b>	<b>(113,890)</b>	<b>(106,410)</b>	<b>(124,070)</b>	<b>(139,500)</b>	<b>(155,000)</b>	<b>(170,970)</b>	<b>(186,340)</b>	<b>(201,900)</b>	<b>(219,620)</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>											
Contrib-Capital-Section 64-Sewer	(15,750)	(15,750)	(15,750)	(15,750)	(15,750)	(15,750)	(15,750)	(15,750)	(15,750)	(15,750)	(15,750)
<b>Total Grants and Contributions Provided for Capital Purposes</b>	<b>(15,750)</b>	<b>(15,750)</b>	<b>(15,750)</b>	<b>(15,750)</b>	<b>(15,750)</b>	<b>(15,750)</b>	<b>(15,750)</b>	<b>(15,750)</b>	<b>(15,750)</b>	<b>(15,750)</b>	<b>(15,750)</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>	<b>(109,691)</b>	<b>(136,561)</b>	<b>(129,640)</b>	<b>(122,160)</b>	<b>(139,820)</b>	<b>(155,250)</b>	<b>(170,750)</b>	<b>(186,720)</b>	<b>(202,090)</b>	<b>(217,650)</b>	<b>(235,370)</b>

<b><u>CAPITAL AMOUNTS</u></b>											
Repayment of Loans	169,560	177,510	184,990	192,640	200,760	209,240	217,900	227,350	177,380	-	-
Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used	-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets - Other Equipment	10,000	14,000	14,000	14,000	14,000	50,000	40,000	40,000	40,000	40,000	40,000
Acquisition of Assets - Mains Relining Program	90,000	100,000	100,000	100,000	100,000	238,000	176,000	180,000	250,000	250,000	250,000
Acquisition of Assets - Pumping Station Upgrades	440,000	340,000	425,000	409,000	318,000	50,000	50,000	50,000	50,000	10,000	10,000
Acquisition of Assets - Mains Replacement	107,000	100,000	102,500	105,060	107,690	110,380	200,000	210,000	110,000	110,000	110,000
Acquisition of Assets - fittings & Installations		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Acquisition of Assets - Effluent Reuse		-	-	-	-	200,000	190,000	185,000	282,000	517,000	536,000
Acquisition of Assets - Telemetry Upgrades - Delungra		100,000									
Acquisition of Assets - Treatment Works - Gilgai Ponds					100,000						
<b>Total Capital Amounts</b>	<b>816,560</b>	<b>841,510</b>	<b>836,490</b>	<b>830,700</b>	<b>850,450</b>	<b>867,620</b>	<b>883,900</b>	<b>902,350</b>	<b>919,380</b>	<b>937,000</b>	<b>956,000</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>											
Depreciation	(707,000)	(706,000)	(707,760)	(709,530)	(711,300)	(713,080)	(714,860)	(716,640)	(718,430)	(720,220)	(722,020)
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>	<b>(707,000)</b>	<b>(706,000)</b>	<b>(707,760)</b>	<b>(709,530)</b>	<b>(711,300)</b>	<b>(713,080)</b>	<b>(714,860)</b>	<b>(716,640)</b>	<b>(718,430)</b>	<b>(720,220)</b>	<b>(722,020)</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>	<b>(131)</b>	<b>(1,051)</b>	<b>(910)</b>	<b>(990)</b>	<b>(670)</b>	<b>(710)</b>	<b>(1,710)</b>	<b>(1,010)</b>	<b>(1,140)</b>	<b>(870)</b>	<b>(1,390)</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>											
Net Transfers to/(from) Internally Restricted Assets	-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>	<b>(131)</b>	<b>(1,051)</b>	<b>(910)</b>	<b>(990)</b>	<b>(670)</b>	<b>(710)</b>	<b>(1,710)</b>	<b>(1,010)</b>	<b>(1,140)</b>	<b>(870)</b>	<b>(1,390)</b>

Division Branch(Dept): Function: Sub Function	Corporate and Economic Services Business Services Administration Administration		CURRENT BUDGET	PROPOSED BUDGET							
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>											
Employee Benefits & On Costs	794,860	791,960	812,990	834,570	856,760	886,020	916,620	948,580	982,080	1,017,080	1,044,390
Materials - General	177,600	204,350	209,460	214,720	220,130	225,630	231,280	237,070	243,010	249,090	255,320
Contracts - Infrastructure	-	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Contracts - Cleaning	74,450	77,020	78,950	80,920	82,940	85,010	87,140	89,320	91,550	93,840	96,190
Contracts - Security	5,150	5,600	5,740	5,880	6,030	6,180	6,330	6,490	6,650	6,820	6,990
Fleet - Operators Wages	32,000	58,680	60,320	62,010	63,750	65,540	67,380	69,270	71,210	73,200	75,250
Fleet - Mechanic Wages	311,468	293,394	301,610	310,060	318,740	327,660	336,830	346,260	355,960	365,930	376,180
Fleet - Repairs by Non Council Entities	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Fleet - Parts	398,500	461,000	472,530	484,340	496,450	508,860	521,580	534,620	547,990	561,690	575,730
Fleet - Tyres	195,000	185,000	189,630	194,370	199,230	204,210	209,320	214,550	219,910	225,410	231,050
Fleet - Oils	40,000	40,000	41,000	42,030	43,080	44,160	45,260	46,390	47,550	48,740	49,960
Fleet - Blades/Cutting Edges	55,000	54,000	55,350	56,730	58,150	59,600	61,090	62,620	64,190	65,790	67,430
Fleet - Miscellaneous	250,000	250,000	206,250	212,600	219,230	225,960	232,860	239,930	247,180	254,610	262,230
Fleet - Accident Expenses	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Fleet - Fuel Costs	1,041,000	1,032,800	1,058,620	1,085,090	1,112,220	1,140,030	1,168,530	1,197,740	1,227,680	1,258,370	1,289,830
Fleet - Vehicle Registration Costs	185,000	175,000	179,380	183,860	188,460	193,170	198,000	202,950	208,020	213,220	218,550
Fleet - Insurances	129,000	177,000	181,430	185,970	190,620	195,390	200,270	205,280	210,410	215,670	221,060
Legal - General Advice	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Councillors - Election Expenses	95,000	-	-	-	-	-	-	-	-	-	-
Insurance - Property	18,605	18,760	19,230	19,710	20,200	20,700	21,210	21,740	22,280	22,830	23,400
Insurance - Councillors & Officers	42,640	43,500	44,590	45,700	46,850	48,020	49,220	50,450	51,710	53,000	54,330
Insurance - Other	17,385	21,150	21,690	22,230	22,790	23,350	23,940	24,530	25,140	25,770	26,420
Other Expenses - Electricity	32,950	47,220	48,410	49,620	50,860	52,130	53,430	54,770	56,140	57,540	58,980
Other Expenses - Gas	11,540	11,250	11,540	11,830	12,120	12,410	12,730	13,060	13,390	13,720	14,060
Other Expenses - Telephone	24,910	83,660	85,750	87,900	90,100	92,350	94,660	97,020	99,450	101,930	104,480
Donations - Cultural Activities	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Donations - University Sponsorship	5,100	-	-	-	-	-	-	-	-	-	-
Contributions - Other	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300
Other Expenses - Other-Advertising	8,300	8,510	8,720	8,940	9,160	9,390	9,620	9,860	10,110	10,360	10,620
Other Expenses - Other-Postage & Freight	27,000	27,810	28,640	29,500	30,390	31,300	32,240	33,210	34,210	35,240	36,300
Other Expenses - Other-Printing Stationary	28,200	29,050	29,920	30,820	31,740	32,690	33,670	34,680	35,720	36,790	37,890
Other Expenses - Other-Subscriptions	36,450	36,450	36,450	36,450	36,450	36,450	36,450	36,450	36,450	36,450	36,450
Other Expenses - Other-Council Rates	18,190	19,180	19,660	20,150	20,650	21,160	21,690	22,230	22,780	23,350	23,930
Other Expenses - Other-Council Water Usage	1,000	1,500	1,540	1,580	1,620	1,660	1,700	1,740	1,780	1,820	1,870
Other Expenses - Other-Security	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330	1,330
Other Expenses - Photocopier Costs	30,000	30,600	31,210	31,830	32,470	33,120	33,780	34,460	35,150	35,850	36,570
Other Expenses-Small Plant Charged to Other Funds	(123,150)	(125,620)	(128,760)	(131,980)	(135,280)	(138,660)	(142,130)	(145,680)	(149,320)	(153,050)	(156,880)
Depreciation	1,626,000	1,528,000	1,528,500	1,529,000	1,529,000	1,530,000	1,530,500	1,531,000	1,531,500	1,532,000	1,532,500
<b>Total Expenses from Ordinary Activities</b>	<b>5,640,488</b>	<b>5,641,454</b>	<b>5,694,980</b>	<b>5,801,060</b>	<b>5,909,540</b>	<b>6,028,120</b>	<b>6,149,830</b>	<b>6,275,220</b>	<b>6,404,510</b>	<b>6,537,690</b>	<b>6,665,710</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>											
Income-Other Revenue-Rental Income-Property Leases	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Income-Other Revenue-Miscellaneous Sales	(420)	(453)	(450)	(450)	(450)	(450)	(450)	(450)	(450)	(450)	(450)
Income-Other Revenue-Other-Book Sales	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)	(200)
Internal - Plant Charges	(5,402,000)	(4,850,000)	(4,936,400)	(5,024,530)	(5,114,920)	(5,211,490)	(5,309,330)	(5,410,510)	(5,515,120)	(5,622,250)	(5,726,980)
Internal - Plant Charges - Private Usage	(6,000)	(6,000)	(6,150)	(6,300)	(6,460)	(6,620)	(6,790)	(6,960)	(7,130)	(7,310)	(7,490)
<b>Total Revenue from Ordinary Activities</b>	<b>(5,413,620)</b>	<b>(4,861,653)</b>	<b>(4,948,200)</b>	<b>(5,036,480)</b>	<b>(5,127,030)</b>	<b>(5,223,760)</b>	<b>(5,321,770)</b>	<b>(5,423,120)</b>	<b>(5,527,900)</b>	<b>(5,635,210)</b>	<b>(5,740,120)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>	<b>226,868</b>	<b>779,801</b>	<b>746,780</b>	<b>764,580</b>	<b>782,510</b>	<b>804,360</b>	<b>828,060</b>	<b>852,100</b>	<b>876,610</b>	<b>902,480</b>	<b>925,590</b>

<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>	-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>	-	-	-	-	-	-	-	-	-	-	-
<b><i>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</i></b>	226,868	779,801	746,780	764,580	782,510	804,360	828,060	852,100	876,610	902,480	925,590
<b><u>CAPITAL AMOUNTS</u></b>											
Repayment of Loans	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold	286,612	239,800	240,400	241,000	241,600	242,200	242,800	243,400	244,000	244,610	245,230
Loan Funds Used	-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets - Small Plant Purchases	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Acquisition of Assets - Light Plant Purchases	743,500	350,000	540,000	370,000	570,000	390,000	600,000	410,000	630,000	430,000	450,000
Acquisition of Assets - Heavy Plant Purchases	1,657,500	1,937,500	2,450,000	2,264,000	2,741,000	407,000	2,912,500	1,500,000	1,500,000	1,500,000	1,500,000
Acquisition of Assets - Workshop Equipment	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Acquisition of Assets - Office Furniture & Equipment	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200
Acquisition of Assets - Art Price	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Acquisition of Assets - Art Gallery Improvements	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Acquisition of Assets - Strategic Capital Infrastructure Funding Program	420,000	515,000	515,000	515,000	515,000	515,000	515,000	515,000	515,000	515,000	515,000
<b>Total Capital Amounts</b>	3,242,312	3,177,000	3,880,100	3,524,700	4,202,300	1,688,900	4,405,000	2,803,100	3,023,700	2,824,310	2,844,930
<b><u>ADD BACK NON-CASH ITEMS</u></b>											
Depreciation	(1,626,000)	(1,528,000)	(1,528,500)	(1,529,000)	(1,529,000)	(1,530,000)	(1,530,500)	(1,531,000)	(1,531,500)	(1,532,000)	(1,532,500)
Carrying amount of Assets Sold	(286,612)	(239,800)	(240,400)	(241,000)	(241,600)	(242,200)	(242,800)	(243,400)	(244,000)	(244,610)	(245,230)
<b>Total Non-Cash Items</b>	(1,912,612)	(1,767,800)	(1,768,900)	(1,770,000)	(1,770,600)	(1,772,200)	(1,773,300)	(1,774,400)	(1,775,500)	(1,776,610)	(1,777,730)
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>	1,556,568	2,189,001	2,857,980	2,519,280	3,214,210	721,060	3,459,760	1,880,800	2,124,810	1,950,180	1,992,790
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>											
Net Transfers to/(from) Internally Restricted Assets	(255,500)	(493,500)	(760,638)	(530,600)	(999,775)	899,575	(1,146,688)	43,500	(66,000)	34,500	25,000
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>	1,301,068	1,695,501	2,097,342	1,988,680	2,214,435	1,620,635	2,313,072	1,924,300	2,058,810	1,984,680	2,017,790



Division Branch(Dept): Function: Sub Function	Corporate and Economic Services Business Services Public Order & Safety Fire Serv Levy, Fire Protect, Emerg Serv		CURRENT BUDGET	PROPOSED BUDGET							
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>											
Employee Benefits & On Costs	4,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Materials - General	276,734	323,848	330,190	336,710	343,390	350,220	357,250	364,430	371,800	379,330	387,050
Contracts - Electrical	150	150	150	150	150	150	150	150	150	150	150
Contracts - Cleaning	5,650	5,850	6,000	6,150	6,300	6,460	6,620	6,790	6,960	7,130	7,310
Contracts - Other	14,000	14,000	14,350	14,710	15,080	15,460	15,850	16,250	16,660	17,080	17,510
Contracts - Security	590	820	840	860	880	900	920	940	960	980	1,000
Insurance - Property	8,825	5,840	5,990	6,140	6,290	6,440	6,600	6,760	6,930	7,100	7,270
Insurance - Other	50	50	50	50	50	50	50	50	50	50	50
Other Expenses - Electricity	28,000	26,550	27,210	27,890	28,580	29,300	30,030	30,780	31,550	32,340	33,150
Other Expenses - Telephone	18,805	15,115	15,490	15,880	16,280	16,690	17,110	17,540	17,980	18,430	18,890
Other Expenses - Internet	105	110	110	110	110	110	110	110	110	110	110
Other Expenses - Emergency Services Levy	329,500	342,540	351,110	359,890	368,880	378,090	387,540	397,230	407,160	417,340	427,780
Other Expenses - Other-Advertising	500	500	510	520	530	540	550	560	570	580	590
Other Expenses - Other-Postage & Freight	-	-	-	-	-	-	-	-	-	-	-
Other Expenses - Other-Printing Stationary	420	420	430	440	450	460	470	480	490	500	520
Other Expenses - Other-Council Rates	10,600	10,850	11,120	11,390	11,680	11,970	12,270	12,580	12,890	13,220	13,550
Other Expenses - Other-Council Water Usage	900	900	930	960	990	1,020	1,050	1,080	1,110	1,140	1,170
Other Expenses - Photocopier Costs	-	-	-	-	-	-	-	-	-	-	-
Depreciation	195,850	237,150	237,200	237,250	237,300	237,350	237,400	237,450	237,500	237,550	237,600
<b>Total Expenses from Ordinary Activities</b>	<b>895,179</b>	<b>989,693</b>	<b>1,006,680</b>	<b>1,024,100</b>	<b>1,041,940</b>	<b>1,060,210</b>	<b>1,078,970</b>	<b>1,098,180</b>	<b>1,117,870</b>	<b>1,138,030</b>	<b>1,158,700</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>											
Grants-Operating-Special Purpose-NSW Rural Fire Service	(253,594)	(267,018)	(270,830)	(274,730)	(278,730)	(282,820)	(287,030)	(291,330)	(295,760)	(300,290)	(304,920)
Contrib-Operating-Other-Bushfire / SES Buildings/Equipment	(20,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
<b>Total Revenue from Ordinary Activities</b>	<b>(273,594)</b>	<b>(282,018)</b>	<b>(285,830)</b>	<b>(289,730)</b>	<b>(293,730)</b>	<b>(297,820)</b>	<b>(302,030)</b>	<b>(306,330)</b>	<b>(310,760)</b>	<b>(315,290)</b>	<b>(319,920)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>	<b>621,585</b>	<b>707,675</b>	<b>720,850</b>	<b>734,370</b>	<b>748,210</b>	<b>762,390</b>	<b>776,940</b>	<b>791,850</b>	<b>807,110</b>	<b>822,740</b>	<b>838,780</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>											
Grants-Capital-Special Purpose-NSW Rural Fire Service	(265,678)	(220,000)	(220,000)	(220,000)	(220,000)	(220,000)	(220,000)	(220,000)	(220,000)	(220,000)	(220,000)
<b>Total Grants and Contributions Provided for Capital Purposes</b>	<b>(265,678)</b>	<b>(220,000)</b>	<b>(220,000)</b>	<b>(220,000)</b>	<b>(220,000)</b>	<b>(220,000)</b>	<b>(220,000)</b>	<b>(220,000)</b>	<b>(220,000)</b>	<b>(220,000)</b>	<b>(220,000)</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>	<b>355,907</b>	<b>487,675</b>	<b>500,850</b>	<b>514,370</b>	<b>528,210</b>	<b>542,390</b>	<b>556,940</b>	<b>571,850</b>	<b>587,110</b>	<b>602,740</b>	<b>618,780</b>
<b><u>CAPITAL AMOUNTS</u></b>											
Repayment of Loans	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used	-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets - Equipment Issues	265,678	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
Acquisition of Assets - SES Building Upgrades	7,150	7,150	7,150	7,150	7,150	7,150	7,150	7,150	7,150	7,150	7,150
<b>Total Capital Amounts</b>	<b>272,828</b>	<b>227,150</b>	<b>227,150</b>	<b>227,150</b>	<b>227,150</b>	<b>227,150</b>	<b>227,150</b>	<b>227,150</b>	<b>227,150</b>	<b>227,150</b>	<b>227,150</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>											
Depreciation	(195,850)	(237,150)	(237,200)	(237,250)	(237,300)	(237,350)	(237,400)	(237,450)	(237,500)	(237,550)	(237,600)
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>	<b>(195,850)</b>	<b>(237,150)</b>	<b>(237,200)</b>	<b>(237,250)</b>	<b>(237,300)</b>	<b>(237,350)</b>	<b>(237,400)</b>	<b>(237,450)</b>	<b>(237,500)</b>	<b>(237,550)</b>	<b>(237,600)</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>432,885</b>	<b>477,675</b>	<b>490,800</b>	<b>504,270</b>	<b>518,060</b>	<b>532,190</b>	<b>546,690</b>	<b>561,550</b>	<b>576,760</b>	<b>592,340</b>	<b>608,330</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>											
Net Transfers to/(from) Internally Restricted Assets	-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>432,885</b>	<b>477,675</b>	<b>490,800</b>	<b>504,270</b>	<b>518,060</b>	<b>532,190</b>	<b>546,690</b>	<b>561,550</b>	<b>576,760</b>	<b>592,340</b>	<b>608,330</b>

Division Branch(Dept): Function: Sub Function	Corporate and Economic Services Business Services Recreation & Culture Other Cultural Services	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		700	730	760	790	820	850	880	910	940	970	1,000
Materials - General		9,940	10,190	10,450	10,710	10,980	11,250	11,540	11,830	12,130	12,430	12,740
Contracts - Cleaning		500	510	520	530	540	550	560	570	580	590	600
Insurance - Property		700	720	740	760	780	800	820	840	860	880	900
Other Expenses - Electricity		3,000	2,800	2,870	2,940	3,010	3,090	3,170	3,250	3,330	3,410	3,500
Donations - Donation Program		12,050	14,050	14,050	14,050	14,050	14,050	14,050	14,050	14,050	14,050	14,050
Donations - Cultural Activities		58,250	61,250	61,250	61,250	61,250	61,250	61,250	61,250	61,250	61,250	61,250
Donations - Sports Assistance Scheme		17,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500	19,500
Depreciation		7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
<b>Total Expenses from Ordinary Activities</b>		<b>109,640</b>	<b>116,750</b>	<b>117,140</b>	<b>117,530</b>	<b>117,930</b>	<b>118,340</b>	<b>118,770</b>	<b>119,200</b>	<b>119,640</b>	<b>120,080</b>	<b>120,540</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>109,640</b>	<b>116,750</b>	<b>117,140</b>	<b>117,530</b>	<b>117,930</b>	<b>118,340</b>	<b>118,770</b>	<b>119,200</b>	<b>119,640</b>	<b>120,080</b>	<b>120,540</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>109,640</b>	<b>116,750</b>	<b>117,140</b>	<b>117,530</b>	<b>117,930</b>	<b>118,340</b>	<b>118,770</b>	<b>119,200</b>	<b>119,640</b>	<b>120,080</b>	<b>120,540</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(7,000)</b>	<b>(7,000)</b>	<b>(7,000)</b>	<b>(7,000)</b>	<b>(7,000)</b>	<b>(7,000)</b>	<b>(7,000)</b>	<b>(7,000)</b>	<b>(7,000)</b>	<b>(7,000)</b>	<b>(7,000)</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>102,640</b>	<b>109,750</b>	<b>110,140</b>	<b>110,530</b>	<b>110,930</b>	<b>111,340</b>	<b>111,770</b>	<b>112,200</b>	<b>112,640</b>	<b>113,080</b>	<b>113,540</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		<b>102,640</b>	<b>109,750</b>	<b>110,140</b>	<b>110,530</b>	<b>110,930</b>	<b>111,340</b>	<b>111,770</b>	<b>112,200</b>	<b>112,640</b>	<b>113,080</b>	<b>113,540</b>

Division Branch(Dept): Function: Sub Function	Corporate and Economic Services Business Services Recreation & Culture Other Sport & Recreation	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		900	930	960	990	1,020	1,050	1,080	1,110	1,140	1,170	1,200
Materials - General		35,100	39,840	40,840	41,860	42,910	43,990	45,090	46,220	47,380	48,560	49,770
Insurance - Property		565	580	590	600	620	640	660	680	700	720	740
Insurance - Other		50	330	340	350	360	370	380	390	400	410	420
Other Expenses - Electricity		19,335	9,100	9,330	9,560	9,800	10,050	10,300	10,560	10,820	11,090	11,370
Other Expenses - Telephone		1,230	1,280	1,310	1,340	1,370	1,400	1,440	1,480	1,520	1,560	1,600
Other Expenses - Internet		515	925	950	970	990	1,010	1,040	1,070	1,100	1,130	1,160
Donations - Donation Program		4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Other Expenses - Other-Council Rates		1,100	1,100	1,130	1,160	1,190	1,220	1,250	1,280	1,310	1,340	1,370
Other Expenses - Other-Council Water Usage		5,000	6,000	6,150	6,300	6,460	6,620	6,790	6,960	7,130	7,310	7,490
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		<b>67,795</b>	<b>64,085</b>	<b>65,600</b>	<b>67,130</b>	<b>68,720</b>	<b>70,350</b>	<b>72,030</b>	<b>73,750</b>	<b>75,500</b>	<b>77,290</b>	<b>79,120</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Contrib-Operating-Other-Tourism		(40,000)	(40,000)	(41,000)	(42,025)	(43,075)	(44,152)	(45,256)	(46,385)	(47,545)	(48,740)	(49,955)
<b>Total Revenue from Ordinary Activities</b>		<b>(40,000)</b>	<b>(40,000)</b>	<b>(41,000)</b>	<b>(42,025)</b>	<b>(43,075)</b>	<b>(44,152)</b>	<b>(45,256)</b>	<b>(46,385)</b>	<b>(47,545)</b>	<b>(48,740)</b>	<b>(49,955)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>27,795</b>	<b>24,085</b>	<b>24,600</b>	<b>25,105</b>	<b>25,645</b>	<b>26,198</b>	<b>26,774</b>	<b>27,365</b>	<b>27,955</b>	<b>28,550</b>	<b>29,165</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>27,795</b>	<b>24,085</b>	<b>24,600</b>	<b>25,105</b>	<b>25,645</b>	<b>26,198</b>	<b>26,774</b>	<b>27,365</b>	<b>27,955</b>	<b>28,550</b>	<b>29,165</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>27,795</b>	<b>24,085</b>	<b>24,600</b>	<b>25,105</b>	<b>25,645</b>	<b>26,198</b>	<b>26,774</b>	<b>27,365</b>	<b>27,955</b>	<b>28,550</b>	<b>29,165</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>27,795</b>	<b>24,085</b>	<b>24,600</b>	<b>25,105</b>	<b>25,645</b>	<b>26,198</b>	<b>26,774</b>	<b>27,365</b>	<b>27,955</b>	<b>28,550</b>	<b>29,165</b>

Division Branch(Dept): Function: Sub Function	Corporate and Economic Services Business Services Transport & Communication Aerodromes	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		14,000	14,390	14,790	15,200	15,630	16,070	16,520	16,980	17,450	17,930	18,440
Materials - General		63,460	65,050	66,680	68,350	70,060	71,810	73,610	75,450	77,340	79,270	81,250
Contracts - Cleaning		7,670	7,940	8,140	8,340	8,550	8,760	8,980	9,200	9,430	9,670	9,910
Contracts - Security		1,170	1,210	1,240	1,270	1,300	1,330	1,360	1,390	1,420	1,460	1,500
Insurance - Property		2,875	2,910	2,980	3,050	3,120	3,200	3,280	3,360	3,440	3,520	3,610
Other Expenses - Electricity		4,500	3,100	3,180	3,260	3,340	3,420	3,510	3,600	3,690	3,780	3,870
Other Expenses - Telephone		3,590	5,640	5,780	5,920	6,070	6,220	6,380	6,540	6,700	6,870	7,040
Other Expenses - Other-Council Rates		8,441	8,240	8,440	8,650	8,860	9,080	9,310	9,550	9,790	10,040	10,290
Other Expenses - Other-Council Water Usage		800	1,200	1,230	1,260	1,290	1,320	1,350	1,380	1,410	1,450	1,490
Depreciation		88,700	89,700	89,920	90,140	90,360	90,580	90,800	91,020	91,240	91,460	91,680
<b>Total Expenses from Ordinary Activities</b>		<b>195,206</b>	<b>199,380</b>	<b>202,380</b>	<b>205,440</b>	<b>208,580</b>	<b>211,790</b>	<b>215,100</b>	<b>218,470</b>	<b>221,910</b>	<b>225,450</b>	<b>229,080</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		<b>195,206</b>	<b>199,380</b>	<b>202,380</b>	<b>205,440</b>	<b>208,580</b>	<b>211,790</b>	<b>215,100</b>	<b>218,470</b>	<b>221,910</b>	<b>225,450</b>	<b>229,080</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		<b>195,206</b>	<b>199,380</b>	<b>202,380</b>	<b>205,440</b>	<b>208,580</b>	<b>211,790</b>	<b>215,100</b>	<b>218,470</b>	<b>221,910</b>	<b>225,450</b>	<b>229,080</b>
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		(88,700)	(89,700)	(89,920)	(90,140)	(90,360)	(90,580)	(90,800)	(91,020)	(91,240)	(91,460)	(91,680)
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		<b>(88,700)</b>	<b>(89,700)</b>	<b>(89,920)</b>	<b>(90,140)</b>	<b>(90,360)</b>	<b>(90,580)</b>	<b>(90,800)</b>	<b>(91,020)</b>	<b>(91,240)</b>	<b>(91,460)</b>	<b>(91,680)</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>106,506</b>	<b>109,680</b>	<b>112,460</b>	<b>115,300</b>	<b>118,220</b>	<b>121,210</b>	<b>124,300</b>	<b>127,450</b>	<b>130,670</b>	<b>133,990</b>	<b>137,400</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>		<b>106,506</b>	<b>109,680</b>	<b>112,460</b>	<b>115,300</b>	<b>118,220</b>	<b>121,210</b>	<b>124,300</b>	<b>127,450</b>	<b>130,670</b>	<b>133,990</b>	<b>137,400</b>

Division Branch(Dept): Function: Sub Function	Corporate and Economic Services Business Services Economic Affairs Other Economic Affairs		CURRENT BUDGET	PROPOSED BUDGET							
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>											
Employee Benefits & On Costs	371,905	378,340	388,690	399,330	410,250	423,640	437,560	452,060	467,150	482,870	496,150
Materials - General	511,760	466,610	473,666	480,824	487,852	495,037	502,406	509,954	517,693	525,642	533,773
Contracts - Cleaning	22,220	22,920	23,500	24,090	24,700	25,320	25,960	26,610	27,280	27,960	28,660
Contracts - Security	11,050	11,650	11,940	12,240	12,540	12,850	13,170	13,500	13,840	14,190	14,550
Insurance - Property	27,593	25,770	26,410	27,070	27,750	28,440	29,140	29,880	30,620	31,380	32,170
Other Expenses - Electricity	12,000	6,000	6,150	6,300	6,460	6,620	6,790	6,960	7,130	7,310	7,490
Other Expenses - Gas	3,500	1,200	1,230	1,260	1,290	1,320	1,350	1,390	1,430	1,470	1,500
Other Expenses - Telephone	7,280	7,025	7,200	7,380	7,560	7,750	7,950	8,150	8,360	8,570	8,790
Donations - Cultural Activities	6,400	6,400	6,400	6,400	6,400	6,400	6,400	6,400	6,400	6,400	6,400
Donations - Other	-	-	-	-	-	-	-	-	-	-	-
Contributions - Other	21,100	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600	21,600
Other Expenses - Other-Bank Fees	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
Other Expenses - Other-Advertising	1,900	1,950	2,000	2,050	2,100	2,150	2,200	2,260	2,320	2,380	2,440
Other Expenses - Other-Postage & Freight	250	260	270	280	290	300	310	320	330	340	350
Other Expenses - Other-Printing Stationary	1,280	1,320	1,360	1,400	1,440	1,480	1,520	1,570	1,620	1,670	1,720
Other Expenses - Other-Subscriptions	730	730	730	730	730	730	730	730	730	730	730
Other Expenses - Other-Council Rates	165,880	176,620	181,040	185,560	190,190	194,940	199,820	204,830	209,950	215,200	220,580
Other Expenses - Other-Council Water Usage	11,100	11,500	11,790	12,090	12,390	12,700	13,020	13,340	13,670	14,010	14,360
Other Expenses - Photocopier Costs	2,000	2,040	2,080	2,120	2,160	2,200	2,240	2,280	2,330	2,380	2,430
Depreciation	45,600	56,400	56,550	56,700	56,850	57,000	57,150	57,300	57,450	57,600	57,750
<b>Total Expenses from Ordinary Activities</b>	<b>1,224,948</b>	<b>1,199,735</b>	<b>1,224,006</b>	<b>1,248,824</b>	<b>1,273,952</b>	<b>1,301,877</b>	<b>1,330,716</b>	<b>1,360,534</b>	<b>1,391,303</b>	<b>1,423,102</b>	<b>1,452,843</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>											
Income-Other Revenue-Rental Income-Property Leases	(111,510)	(111,510)	(112,330)	(113,165)	(114,020)	(114,890)	(115,780)	(116,680)	(117,610)	(118,785)	(119,990)
Income-Other Revenue-Other-Tourism	(69,990)	(69,990)	(71,375)	(72,790)	(74,240)	(75,720)	(77,220)	(78,755)	(80,325)	(81,930)	(83,560)
Income-Other Revenue-Other-Inverell On Display & Other Promo	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>	<b>(181,500)</b>	<b>(181,500)</b>	<b>(183,705)</b>	<b>(185,955)</b>	<b>(188,260)</b>	<b>(190,610)</b>	<b>(193,000)</b>	<b>(195,435)</b>	<b>(197,935)</b>	<b>(200,715)</b>	<b>(203,550)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>	<b>1,043,448</b>	<b>1,018,235</b>	<b>1,040,301</b>	<b>1,062,869</b>	<b>1,085,692</b>	<b>1,111,267</b>	<b>1,137,716</b>	<b>1,165,099</b>	<b>1,193,368</b>	<b>1,222,387</b>	<b>1,249,293</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>											
<b>Total Grants and Contributions Provided for Capital Purposes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>	<b>1,043,448</b>	<b>1,018,235</b>	<b>1,040,301</b>	<b>1,062,869</b>	<b>1,085,692</b>	<b>1,111,267</b>	<b>1,137,716</b>	<b>1,165,099</b>	<b>1,193,368</b>	<b>1,222,387</b>	<b>1,249,293</b>
<b><u>CAPITAL AMOUNTS</u></b>											
Repayment of Loans	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used	-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>											
Depreciation	(45,600)	(56,400)	(56,550)	(56,700)	(56,850)	(57,000)	(57,150)	(57,300)	(57,450)	(57,600)	(57,750)
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>	<b>(45,600)</b>	<b>(56,400)</b>	<b>(56,550)</b>	<b>(56,700)</b>	<b>(56,850)</b>	<b>(57,000)</b>	<b>(57,150)</b>	<b>(57,300)</b>	<b>(57,450)</b>	<b>(57,600)</b>	<b>(57,750)</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>997,848</b>	<b>961,835</b>	<b>983,751</b>	<b>1,006,169</b>	<b>1,028,842</b>	<b>1,054,267</b>	<b>1,080,566</b>	<b>1,107,799</b>	<b>1,135,918</b>	<b>1,164,787</b>	<b>1,191,543</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>											
Net Transfers to/(from) Internally Restricted Assets	-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>997,848</b>	<b>961,835</b>	<b>983,751</b>	<b>1,006,169</b>	<b>1,028,842</b>	<b>1,054,267</b>	<b>1,080,566</b>	<b>1,107,799</b>	<b>1,135,918</b>	<b>1,164,787</b>	<b>1,191,543</b>

Division Branch(Dept): Function: Sub Function	Corporate and Economic Services Executive Services Governance Governance		CURRENT BUDGET	PROPOSED BUDGET							
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>											
Employee Benefits & On Costs	109,210	111,720	114,730	117,830	121,000	125,690	130,630	135,840	141,310	147,070	151,090
Materials - General	3,590	3,680	3,770	3,860	3,960	4,060	4,160	4,260	4,360	4,460	4,580
Councillors - Mayoral Fee	24,025	24,630	25,250	25,880	26,530	27,190	27,870	28,570	29,280	30,010	30,760
Councillors - Councillors Fees	99,100	101,580	104,120	106,720	109,390	112,120	114,920	117,790	120,730	123,750	126,840
Councillors - Councillors (include Mayor) Expenses	21,010	21,540	22,080	22,630	23,200	23,780	24,370	24,980	25,600	26,240	26,900
Councillors - Delegates Expenses	41,980	43,030	44,110	45,210	46,340	47,500	48,690	49,910	51,160	52,440	53,750
Councillors - Travelling & Accommodation	19,200	19,680	20,170	20,670	21,190	21,720	22,260	22,820	23,390	23,970	24,570
Other Expenses - Telephone	3,080	2,990	3,060	3,130	3,200	3,280	3,360	3,440	3,520	3,610	3,700
Other Expenses - Other-Advertising	1,700	1,740	1,780	1,820	1,870	1,920	1,970	2,020	2,070	2,120	2,170
Other Expenses - Other-Printing Stationary	1,150	1,180	1,220	1,260	1,300	1,340	1,380	1,420	1,460	1,500	1,550
Depreciation	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>	<b>324,045</b>	<b>331,770</b>	<b>340,290</b>	<b>349,010</b>	<b>357,980</b>	<b>368,600</b>	<b>379,610</b>	<b>391,050</b>	<b>402,880</b>	<b>415,170</b>	<b>425,910</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>											
	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>	<b>324,045</b>	<b>331,770</b>	<b>340,290</b>	<b>349,010</b>	<b>357,980</b>	<b>368,600</b>	<b>379,610</b>	<b>391,050</b>	<b>402,880</b>	<b>415,170</b>	<b>425,910</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>											
	-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>	<b>324,045</b>	<b>331,770</b>	<b>340,290</b>	<b>349,010</b>	<b>357,980</b>	<b>368,600</b>	<b>379,610</b>	<b>391,050</b>	<b>402,880</b>	<b>415,170</b>	<b>425,910</b>
<b><u>CAPITAL AMOUNTS</u></b>											
Repayment of Loans	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used	-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>											
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>324,045</b>	<b>331,770</b>	<b>340,290</b>	<b>349,010</b>	<b>357,980</b>	<b>368,600</b>	<b>379,610</b>	<b>391,050</b>	<b>402,880</b>	<b>415,170</b>	<b>425,910</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>											
Net Transfers to/(from) Internally Restricted Assets	-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>324,045</b>	<b>331,770</b>	<b>340,290</b>	<b>349,010</b>	<b>357,980</b>	<b>368,600</b>	<b>379,610</b>	<b>391,050</b>	<b>402,880</b>	<b>415,170</b>	<b>425,910</b>

Division Branch(Dept): Function: Sub Function	Corporate and Economic Services Executive Services Administration Administration		CURRENT BUDGET	PROPOSED BUDGET							
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>											
Employee Benefits & On Costs	1,193,590	1,231,090	1,257,000	1,283,640	1,311,010	1,343,750	1,377,760	1,413,120	1,449,910	1,488,150	1,521,280
Materials - General	16,000	16,030	16,440	16,850	17,270	17,700	18,140	18,590	19,050	19,530	20,020
Consultants - General	540	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Insurance - Other	5,380	4,600	4,720	4,840	4,960	5,080	5,210	5,340	5,470	5,610	5,750
Other Expenses - Telephone	820	870	890	910	930	950	970	990	1,010	1,040	1,070
Donations - Donation Program	42,850	42,850	42,850	42,850	42,850	42,850	42,850	42,850	42,850	42,850	42,850
Other Expenses - Other-Advertising	300	310	320	330	340	350	360	370	380	390	400
Other Expenses - Other-Postage & Freight	250	260	270	280	290	300	310	320	330	340	350
Other Expenses - Other-Printing Stationary	720	740	760	780	800	820	840	870	900	930	960
Depreciation	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>	<b>1,260,450</b>	<b>1,298,250</b>	<b>1,324,750</b>	<b>1,351,980</b>	<b>1,379,950</b>	<b>1,413,300</b>	<b>1,447,940</b>	<b>1,483,950</b>	<b>1,521,400</b>	<b>1,560,340</b>	<b>1,594,180</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>											
	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>	<b>1,260,450</b>	<b>1,298,250</b>	<b>1,324,750</b>	<b>1,351,980</b>	<b>1,379,950</b>	<b>1,413,300</b>	<b>1,447,940</b>	<b>1,483,950</b>	<b>1,521,400</b>	<b>1,560,340</b>	<b>1,594,180</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>											
	-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>	<b>1,260,450</b>	<b>1,298,250</b>	<b>1,324,750</b>	<b>1,351,980</b>	<b>1,379,950</b>	<b>1,413,300</b>	<b>1,447,940</b>	<b>1,483,950</b>	<b>1,521,400</b>	<b>1,560,340</b>	<b>1,594,180</b>
<b><u>CAPITAL AMOUNTS</u></b>											
Repayment of Loans	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used	-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets - Energy Efficiency Program		40,000	40,000	40,000	40,000						
Acquisition of Assets - Community Building Partnership Program		60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Acquisition of Assets - Minor Community Infrastructure Assets	160,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000
<b>Total Capital Amounts</b>	<b>160,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>	<b>240,000</b>	<b>240,000</b>	<b>240,000</b>	<b>240,000</b>	<b>240,000</b>	<b>240,000</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>											
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>	<b>1,420,450</b>	<b>1,578,250</b>	<b>1,604,750</b>	<b>1,631,980</b>	<b>1,659,950</b>	<b>1,653,300</b>	<b>1,687,940</b>	<b>1,723,950</b>	<b>1,761,400</b>	<b>1,800,340</b>	<b>1,834,180</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>											
Net Transfers to/(from) Internally Restricted Assets	-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>	<b>1,420,450</b>	<b>1,578,250</b>	<b>1,604,750</b>	<b>1,631,980</b>	<b>1,659,950</b>	<b>1,653,300</b>	<b>1,687,940</b>	<b>1,723,950</b>	<b>1,761,400</b>	<b>1,800,340</b>	<b>1,834,180</b>

Division Branch(Dept): Function: Sub Function	Corporate and Economic Services Financial Services Administration Administration - Financial Services		PROPOSED BUDGET								
	CURRENT BUDGET										
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>											
Employee Benefits & On Costs	(980,333)	(639,010)	(631,544)	(604,963)	(609,285)	(638,138)	(715,178)	(774,890)	(842,530)	(894,675)	(795,630)
Borrowing Cost - Interest on Overdraft	500	500	500	500	500	500	500	500	500	500	500
Materials - General	35,880	36,790	37,710	38,680	39,660	40,660	41,680	42,720	43,780	44,870	45,990
Contracts - Electrical	350	350	360	370	380	390	400	410	420	430	440
Contracts - Cleaning	26,780	27,710	28,400	29,110	29,840	30,590	31,350	32,130	32,930	33,750	34,590
Contracts - Security	5,150	5,600	5,740	5,880	6,030	6,180	6,330	6,490	6,650	6,820	6,990
Consultants - General	-	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Audit Services-Audit Services	35,000	38,000	38,950	39,920	40,920	41,940	42,990	44,060	45,160	46,290	47,450
Audit Services - Other Audit Services	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Other Expenses - Bad & Doubtful Debts	3,100	3,110	3,120	3,130	3,140	3,150	3,160	3,170	3,180	3,190	3,200
Insurance - Property	9,280	9,370	9,600	9,840	10,090	10,340	10,600	10,870	11,140	11,420	11,710
Other Expenses - Electricity	11,000	10,700	10,970	11,240	11,520	11,810	12,110	12,410	12,720	13,040	13,370
Other Expenses - Gas	1,500	1,000	1,030	1,060	1,090	1,120	1,150	1,180	1,210	1,240	1,270
Other Expenses - Telephone	11,280	11,585	11,870	12,170	12,470	12,780	13,100	13,430	13,770	14,110	14,460
Other Expenses - Other-Bank Fees	40,050	40,050	41,050	42,075	43,125	44,200	45,300	46,430	47,590	48,780	49,990
Other Expenses - Other-Valuation Fees	58,000	65,000	66,630	68,300	70,010	71,760	73,550	75,390	77,270	79,200	81,180
Other Expenses - Other-Advertising	5,200	5,330	5,460	5,600	5,740	5,880	6,030	6,180	6,330	6,490	6,650
Other Expenses - Other-Postage & Freight	15,750	16,220	16,710	17,210	17,730	18,260	18,810	19,370	19,950	20,550	21,170
Other Expenses - Other-Printing Stationary	23,975	24,700	25,440	26,200	26,980	27,790	28,630	29,490	30,380	31,290	32,230
Other Expenses - Other-Council Rates	7,640	8,000	8,200	8,410	8,620	8,840	9,060	9,290	9,520	9,760	10,000
Other Expenses - Other-Council Water Usage	2,000	3,000	3,080	3,160	3,240	3,320	3,400	3,490	3,580	3,670	3,760
Other Expenses - Internal Overheads Allocations	(1,454,081)	(1,481,458)	(1,518,480)	(1,556,450)	(1,595,360)	(1,635,230)	(1,676,120)	(1,718,040)	(1,760,980)	(1,804,980)	(1,850,090)
Other Expenses-Small Plant Charged to Other Funds	9,420	9,610	9,850	10,100	10,350	10,610	10,880	11,150	11,430	11,720	12,010
Depreciation	295,750	336,650	336,920	337,190	337,460	337,730	338,000	338,270	338,540	338,810	339,090
<b>Total Expenses from Ordinary Activities</b>	<b>(1,824,809)</b>	<b>(1,451,193)</b>	<b>(1,472,434)</b>	<b>(1,475,268)</b>	<b>(1,509,750)</b>	<b>(1,569,518)</b>	<b>(1,678,268)</b>	<b>(1,770,500)</b>	<b>(1,871,460)</b>	<b>(1,957,725)</b>	<b>(1,893,670)</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>											
Rates - Farmland											
Rates Income	(10,386,600)	(11,091,838)	(11,897,102)	(12,760,133)	(13,079,502)	(13,406,863)	(13,742,395)	(14,086,309)	(14,438,823)	(14,800,164)	(15,170,543)
Fees - Storm Water											
Interest - Ordinary Rates	(28,000)	(28,000)	(28,000)	(28,000)	(28,000)	(28,000)	(28,000)	(28,000)	(28,000)	(28,000)	(28,000)
Other - Legal Fees Recovery	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Grants - Financial Assistance Grant	(3,450,000)	(3,529,260)	(3,599,850)	(3,671,850)	(3,745,290)	(3,820,200)	(3,896,600)	(3,974,530)	(4,054,020)	(4,135,100)	(4,217,800)
Grants - Pensioners Rebate Subsidy	(172,000)	(172,000)	(172,000)	(172,000)	(172,000)	(172,000)	(172,000)	(172,000)	(172,000)	(172,000)	(172,000)
Income-Interest-Cash & Investments	(879,000)	(879,000)	(879,000)	(879,000)	(879,000)	(879,000)	(879,000)	(904,000)	(929,000)	(979,000)	(979,000)
Income-Fees-Certificates - 603 Certificates	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)
Income-Other Revenue-Other-Plan Printing Sale of Maps	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)
Income-Other Revenue-Other-Sales Old Materials	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Income-Other Revenue-Other-Others	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)	(2,100)
<b>Total Revenue from Ordinary Activities</b>	<b>(14,949,500)</b>	<b>(15,733,998)</b>	<b>(16,609,852)</b>	<b>(17,544,883)</b>	<b>(17,937,692)</b>	<b>(18,339,963)</b>	<b>(18,751,895)</b>	<b>(19,198,739)</b>	<b>(19,655,743)</b>	<b>(20,148,164)</b>	<b>(20,601,243)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>	<b>(16,774,309)</b>	<b>(17,185,191)</b>	<b>(18,082,286)</b>	<b>(19,020,151)</b>	<b>(19,447,442)</b>	<b>(19,909,481)</b>	<b>(20,430,163)</b>	<b>(20,969,239)</b>	<b>(21,527,203)</b>	<b>(22,105,889)</b>	<b>(22,494,913)</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>											
	-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>	<b>(16,774,309)</b>	<b>(17,185,191)</b>	<b>(18,082,286)</b>	<b>(19,020,151)</b>	<b>(19,447,442)</b>	<b>(19,909,481)</b>	<b>(20,430,163)</b>	<b>(20,969,239)</b>	<b>(21,527,203)</b>	<b>(22,105,889)</b>	<b>(22,494,913)</b>



<b><u>CAPITAL AMOUNTS</u></b>											
Repayment of Loans	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used	-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>	-	-	-	-	-	-	-	-	-	-	-
<b><u>ADD BACK NON-CASH ITEMS</u></b>											
Depreciation	(295,750)	(336,650)	(336,920)	(337,190)	(337,460)	(337,730)	(338,000)	(338,270)	(338,540)	(338,810)	(339,090)
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>	(295,750)	(336,650)	(336,920)	(337,190)	(337,460)	(337,730)	(338,000)	(338,270)	(338,540)	(338,810)	(339,090)
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>	(17,070,059)	(17,521,841)	(18,419,206)	(19,357,341)	(19,784,902)	(20,247,211)	(20,768,163)	(21,307,509)	(21,865,743)	(22,444,699)	(22,834,003)
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>											
Net Transfers to/(from) Internally Restricted Assets	-	36,710	36,710	36,710	36,710	36,710	36,710	36,710	36,710	36,710	36,710
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>	(17,070,059)	(17,485,131)	(18,382,496)	(19,320,631)	(19,748,192)	(20,210,501)	(20,731,453)	(21,270,799)	(21,829,033)	(22,407,989)	(22,797,293)

Division Branch(Dept): Function: Sub Function	Corporate and Economic Services Information Services Administration Administration - Informations Services		CURRENT BUDGET	PROPOSED BUDGET							
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>											
Employee Benefits & On Costs	615,160	687,335	706,150	725,480	745,360	769,320	794,230	820,130	847,060	875,090	899,160
Materials - General	465,930	477,590	489,530	501,770	514,300	527,150	540,320	553,830	567,690	581,880	596,420
Contracts - IT Maintenance & Support	158,000	161,950	166,000	170,150	174,400	178,760	183,230	187,810	192,510	197,320	202,250
Contracts - Security	1,000	1,030	1,060	1,090	1,120	1,150	1,180	1,210	1,240	1,270	1,300
Operating Leases - Computers	-	-	-	-	-	-	-	-	-	-	-
Insurance - Property	1,705	1,670	1,710	1,750	1,790	1,830	1,880	1,930	1,980	2,030	2,080
Other Expenses - Telephone	30,645	34,905	35,780	36,680	37,600	38,540	39,510	40,500	41,510	42,550	43,610
Other Expenses - Internet	26,140	25,320	25,950	26,600	27,270	27,950	28,650	29,370	30,100	30,850	31,620
Other Expenses - Other-Postage & Freight	250	260	270	280	290	300	310	320	330	340	350
Other Expenses - Other-Printing Stationary	3,100	3,190	3,290	3,390	3,490	3,590	3,700	3,810	3,920	4,040	4,160
Depreciation	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>	<b>1,301,930</b>	<b>1,393,250</b>	<b>1,429,740</b>	<b>1,467,190</b>	<b>1,505,620</b>	<b>1,548,590</b>	<b>1,593,010</b>	<b>1,638,910</b>	<b>1,686,340</b>	<b>1,735,370</b>	<b>1,780,950</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>											
	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>	<b>1,301,930</b>	<b>1,393,250</b>	<b>1,429,740</b>	<b>1,467,190</b>	<b>1,505,620</b>	<b>1,548,590</b>	<b>1,593,010</b>	<b>1,638,910</b>	<b>1,686,340</b>	<b>1,735,370</b>	<b>1,780,950</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>											
	-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>	<b>1,301,930</b>	<b>1,393,250</b>	<b>1,429,740</b>	<b>1,467,190</b>	<b>1,505,620</b>	<b>1,548,590</b>	<b>1,593,010</b>	<b>1,638,910</b>	<b>1,686,340</b>	<b>1,735,370</b>	<b>1,780,950</b>
<b><u>CAPITAL AMOUNTS</u></b>											
Repayment of Loans	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used	-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets - Computer Equipment	147,490	147,490	147,490	147,490	147,490	147,490	147,490	147,490	147,490	147,490	147,490
<b>Total Capital Amounts</b>	<b>147,490</b>	<b>147,490</b>	<b>147,490</b>	<b>147,490</b>	<b>147,490</b>	<b>147,490</b>	<b>147,490</b>	<b>147,490</b>	<b>147,490</b>	<b>147,490</b>	<b>147,490</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>											
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>	<b>1,449,420</b>	<b>1,540,740</b>	<b>1,577,230</b>	<b>1,614,680</b>	<b>1,653,110</b>	<b>1,696,080</b>	<b>1,740,500</b>	<b>1,786,400</b>	<b>1,833,830</b>	<b>1,882,860</b>	<b>1,928,440</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>											
Net Transfers to/(from) Internally Restricted Assets	-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>	<b>1,449,420</b>	<b>1,540,740</b>	<b>1,577,230</b>	<b>1,614,680</b>	<b>1,653,110</b>	<b>1,696,080</b>	<b>1,740,500</b>	<b>1,786,400</b>	<b>1,833,830</b>	<b>1,882,860</b>	<b>1,928,440</b>

Division Branch(Dept): Function: Sub Function	Corporate and Economic Services Information Services Recreation & Culture Public Libraries		CURRENT BUDGET	PROPOSED BUDGET							
	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>											
Employee Benefits & On Costs	593,325	524,010	538,350	553,090	568,240	586,730	605,980	626,010	646,860	668,580	686,980
Materials - General	80,125	82,150	84,210	86,310	88,460	90,680	92,940	95,270	97,640	100,090	102,580
Contracts - Cleaning	27,640	28,600	29,320	30,050	30,800	31,570	32,360	33,170	34,000	34,850	35,720
Contracts - Security	5,050	5,600	5,740	5,880	6,030	6,180	6,330	6,490	6,650	6,820	6,990
Insurance - Property	13,665	13,670	14,010	14,360	14,720	15,090	15,470	15,860	16,260	16,670	17,090
Other Expenses - Electricity	26,000	19,400	19,890	20,390	20,900	21,420	21,960	22,510	23,070	23,650	24,240
Other Expenses - Telephone	6,050	5,380	5,510	5,650	5,790	5,930	6,080	6,230	6,390	6,550	6,710
Other Expenses - Internet	4,615	2,410	2,470	2,530	2,590	2,650	2,720	2,790	2,860	2,930	3,000
Other Expenses - Other-Advertising	2,800	2,870	2,940	3,010	3,090	3,170	3,250	3,330	3,410	3,500	3,590
Other Expenses - Other-Postage & Freight	10,450	10,760	11,080	11,410	11,750	12,100	12,460	12,830	13,210	13,610	14,020
Other Expenses - Other-Printing Stationary	8,400	8,650	8,910	9,180	9,460	9,740	10,030	10,330	10,640	10,960	11,290
Other Expenses - Other-Council Rates	3,100	3,100	3,180	3,260	3,340	3,420	3,510	3,600	3,690	3,780	3,870
Other Expenses - Other-Council Water Usage	1,000	1,500	1,540	1,580	1,620	1,660	1,700	1,740	1,780	1,820	1,870
Other Expenses - Photocopier Costs	5,750	5,870	5,990	6,110	6,230	6,350	6,480	6,610	6,740	6,870	7,010
Other Expenses - Internal Overheads Allocations	139,001	145,813	149,460	153,200	157,030	160,960	164,980	169,100	173,330	177,660	182,100
Depreciation	154,800	152,800	152,890	152,980	153,070	153,160	153,250	153,340	153,430	153,520	153,610
<b>Total Expenses from Ordinary Activities</b>	<b>1,081,771</b>	<b>1,012,583</b>	<b>1,035,490</b>	<b>1,058,990</b>	<b>1,083,120</b>	<b>1,110,810</b>	<b>1,139,500</b>	<b>1,169,210</b>	<b>1,199,960</b>	<b>1,231,860</b>	<b>1,260,670</b>
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>											
Income-Other Revenue-Other-Library	(16,850)	(16,850)	(16,850)	(16,850)	(16,850)	(16,850)	(16,850)	(16,850)	(16,850)	(16,850)	(16,850)
<b>Total Revenue from Ordinary Activities</b>	<b>(16,850)</b>	<b>(16,850)</b>	<b>(16,850)</b>	<b>(16,850)</b>	<b>(16,850)</b>	<b>(16,850)</b>	<b>(16,850)</b>	<b>(16,850)</b>	<b>(16,850)</b>	<b>(16,850)</b>	<b>(16,850)</b>
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>	<b>1,064,921</b>	<b>995,733</b>	<b>1,018,640</b>	<b>1,042,140</b>	<b>1,066,270</b>	<b>1,093,960</b>	<b>1,122,650</b>	<b>1,152,360</b>	<b>1,183,110</b>	<b>1,215,010</b>	<b>1,243,820</b>
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>											
Grants - Library - Capital Grant	(56,500)	(57,290)	(58,100)	(58,930)	(59,780)	(60,650)	(61,540)	(62,450)	(63,390)	(64,350)	(42,830)
<b>Total Grants and Contributions Provided for Capital Purposes</b>	<b>(56,500)</b>	<b>(57,290)</b>	<b>(58,100)</b>	<b>(58,930)</b>	<b>(59,780)</b>	<b>(60,650)</b>	<b>(61,540)</b>	<b>(62,450)</b>	<b>(63,390)</b>	<b>(64,350)</b>	<b>(42,830)</b>
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>	<b>1,008,421</b>	<b>938,443</b>	<b>960,540</b>	<b>983,210</b>	<b>1,006,490</b>	<b>1,033,310</b>	<b>1,061,110</b>	<b>1,089,910</b>	<b>1,119,720</b>	<b>1,150,660</b>	<b>1,200,990</b>
<b><u>CAPITAL AMOUNTS</u></b>											
Repayment of Loans	-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets	-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used	-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets - Books & Materials	115,250	119,500	121,820	124,190	126,630	129,130	131,680	134,300	136,980	139,730	142,550
<b>Total Capital Amounts</b>	<b>115,250</b>	<b>119,500</b>	<b>121,820</b>	<b>124,190</b>	<b>126,630</b>	<b>129,130</b>	<b>131,680</b>	<b>134,300</b>	<b>136,980</b>	<b>139,730</b>	<b>142,550</b>
<b><u>ADD BACK NON-CASH ITEMS</u></b>											
Depreciation	(154,800)	(152,800)	(152,890)	(152,980)	(153,070)	(153,160)	(153,250)	(153,340)	(153,430)	(153,520)	(153,610)
Carrying amount of Assets Sold	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>	<b>(154,800)</b>	<b>(152,800)</b>	<b>(152,890)</b>	<b>(152,980)</b>	<b>(153,070)</b>	<b>(153,160)</b>	<b>(153,250)</b>	<b>(153,340)</b>	<b>(153,430)</b>	<b>(153,520)</b>	<b>(153,610)</b>
<b>CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>968,871</b>	<b>905,143</b>	<b>929,470</b>	<b>954,420</b>	<b>980,050</b>	<b>1,009,280</b>	<b>1,039,540</b>	<b>1,070,870</b>	<b>1,103,270</b>	<b>1,136,870</b>	<b>1,189,930</b>
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>											
Net Transfers to/(from) Internally Restricted Assets	-	-	-	-	-	-	-	-	-	-	-
<b>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</b>	<b>968,871</b>	<b>905,143</b>	<b>929,470</b>	<b>954,420</b>	<b>980,050</b>	<b>1,009,280</b>	<b>1,039,540</b>	<b>1,070,870</b>	<b>1,103,270</b>	<b>1,136,870</b>	<b>1,189,930</b>

Division Branch(Dept): Function: Sub Function	Corporate and Economic Services Information Services Recreation & Culture Art Galleries	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		65,385	67,200	69,080	71,000	72,980	75,320	77,750	80,270	82,880	85,590	88,000
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		65,385	67,200	69,080	71,000	72,980	75,320	77,750	80,270	82,880	85,590	88,000
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>		-	-	-	-	-	-	-	-	-	-	-
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		65,385	67,200	69,080	71,000	72,980	75,320	77,750	80,270	82,880	85,590	88,000
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		-	-	-	-	-	-	-	-	-	-	-
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		65,385	67,200	69,080	71,000	72,980	75,320	77,750	80,270	82,880	85,590	88,000
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		-	-	-	-	-	-	-	-	-	-	-
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		-	-	-	-	-	-	-	-	-	-	-
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		65,385	67,200	69,080	71,000	72,980	75,320	77,750	80,270	82,880	85,590	88,000
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		65,385	67,200	69,080	71,000	72,980	75,320	77,750	80,270	82,880	85,590	88,000

Division Branch(Dept): Function: Sub Function	Corporate and Economic Services Information Services Recreation & Culture Other Cultural Services (Newstead)	CURRENT BUDGET	PROPOSED BUDGET									
		2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
<b><u>EXPENSES FORM ORDINARY ACTIVITIES</u></b>												
Employee Benefits & On Costs		-	-	-	-	-	-	-	-	-	-	-
Insurance - Property		1,900	-	-	-	-	-	-	-	-	-	-
Donations - Cultural Activities		3,350	-	-	-	-	-	-	-	-	-	-
Other Expenses - Other-Advertising		500	-	-	-	-	-	-	-	-	-	-
Depreciation		-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Ordinary Activities</b>		5,750	-	-	-	-	-	-	-	-	-	-
<b><u>REVENUE FROM ORDINARY ACTIVITIES</u></b>												
Income-Other Revenue-Other-Newstead Historical House		(4,400)	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue from Ordinary Activities</b>		(4,400)	-	-	-	-	-	-	-	-	-	-
<b>(Surplus)/Deficit from Ordinary Activities Before Capital Amounts</b>		1,350	-	-	-	-	-	-	-	-	-	-
<b><u>GRANTS &amp; CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES</u></b>												
		-	-	-	-	-	-	-	-	-	-	-
<b>Total Grants and Contributions Provided for Capital Purposes</b>		-	-	-	-	-	-	-	-	-	-	-
<b>(Surplus)/Deficit from Ordinary Activities After Capital Amounts</b>		1,350	-	-	-	-	-	-	-	-	-	-
<b><u>CAPITAL AMOUNTS</u></b>												
Repayment of Loans		-	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Assets		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
Loan Funds Used		-	-	-	-	-	-	-	-	-	-	-
Acquisition of Assets		-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Amounts</b>		-	-	-	-	-	-	-	-	-	-	-
<b><u>ADD BACK NON-CASH ITEMS</u></b>												
Depreciation		-	-	-	-	-	-	-	-	-	-	-
Carrying amount of Assets Sold		-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Cash Items</b>		-	-	-	-	-	-	-	-	-	-	-
<b><u>CONSOLIDATED NET (PROFIT)/LOSS</u></b>		1,350	-	-	-	-	-	-	-	-	-	-
<b><u>INTERNALLY RESTRICTED ASSET MOVEMENTS</u></b>												
Net Transfers to/(from) Internally Restricted Assets		-	-	-	-	-	-	-	-	-	-	-
<b><u>UNALLOCATED CONSOLIDATED NET (PROFIT)/LOSS</u></b>		1,350	-	-	-	-	-	-	-	-	-	-

