

MINUTES ORDINARY MEETING

GWYDIR SHIRE COUNCIL

THURSDAY 17 DECEMBER 2015

COMMENCING AT 4 PM

WARIALDA OFFICE COUNCIL CHAMBERS

Present:	
Councillors:	Cr. John Coulton (Mayor), Cr. Catherine Egan (Deputy Mayor), Cr. Angela Doering, Cr. Stuart Dick, Cr Marilyn Dixon, Cr. Kerry McDonald, Cr. Jim Moore and Cr. Geoff Smith.
Staff:	Max Eastcott (General Manager), Leeah Daley (Deputy General Manager), Richard Jane (Director Technical Services), Ron Wood (Chief Financial Officer) and Glen Pereira (Director Development and Environmental Services)
Public:	Ms Laura Carroll (<i>Warialda Standard and Bingara Advocate)</i> and 3 members of the public
Visitor:	Nil

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Item 11 Long Term Financial Plan Options

FILE REFERENCE

DELIVERY PROGRAM

GOAL: 5. Organisational Management

OUTCOME: 5.1 CORPORATE MANAGEMENT

STRATEGY: 5.1.1 Financial management and accountability systems -CFO - internal

AUTHOR General Manager

DATE 10 December 2015

STAFF DISCLOSURE OF INTEREST Nil

IN BRIEF/ SUMMARY RECOMMENDATION

The recommendation is to advertise the Long Term Financial Plan for public comment.

TABLED ITEMS Nil

The documents attached are in draft form and will be finalised prior to being placed upon public exhibition.

OFFICER RECOMMENDATION

THAT the Gwydir Shire Council's Long Term Financial Planning documents be advertised for a period on 30 days.

ATTACHMENTS

- **AT-** Draft Long Term Plan Commentary
- AT- Proposed Budget
- AT- Business as usual budget no SRV

COUNCIL RESOLUTION: MINUTE 430/15

THAT the Gwydir Shire Council's Long Term Financial Planning documents be advertised for a period on 30 days.

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Preamble

Extracts from the 'Integrated Planning and Reporting Manual for local government in NSW – Planning a sustainable future' issued by NSW Office of Local Government in March 2013 are included below to provide some context to this document:

"Show councillors and the community how the council will achieve financial sustainability ove the long term.....

The Long Term Financial Plan is an important part of council's strategic planning process. This is the point where long term community aspirations and goals are tested against financial realities."

In other words:

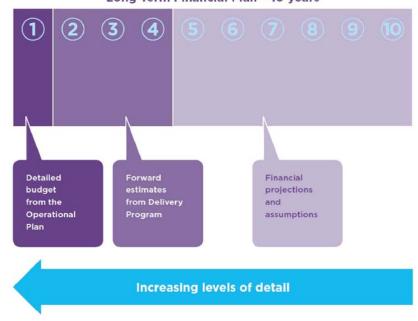
"Can we afford what the community wants?"

"The Long Term Financial Plan is a decision-making and problem-solving tool. It is not intended that the Long Term Financial Plan is set in concrete – it is a guide for future action. The modelling that occurs as part of the plan will help councils to weather unexpected events. It will also provide an opportunity for the council to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term.

The longer the planning horizon, the more general the plan will be in the later years. For example, it is not expected that the 10th year of a 10 year plan will include specific detail.

As decisions are made, more detail can be added to the Long Term Financial Plan. For example, as the council finalises its Delivery Program, the first four years of the Long Term Financial Plan will become firmer. As the Operational Plan is completed, the detailed budget will form the first year of the Long Term Financial Plan. The diagram following shows the relationships."

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Long Term Financial Plan - 10 years

Some further cautionary comments regarding the limitations and use of the Long Term Financial Plan (LTFP) seem appropriate.

The LTFP is not designed to give accurate predictions out to ten years or more. There are many factors that influence how accurate the results turn out to be, including inflation forecasts, accuracy of cost estimates, local, state, federal and global economy performance, as well as unforseen legislation and impacts of funding programs by other levels of government.

The LTFP is best used to provide an indication of trends and broad outcomes based upon a set of assumptions and the effects different choices can make on long term outcomes.

Most of the commentary provided in this document will be limited to General Fund performance, as each of the other funds has the freedom to set charges to provide appropriate outcomes and current projections are acceptable for those funds.

Further, the commentary will be limited to the 'Business As Usual' and the proposed '30% Special Rate Variation' scenario. There will be one additional scenario in the final plans adopted – a scenario that brings General Fund to a sustainable position with no Special Rate variation.

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The other funds (Water, Sewer & Waste) hold some very expensive, but long lived assets and/or rehabilitation liabilities. The current ten year plans highlight neither the replacement nor maintenance of these long lived assets effectively, as some costs would occur less frequently than the 10 year period covered. These factors do however need to be born in mind in setting appropriate levels of revenue in the current planning period. This is one reason why in any ten year period revenues, operating results and cash reserves may seem unnecessarily high, while renewal ratios will be low in these funds.

The consolidated result is not simply a sum of all of the different funds – under accounting rules internal transactions, for example are excluded from consolidated results. Given the proportional size however of the General Fund component, the consolidated results tend to mimic General Fund results.

The General Fund has some unique challenges. The main thrust of recent Integrated Planning and Reporting legislation and supporting framework is to assist councils achieve long term financial sustainability.

It is quite clear however that continuing on as it has in the past is simply not an option. The attached Business as Usual scenario (scenario 2), was prepared current using projections of revenues and expenditure to maintain the current levels of service, without speculative sources of revenues for example asset sales. These results show significant shortfalls in General Fund cash and is simply not acceptable and/or sustainable – even in the short term.

Gwydir Shire Council (GSC), like all NSW councils exists solely at the discretion of the NSW State Government. The framework for council operations currently exist in the form of The Local Government Act 1993 (the Act) and associated Local Government Regulations.

The Integrated Planning and Reporting guidelines (IP&R) have now been included within the Act. The key objective related to the Long Term Financial Plan (LTFP) and all related budgets is the requirement that councils work towards financial sustainability as noted in IPR Top Tips – the LTFP will "Show councillors and the community how the council will achieve financial sustainability over the long term". This is supported by the NSW State Government's initiative, Fit For the Future which is requiring councils to show how they are or can become sustainable.

From an LTFP perspective, this means that GSC needs to work towards attaining a balanced budget. This is a significant challenge and involves many complex issues. Certainly funding shortfalls and associated service level shortfalls remain very important issues that need discussion and lobbying – it is just that these need to be removed from proposed budgets, which need to deal with the reality of current funding limitations.

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Vertical fiscal imbalance is one such area – whereas local government has by far the highest level of assets, it has the lowest levels of taxation revenues. This inverse relationship applies to the other levels of government – the federal government has the highest level of taxation revenues, yet has relatively minor levels of assets.

There are several initiatives that the councillors of GSC (Council) have approved recently to start down the path of improved budget results, including service level reviews, some redundancies and a Special Rate Variation application.

All of GSC's operations are being reviewed to determine whether the ongoing provision of the service has ongoing relevance, the level of service that should be provided (and associated budget allocations) and if appropriate, fees for service are set at the right level.

Depending on how you classify them, GSC potentially has over 80 individual service units (let's call them business units). These business units cover an extraordinary range of services covering areas such as social services (preschools to aged care), environmental services (environmental protection, education and weed control), infrastructure services (buildings, roads etc.), regulatory services (building control, food shop inspections etc.), tourism and economic development as well as the services considered more traditional of local government including libraries, water, sewer and waste collection to name a few. Each business unit has its own peculiarities in terms of needs, services, budget requirements and often the legislated framework it operates in (on top of the local government framework).

General Revenues is one of the complex areas subject to much debate by Council. Unlike other funds (Water, Sewer etc.) General Fund has many restrictions placed upon it, for example Rate Pegging, which sets limits on the increase General Rates may be increased each year – this has been in place for many years. Any increase above the Rate Peg limit requires a time consuming and difficult application process that is costly – which may in the end not be approved by the State Government. The number of significant (double digit) SRV applications by many councils indicates a failure of the rate pegging system.

Further, some other fees are regulated – Council may not charge in excess of the regulated fee, even if costs exceed the associated revenue.

To bring the above into perspective, there are two issues that will briefly be covered to bring these issues into focus.

The first is roads – the single biggest cost centre of GSC and without doubt a subject of focus for the community and Council. Maintaining current levels of service, as well as meeting the requirements of Road to Recovery grant conditions is a contributing factor to the current tough times experience by General Fund operations (GF).

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Road depreciation and associated levels of service, has been the subject of intensive work to review methodologies along with improved date and modelling. As a result and in line with road revaluation processes undertaken as at 30 June 2015, depreciation for road infrastructure has decreased from approximately \$8m to \$3.5m p.a.

Unfortunately, both the State and Federal Governments have, in the past, commenced funding programs that are initially beneficial to local government but over time become liabilities as the initial requirements are modified by the funding body. Roads to Recovery is an example of this type of bureaucratic creep that always seems, in the long run, to the disadvantage of local government. The compliance requirements of the Roads to Recovery are generally high compared to other programs.

Extending these issues across all GSC GF operations, Council is faced with many difficult decisions regarding ongoing viability and funding levels. Whilst the major thrust of the above discussion relates to financial sustainability, Council should take an arm's length view and consider all costs and benefits in relation to service level provision decisions. For example discussions on cost in addition to financial cost should also weigh the other important cost components of social, environmental and even opportunity cost. Opportunity cost relates to opportunities foregone i.e. if \$1,000 is not spent in area x then what could be achieved in area y, which may have even greater benefit.

One further issue that must be factored in and could potentially cloud any issue under discussion and must not be underestimated is the support that staff give to the various services they provide. Services are provided for a reason and the Council staff are passionate and committed about the jobs they do, as you would expect from professionals. In some cases this commitment, although understandable, may be detrimental to undertaking an objective evaluation of the issue at hand.

The above commentary is not designed to push any particular agenda other than financial sustainability. The focus on roads is only provided because roads are the most significant cost centre of GSC. Hopefully the above commentary highlights the difficult task Council faces in trying to determine the best path to take in working towards financial sustainability and engenders open discussion regarding alternative courses of action.

This also does not mean that the Council and community should necessarily remain satisfied with below acceptable levels of service. While Council needs to head towards balanced short and long term budgets that need to reflect the harsh reality of what we can afford with the current revenues, there are many other avenues where the issues should be raised. The Community Strategic Plan, Asset Management Plans, community consultation and Council workshops to name a few where it is appropriate to raise discussions and develop action plans to raise below

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par service levels to a level that is deemed acceptable by the Council and community are appropriate places to raise these issues, which should be backed by hard evidence. It is likely that at least some grant funding will be tied to this approach.

There are 2 main options available to Council:

- Increase revenues through increased rates (by special variation above the approved rate pegging limit) and charges and/or
- Through reduced service levels. Reduced service levels in terms of assets (including our road network) may mean longer effective lives and lower average quality standards as a result of lower maintenance and renewal levels.

Investigations are being undertaken regarding service levels and appropriate levels, in conjunction with appropriate levels of fees and charges where they are at the discretion of Council.

Although Gwydir Shire has a low population density (one of the main contributing factors to revenue problems), it covers a significant area and controls significant assets in terms of size and cost.

Depreciation is seen by many as a nonsense book entry amount that should be disregarded when looking at results, however this is one expenditure item (and associated assumption and related service levels) that significantly affects many sustainability ratios.

A simple explanation of depreciation is the spread of cost of an asset over time in relation to its use – each accounting period is meant to reflect the expired cost of the asset. That is, as an asset is used up (worn out if you like), then how much is used over that time period should be shown as the deprecation dollar value amount for that same period.

Depreciation is the best guide we currently have as to the amounts that should be set aside or used to maintain and renew assets at an acceptable or agreed level of serviceability.

Improved results can be achieved by improved data collection as well as more relevant depreciation methods. For example Water and Sewer funds had significant improvements in depreciation costs.

Council and the Community now face difficult choices for Gwydir to achieve a sustainable position and become 'fit for the future'.

IPART approved a temporary rate increase of 15% for the 2015-2016 financial year, which expires on 30 June 2015, meaning rate revenues will decrease by \$718,783 prior to the approved rate peg increase of 1.8% is applied (which is below many of

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our cost increases). Council is proposing a permanent Special Rate Variation of 30% effective in the 2016-2017 financial year – this represents retaining the allowable 2015/16 increase and then adding an additional 15%. Effectively this means on average (based on current rate valuations) that ratepayers would pay an average 15% more in general rates than they are in the current financial year.

Even with a 30% rate increase, this will not make General Fund sustainable without an associated reeducation in some service areas. On an operating result basis, General Fund is required to improve in excess of \$355k in 2017-2018 up to an improvement of \$2,318k in 2025-2026. We should really be aiming for moderate surplus results of around \$500k. On a cash basis even larger improvements should become the objective. Given the fragile cash position of General Fund, a net increase in General Fund cash of \$500k per annum would not be seen as unreasonable until such time that General Fund cash reserves are satisfactory, providing a sufficient buffer for unexpected events and reserves for asset renewals. Currently, even with the 30% rate increase factored in, General Fund has net decreases ranging from \$233k in 2016-2017 to \$3,455k in 2025-2026.

If the 30% Special Rate Variation is not supported and approved, then an additional \$1.5m improvement needs to be factored in – add an additional \$900k if Roads to Recovery compliance becomes untenable. This will involve the creation of a further scenario – how Council will become sustainable with only benchmark rate peg increases – with major cuts in services/costs.

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Executive Overview

We are currently in challenging times where Council must take a fresh look at how it operates if it is to become 'Fit for the Future'.

It is certainly not an option to continue to battle on as it has for the last few years – the current mix of revenues and service levels are certainly not sustainable – even for the short term, as evidenced by the General Fund cash flow issues and unsatisfactory General Fund cash holdings.

It should also be noted that regardless of any other outcome, which because of the relatively low rate base compared to major urban centers and the inverse proportion of assets to ratepayers, Council will remain heavily reliant on grants as a significant source of funding for ongoing operations.

Ideally it will be a mix of solutions that will end up seeing Council as a significantly more robust organization at the end of the day – improvements in revenues (specifically Rates and User Fees and Charges) as well as full reviews of service levels so that ongoing services are funded *within current available resources/revenues*.

Can Council become financially sustainable – certainly? Provided there is the will to do so.

Will this be an easy task? Not at all – there are many difficult and painful decisions that need to be made if Council wishes to meet the majority if not all the benchmarks set by the State Government – or at least show significant improvement towards achieving those benchmarks.

The outcomes outlined in scenario 1 certainly highlight that a lot can be (and has been) achieved, but there is certainly further work required.

Will this mean that everyone loses out?

No – there may be some services that are no longer deemed fit for purpose or remain linked with the Council's future direction and may be terminated, while some others may be reduced. Other services may remain much the same while others may provide improved services for the same net cost due to efficiencies identified during the review process. In some few areas there may be room to expand expenditures (within the bounds of available funding) to achieve better results.

At the end of the day though, one of the highest priorities will be achieving a small, but consistent General Fund operating surplus i.e. achieving balanced budgets, with some room to spare – as shown in the other fund results.

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Service Level Revenues and Improvement Strategies

Service reviews

In the past, there have been service reviews undertaken on an ad hoc basis. Examples include the medical centres, caravan parks, telecommunications, pools and waste collection.

The above reviews have all provided some degree of improved services along with improvements in bottom line results.

Service reviews over the past 2 years have provided significant savings to date, which include:

- Over \$1m in savings in employee costs due to a number of positions being made redundant and/or not being filled after being vacated
- Over \$100k savings in annual plant depreciation due to disposal of plant items deemed surplus to current requirements
- Approximately \$1m in operational savings due to service reviews for example medical centres, waste collection and telecommunications contracts.

The Special Rate Variation

One of the most topical strategies - approval of a Special Rate Variation plays a very important part in Council working towards financial sustainability and maintaining service levels at a level that will be considered appropriate. Without approval, services will need to be cut by significant amounts across Council's operation.

Fees and annual charges

Fees and charges that Council has discretion in setting (there are many that are regulated) will continue to be reviewed to ensure revenues are appropriate for the services provided. Given the sustainability issues and review of service provision, there may be some exemptions that may be removed.

Depreciation

Another very topical area, but as discussed elsewhere in this document, setting depreciation at appropriate levels in line with current capabilities and revenues is an important aspect of achieving sustainability.

Open and frank discussion needs to take place to ensure appropriate outcomes are achieved and associated expectations in relation to associated service levels are managed.

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Attachment 1 Draft Long Term Plan Commentary

Sensitivity Analysis

Only the very early attempts at any sensitivity analysis have been performed at this time as it is already considered that Council is in a stressed and vulnerable state. Performance is constantly being monitored and remedial action being undertaken as necessary.

Council needs to determine an appropriate path to a future where Council will be far less vulnerable and be in a position to weather reasonable unforeseen shocks. Most likely this will involve significant rate increases (as mentioned above, Council is in the process of applying for a 30% increase) as well as cuts to services and associated budgets.

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Scenario Discussion

Only two scenarios will be discussed in detail and commentary will be limited to General Fund operations.

Other fund operations are deemed satisfactory at least in the near term and consolidated results tend to mimic General Fund operations due to proportional size and influence.

Scenarios three and four provide results between the optimal scenario two and scenario one noted as business as usual – this could also be identified as worse case as it leads to continued and significant deterioration.

Scenario 1

This scenario starts down a path that starts to address sustainability in an achievable fashion.

There is significant improvement in operating results. Equity improves over the course of the plan, by a significantly reduced amount - \$386m down to \$368m. Further sustainability improvements will see this figure stabilize and gradually improve over time.

Under this scenario the Operating Performance Ratio is significantly closer to achieving benchmark.

While there is certainly work left to do to ensure the long term trends turn towards achieving benchmark results, this provides a significant and important step in the right direction.

Council and the community will need to be engaged to bring Council to a fully sustainable position.

Scenario 2

Council's financial position has continued to deteriorate over the past few years to a stage now where significant action needs to be taken to ensure continued viability.

This is the inevitable result of a simple formula – Council has been trying to continue maintain services at a level (with increased costs) that does not match its revenues (reducing in real terms).

One of the outcomes is that General Fund cash has been run down to a level where there is no buffer to weather unexpected events and very tight controls need to be in place to ensure appropriated outcomes.

Almost every single indicator of health continues to deteriorate over time – operating result, net equity reduces from \$385m to \$349m over the ten year period, capital

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expenditures are less than half of depreciation and most of the sustainability indicators will weaken.

The only positive spin is that General Fund cash improves, but insufficiently and that the Debt Service Ratio would continue to improve as debt is retired. Further borrowings would however be inadvisable as capacity to maintain the loans would continue to deteriorate.

There has already been a reduction in service levels evident and Council will not be viable, even in the short term without drastic action and further significant reductions in services.

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Attachment 1 Draft Long Term Plan Commentary

Ratio Performance

Ratio analysis has not been undertaken in the draft plans as significant work and community consultation is required to bring the draft plans to sustainable levels.

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Assumptions

Current budgets reflect business unit needs for operational purposes. As the service level reviews progress, there may be some changes to gross revenues and/or expenditures and capital expenditures. Adjustments will be made in these cases to ensure operating results and cash forecasts remain consistent. Changes in capital expenditures may also affect operational budgets for employee costs, depending on the makeup of particular capital programs.

While effort is being made to ensure sufficient cash in on hand at 30 June 2015 to fully cover minimum reserves such as Employee Leave Entitlements, it is assumed there will be minor shortfalls – hence the opening balance deficit in General Fund cash (which does not represent an actual deficit but a minor shortfall in funding). Actual cash holdings at 30 June are expected to be higher than this amount – almost sufficient to cover compulsory reserves + minimum optional reserves.

For simplicity, all cash and investments are shown as cash to highlight total cash holdings – no cash is transferred to/from investments. Again this highlights the tight starting point that General Fund is currently in. In any case, Council investments are currently limited to bank Term Deposits, which for some ratios are classified as cash in any case.

As cash holdings increase, formal reserves and reserve policies should be established to earmark cash held for appropriate purposes e.g. Plant, Building and Road renewals – after leaving sufficient cash to cover working requirements and sufficient to cover unforeseen emergencies.

Issues related to inadequate or inappropriate service levels, for example as a result of reconciling depreciation to current funding limits, moves from budget projections to more appropriate forums such as the Community Strategic Plan and appropriate sections of Asset Management Plans.

Assumptions common to all scenarios

- Inflation factors as shown in appendix F for the most part apply to all scenarios – there may be some variation amongst funds in the first 1-3 years in terms of rates and annual charges.
- No fair value revaluation impacts for Infrastructure assets due on a rolling five year program
- No movements to/from investments. For ease of comparison all cash and investments are shown as cash – this may change in future plans as General Fund cash recovers to acceptable levels.
- Operational budgets are at appropriate levels for current business unit service levels

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- The current list of capital expenditure proposed projects is reflective of need. There may be some projects that are currently listed that will not proceed. Further, it is likely there are many proposals not listed as the effort of preparing proposals (even if they may be of benefit) is likely outweighed by the chance they will not proceed due to lack of resources to fund them. As the General Fund position outlook improves this will likely change.
- Populations remain relatively stable.
- Any significant economic growth will be absent.

Assumptions common to scenarios 2 - 4

Special Rate Variation increases. Scenario 1 – 30% in 2017 (\$842k) In the years special rate variations apply, rate pegging increases do not – or if you prefer the rate peg increase is included in the special rate variation increase. In the years after the variations apply, rate pegging increases apply to the new total rate revenues, including the variation which becomes part of the rating base revenue.

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PROPOSED

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	Current Budget	Proposed Budget
Corporate Services		
Income		
1.1 Rates and annual charges	-6,517,932	-7,542,105
1.2 User charges and fees	-11,309	-11,627
1.3 Interest and investment revenue	-54,852	-147,171
1.4 Other revenues	-2,368	-2,438
1.5 Grants subsidies contributions - Op	-4,260,475	-4,370,139
1.7 Internal revenues	-1,458,759	-1,461,712
Income Total	-12,305,695	-13,535,192
Expenditure		
2.1 Employee benefits and on-costs	1,075,016	644,125
2.2 Borrowing costs	12,646	5,447
2.3 Materials	562,162	413,970
2.4 Contracts	124,032	141,379
2.5 Depreciation & amortisation	72,153	125,693
2.6 Other expenses	204,615	160,043
2.8 Internal expense	346,413	1,066,074
99 Uncapitalised Works In Progress	118,450	79,000
Expenditure Total	2,515,487	2,635,731
Corporate Services Total	-9,790,208	-10,899,461

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	Current Budget	Proposed Budget
Development and Environmental Services	Buuget	Buuger
Income		
1.1 Rates and annual charges	-1.065,186	-1,254,363
1.2 User charges and fees	-228,696	-215,367
1.3 Interest and investment revenue	-64,733	-101.304
1.4 Other revenues	-298,838	-285,086
1.5 Grants subsidies contributions - Op	-177,133	-156,008
1.6 Grants Subsidies Contributions - Cap	-61,800	-46,350
1.7 Internal revenues	-260,520	-266,969
Income Total	-2,156,906	-2,325,447
Expenditure		
2.1 Employee benefits and on-costs	1,616,862	1,547,491
2.2 Borrowing costs	51,512	39,891
2.3 Materials	198,358	254,520
2.4 Contracts	738,911	1,031,761
2.5 Depreciation & amortisation	883,540	851,784
2.6 Other expenses	348,565	366,585
2.8 Internal expense	930,455	1,020,392
2.95 Reserve transfers - to	50,000	50,000
99 Sale Proceeds - Contra Sales	-400,000	0
99 Uncapitalised Works In Progress	1,345,453	866,795
Expenditure Total	5,763,656	6,029,219
Development and Environmental Services Total	3,606,750	3,703,772

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	Current Budget	Proposed Budget
Governance & Town utilities and plant		
Income		
1.1 Rates and annual charges	-1,510,917	-1,779,257
1.2 User charges and fees	-867,150	-888,830
1.3 Interest and investment revenue	-105,850	-176,375
1.4 Other revenues	-1,820	-923
1.5 Grants subsidies contributions - Op	-76,387	-49,015
1.7 Internal revenues	-4,423,696	-4,124,925
Income Total	-6,985,820	-7,019,325
Expenditure		
2.1 Employee benefits and on-costs	1,452,265	1,464,373
2.2 Borrowing costs	374,663	333,035
2.3 Materials	1,995,209	2,073,427
2.4 Contracts	148,750	205,274
2.5 Depreciation & amortisation	1,874,382	1,549,333
2.6 Other expenses	960,553	864,763
2.8 Internal expense	565,840	585,152
99 Sale Proceeds - Contra Sales	-195,185	-418,800
99 Uncapitalised Works In Progress	1,581,343	1,859,669
Expenditure Total	8,757,820	8,516,226
Governance & Town utilities and plant Total	1,772,000	1,496,901

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	Current Budget	Proposed Budget
Organisational & Community Development		
Income		
1.2 User charges and fees	-658,610	-726,016
1.3 Interest and investment revenue	-3,335	-4,773
1.4 Other revenues	-1,331,956	-1,235,523
1.5 Grants subsidies contributions - Op	-2,551,206	-2,914,412
1.7 Internal revenues	-1,136,442	-1,142,766
Income Total	-5,681,549	-6,023,490
Expenditure		
2.1 Employee benefits and on-costs	4,674,308	4,947,448
2.2 Borrowing costs	292,231	237,969
2.3 Materials	873,819	900,442
2.4 Contracts	241,777	205,370
2.5 Depreciation & amortisation	239,831	291,107
2.6 Other expenses	661,736	644,721
2.8 Internal expense	651,466	673,844
99 Uncapitalised Works In Progress	105,653	0
Expenditure Total	7,740,821	7,900,901
Organisational & Community Development Total	2,059,272	1,877,411

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	Current Budget	Proposed Budget
Technical Services		
Income		
1.1 Rates and annual charges	-40,420	-47,601
1.2 User charges and fees	-3,243,558	-3,347,658
1.3 Interest and investment revenue	-23	0
1.4 Other revenues	-95,531	-56,758
1.5 Grants subsidies contributions - Op	-3,994,943	-4,824,067
1.6 Grants Subsidies Contributions - Cap	-1,569,750	-395,939
1.7 Internal revenues	-256,929	-161,194
Income Total	-9,201,154	-8,833,217
Expenditure		
2.1 Employee benefits and on-costs	2,164,893	2,557,950
2.2 Borrowing costs	95,691	61,359
2.3 Materials	1,681,104	1,205,289
2.4 Contracts	1,013,889	1,074,213
2.5 Depreciation & amortisation	5,912,150	3,776,182
2.6 Other expenses	561,084	562,105
2.8 Internal expense	2,141,241	1,907,400
99 Uncapitalised Works In Progress	5,772,159	6,114,854
Expenditure Total	19,342,211	17,259,352
Technical Services Total	10,141,057	8,426,135

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Resource Group	Current Budget	Proposed Budget
Corporate Services		
Employee Oncost		
Expenditure		
2.1 Employee benefits and on-costs	60,183	-524,439
2.8 Internal expense	0	714,553
Expenditure Total	60,183	190,114
Employee Oncost Total	60,183	190,114
Financial Administration		
Income		
1.2 User charges and fees	-11,309	-11,627
1.3 Interest and investment revenue	-5,750	-5,750
1.4 Other revenues	-2,368	-2,438
1.7 Internal revenues	-628,080	-599,802
Income Total	-647,507	-619,617
Expenditure		
2.1 Employee benefits and on-costs	767,388	904,219
2.3 Materials	237,558	75,712
2.4 Contracts	73,542	89,374
2.6 Other expenses	56,656	58,354
2.8 Internal expense	290,455	294,200
Expenditure Total	1,425,599	1,421,859
Financial Administration Total	778,092	802,242
General Revenues		
Income		
1.1 Rates and annual charges	-6,517,932	-6,829,045
1.3 Interest and investment revenue	-49,102	-141,421
1.5 Grants subsidies contributions - Op	-4,260,475	-4,370,139
Income Total	-10,827,509	-11,340,605
Expenditure		
2.3 Materials	41,200	42,436
2.4 Contracts	29,890	30,787
Expenditure Total	71,090	73,223
General Revenues Total	-10,756,419	-11,267,382

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Resource Group	Current Budget	Proposed Budget
Information Services	, i i i i i i i i i i i i i i i i i i i	U
Income		
1.7 Internal revenues	-830,679	-861,910
Income Total	-830,679	-861,910
Expenditure		
2.1 Employee benefits and on-costs	247,445	264,345
2.2 Borrowing costs	12,646	5,447
2.3 Materials	283,404	295,822
2.4 Contracts	20,600	21,218
2.5 Depreciation & amortisation	72,153	125,693
2.6 Other expenses	147,959	101,689
2.8 Internal expense	55,958	57,321
99 Uncapitalised Works In Progress	118,450	79,000
Expenditure Total	958,615	950,535
Information Services Total	127,936	88,625
Corporate Services Total	-9,790,208	-10,186,401

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Resource Group	Current Budget	Proposed Budget
Development and Environmental Services	× ·	
Administration Buildings		
Income		
1.7 Internal revenues	-260,520	-266,969
Income Total	-260,520	-266,969
Expenditure		
2.1 Employee benefits and on-costs	19,955	19,955
2.2 Borrowing costs	9,118	7,952
2.3 Materials	9,166	10,237
2.4 Contracts	69,917	74,689
2.5 Depreciation & amortisation	29,424	30,843
2.6 Other expenses	96,713	100,405
2.8 Internal expense	32,558	37,970
99 Uncapitalised Works In Progress	16,000	80,500
Expenditure Total	282,851	362,551
Administration Buildings Total	22,331	95,582
Building Control		
Income		
1.2 User charges and fees	-26,617	-27,354
1.4 Other revenues	-411	-422
Income Total	-27,028	-27,776
Expenditure		
2.1 Employee benefits and on-costs	22,000	16,000
2.5 Depreciation & amortisation	21,499	22,070
2.8 Internal expense	29,049	29,918
Expenditure Total	72,548	67,988
Building Control Total	45,520	40,212
Building Services Administration		
Expenditure		
2.1 Employee benefits and on-costs	77,306	161,735
2.3 Materials	3,463	3,567
2.6 Other expenses	2,731	2,813
2.8 Internal expense	33,706	34,725
Expenditure Total	117,206	202,840
Building Services Administration Total	117,206	202,840
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esource Group	Current Budget	Proposed Budget
Cemeteries		
Income		
1.2 User charges and fees	-45,920	-47,069
1.4 Other revenues	-25,607	-25,351
Income Total	-71,527	-72,420
Expenditure		
2.1 Employee benefits and on-costs	31,715	31,771
2.3 Materials	2,432	2,506
2.4 Contracts	15,193	15,649
2.5 Depreciation & amortisation	920	895
2.6 Other expenses	765	636
2.8 Internal expense	18,790	39,260
99 Uncapitalised Works In Progress	29,870	0
Expenditure Total	99,685	90,717
Cemeteries Total	28,158	18,297
Community Centres		
Income		
1.2 User charges and fees	-400	-412
Income Total	-400	-412
Expenditure		
2.1 Employee benefits and on-costs	9,106	9,106
2.3 Materials	2,733	2,817
2.4 Contracts	19,543	19,837
2.5 Depreciation & amortisation	141,462	122,898
2.6 Other expenses	21,943	23,378
2.8 Internal expense	11,807	14,472
99 Uncapitalised Works In Progress	0	73,500
Expenditure Total	206,594	266,008
Community Centres Total	206,194	265,596
Community Fitness		
Income		
1.2 User charges and fees	-23,627	-30,808
Income Total	-23,627	-30,808
Expenditure		
2.1 Employee benefits and on-costs	44,507	11,427
2.3 Materials	25,884	27,235
2.4 Contracts	9,755	10,181
2.5 Depreciation & amortisation	899	4,436
2.6 Other expenses	5,306	5,367
2.8 Internal expense	10,375	11,258
99 Uncapitalised Works In Progress	11,845	0
Expenditure Total	108,571	69,904
Community Fitness Total	84,944	39,096

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Chairman	

Resource Group	Current Budget	Proposed Budget
Community Housing		
Income		
1.4 Other revenues	-126,190	-133,434
Income Total	-126,190	-133,434
Expenditure		
2.1 Employee benefits and on-costs	22,000	29,200
2.3 Materials	10,764	11,087
2.4 Contracts	25,532	30,711
2.5 Depreciation & amortisation	60,868	40,577
2.6 Other expenses	11,130	13,089
2.8 Internal expense	29,613	37,128
99 Uncapitalised Works In Progress	114,555	20,000
Expenditure Total	274,462	181,792
Community Housing Total	148,272	48,358
Council Housing		
Income		
1.4 Other revenues	-12,000	-12,360
Income Total	-12,000	-12,360
Expenditure		
2.1 Employee benefits and on-costs	12,085	13,585
2.3 Materials	3,967	4,084
2.4 Contracts	8,256	8,527
2.5 Depreciation & amortisation	61,681	117,938
2.6 Other expenses	9,736	13,275
2.8 Internal expense	27,402	33,246
2.95 Reserve transfers - to	50,000	50,000
99 Sale Proceeds - Contra Sales	-400,000	0
99 Uncapitalised Works In Progress	357,470	182,595
Expenditure Total	130,597	423,250
Council Housing Total	118,597	410,890

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lesource Group	Current Budget	Proposed Budget
Environment		
Income		
1.2 User charges and fees	-8,526	-8,885
1.5 Grants subsidies contributions - Op	-29,518	-30,404
Income Total	-38,044	-39,289
Expenditure		
2.1 Employee benefits and on-costs	138,320	140,553
2.3 Materials	16,272	13,671
2.4 Contracts	42,774	43,028
2.6 Other expenses	17,373	9,139
2.8 Internal expense	9,442	9,723
99 Uncapitalised Works In Progress	23,690	50,000
Expenditure Total	247,871	266,114
Environment Total	209,827	226,825
Medical Centres		
Income		
1.4 Other revenues	-26,780	-29,458
Income Total	-26,780	-29,458
Expenditure		
2.1 Employee benefits and on-costs	2,950	3,014
2.2 Borrowing costs	21,749	20,102
2.3 Materials	3,863	3,978
2.4 Contracts	4,384	4,671
2.5 Depreciation & amortisation	15,232	15,525
2.6 Other expenses	5,356	5,517
2.8 Internal expense	9,430	10.906
Expenditure Total	62,964	63,713
Medical Centres Total	36,184	34,255
Museums		
Expenditure		
2.1 Employee benefits and on-costs	6,063	6,122
2.3 Materials	1,083	1,116
2.4 Contracts	2,878	3,085
2.5 Depreciation & amortisation	25,237	14,742
2.6 Other expenses	2,222	2,515
2.8 Internal expense	4,482	5,520
99 Uncapitalised Works In Progress	36,050	15,000
Expenditure Total	78,015	48,100
Museums Total	78,015	48,100

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Resource Group	Current Budget	Proposed Budget
Noxious Weeds		
Income		
1.2 User charges and fees	-1,356	-3,450
1.5 Grants subsidies contributions - Op	-71,912	-74,069
Income Total	-73,268	-77,519
Expenditure		
2.1 Employee benefits and on-costs	150,309	130,362
2.3 Materials	4,859	5,854
2.4 Contracts	3,100	5,253
2.6 Other expenses	1,808	1,013
2.8 Internal expense	40,172	38,736
Expenditure Total	200,248	181,218
Noxious Weeds Total	126,980	103,699
Other Buildings		
Income		
1.4 Other revenues	-54,716	-57,485
Income Total	-54,716	-57,485
Expenditure		
2.1 Employee benefits and on-costs	29,321	29,521
2.3 Materials	10,909	11,234
2.4 Contracts	19,408	18,333
2.5 Depreciation & amortisation	129,716	75,318
2.6 Other expenses	46,330	60,949
2.8 Internal expense	46,585	68,390
99 Uncapitalised Works In Progress	0	6,000
Expenditure Total	282,269	269,745
Other Buildings Total	227,553	212,260
Parks and Gardens		
Income		
1.2 User charges and fees	-257	-264
Income Total	-257	-264
Expenditure		
2.1 Employee benefits and on-costs	111,838	115,596
2.3 Materials	20,935	56,906
2.4 Contracts	83,327	85,827
2.5 Depreciation & amortisation	15,166	22,154
2.6 Other expenses	9,681	9,95
2.8 Internal expense	87,888	69,370
99 Uncapitalised Works In Progress	34,907	(
Expenditure Total	363,742	359,804
Parks and Gardens Total	363,485	359,540

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Chairman	

esource Group	Current Budget	Proposed Budget
Planning	Ŭ	
Income		
1.2 User charges and fees	-24,453	-24,870
1.4 Other revenues	-103	-31
1.6 Grants Subsidies Contributions - Cap	-61,800	-46,350
Income Total	-86,356	-71,251
Expenditure		
2.1 Employee benefits and on-costs	165,877	151,625
2.6 Other expenses	11,124	11,036
2.8 Internal expense	143,748	138,497
Expenditure Total	320,749	301,158
Planning Total	234,393	229,907
Pools		
Expenditure		
2.1 Employee benefits and on-costs	12,100	12,100
2.3 Materials	38,156	40,942
2.4 Contracts	133,798	141,458
2.5 Depreciation & amortisation	23,804	24,225
2.6 Other expenses	33,006	34,672
2.8 Internal expense	25,500	29,736
99 Uncapitalised Works In Progress	42,230	0
Expenditure Total	308,594	283,133
Pools Total	308,594	283,133
Property		
Expenditure		
2.2 Borrowing costs	5,224	4,961
2.8 Internal expense	302	311
99 Uncapitalised Works In Progress	200,000	0
Expenditure Total	205,526	5,272
Property Total	205,526	5,272
Public Amenities		
Expenditure		
2.1 Employee benefits and on-costs	18,405	18,405
2.3 Materials	6,975	7,050
2.4 Contracts	37,713	37,763
2.5 Depreciation & amortisation	39,883	20,965
2.6 Other expenses	12,829	13,971
2.8 Internal expense	18,020	16,954
99 Uncapitalised Works In Progress	7,054	0
Expenditure Total	140,879	115,108
Public Amenities Total	140,879	115,108

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Resource Group	Current Budget	Proposed Budget
Public Halls		
Income		
1.2 User charges and fees	-9,000	-9,226
1.5 Grants subsidies contributions - Op	-25,750	0
Income Total	-34,750	-9,226
Expenditure		
2.1 Employee benefits and on-costs	18,365	18,565
2.3 Materials	4,941	5,083
2.4 Contracts	13,881	14,594
2.5 Depreciation & amortisation	83,807	112,070
2.6 Other expenses	30,530	31,668
2.8 Internal expense	13,161	15,433
99 Uncapitalised Works In Progress	155,869	142,700
Expenditure Total	320,554	340,113
Public Halls Total	285,804	330,887
Public Health Administration		
Income		
1.2 User charges and fees	-11,910	-12,225
1.4 Other revenues	-343	-352
Income Total	-12,253	-12,577
Expenditure		
2.3 Materials	377	389
2.8 Internal expense	380	380
Expenditure Total	757	769
Public Health Administration Total	-11,496	-11,808
Regulatory Services		
Income		
1.2 User charges and fees	-780	-579
1.4 Other revenues	-28,575	-8,805
1.5 Grants subsidies contributions - Op	-1,648	-1,781
Income Total	-31,003	-11,165
Expenditure		
2.1 Employee benefits and on-costs	219,211	198,668
2.3 Materials	6,078	4,863
2.5 Depreciation & amortisation	206	200
2.6 Other expenses	160	371
2.8 Internal expense	14,217	14,635
99 Uncapitalised Works In Progress	4,635	200,000
Expenditure Total	244,507	418,737
Regulatory Services Total	213,504	407,572

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Resource Group	Current Budget	Proposed Budget
Sportsgrounds		
Expenditure		
2.1 Employee benefits and on-costs	19,321	20,853
2.3 Materials	10,558	21,484
2.6 Other expenses	8,309	6,241
2.8 Internal expense	49,737	58,030
Expenditure Total	87,925	106,608
Sportsgrounds Total	87,925	106,608
Town Streets		
Expenditure		
2.1 Employee benefits and on-costs	248,321	62,812
2.3 Materials	6,210	7,530
2.4 Contracts	3,979	1,981
2.8 Internal expense	127,445	154,956
99 Uncapitalised Works In Progress	45,878	45,000
Expenditure Total	431,833	272,279
Town Streets Total	431,833	272,279
Waste Management		
Income		
1.1 Rates and annual charges	-1,065,186	-1,254,363
1.2 User charges and fees	-75,850	-50,225
1.3 Interest and investment revenue	-64,733	-101,304
1.4 Other revenues	-24,113	-17,388
1.5 Grants subsidies contributions - Op	-48,305	-49,754
Income Total	-1,278,187	-1,473,034
Expenditure		
2.1 Employee benefits and on-costs	237,787	346,516
2.2 Borrowing costs	15,421	6,876
2.3 Materials	8,733	12,887
2.4 Contracts	245,473	516,174
2.5 Depreciation & amortisation	233,736	226,928
2.6 Other expenses	21,513	20,579
2.8 Internal expense	146,646	150,838
99 Uncapitalised Works In Progress	265,400	51,500
Expenditure Total	1,174,709	1,332,298
Waste Management Total	-103,478	-140,736
Development and Environmental Services Total	3,606,750	3,703,772

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lesource Group	Current Budget	Proposed Budget
overnance & Town utilities and plant		
Depot Operations		
Expenditure		
2.1 Employee benefits and on-costs	18,000	18,000
2.3 Materials	6,042	6,203
2.4 Contracts	15,808	16,022
2.5 Depreciation & amortisation	106,590	66,229
2.6 Other expenses	44,744	45,767
2.8 Internal expense	33,756	36,013
Expenditure Total	224,940	188,234
Depot Operations Total	224,940	188,234
Elected Members		
Income		
1.4 Other revenues	-124	0
Income Total	-124	0
Expenditure		
2.1 Employee benefits and on-costs	8,350	8,601
2.3 Materials	15,244	66,352
2.6 Other expenses	173,227	182,664
2.8 Internal expense	105,985	109,639
Expenditure Total	302,806	367,256
Elected Members Total	302,682	367,256
Executive Services		
Income		
1.4 Other revenues	-793	-817
1.7 Internal revenues	-120,920	-120,920
Income Total	-121,713	-121,737
Expenditure		
2.1 Employee benefits and on-costs	373,758	385,241
2.3 Materials	58,609	60,741
2.4 Contracts	41,252	100,352
2.6 Other expenses	242,902	268,915
2.8 Internal expense	167,225	169,420
Expenditure Total	883,746	984,669
Executive Services Total	762,033	862,932

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Resource Group	Current Budget	Proposed Budget
Plant Operations		
Income		
1.4 Other revenues	-800	0
1.5 Grants subsidies contributions - Op	-28,800	0
1.7 Internal revenues	-4,302,776	-4,004,005
Income Total	-4,332,376	-4,004,005
Expenditure		
2.1 Employee benefits and on-costs	310,156	306,367
2.2 Borrowing costs	179,379	151,004
2.3 Materials	1,630,574	1,636,504
2.4 Contracts	2,109	112
2.5 Depreciation & amortisation	1,236,000	1,078,460
2.6 Other expenses	155,163	16,020
2.8 Internal expense	4,418	4,136
99 Sale Proceeds - Contra Sales	-195,185	-418,800
99 Uncapitalised Works In Progress	798,250	1,668,000
Expenditure Total	4,120,864	4,441,803
Plant Operations Total	-211,512	437,798
Sewerage Services		
Income		
1.1 Rates and annual charges	-723,527	-852,026
1.2 User charges and fees	-66,625	-68,291
1.3 Interest and investment revenue	-79,750	-134,875
1.4 Other revenues	-103	-106
1.5 Grants subsidies contributions - Op	-22,094	-22,757
Income Total	-892,099	-1,078,055
Expenditure		
2.1 Employee benefits and on-costs	303,319	305,766
2.2 Borrowing costs	329	129
2.3 Materials	51,615	52,366
2.4 Contracts	13,867	14,191
2.5 Depreciation & amortisation	86,758	84,293
2.6 Other expenses	57,144	58,171
2.8 Internal expense	80,182	84,355
99 Uncapitalised Works In Progress	22,050	84,069
Expenditure Total	615,264	683,340
Sewerage Services Total	-276,835	-394,715

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Resource Group	Current Budget	Proposed Budget
Showground Facilities		
Income		
1.2 User charges and fees	-1,025	-1,051
Income Total	-1,025	-1,051
Expenditure		
2.1 Employee benefits and on-costs	8,000	8,100
2.3 Materials	11,279	11,617
2.4 Contracts	5,495	5,644
2.5 Depreciation & amortisation	264,872	98,629
2.6 Other expenses	21,132	21,647
2.8 Internal expense	25,644	27,998
99 Uncapitalised Works In Progress	19,620	0
Expenditure Total	356,042	173,635
Showground Facilities Total	355,017	172,584
Water Supply Services		
Income		
1.1 Rates and annual charges	-787,390	-927,231
1.2 User charges and fees	-799,500	-819,488
1.3 Interest and investment revenue	-26,100	-41,500
1.5 Grants subsidies contributions - Op	-25,493	-26,258
Income Total	-1,638,483	-1,814,477
Expenditure		
2.1 Employee benefits and on-costs	335,682	337,298
2.2 Borrowing costs	194,955	181,902
2.3 Materials	197,153	207,505
2.4 Contracts	69,769	68,489
2.5 Depreciation & amortisation	157,735	198,087
2.6 Other expenses	264,284	269,563
2.8 Internal expense	71,612	73,982
99 Uncapitalised Works In Progress	735,213	107,600
Expenditure Total	2,026,403	1,444,426
Water Supply Services Total	387,920	-370,051
Workshop		
Expenditure		
2.1 Employee benefits and on-costs	95,000	95,000
2.3 Materials	24,693	32,139
2.4 Contracts	450	464
2.5 Depreciation & amortisation	22,427	23,635
2.6 Other expenses	1,957	2,016
2.8 Internal expense	77,018	79,609
99 Uncapitalised Works In Progress	6,210	0
Expenditure Total	227,755	232,863
Workshop Total	227,755	232,863
Governance & Town utilities and plant Total	1,772,000	1,496,901

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Resource Group	Current Budget	Proposed Budget
Organisational & Community Development		
Business and Economic Development		
Income		
1.2 User charges and fees	-3,588	-4,613
1.5 Grants subsidies contributions - Op	-4,120	-2,122
Income Total	-7,708	-6,735
Expenditure		
2.1 Employee benefits and on-costs	175,165	176,710
2.3 Materials	19,703	18,435
2.4 Contracts	60,055	16,480
2.6 Other expenses	2,173	1,591
2.8 Internal expense	1,045	1,072
Expenditure Total	258,141	214,288
Business and Economic Development Total	250,433	207,553
Caravan Parks		
Income		
1.2 User charges and fees	-429,387	-389,978
1.4 Other revenues	-12,000	-19,390
Income Total	-441,387	-409,368
Expenditure		
2.1 Employee benefits and on-costs	191,754	197,151
2.2 Borrowing costs	24,700	45,742
2.3 Materials	22,707	23,196
2.4 Contracts	16,096	16,513
2.5 Depreciation & amortisation	27,351	42,607
2.6 Other expenses	93,369	79,862
2.8 Internal expense	55,627	58,501
Expenditure Total	431,604	463,572
Caravan Parks Total	-9,783	54,204
Contracted Services		
Income		
1.4 Other revenues	-100,425	-103,443
Income Total	-100,425	-103,443
Expenditure		
2.1 Employee benefits and on-costs	130,888	130,888
2.3 Materials	376	387
2.6 Other expenses	938	966
2.8 Internal expense	12,420	12,423
Expenditure Total	144,622	144,664
Contracted Services Total	44,197	41,221

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Resource Group	Current Budget	Proposed Budget
Cranky Rock		
Income		
1.2 User charges and fees	-4,620	-2,665
Income Total	-4,620	-2,665
Expenditure		
2.1 Employee benefits and on-costs	1,040	3,340
2.3 Materials	7,275	5,867
2.4 Contracts	535	4,873
2.5 Depreciation & amortisation	2,205	2,205
2.6 Other expenses	10,768	7,083
2.8 Internal expense	1,698	1,326
99 Uncapitalised Works In Progress	11,803	0
Expenditure Total	35,324	24,694
Cranky Rock Total	30,704	22,029
Events		
Income		
1.2 User charges and fees	-2,198	-15,375
1.4 Other revenues	0	-10,300
1.5 Grants subsidies contributions - Op	-11,072	26,523
Income Total	-13,270	848
Expenditure		
2.1 Employee benefits and on-costs	1,823	5,000
2.3 Materials	426	10,233
2.4 Contracts	0	2,700
2.6 Other expenses	748	2,060
2.8 Internal expense	16,593	18,008
Expenditure Total	19,590	38,001
Events Total	6,320	38,849
Families NSW		
Income		
1.5 Grants subsidies contributions - Op	-96,673	-98,224
Income Total	-96,673	-98,224
Expenditure		
2.1 Employee benefits and on-costs	61,465	68,727
2.3 Materials	24,580	23,639
2.4 Contracts	2,560	1,574
2.6 Other expenses	3,064	3,156
2.8 Internal expense	3,158	1,098
Expenditure Total	94,827	98,194
Families NSW Total	-1,846	-30

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Resource Group	Current Budget	Proposed Budget
Gwydir Learning Region		
Income		
1.2 User charges and fees	0	-16,945
1.4 Other revenues	-3,605	-8,514
1.5 Grants subsidies contributions - Op	0	-873
Income Total	-3,605	-26,332
Expenditure		
2.1 Employee benefits and on-costs	100,933	180,960
2.2 Borrowing costs	29,860	11,929
2.3 Materials	49,628	54,106
2.4 Contracts	19,939	21,157
2.5 Depreciation & amortisation	105	2,650
2.6 Other expenses	19,274	20,336
2.8 Internal expense	25,536	27,026
99 Uncapitalised Works In Progress	62,950	C
Expenditure Total	308,225	318,164
Gwydir Learning Region Total	304,620	291,832
Home and Community Care Services		
Income		
1.2 User charges and fees	-103,421	-113,828
1.4 Other revenues	-15,038	-12,266
1.5 Grants subsidies contributions - Op	-312,914	-301,074
Income Total	-431,373	-427,168
Expenditure		
2.1 Employee benefits and on-costs	196,081	205,882
2.3 Materials	131,054	131,355
2.4 Contracts	11,138	11,298
2.5 Depreciation & amortisation	20,610	5,940
2.6 Other expenses	27,386	26,100
2.8 Internal expense	36,309	38,619
Expenditure Total	422,578	419,194
Home and Community Care Services Total	-8,795	-7,974
Human Resources		
Income		
1.7 Internal revenues	-710,039	-714,553
Income Total	-710,039	-714,553
Expenditure		
2.1 Employee benefits and on-costs	791,733	380,974
2.3 Materials	21,258	22,900
2.6 Other expenses	12,305	12,674
2.8 Internal expense	157,517	166,76
Expenditure Total	982,813	583,315
Human Resources Total	272,774	-131,238

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Chairman

Resource Group	Current Budget	Proposed Budget
Insurance		
Income		
1.4 Other revenues	-236,386	-114,728
Income Total	-236,386	-114,728
Expenditure		
2.1 Employee benefits and on-costs	13,665	13,410
2.3 Materials	2,575	2,698
2.4 Contracts	9,785	10,380
2.6 Other expenses	231,489	246,019
2.8 Internal expense	9,875	10,457
Expenditure Total	267,389	282,964
Insurance Total	31,003	168,236
Libraries		
Income		
1.2 User charges and fees	-513	-526
1.4 Other revenues	-564	-578
1.5 Grants subsidies contributions - Op	-43,260	-44,558
Income Total	-44,337	-45,662
Expenditure		
2.1 Employee benefits and on-costs	74,671	75,741
2.3 Materials	121,762	110,983
2.4 Contracts	4,254	4,309
2.5 Depreciation & amortisation	10,242	12,409
2.6 Other expenses	16,022	16,503
2.8 Internal expense	15,716	16,845
Expenditure Total	242,667	236,790
Libraries Total	198,330	191,128

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Resource Group	Current Budget	Proposed Budget
Naroo Aged Care		
Income		
1.2 User charges and fees	0	-42,025
1.3 Interest and investment revenue	-3,335	-4,773
1.4 Other revenues	-840,795	-840,543
1.5 Grants subsidies contributions - Op	-1,483,200	-1,954,762
Income Total	-2,327,330	-2,842,103
Expenditure		
2.1 Employee benefits and on-costs	1,572,500	1,867,305
2.2 Borrowing costs	213,837	158,367
2.3 Materials	276,303	295,594
2.4 Contracts	48,616	38,635
2.5 Depreciation & amortisation	32,475	127,109
2.6 Other expenses	108,380	106,576
2.8 Internal expense	49,353	53,678
99 Uncapitalised Works In Progress	30,900	C
Expenditure Total	2,332,364	2,647,264
Naroo Aged Care Total	5,034	-194,839
Neighbourhood Centre		
Income		
1.5 Grants subsidies contributions - Op	-13,539	-13,945
Income Total	-13,539	-13,945
Expenditure		
2.1 Employee benefits and on-costs	11,790	11,790
2.3 Materials	1,334	1,740
2.8 Internal expense	60	60
Expenditure Total	13,184	13,590
Neighbourhood Centre Total	-355	-355
Organisational Development Administration		
Expenditure		
2.1 Employee benefits and on-costs	116,551	355,751
2.3 Materials	4,549	4,691
2.6 Other expenses	5,228	5,385
2.8 Internal expense	25,673	26,443
Expenditure Total	152,001	392,270
Organisational Development Administration Total	152,001	392,270

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Resource Group	Current Budget	Proposed Budget
Other Social Services		
Income		
1.5 Grants subsidies contributions - Op	-10,000	-10,000
Income Total	-10,000	-10,000
Expenditure		
2.3 Materials	15,061	15,512
2.8 Internal expense	12,211	12,670
Expenditure Total	27,272	28,182
Other Social Services Total	17,272	18,182
PreSchool		
Income		
1.2 User charges and fees	-61,500	-75,338
1.5 Grants subsidies contributions - Op	-159,467	-151,017
Income Total	-220,967	-226,355
Expenditure		
2.1 Employee benefits and on-costs	228,848	215,572
2.3 Materials	24,572	9,003
2.4 Contracts	2,349	797
2.5 Depreciation & amortisation	7,864	10,230
2.6 Other expenses	6,948	6,735
2.8 Internal expense	12,755	14,091
Expenditure Total	283,336	256,428
PreSchool Total	62,369	30,073
Purchasing Procurement and Contracts		
Income		
1.4 Other revenues	-3,000	-7,300
Income Total	-3,000	-7,300
Purchasing Procurement and Contracts Total	-3,000	-7,300
Risk Admin		
Expenditure		
2.1 Employee benefits and on-costs	64,366	76,434
2.3 Materials	0	5,578
2.6 Other expenses	1,730	2,079
2.8 Internal expense	5,336	5,472
Expenditure Total	71,432	89,563
Risk Admin Total	71,432	89,563

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Resource Group	Current Budget	Proposed Budget
Roxy		
Income		
1.2 User charges and fees	-52,070	-63.572
1.4 Other revenues	-19,304	-15,689
1.5 Grants subsidies contributions - Op	-14,420	-10,512
Income Total	-85,794	-89,773
Expenditure		
2.1 Employee benefits and on-costs	21,789	22,685
2.2 Borrowing costs	18,645	17,003
2.3 Materials	55,987	75,595
2.4 Contracts	47,385	57,996
2.5 Depreciation & amortisation	127,628	75,188
2.6 Other expenses	61,059	61,579
2.8 Internal expense	11,503	13,673
Expenditure Total	343,996	323,719
Roxy Total	258,202	233,946
Social Services Admin		
Expenditure		
2.1 Employee benefits and on-costs	111,051	112,745
2.3 Materials	206	212
2.8 Internal expense	7,474	7,678
Expenditure Total	118,731	120,635
Social Services Admin Total	118,731	120,635
Stores		
Income		
1.7 Internal revenues	-151,345	-146,154
Income Total	-151,345	-146,154
Expenditure		
2.1 Employee benefits and on-costs	71,563	86,104
2.3 Materials	1,030	1,061
2.6 Other expenses	1,694	1,745
2.8 Internal expense	29,672	38,526
Expenditure Total	103,959	127,436
Stores Total	-47,386	-18,718

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esource Group	Current Budget	Proposed Budge
Tharawonga		
Income		
1.5 Grants subsidies contributions - Op	-280,989	-285,81
Income Total	-280,989	-285,81
Expenditure		
2.1 Employee benefits and on-costs	199,723	202,75
2.3 Materials	26,409	34,88
2.4 Contracts	4,060	3,30
2.5 Depreciation & amortisation	4,708	6,17
2.6 Other expenses	5,631	3,94
2.8 Internal expense	33,619	34,70
Expenditure Total	274,150	285,76
Tharawonga Total	-6,839	-4
Tourism		
Income		
1.2 User charges and fees	-237	-33
1.4 Other revenues	-32,209	-32,36
1.5 Grants subsidies contributions - Op	-4,400	-7,44
Income Total	-36,846	-40,13
Expenditure		
2.1 Employee benefits and on-costs	104,519	104,51
2.2 Borrowing costs	5,189	4,92
2.3 Materials	40,201	31,58
2.4 Contracts	6,010	6,09
2.5 Depreciation & amortisation	6,224	6,19
2.6 Other expenses	47,784	36,33
2.8 Internal expense	35,310	29,57
Expenditure Total	245,237	219,22
Tourism Total	208,391	179,08
Toy Library		
Income		
1.2 User charges and fees	-1,076	-82
1.4 Other revenues	-274	
1.5 Grants subsidies contributions - Op	-17,875	-18,33
Income Total	-19,225	-19,15
Expenditure		
2.1 Employee benefits and on-costs	42,669	39,74
2.3 Materials	2,894	2,44
2.5 Depreciation & amortisation	419	39
2.6 Other expenses	2,511	65
2.8 Internal expense	5,414	5,16
Expenditure Total	53,907	48,40
Toy Library Total	34,682	29,25

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Resource Group	Current Budget	Proposed Budget
Training		
Income		
1.5 Grants subsidies contributions - Op	-58,195	0
1.7 Internal revenues	-275,058	-282,059
Income Total	-333,253	-282,059
Expenditure		
2.1 Employee benefits and on-costs	366,141	377,130
2.3 Materials	11,213	11,550
2.4 Contracts	8,995	9,265
2.6 Other expenses	2,034	2,094
2.8 Internal expense	70,189	72,499
Expenditure Total	458,572	472,538
Training Total	125,319	190,479
Vacation Care		
Income		
1.5 Grants subsidies contributions - Op	-10,203	-9,847
Income Total	-10,203	-9,847
Expenditure		
2.1 Employee benefits and on-costs	11,790	11,790
2.3 Materials	1,576	1,030
2.8 Internal expense	1,427	1,030
Expenditure Total	14,793	13,850
Vacation Care Total	4,590	4,003
Workers Comp		
Income		
1.4 Other revenues	-68,356	-70,407
Income Total	-68,356	-70,407
Workers Comp Total	-68,356	-70,407
Youth Services		
Income		
1.5 Grants subsidies contributions - Op	-30,879	-32,411
Income Total	-30,879	-32,411
Expenditure		
2.1 Employee benefits and on-costs	11,790	24,343
2.3 Materials	11,140	6,170
2.6 Other expenses	1,201	1,237
2.8 Internal expense	15,976	6,444
Expenditure Total	40,107	38,194
Youth Services Total	9,228	5,783
Organisational & Community Development Total	2,059,272	1,877,411

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Resource Group	Current Budget	Proposed Budget
Fechnical Services	g	j.
Aerodrome		
Expenditure		
2.1 Employee benefits and on-costs	670	2,420
2.3 Materials	0	834
2.5 Depreciation & amortisation	773	750
2.6 Other expenses	1,666	1,762
2.8 Internal expense	4,429	4,893
Expenditure Total	7,538	10,659
Aerodrome Total	7,538	10,659
Asset Management Admin		
Expenditure		
2.1 Employee benefits and on-costs	69,775	83,000
2.3 Materials	1,772	1,825
2.4 Contracts	7,725	7,957
2.6 Other expenses	1,751	1,804
2.8 Internal expense	1,030	1,061
99 Uncapitalised Works In Progress	10,300	0
Expenditure Total	92,353	95,647
Asset Management Admin Total	92,353	95,647
Bridges		
Expenditure		
2.1 Employee benefits and on-costs	23,861	14,200
2.2 Borrowing costs	34,647	32,569
2.3 Materials	11,827	22,342
2.4 Contracts	2,274	2,334
2.5 Depreciation & amortisation	370,096	4,100
2.8 Internal expense	10,650	10,768
Expenditure Total	453,355	86,313
Bridges Total	453,355	86,313
Bridges on Regional Rds		
Expenditure		
2.1 Employee benefits and on-costs	2,000	0
2.5 Depreciation & amortisation	297,277	7,271
2.8 Internal expense	300	0
Expenditure Total	299,577	7,271
Bridges on Regional Rds Total	299,577	7,271
Bus Shelters & Services		
Expenditure		
2.1 Employee benefits and on-costs	150	150
2.5 Depreciation & amortisation	879	853
Expenditure Total	1,029	1,003
Bus Shelters & Services Total	1,029	1,003

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Resource Group	Current Budget	Proposed Budge
Car Parks		
Expenditure		
2.1 Employee benefits and on-costs	0	7,120
2.3 Materials	0	6,547
2.4 Contracts	0	8,816
2.5 Depreciation & amortisation	813	1,756
2.8 Internal expense	0	5,95
Expenditure Total	813	30,19
Car Parks Total	813	30,190
Footpaths		
Expenditure		
2.1 Employee benefits and on-costs	1,200	7,400
2.3 Materials	0	11,88
2.4 Contracts	0	10,65
2.5 Depreciation & amortisation	8,307	19,31
2.8 Internal expense	0	6,68
Expenditure Total	9,507	55,94
Footpaths Total	9,507	55,94
GIS		
Income		
1.4 Other revenues	-565	-58
1.7 Internal revenues	-216,491	-119,54
Income Total	-217,056	-120,12
Expenditure		
2.1 Employee benefits and on-costs	55,000	60,00
2.3 Materials	20,858	21,48
2.4 Contracts	3,605	3,98
2.5 Depreciation & amortisation	1,584	1,53
2.6 Other expenses	103	10
2.8 Internal expense	37,748	33,01
Expenditure Total	118,898	120,12
GIS Total	-98,158	
Kerb & Gutter		
Expenditure		
2.1 Employee benefits and on-costs	1,200	21,21
2.3 Materials	0	5,040
2.4 Contracts	0	12,41
2.5 Depreciation & amortisation	107,247	22,13
2.8 Internal expense	0	18,56
Expenditure Total	108,447	79,36
Kerb & Gutter Total	108,447	79,36

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Resource Group	Current Budget	Proposed Budget
LEMC		
Expenditure		
2.8 Internal expense	397	2,898
Expenditure Total	397	2,898
LEMC Total	397	2,898
Other EMS		
Income		
1.4 Other revenues	-103	-106
Income Total	-103	-106
Expenditure		
2.4 Contracts	1,700	1,840
2.5 Depreciation & amortisation	913	913
2.6 Other expenses	41,956	38,613
2.8 Internal expense	120	141
Expenditure Total	44,689	41,507
Other EMS Total	44,586	41,401
Other Operations		
Income		
1.2 User charges and fees	-154	-158
Income Total	-154	-158
Expenditure		
2.1 Employee benefits and on-costs	57,708	52,383
2.2 Borrowing costs	61,044	28,790
2.3 Materials	13,676	22,041
2.4 Contracts	84,756	2,060
2.5 Depreciation & amortisation	18,418	18,417
2.6 Other expenses	15,697	1,570
2.8 Internal expense	15,850	223
Expenditure Total	267,149	125,484
Other Operations Total	266,995	125,326
Private Works		
Income		
1.4 Other revenues	-83,739	-55,754
Income Total	-83,739	-55,754
Expenditure		
2.1 Employee benefits and on-costs	26,797	32,301
2.3 Materials	13,640	4,268
2.4 Contracts	3,187	0
2.8 Internal expense	21,004	29,040
Expenditure Total	64,628	65,609
Private Works Total	-19,111	9,855

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Resource Group	Current Budget	Proposed Budget
Quarry Operations		
Income		
1.7 Internal revenues	-40,438	-41,651
Income Total	-40,438	-41,651
Expenditure		
2.1 Employee benefits and on-costs	934	934
2.3 Materials	663	683
2.4 Contracts	35,089	36,142
2.5 Depreciation & amortisation	36,658	35,590
2.8 Internal expense	1,440	1,483
Expenditure Total	74,784	74,832
Quarry Operations Total	34,346	33,181
Rural Fire Service		
Income		
1.4 Other revenues	-10,918	-106
1.5 Grants subsidies contributions - Op	-295,610	-304,478
1.6 Grants Subsidies Contributions - Cap	-195,000	0
Income Total	-501,528	-304,584
Expenditure		
2.1 Employee benefits and on-costs	22,652	15,748
2.3 Materials	56,034	53,693
2.4 Contracts	72,788	94,995
2.5 Depreciation & amortisation	92,671	97,607
2.6 Other expenses	350,867	365,796
2.8 Internal expense	11,413	17,204
99 Uncapitalised Works In Progress	194,680	0
Expenditure Total	801,105	645,043
Rural Fire Service Total	299,577	340,459
Sealed Local Rds		
Income		
1.5 Grants subsidies contributions - Op	-1,369,188	-1,785,100
Income Total	-1,369,188	-1,785,100
Expenditure		
2.1 Employee benefits and on-costs	188,229	144,241
2.3 Materials	161,519	139,852
2.4 Contracts	69,993	52,880
2.5 Depreciation & amortisation	1,429,832	1,110,925
2.8 Internal expense	144,546	167,314
99 Uncapitalised Works In Progress	1,773,767	2,136,953
Expenditure Total	3,767,886	3,752,165
Sealed Local Rds Total	2,398,698	1,967,065

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Resource Group	Current Budget	Proposed Budget
Sealed Regional Rds		
Income		
1.5 Grants subsidies contributions - Op	-1,145,111	-1,572,394
1.6 Grants Subsidies Contributions - Cap	-732,750	-295,939
Income Total	-1,877,861	-1,868,333
Expenditure		
2.1 Employee benefits and on-costs	284,721	288,273
2.3 Materials	264,749	166,653
2.4 Contracts	68,036	0
2.5 Depreciation & amortisation	1,278,488	1,011,110
2.8 Internal expense	341,490	33,411
99 Uncapitalised Works In Progress	908,237	1,385,823
Expenditure Total	3,145,721	2,885,270
Sealed Regional Rds Total	1,267,860	1,016,937
State Emergency Services		
Expenditure		
2.1 Employee benefits and on-costs	2,386	2,386
2.3 Materials	435	1,057
2.4 Contracts	1,890	2,805
2.5 Depreciation & amortisation	8,683	24,163
2.6 Other expenses	30,211	31,669
2.8 Internal expense	4,416	4,946
99 Uncapitalised Works In Progress	4,375	0
Expenditure Total	52,396	67,026
State Emergency Services Total	52,396	67,026
State Roads (RMS WORKS)		
Income		
1.2 User charges and fees	-3,243,404	-3,347,500
Income Total	-3,243,404	-3,347,500
Expenditure		
2.1 Employee benefits and on-costs	523,381	521,845
2.3 Materials	1,045,547	696,623
2.4 Contracts	417,339	750,610
2.8 Internal expense	807,137	831,351
Expenditure Total	2,793,404	2,800,429
State Roads (RMS WORKS) Total	-450,000	-547,071

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Resource Group	Current Budget	Proposed Budget
Stormwater Drainage		
Income		
1.1 Rates and annual charges	-40,420	-47,601
1.3 Interest and investment revenue	-23	0
Income Total	-40,443	-47,601
Expenditure		
2.1 Employee benefits and on-costs	17,540	31,681
2.3 Materials	43,293	0
2.4 Contracts	30,562	63,320
2.5 Depreciation & amortisation	46,986	46,986
2.8 Internal expense	10,882	9,451
99 Uncapitalised Works In Progress	0	45,617
Expenditure Total	149,263	197,055
Stormwater Drainage Total	108,820	149,454
Street Lighting		
Income		
1.5 Grants subsidies contributions - Op	-19,570	-20,157
Income Total	-19,570	-20,157
Expenditure		
2.1 Employee benefits and on-costs	100	100
2.3 Materials	150	54
2.6 Other expenses	100,343	103,353
2.8 Internal expense	241	242
Expenditure Total	100,834	103,749
Street Lighting Total	81,264	83,592
Technical Services Administration		
Income		
1.4 Other revenues	-206	-212
1.5 Grants subsidies contributions - Op	-464	-478
Income Total	-670	-690
Expenditure		
2.1 Employee benefits and on-costs	631,331	867,893
2.3 Materials	6,544	12,547
2.4 Contracts	400	422
2.6 Other expenses	18,490	17,432
2.8 Internal expense	250,589	256,500
Expenditure Total	907,354	1,154,794
Technical Services Administration Total	906,684	1,154,104

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Resource Group	Current Budget	Proposed Budget
Unsealed Local Rds		
Income		
1.5 Grants subsidies contributions - Op	-1,165,000	-1,141,460
1.6 Grants Subsidies Contributions - Cap	-642,000	-100,000
Income Total	-1,807,000	-1,241,460
Expenditure		
2.1 Employee benefits and on-costs	214,173	363,065
2.3 Materials	15,941	23,653
2.4 Contracts	214,545	22,980
2.5 Depreciation & amortisation	2,046,620	1,169,379
2.8 Internal expense	451,751	456,712
99 Uncapitalised Works In Progress	2,604,800	2,291,461
Expenditure Total	5,547,830	4,327,250
Unsealed Local Rds Total	3,740,830	3,085,790
Urban Rds		
Expenditure		
2.1 Employee benefits and on-costs	41,085	41,600
2.3 Materials	24,456	14,205
2.5 Depreciation & amortisation	165,905	180,813
2.8 Internal expense	25,808	15,544
99 Uncapitalised Works In Progress	276,000	255,000
Expenditure Total	533,254	507,162
Urban Rds Total	533,254	507,162
Urban Regional Rds		
Expenditure		
2.5 Depreciation & amortisation	0	22,558
Expenditure Total	0	22,558
Urban Regional Rds Total	0	22,558
Technical Services Total	10,141,057	8,426,135
Total	7,788,871	5,317,818

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roup	Business Unit	ID Description	2017
GF NEW	Town Streets	1203 Town Streets Beautification annual works program	\$45,000
GF NEW	Environmental Health	1256 Biogas investigation	\$50,000
GF NEW	Regulatory Services	1119 Animal Pound Construction	\$200,000
F NEW Total			\$295,000
GF RENEWAL	IT Services	953 IT Replacement Program	\$79,000
GF RENEWAL	Sealed Local Roads	1367 Sealed Local Roads Structure Pavement Renewal R2R 2016.17	\$1,785,101
GF RENEWAL	Sealed Local Roads	1377 Sealed Local Roads Surface Renewal GF 2016.17	\$351,852
GF RENEWAL	Unsealed Local Roads	1337 Unsealed Local Roads Structure Pavement Renewal GF 2016.17	\$950,000
GF RENEWAL	Unsealed Local Roads	1355 Unsealed Local Roads Structure Pavement Renewal R2R 2016.17	\$1,141,461
GF RENEWAL	Unsealed Local Roads	1397 Self Help Program 2016.17	\$200,000
GF RENEWAL	Urban Roads	1387 Sealed Urban Roads Surface Renewal GF 2016.17	\$255,000
GF RENEWAL	Sealed Regional Roads	1286 Regional Roads Surface Reseal Program 2016.17	\$472,690
GF RENEWAL	Sealed Regional Roads	1410 Regional Roads Structure Pavement Renewal 2017.18	\$913,133
GF RENEWAL	Plant	1080 Plant Renwal	\$1,668,000
GF RENEWAL	Administration Buildings	898 Bingara Office paint internall and floor coverings to southern section of office	\$22,000
GF RENEWAL	Administration Buildings	899 Bingara Office paint internally and floor coverings to northern section of office	\$23,500
GF RENEWAL	Administration Buildings	900 Warialda Office refurbish male amenities	\$15,000
GF RENEWAL	Administration Buildings	901 Bingara Court House refurbish public amenities	\$20,000
GF RENEWAL	Public Halls	878 Warialda Memorial Hall paint externally	\$15,000
GF RENEWAL	Public Halls	879 North Star Hall restumping	\$50,000
GF RENEWAL	Public Halls	880 Warialda Memorial Hall refurbish amenities	\$25,000
GF RENEWAL	Public Halls	881 Yallaroi Hall sand and finish timber floor	\$16,000
GF RENEWAL	Public Halls	933 Coolatai Hall sand and finish timber floor	\$15,300
GF RENEWAL	Public Halls	1115 Warialda Memorial Hall Purchase of chairs	\$21,400
GF RENEWAL	Other Buildings	872 Old SES Rivercare shed paint externally	\$6,000
GF RENEWAL	Museums	929 Gravesend Museum paint externally	\$15,000
GF RENEWAL	Council Housing	919 Rosehill Drive Residence paint internally and floor coverings	\$21,500
GF RENEWAL	Council Housing	920 123 High Street Residence refurbish bathroom	\$15,000
GF RENEWAL	Council Housing	921 8 Olive Pyrke Terrace Residence paint internally and floor coverings	\$25,000
GF RENEWAL	Council Housing	922 9 Olive Pyrke Terrace Residence paint internally and floor coverings	\$23,000
GF RENEWAL	Council Housing	932 Wilby Street Residence restumping	\$60,000
GF RENEWAL	Council Housing	935 Wilby Street Residence plaster repairs and internal painting	\$38,095
GF RENEWAL	Community Housing	910 Plunkett Street Aged Units refurbish unit	\$20,000
GF RENEWAL	Community Centres	886 Bingara Scout Hall improvements	\$10,000
GF RENEWAL	Community Centres	887 Bingara Civic Centre paint externally	\$15,000
GF RENEWAL	Community Centres	888 Bingara Civic Centre paint internally	\$18,500
GF RENEWAL	Community Centres	889 Bingara Senior Citizens Centre paint internally	\$15,000
GF RENEWAL	Community Centres	890 Bingara Arts Centre refurbish kitchen	\$15,000
GF RENEWAL	Stormwater Drainage	1317 Stormwater Drainage Renewal Program 2016.17	\$45,617
F RENEWAL Total	ottoninge		\$8,382,149
SF RENEWAL	#N/A	1269 2017 Proposal Bingara Sewer main relining	\$30,890
SFRENEWAL	#N/A	1270 2017 Proposal Warialda sewer mains relining	\$38,555
SF RENEWAL	#N/A	1272 2017 Proposal Sewer BSTP amenity building roof replacement	\$6,000
SF RENEWAL	#N/A	1418 Sewer OHS work renewal	\$8,624
F RENEWAL Total	THIN IS	1410 Sewer ons work renewal	\$84,069
WASTE NEW	Waste Management	1123 Fence erection Landfills Shire Wide	\$50,000
VASTE NEW Total	woste management	also rence creation continue anne anne	\$50,000
WF RENEWAL	Water	1076 Water meter replacement program PROPOSAL	\$20,000
WF RENEWAL	Water	1098 Warialda Water replacement of bore pumps	\$20,000
WF RENEWAL	Water	1098 Warialda Water replacement of bore pumps	\$20,000
WF RENEWAL	Water	1102 Water New main to Waharda Landhii 1103 Water Main replacement High Street Laneway Warialda	\$30,000
WF RENEWAL	Water		\$12,000
VF RENEWAL Total	water	1104 Waer Main replacement Gwydir Hwy Warialda from Apex Park to Motel	\$25,000
IF RENEWAL TOTAL			\$8,918,218

Proposed Capital Expenditure INCLUDED

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				Capital Expenditure		Cash Reserves																		Operating Results	
36 %				nditure		3	OPERATING RESULT I	OPERATING RESULT SURPLUS/(DEFICIT)						Expenditure								Revenue		sults	
User Charges & Interest & Invest Cher Resenues Operating Grant & Capital Grants & Net gain from a	2016 Income Sources	Total Capital Expenditure	Loan principal	Renewals New Assets	Transfer from reserve	Transfer to reserve	OPERATING RESULT BEFORE CAPITAL GRANTS	SURPLUS/(DEFICIT)	Total Operating Expenditure	Net Loss on disposal of assets	Other Expenses	Depreciation & Amortisation	Materials & Contracts	Employee benefits & Uncosts Borrowing Costs	Total Revenue	Net gain from asset disposal	Capital Grants & Contributions	Operating Grants & Contributions	Other Revenues	Interest & Investment Revenues	User Charges & Fees	Rates & Annual Charges			
User Charges & Fees Interest & Investment Revenues Other Revenues Operating Grants & Contributions Capital Grants & Contributions Met gain from asset disposal	Rates & Annual Charges	9,897	974	7,168			(1,043)	589	28,181		2,737	8,982	5,363	10,273	28,770		1,632	11,060	1,731	229	5,009	9,110	,000	2016	
5,000 4,000 2,000 1,000 2 (1,000) 2		9,832	912	8,575		,	3,457	3,899	26,604		2,598	6,594	6,287	10,447	30,503	ŝ	442	12,314	1,581	430	5,189	10,547	,000	2017	
OPERATI	OPER	7,717	967	6,704		,	500	927	28,278		2,667	6,594	6,939	11,501	29,204		426	10,461	1,614	585	5,349	10,769	,000	2018	
OPERATING RESULT SUBPLUS/IDEFICITI	OPERATING RESULT SURPLUS/(DEFICIT)	6,853	1,077	5,728 48			729	1,162	28,820		2,739	6,594	7,060	402	29,982		433	10,647	1,692	714	5,511	10,984	'000	2019	
2017 2018 2019 2020 2021 2022 2023 2024 2025 2026	מד) מד)	7,471	1,155	6,267 49			438	878	29,879		2,815	6,594	7,244	12,801	30,756		440	10,830	1,738	864	5,670	11,215	,000	2020	
]	8,044	1,116	6,877 51			358	805	30,837		2,893	6,594	7,494	13,499	31,642		447	11,034	1,788	1,067	5,844	11,462	000	2021	
25%		7,720	981	6,687			217	666	31,816		2,977	6,594	7,647	14,300 298	32,481		448	11,258	1,842	1,189	6,030	11,714	000	2022	
24%	2016 O	7,071	827	6,190 54			18	467	32,820		3,064	6,594	7,818	13,096 248	33,287		450	11,479	1,898	1,295	6,218	11,948	,000	2023	
	2016 Operating Expenditure	7,725	789	6,880			(354)	97	33,975		3,154	6,594	8,011	100 100	34,072	,	451	11,688	1,952	1,383	6,400	12,199	,000	2024	
% Empli Borro Matei Other Net L	xpenditure	7,117	670	6,447			(611)	(159)	35,099		3,245	6,594	8,268	165 165	34,940		452	11,919	2,011	1,501	6,602	12,455	'000	2025	
Employee benefits & Oncosts Borrowing Costs Materials & Contracts Depreciation & Amortisation Depreciation & Amortisation Other Expenses Net Loss on disposal of assets	τυ Ι	8,005	616	7,389			(888)	(435)	36,165		3,336	6,594	8,464	17,030	35,730	,	454	12,150	2,071	1,618	6,804	12,633	'000	2026	

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				Capital Expenditure		Cash Reserves																	operating re	Operating Results
				nditure		a	OPERATING RESULT	OPERATING RESULT SURPLUS/(DEFICIT)						expenditure								Revenue		sults
	2016 Income Sources	Total Capital Expenditure	Loan principal	Renewals New Assets	Transfer from reserve	Transfer to reserve	OPERATING RESULT BEFORE CAPITAL GRANTS	SURPLUS/(DEFICIT)	Total Operating Expenditure	Net Loss on disposal of assets	Other Expenses	Depreciation & Amortisation	Materials & Contracts	Employee benefits & Uncosts Borrowing Costs	Total Revenue	Net gain from asset disposal	Capital Grants & Contributions	Operating Grants & Contributions	Other Revenues	Interest & Investment Revenues	User Charges & Fees	Rates & Annual Charges		
User Charges & Fees Interest & Investment Revenues Other Revenues Operating Grants & Contributions Capital Grants & Contributions Region from asset disposal	Rates & Annual Charges	8,692	791	6,145 1,755			(2,156)	(524)	25,510		2,394	8,504	4,600	9,397	24,986		1,632	10,964	1,706	58	4,067	6,558	S	2016
3,000 2,000 1,000 (1,000) (2,000) (3,000) 20		9,404	727	8,382 295			2,225	2,667	23,498		2,250	6,085	5,218	124,42	26,166	e.	442	12,215	1,563	152	4,251	7,542	S	2017
2017 2018 2019 2020 2021 2022 2023 2024 2025 2026	OPER, SURP	7,455	777	6,632 46		×	(781)	(355)	25,076		2,311	6,085	5,798	10,481	24,721		426	10,359	1,597	251	4,388	7,700	S	2018
018 2019 2020 2021 2022 2023 202	OPERATING RESULT SURPLUS/(DEFICIT)	6,577	881	5,649			(626)	(193)	25,558	x	2,375	6,085	5,890	DEC 696'NT	25,365		433	10,544	1,674	334	4,526	7,854	S	2019
2023 2024 2025 \$//DEFICIT)) 1) 1) 1)	7,194	955	6,190 49		×.	(1,021)	(581)	26,562		2,444	6,085	6,047	11,708 2728	25,981		440	10,724	1,719	416	4,663	8,019	S	2020
~11111		7,694	907	6,736 51		×.	(1,237)	(790)	27,457		2,513	6,085	6,269	12,357	26,667	c	447	10,926	1,769	518	4,812	8,196	S	2021
264		7,426	769	6,605 52		241	(1,451)	(1,003)	28,368		2,588	6,085	6,390	12,125	27,365	×	448	11,146	1,823	600	4,971	8,376	S	2022
	2016 C	6,768	609	6,105 54		×	(1,730)	(1,280)	29,303	x	2,666	6,085	6,531	13,877	28,023	e.	450	11,364	1,878	655	5,132	8,544	S	2023
	2016 Operating Expenditure	7,449	619	6,775		×	(2,169)	(1,718)	30,389		2,746	6,085	969,69	108	28,670		451	11,571	1,931	705	5,289	8,723	S	2024
0% Empli Borro Depro Depro Depro	xpenditure	6,907	550	6,356		×	(2,499)	(2,047)	31,437		2,828	6,085	6,921	28	29,390		452	11,799	1,990	779	5,464	8,906	s	2025
Employee benefits & Oncosts Berrowing Costs Materials & Contracts Depreciation & Amortisation Other Expenses Net Loss on disposal of assets	o	7,772	544	7,228		×	(2,771)	(2,318)	32,422		2,909	6,085	7,084	10,282	30,105		454	12,027	2,049	852	5,638	9,084	S	2026

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				Capital Expenditure		Cash Reserves																		Operating Results	Contrating D
and the second se				nditure		8	OPERATING RESULT	OPERATING RESULT SURPLUS/(DEFICIT)							Expenditure								Revenue	esults	
Rates & Annual User Charges & Interest & Interest & Interest & Interest & Interest & Interest & Interest & Interest & Interest & Interest &	2016 Income Sources	Total Capital Expenditure	Loan principal	Renewals New Accets	Transfer from reserve	Transfer to reserve	OPERATING RESULT BEFORE CAPITAL GRANTS	SURPLUS/(DEFICIT)	Total Operating Expenditure	Net Loss on disposal of assets	Other Expenses	Depreciation & Amortisation	Materials & Contracts	Borrowing Costs	Employee benefits & Oncosts	Total Revenue	Net gain from asset disposal	Capital Grants & Contributions	Operating Grants & Contributions	Other Revenues	Interest & Investment Revenues	User Charges & Fees	Rates & Annual Charges		
Rates & Annual Charges Uter Charges & Frees Interest & Investment Revenues Other Revenues Operating Grants & Contributions Capital Grants & Contributions Capital form asset disposal		606	174	735			347	347	1,291		264	158	339	195	336	1,638			25		26	800	787	2016 S	2100
800 400 2001		283	175	108			478	478	1,337	ł	270	198	350	182	337	1,814	8	•	26		42	819	927	2017	2017
SURPLUS/(DEFICIT)	OPER	255	183	72			508	508	1,350		276	198	359	168	349	1,859	e)	•	27		45	840	947	2018 S	2010
SURPLUS/(DEFICIT)	OPERATING RESULT	262	188	74			533	533	1,367		283	198	367	157	362	1,900		,	28		47	860	966	2019 \$	2010
111 023 2024 2025 2026	טנד	267	190	77			572	572	1,381		289	198	376	142	377	1,953	,		28		59	880	986	2020 \$	2000
2026		338	196	142			603	603	1,400		296	198	385	128	392	2,003			29		64	902	1,008	2021 \$	1021
		277	195	. 82			630	630	1,419		303	198	395	115	408	2,049		,	30		64	925	1,030	2022 \$	~~~~
0%	2016 Op	282	197	. 85			664	664	1,441		311	198	404	102	425	2,105			30		76	948	1,050	2023 \$	2022
	2016 Operating Expenditure	232	144	8			698	869	1,463		319	198	414	90	442	2,160			31		87	970	1,072	2024 \$	VCVL
 Employee bene Borrowing Cost Materials & Cor Depreciation & Office Expenses Answer Loss on dig 	venditure	183	92	90			720	720	1,489		327	198	424	80	459	2,209	÷		32		88	566	1,095	2025 \$	3646
Employee benefits & Oncosts Borrowing Costs Materials & Contracts Depreciation & Amortisation Other Expenses Net Lots on disposal of assets		116	51	59			667	667	1,502		325	198	430	72	477	2,169	,		33		,	1,019	1,117	2026 \$	3600

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Chairman

Attachment 2 Proposed Budget

			and an and an	Canital Expenditure		Cash Reserves																		Operating Results	Provide B
100 M				nditure	:	P.	OPERATING RESULT	OPERATING RESULT							Expenditure								Revenue	esults	
2016 Income Sources Rates & Annual Charges User Charges & Fres Interest & Investment R Charles & Contrib Capital Grants & Contrib Net gain from asset dig	Total Capital Expenditure	Loan principal	New Assets	Renewals	Transfer from reserve	Transfer to reserve	OPERATING RESULT BEFORE CAPITAL GRANTS	OPERATING RESULT SURPLUS/(DEFICIT)	Total Operating Expenditure	Net Loss on disposal of assets	Other Expenses	Depreciation & Amortisation	Materials & Contracts	Borrowing Costs	Employee benefits & Oncosts	Total Revenue	Net gain from asset disposal	Capital Grants & Contributions	Operating Grants & Contributions	Other Revenues	Interest & Investment Revenues	User Charges & Fees	Rates & Annual Charges		
Rates & Annual Charges Uter Charges & Fress Interest & Investment Revenues Other Revenues Operating Grants & Contributions Capital Grants & Contributions	25	3	. ;	22			299	299	593		57	87	146	0	303	892			22	0	80	67	724	2016 S	2144
800 400 2017	87	з	• 5	84	•		479	479	665	3	58	84	151	0	306	1,078		•	23	0	135	68	852	2017	
OPERA SURPL	0	0	•		•		511	511	610		59	84	154		312	1,121		•	23	0	158	70	870	2018 S	
OPERATING RESULT SURPLUS/(DEFICIT) 2019 2020 2021 2022 2023 2024	5		۰,	^			536	536	622		61	84	157		320	1,157			24	0	174	72	887	2019 \$	2010
OPERATING RESULT SURPLUS/(DEFICIT) 2018 2019 2020 2021 2022 2023 2024 2025 2026							560	560	634		62	84	160		328	1,194			24	0	190	73	906	2020 \$	
2026			,				610	610	647		63	84	163		337	1,258			25	0	232	75	926	2021 S	
i a							632	632	661		65	84	166	,	346	1,294			26	0	245	77	946	2022 S	
2016 Op							647	647	676		66	84	170		356	1,323			26	0	253	79	965	2023 \$	
0016 Operating Expenditure	18			18			663	663	690		68	84	173		366	1,353			27	0	260	81	286	2024 S	
Strik Materials & Corts Materials & Corts Materi							674	674	705		69	84	176		376	1,379			28	0	263	83	1,006	2025 \$	
Employee benefits & Oncosts Borrowing Costs Materials & Contracts Depreciation & Anortisation Other Expenses Net Loss on disposal of assets	96		• 2	ę,			418	418	721		71	84	181		386	1,140			28	0		28	1,026	2026 S	

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				Capital Expenditure		Cash Reserves																		Operating Results	P
70 18 38 08				enditure		les	OPERATING RESULT	OPERATING RESULT SURPLUS/(DEFICIT)							Expenditure								Revenue	lesults	
2016 Income Sources	Total Capital Expenditure	Loan principal	New Assets	Renewals	Transfer from reserve	Transfer to reserve	OPERATING RESULT BEFORE CAPITAL GRANTS	SURPLUS/(DEFICIT)	Total Operating Expenditure	Net Loss on disposal of assets	Other Expenses	Depreciation & Amortisation	Materials & Contracts	Borrowing Costs	Employee benefits & Oncosts	Total Revenue	Net gain from asset disposal	Capital Grants & Contributions	Operating Grants & Contributions	Other Revenues	Interest & Investment Revenues	User Charges & Fees	Rates & Annual Charges		
Rates & Annual Charges User Charges & Fees Interest & Investment Revenues Other Revenues Operating Grants & Contributions Capital Grants & Contributions Net gain from asset disposal	271	6		265		*	369	369	606		22	234	401	15	238	1,278			48	24	65	76	1,065	S 9TDZ	3016
500 400 200 2017	58	6	50	2	•	,	192	192	1,281	ł	21	227	680	7	347	1,473	×	•	SO	17	101	50	1,254	2017	2017
OPERATING RESULT SURPLUS/(DEFICIT) 2017 2018 2019 2021 2022 2023 2024 2025 	7	7					223	223	1,310		21	227	697	6	359	1,533		•	51	18	132	51	1,281	\$102	2010
OPERATING RESULT SURPLUS/(DEFICIT) SURPLUS/(DEFICIT)	8	00					249	249	1,340		21	227	714	6	373	1,589			52	18	159	53	1,306	\$	2010
IT)	10	10					288	288	1,371		21	227	731	5	388	1,658			53	19	198	54	1,334	20ZO	2010
2026	13	13					341	341	1,404		21	227	749	4	403	1,746			55	19	253	55	1,363	2021 \$	2024
55	16	16					365	365	1,440		21	227	768	з	420	1,805			56	20	279	57	1,393	20ZZ	****
2016 Op	21	21					393	393	1,476		21	227	787	2	438	1,869			58	20	312	58	1,421	2023 \$	
240K 240K 240K Emplo Borrow Materi OS Depres Other Net lo	26	26					410	410	1,510		21	227	806	1	456	1,921			59	21	331	59	1,451	2024 S	
Penditure Employee benefit Borrowing Costs Materials & Costs Materials & Costs OS Depreciation & A Other Expenses Net Loss on disp	27	27					448	448	1,548		21	227	826	0	474	1,996			60	21	372	61	1,481	\$202	2005
liture Employee benefits & Oncosts Borrowing Costs Materials & Contracts Depreciation & Amortiaation Other Expenses Other Expenses	21	21		,			105	105	1,561		21	227	820		493	1,666	,		62	22	10	62	1,511	\$202	2644

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Attachment 2
Proposed Budget

01C/11	571'71	11,482	11,213	ττ,τοο	10,080	9,455	9,000	1,980	8,040	Cash & cash equivalents at start of period
(315)	(609)	643	269	48	479	1,231	389	1,080	• (60)	Net increase/(decrease) in cash & cash equivalents
(670)	(789)	(827)	(981)	(1,116)	(1,155)	(1,077)	(967)	(912)	(974)	Net Cash provided (or used) in financing activities
										Other
		,		,	,					Lease liabilities
(670)	(789)	(827)	(981)	(1,116)	(1,155)	(1,077)	(967)	(912)	(974)	Borrowings & advances
										Payments:
										Other
		,		,	,	,	ł			Borrowings & advances
										Receipts:
										From financing activities
(6,080)	(6,511)	(5,591)	(6,010)	(6,235)	(5,838)	(5,447)	(6,165)	(8,502)	(8,657)	Net Cash provided (or used) in investing activities
	,	,								Other
(6,447)	(6,936)	(6,244)	(6,739)	(6,928)	(6,316)	(5,776)	(6,750)	(8,920)	(8,923)	Purchase of infrastructure, property, plant & equipment
										Purchase of investments
										Payments:
										Other
										Proceeds from Boundary adjustment
										Sale of interests in joint venures/associations
367	425	653	729	693	478	329	585	419	266	Sale of infrastructure, property, plant & equipment
		,		,	,	,	,			Sale of investments
										Receipts:
										From Investing Activities
6,435	6,691	7,061	7,260	7,399	7,472	7,756	7,521	10,493	9,571	Net Cash provided (or used) in operating activities
(3,245	(3,154)	(3,064)	(2,977)	(2,893)	(2,815)	(2,739)	(2,667)	(2,598)	(2,737)	Other
-	(199)	(248)	(298)	(356)	(425)	(402)	(577)	(678)	(827)	Borrowing costs
(8,	(8,011)	(7,818)	(7,647)	(7,494)	(7,244)	(7,060)	(6,939)	(6,287)	(5,363)	Materials & contracts
(16,826)	(16,016)	(15,096)	(14,300)	(13,499)	(12,801)	(12,024)	(11,501)	(10,447)	(10,273)	Employee benefits & oncosts
										Payments:
2,011	1,952	1,898	1,842	1,788	1,738	1,692	1,614	1,581	1,731	Other
12,3	12,139	11,928	11,706	11,481	11,270	11,080	10,887	12,756	12,692	Grants & contributions
1,2	1,383	1,295	1,189	1,067	864	714	585	430	229	Investment revenue and interest
6,6	6,400	6,218	6,030	5,844	5,670	5,511	5,349	5,189	5,009	User charges & fees
12,	12,199	11,948	11,714	11,462	11,215	10,984	10,769	10,547	9,110	Rates & annual charges
										Receipts:
										From Operating Activities
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
2	2024	2023	2022	2021	2020	2019	2018	2017	2016	

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Attachment 2
Proposed Budget

		Gener	General Fund Projected Cash Flow	jected Casl	h Flow						
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
From Operating Activities											
Receipts:											
Rates & annual charges	6,558	7,542	7,700	7,854	8,019	8,196	8,376	8,544	8,723	8,906	9,084
User charges & fees	4,067	4,251	4,388	4,526	4,663	4,812	4,971	5,132	5,289	5,464	5,638
Investment revenue and interest	58	152	251	334	416	518	600	655	705	779	852
Grants & contributions	12,596	12,657	10,786	10,977	11,164	11,372	11,595	11,814	12,022	12,251	12,481
Other	1,706	1,563	1,597	1,674	1,719	1,769	1,823	1,878	1,931	1,990	2,049
Payments:											
Employee benefits & oncosts	(9,397)	(9,457)	(10,481)	(10,969)	(11,708)	(12,367)	(13,125)	(13,877)	(14,754)	(15,518)	(16,282)
Materials & contracts	(4,600)	(5,218)	(5,798)	(5,890)	(6,047)	(6,269)	(6,390)	(6,531)	(6,696)	(6,921)	(7,084)
Borrowing costs	(616)	(489)	(402)	(239)	(278)	(224)	(180)	(143)	(108)	(85)	(63)
Other	(2,394)	(2,250)	(2,311)	(2,375)	(2,444)	(2,513)	(2,588)	(2,666)	(2,746)	(2,828)	(2,909)
Net Cash provided (or used) in operating activities	7,980	8,752	5,730	5,892	5,504	5,295	5,082	4,805	4,366	4,038	3,767
From Investing Activities											
Receipts:											
Sale of investments	,		,	,	,	,		,	,		,
Sale of infrastructure, property, plant & equipment	266	419	585	329	478	693	729	653	425	367	550
Sale of interests in joint venures/associations											
Proceeds from Boundary adjustment											
Other				,	,	,		,	,		,
Payments:											
Purchase of investments				,					,		
Purchase of infrastructure, property, plant & equipment	(7,900)	(8,677)	(6,678)	(5,696)	(6,239)	(6,786)	(6,657)	(6,159)	(6,830)	(6,356)	(7,228)
Other											
Net Cash provided (or used) in investing activities	(7,635)	(8,258)	(6,093)	(5,368)	(5,761)	(6,093)	(5,928)	(5,506)	(6,405)	(5,990)	(6,678)
From financing activities											
Receipts:											
Borrowings & advances			•	,				,	,		,
Other	,	•	1	,	,	,		,	,		,
Payments:											
Borrowings & advances	(791)	(727)	(777)	(881)	(955)	(907)	(769)	(609)	(619)	(550)	(544)
Lease liabilities				,		,		,	,		,
Other											
Net Cash provided (or used) in financing activities	(791)	(727)	(777)	(881)	(955)	(907)	(769)	(609)	(619)	(550)	(544)
Net increase/(decrease) in cash & cash equivalents	(446)	(233)	(1,140)	(357)	(1,212)	(1,706)	(1,615)	(1,310)	(2,658)	(2,502)	(3,455)
Cash & cash equivalents at start of period	1,950	1,503	1,271	131	(227)	(1,438)	(3,144)	(4,759)	(6,070)	(8,728)	(11,230)
Cash & cash equivalents at end of period	1,503	1,271	131	(227)	(1,438)	(3,144)	(4,759)	(6,070)	(8,728)	(11,230)	(14,685)

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Attachment 2
Proposed Budget

		Water	Water Fund Projected Cash Flow	ected Cash	Flow						
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
From Operating Activities											
Receipts:											
Rates & annual charges	787	927	947	966	986	1,008	1,030	1,050	1,072	1,095	1,117
User charges & fees	800	819	840	860	880	902	925	948	970	366	1,019
Investment revenue and interest	26	42	45	47	59	64	64	76	87	88	,
Grants & contributions	25	26	27	28	28	29	30	30	31	32	33
Other			,	,	,	,		,	,	,	,
Payments:											
Employee benefits & oncosts	(336)	(337)	(349)	(362)	(377)	(392)	(408)	(425)	(442)	(459)	(477)
Materials & contracts	(339)	(350)	(359)	(367)	(376)	(385)	(395)	(404)	(414)	(424)	(430)
Borrowing costs	(195)	(182)	(168)	(157)	(142)	(128)	(115)	(102)	(90)	(80)	(72)
Other	(264)	(270)	(276)	(283)	(289)	(296)	(303)	(311)	(319)	(327)	(325)
Net Cash provided (or used) in operating activities	505	676	706	731	770	801	828	862	968	918	865
From Investing Activities											
Receipts:											
Sale of investments	,	•	,	,		,	,	,	,	,	,
Sale of infrastructure, property, plant & equipment											
Sale of interests in joint venures/associations											
Proceeds from Boundary adjustment											
Other											
Payments:											
Purchase of investments											
Purchase of infrastructure, property, plant & equipment	(735)	(108)	(72)	(74)	(77)	(142)	(82)	(85)	(88)	(90)	(65)
Other			1								
Net Cash provided (or used) in investing activities	(735)	(108)	(72)	(74)	(77)	(142)	(82)	(85)	(88)	(90)	(65)
From financing activities											
Receipts:											
Borrowings & advances		•	•	,	,			,	,	,	
Other			,	,					,	,	,
Payments:											
Borrowings & advances	(174)	(175)	(183)	(188)	(190)	(196)	(195)	(197)	(144)	(92)	(51)
Lease liabilities				,			,	,			,
Other											
Net Cash provided (or used) in financing activities	(174)	(175)	(183)	(188)	(190)	(196)	(195)	(197)	(144)	(92)	(51)
Net increase/(decrease) in cash & cash equivalents	(404)	393	451	469	503	464	551	580	664	736	749
Cash & cash equivalents at start of period	1,587	1,183	1,576	2,027	2,495	2,999	3,463	4,013	4,594	5,258	5,993
Cash 9 mark anticalants at and af naviad	1,183	1,576	2,027	2,495	2,999	3,463	4,013	4,594	5,258	5,993	6,743

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Attachment 2
Proposed Budget

Cash & cash equivalents at end of period	Cash & cash equivalents at start of period	Net increase/(decrease) in cash & cash equivalents	Net Cash provided (or used) in financing activities	Other	Lease liabilities	Borrowings & advances	Payments:	Other	Borrowings & advances	Receipts:	From financing activities	Net Cash provided (or used) in investing activities	Other	Purchase of infrastructure, property, plant & equipment	Purchase of investments	Payments:	Other	Proceeds from Boundary adjustment	Sale of interests in joint venures/associations	Sale of infrastructure, property, plant & equipment	Sale of investments	Receipts:	From Investing Activities	Net Cash provided (or used) in operating activities	Other	Borrowing costs	Materials & contracts	Employee benefits & oncosts	Payments:	Other	Grants & contributions	Investment revenue and interest	User charges & fees	Rates & annual charges	Receipts:	From Operating Activities			
														ment																									
3,226	2,865	361	(3)			(3)		,				(22)		(22)										386	(57)	(0)	(146)	(303)		0	22	80	67	724			\$'000	2016	
3,701	3,226	476	(3)			(3)		•				(84)		(84)							÷			563	(58)	(0)	(151)	(306)		0	23	135	68	852			\$'000	2017	Sewe
4,296	3,701	595	(0)			(0)		1	•															595	(59)		(154)	(312)		0	23	158	70	870			\$'000	2018	Sewer Fund Projected Cash Flow
4,911	4,296	615	,		,	,		,	,			(5)		(5)	,					,	,			620	(61)	,	(157)	(320)		0	24	174	72	887			\$'000	2019	ected Cash
5,555	4,911	644			,	,		,	,					,						,	,			644	(62)	,	(160)	(328)		0	24	190	73	906			\$'000	2020	Flow
6,250	5,555	695				,		,						,	,					,	,			695	(63)		(163)	(337)		0	25	232	75	926			\$'000	2021	
6,966	6,250	717			,	,		,																717	(65)	,	(166)	(346)		0	26	245	77	946			\$'000	2022	
7,698	6,966	732	,		,	,		,						,						,	,			732	(66)	,	(170)	(356)		0	26	253	79	965			\$'000	2023	
8,427	7,698	729	,		,	,		,	,			(18)		(18)							,			747	(68)		(173)	(366)		0	27	260	81	985			\$'000	2024	
9,185	8,427	758	,			,		,						,						,	,			758	(69)		(176)	(376)		0	28	263	83	1,006			\$'000	2025	
9,592	9,185	406										(96)		(96)										502	(71)		(181)	(386)		0	28	,	58	1,026			\$'000	2026	

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Attachment 2
Proposed Budget

Cash & cash equivalents at end of period	Cash & cash equivalents at start of period	Net increase/(decrease) in cash & cash equivalents	Net Cash provided (or used) in financing activities	Other	Lease liabilities	Borrowings & advances	Payments:	Other	Borrowings & advances	Receipts:	From financing activities	Net Cash provided (or used) in investing activities	Other	Purchase of infrastructure, property, plant & equipment	Purchase of investments	Payments:	Other	Proceeds from Boundary adjustment	Sale of interests in joint venures/associations	Sale of infrastructure, property, plant & equipment	Sale of investments	Receipts:	From Investing Activities	Net Cash provided (or used) in operating activities	Other	Borrowing costs	Materials & contracts	Employee benefits & oncosts	Payments:	Other	Grants & contributions	Investment revenue and interest	User charges & fees	Rates & annual charges	Receipts:	From Operating Activities			
2,422	2,091	331	(6)			(6)						(265)		(265)						,				603	(22)	(15)	(401)	(238)		24	48	65	76	1,065			\$'000	2016	
2,784	2,422	361	(6)			(6)						(52)		(52)	,									419	(21)	(7)	(680)	(347)		17	50	101	50	1,254			\$'000	2017	Waste
3,227	2,784	443	(7)			(7)								,	þ					,	,			450	(21)	(6)	(697)	(359)		18	51	132	51	1,281			\$'000	2018	Waste Fund Projected Cash Flow
3,695	3,227	468	(8)		,	(8)		,	,					,						,	,			476	(21)	(6)	(714)	(373)		18	52	159	53	1,306			\$'000	2019	ected Cash F
4,199	3,695	504	(10)		,	(10)		,						,							,			514	(21)	(5)	(731)	(388)		19	53	198	54	1,334			\$'000	2020	low
4,754	4,199	555	(13)		,	(13)								,							,			568	(21)	(4)	(749)	(403)		19	55	253	55	1,363			\$'000	2021	
5,330	4,754	576	(16)		,	(16)								,							,			592	(21)	(3)	(768)	(420)		20	56	279	57	1,393			\$'000	2022	
5,929	5,330	599	(21)		,	(21)								,							,			620	(21)	(2)	(787)	(438)		20	58	312	58	1,421			\$'000	2023	
6,540	5,929	611	(26)		,	(26)		,						,						,	,			637	(21)	(1)	(806)	(456)		21	59	331	59	1,451			\$'000	2024	
7,187	6,540	648	(27)			(27)		,						,						,	,			675	(21)	(0)	(826)	(474)		21	60	372	61	1,481			\$'000	2025	
7,499	7,187	312	(21)			(21)								,										332	(21)		(820)	(493)		22	62	10	62	1,511			\$'000	2026	

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Attachment 2 Proposed Budget

ASSETS Current assets Cash and cash equivalents Investments	2016 \$'000 7,986	2017 \$'000 9,066	Consolidat 2018 \$'000 9,455	Consolidated Projected Balance Sheet 2018 2019 2020 \$'000 \$'000 \$'000 9/455 10,686 11,165	ialance Sheet 2020 5'000 11,165	2021 \$'000 11,213	2022 \$'000 11,482		2023 \$'000 12,125	2023 2024 \$'000 \$'000 12,125 11,516	
ts h equivalents	7,986	9,066	9,455	10,686	11,165	11,213		11,482		12,125	12,125 11,516 1
Receivables	2,098 479	2,098 479	2,098 479	2,098 479	2,098 479	2,098 479		2,098 479	2,	2,098 2, 479 2,	2,098 2,098 2, 479 479 2
Cale	or	01	or	10	10	or		01		or	or or
Total current assets Non-current assets	10,579	11,659	12,048	13,279	13,758	13,806		14,075	14,075 14,718		14,718
Investments		,				,					
Receivables	458	458	458	458	458	458	60		458 4	458 458 4	458 458 458 4
Infrastructure, property, plant & equipment	423,798	426,124	426,280	425,462	425,184	425,518	18	425	425	425,663	425,663 425,312
Investments accounted for under equity method							•			• • •	· · · ·
Investment property							•			· · · ·	· · · ·
Intangible assets										· ·	· · · ·
Total non-current assets	424,256	426,582	426,738	425,920	425,642	42	425,976	5,976 426,121		426,121 4	426,121 425,770
otal assets	434,835	438,241	438,786	439,199	439,399		439,782	439,782 440,196		440,196	440,196 440,489 440,221
LIABILITIES											
Current liabilities											
Payables	1,930	1,951	1,971	1,971	1,971	1,9	1,971	1,971 1,971	1,971 1	1,971 1,971 1	1,971 1,971 1
Borrowings	779	912	967	1,077	1,155	1,	1,116	116 981	981	981	981 827
Provisions	2,401	1,901	1,901	1,901	1,901	1,901	01	1,901		1,901	1,901 1,901
Total current liabilities Non-current liabilities	5,110	4,764	4,839	4,949	5,027	4,988	88	88 4,853		4,853	4,853 4,699
Payables							•	•			
Borrowings	10,666	9,754	8,787	7,710	6,555	5,439	39	39 4,458		4,458	4,458 3,630
Provisions	2,951	2,951	2,951	2,951	2,951	2,	2,951		2,951	2,951 2,951	2,951 2,951 2,951
Total non-current liabilities	13,617	12,705	11,738	10,661	9,506		8,390		7,409	7,409	7,409 6,581 5,792
otal liabilites	18,727	17,469	16,577	15,610	14,533		13,378	13,378 12,262		12,262	12,262 11,281
Vet assets	416,108	420,772	422,209	423,589	424,867	42	426,404	6,404 427,934		427,934	427,934 429,208
Retained earnings Revaluation receives	287,584 128-524	291,986 128.786	293,163	294,286	295,309	296	296,593	5,593 297,872 3,811 130.067		297,872	297,872 298,897 130.062 130.311
Total equity	416,108	420,772	422,209	423,589	424,867	426	426,404		427,934	427,934 429,208	427,934 429,208 429,768

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Attachment 2 Proposed Budget

Total equity	Revalua	Retaine	EQUITY	Net assets	Total liabilites	Total nu	Provisions	Borrowings	Payables	Non-cu	Total cu	Provisions	Borrowings	Payables	Current	LIABILITIES	Total assets	Total nu	Other	Intangil	Investm	Investm	Infrastr	Receivables	Investments	Non-cu	Total cu	Other	Inventories	Receivables	Investments	Cash an	Current assets	ASSETS			
	Revaluation reserves	Retained earnings				Total non-current liabilities	ons	ings	26	Non-current liabilities	Total current liabilities	ons	sgni	25	Current liabilities			Total non-current assets		Intangible assets	Investment property	investments accounted for under equity method	Infrastructure, property, plant & equipment	ibles	nents	Non-current assets	Total current assets		ries	ibles	nents	Cash and cash equivalents	t assets				
384,797		384,797		384,797	17,286	12,440	2,939	9,501			4,846	2,097	769	1,980			402,083	398,587					398,129	458			3,496	16	459	1,518	,	1,503			2016 \$'000		
386,951	127,181	259,770		386,951	17,492	13,167	2,939	10,228			4,325	1,597	727	2,001			404,442	401,179	÷	÷			400,721	458			3,264	16	459	1,518	,	1,271			2017 \$'000		
385,557	127,181	258,376		385,557	18,339	13,944	2,939	11,005			4,395	1,597	777	2,021			403,896	401,772	•3	÷			401,314	458			2,124	16	459	1,518		131			2018 5'000	General Fu	
383,826	127,181	256,645		383,826	19,324	14,825	2,939	11,886			4,499	1,597	881	2,021			403,150	401,384	*				400,926	458	,		1,766	16	459	1,518		(227)			2019 \$'000	General Fund Projected Balance Sheet	
381,740	127,181	254,559		381,740	20,353	15,780	2,939	12,841			4,573	1,597	955	2,021			402,093	401,538	•	•	2		401,080	458	•		555	16	459	1,518		(1,438)			2020 5'000	alance Sheet	
379,875	127,181	252,694		379,875	21,213	16,687	2,939	13,748	,		4,525	1,597	907	2,021			401,088	402,239	•	÷		,	401,781	458			(1,151)	16	459	1,518		(3,144)			2021 \$'000		
378,202	127,181	251,021		378,202	21,844	17,456	2,939	14,517			4,387	1,597	769	2,021			400,045	402,812	•3				402,354	458			(2,766)	16	459	1,518	•	(4,759)			2022 5'000		
376,516	127,181	249,335		376,516	22,293	18,065	2,939	15,126			4,227	1,597	609	2,021			398,809	402,886	•	•			402,428	458			(4,077)	16	459	1,518		(6,070)			2023 S'000		
373,976	127,181	246,795		373,976	22,921	18,684	2,939	15,745			4,237	1,597	619	2,021			396,897	403,631	•2				403,173	458			(6,735)	16	459	1,518		(8,728)			2024 \$'000		
371,263	127,181	244,082		371,263	23,403	19,235	2,939	16,296			4,168	1,597	550	2,021			394,666	403,903	•	8			403,445	458	•		(9,237)	16	459	1,518		(11,230)			2025 5'000		
368,413	127,181	241,232		368,413	23,941	19,779	2,939	16,840			4,162	1,597	544	2,021			392,354	405,046					404,588	458			(12,692)	16	459	1,518		(14,685)			2026 5'000		

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Attachment 2 Proposed Budget

Total equity	Revalua	Retaine	EQUITY	THE BOOK	Not accore	Total liabilites	Total nc	Provisions	Borrowings	Payables	Non-cut	Total cu	Provisions	Borrowings	Payables	Current	LIABILITIES	Total assets	Total nc	Other	Intangib	Investm	Investm	Infrastru	Receivables	Investments	Non-cut	Total cu	Other	Inventories	Receivables	Investments	Cash an	Current assets	ASSETS		
	Revaluation reserves	Retained earnings					Total non-current liabilities	Suc	ings	56	Non-current liabilities	Total current liabilities	suc	ings	25	Current liabilities			Total non-current assets		Intangible assets	Investment property	investments accounted for under equity method	infrastructure, property, plant & equipment	ibles	nents	Non-current assets	fotal current assets		ries	ibles	nents	Cash and cash equivalents	t assets			
14,010	1,056	12,954		ATIOAD	14 010	2,793	2,627	6	2,621			166	126	4	36			16,803	15,189					15,189				1,614		18	413		1,183		4 000	2016 \$'000	
12,321	1,318	11,003		*****	12 321	2,789	2,452	6	2,446			337	126	175	36			15,110	13,104					13,104				2,007		18	413		1,576		* * * *	2017 \$'000	
12,822	1,578	11,244		1000	12 822	2,614	2,269	6	2,263			345	126	183	36			15,435	12,978					12,978				2,458		18	413		2,027			2018 5'000	Water Fun
13,350	1,835	11,515		actor	13 350	2,431	2,081	6	2,075			350	126	188	36			15,780	12,854					12,854				2,926		18	413		2,495		4 000	2019 \$'000	Water Fund Projected Balance Sheet
13,919	2,089	11,830		CAPIDA	13 010	2,243	1,891	6	1,885			352	126	190	36			16,162	12,733					12,733		,		3,430		18	413		2,999		4 000	2020	lance Sheet
14,517	2,343	12,174		a traine	14 517	2,053	1,695	6	1,689			358	126	196	36			16,570	12,676					12,676		,		3,894		18	413		3,463		4 000	2021 5'000	
15,147	2,594	12,553		italan a	15 147	1,857	1,500	6	1,494			357	126	195	36			17,004	12,560					12,560				4,444		18	413		4,013		4 000	2022	
15,810	2,843	12,967		AVOLAN	15 810	1,662	1,302	6	1,296			359	126	197	36			17,471	12,447					12,447				5,025		18	413		4,594		4 000	2023	
16,561	3,090	13,471		TAPLAT	16 561	1,464	1,158	6	1,152			306	126	144	36			18,025	12,336		,			12,336				5,689		18	413		5,258		4 000	2024 \$'000	
17,333	3,334	13,998		000114	17 333	1,320	1,066	6	1,060			254	126	92	36			18,653	12,228					12,228				6,424		18	413		5,993		4 000	2025	
18,041	3,576	14,465		ATO OA	18 041	1,228	1,015	6	1,009	,		213	126	51	36			19,269	12,095					12,095				7,174		18	413		6,743		4 000	2026	

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Total equity			EQUITY	Net assets		I otal liabilites											LIABILITIES	Total assets																	ASSETS			
uity	Revaluation reserves	Retained earnings				ollites	Total non-current liabilities	Provisions	Borrowings	Payables	Non-current liabilities	Total current liabilities	Provisions	Borrowings	Payables	Current liabilities	53	ets	Total non-current assets	Other	Intangible assets	Investment property	Investments accounted for under equity method	Infrastructure, property, plant & equipment	Receivables	Investments	Non-current assets	Total current assets	Other	Inventories	Receivables	Investments	Cash and cash equivalents	Current assets				
12,495	287	12,208		12,495	17 107	8TT	 9	6	3			109	106	з				12,613	9,305					9,305				3,308		2	80	,	3,226			\$'000	2016	
12,973	287	12,686		12,973	1101	STT	6	6	(0)			109	106	3	ŝ			13,088	9,305	•				9,305				3,783	•	2	80	,	3,701			\$'000	2017	
13,487	287	13,200		13,487		711	6	6	(0)			106	106	0	÷			13,599	9,221	•	÷			9,221				4,378	•	2	80		4,296			\$'000	2018	Sewer Fun
14,023	287	13,736		14,023		711	 6	6	(0)			106	106	•				14,135	9,142	•				9,142				4,993	•	2	80		4,911			\$'000	2019	Sewer Fund Projected Balance Sheet
14,583	287	14,296		14,585	11 000	717	6	6	(0)			106	106					14,694	9,057	•		1	ę	9,057				5,637	•	2	80		5,555			\$'000	2020	lance Sheet
15,193	287	14,906		15,195		211	6	6	(0)			106	106		X			15,305	8,973					8,973	,			6,332	•	2	80		6,250			\$'000	2021	
15,826	287	15,539		12,870	17 000	711	6	6	(0)			106	106					15,937	8,889	•				8,889				7,048	•	2	80		6,966			\$'000	2022	
16,473	287	16,186		10,473	10.100	211	6	6	(0)			106	106		,			16,584	8,805	•		5	,	8,805				7,780		2	80		7,698			\$'000	2023	
17,136	287	16,849		17,130	171 171	711	6	6	(0)			106	106		,			17,247	8,738					8,738	,			8,509	•	2	80		8,427			\$'000	2024	
17,809	287	17,522		17,809	17 000	211	6	6	(0)			106	106	•				17,921	8,654					8,654		•		9,267	•	2	80		9,185			\$'000	2025	
18,228	287	17,941		18,228		711	6	6	(0)			106	106					18,339	8,666					8,666		,		9,674		2	80		9,592			\$'000	2026	

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Total equity			EQUITY	Net assets		Total liabilites												LIABILITIES	Total assets																	ASSETS			
ty	Revaluation reserves	Retained earnings		S		bilites	Total non-current liabilities	The second s	Provisions	Borrowings	Payables	Non-current liabilities	Total current liabilities	Provisions	Borrowings	Payables	Current liabilities	ES	ets	Total non-current assets	Other	Intangible assets	Investment property	Investments accounted for under equity method	Infrastructure, property, plant & equipment	Receivables	Investments	Non-current assets	Total current assets	Other	Inventories	Receivables	Investments	Cash and cash equivalents	Current assets				
3,529		3,529		3,529		155	61	0L		79			76	72	ω	1			3,684	1,175					1,175				2,509			87		2,422			\$'000	2016	
3,718		3,718		3,718		152	/3	3		73			79	72	6	1			3,870	666					666				2,871			87		2,784			\$'000	2017	
3,941		3,941		3,941		146	00			66			80	72	7	1			4,086	772					772				3,314			87		3,227			000,\$ 0107	2018	Waste Fund
4,188		4,188		4,188		139	16	3		57			81	72	00	1			4,327	545	•				545	•			3,782	•	5	87		3,695			\$'000	2019	Waste Fund Projected Balance Sheet
4,474	•	4,474		4,474		130	4/		•	47	•		83	72	10	1			4,604	318	•		2	¢	318				4,286	•		87		4,199			\$,000	2020	lance Sheet
4,813	•	4,813		4,813		120	34			34	,		86	72	13	1			4,933	92	•				92				4,841		k	87		4,754			\$'000	2021	
5,406	•2	5,406		5,406	-	107	81			18			89	72	16	1			5,513	96	•				96				5,417	æ	a.	87		5,330			\$1000	2002	
6,067	•	6,067		6,067		16	(c)	101		(3)			94	72	21	1			6,157	141	•			,	141				6,016		,	87		5,929			\$'000	2002	
6,750	•;	6,750		6,750		91 70	(uc)	1001		(30)			99	72	26	1			6,820	193	•				193				6,627					6,540			\$1000	2024	
7,483		7,483		7,483	-	43	(1c)	1001		(57)			100	72	27	1			7,526	252					252		•		7,274	•	•	87		7,187			000,\$	2005	
7,887	•	7,887		7,887		16	(0/)	1001		(78)			94	72	21	1			7,904	318					318		,		7,586		•			7,499			\$,000	2006	

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BUSINESS AS USUAL

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65	2016 In	Total Ca	Loan principal	Capital Expenditure Renewals New Assets		Cash Reserves Transfer	OPERATING RESULT BEFORE CAPITAL GRANTS	OPERATING RESULT SURPLUS/(DEFICIT)	Total Op	Net Loss	Other Expenses	Denteria	Borrowing Costs	Expenditure Employe	Total Revenue	Net gain	Capital (Operati	Other Re	Interest	nevenue nates o		Operating Results
User Charges & Fees Interest & Investment Revenues Other Revenues Other Revenues Operating Grants & Contributions Respirat Grants & Contributions Net gain from asset disposal	2016 Income Sources	Total Capital Expenditure	incipal	als sets	Transfer from reserve	Transfer to reserve	RANTS)	Total Operating Expenditure	Net Loss on disposal of assets	Other Expenses	Materials & Contracts Denneriation & Amortication	ing Costs	Employee benefits & Oncosts	evenue	Net gain from asset disposal	Capital Grants & Contributions	Operating Grants & Contributions	Other Revenues	Interest & Investment Revenues	nates & Antitual Charges User Charges & Fees	Append Charges	
t Revenues contributions tributions lisposal	y de la constant de l	8,692	791	6,145 1 755			(2,156)	(524)	25,510		2.394	4,000	616	9,397	24,986		1,632	10,964	1,706	58	4.067	6 EE0	2016
2,000 1,000 (1,000) (2,000) (3,000) (4,000) (5,000) 201		9,404	727	8,382			492	934	23,634		2.250	5,333	489	9,457	24,569	×	442	12,215	1,563	152	4 251	s or s	2017
2017 2018 2019 2020 2021 2022 2023 2024 2025 2026	OPERA	7,455	777	6,632		×	(2,541)	(2,114)	25,204		2.311	2,920	402	10,481	23,090	¢.	426	10,359	1,597	251	4 388	5	2018
018 2020 2021 2022 2023 202	OPERATING RESULT	6,577	881	5,649			(2,430)	(1,997)	25,699		2.375	6,085 0,031	239	10,969	23,702	×.	433	10,544	1,674	334	4 526	S	2019
223 2024 2025	3 4	7,194	955	6,190		×	(2,872)	(2,433)	26,715		2.444	6,200	278	11,708	24,283	×ļ	440	10,724	1,719	416	4 663	5	2020
2026		7,694	907	6,736		×	(3,140)	(2,694)	27,625		2.513	6.085	224	12,367	24,931	ð	447	10,926	1,769	518	4 812	s aco	2021
		7,426	769	6,605		×	(3,408)	(2,959)	28,551		2.588	6,085	180	13,125	25,591	×.	448	11,146	1,823	600	4 971	\$	2022
	2016 Op	6,768	609	6,105		÷	(3,736)	(3,287)	29,500		2.666	6,085	143	13,877	26,213	•	450	11,364	1,878	655	5,132	\$	2023
	2016 Operating Expenditure	7,449	619	6,775			(4,227)	(3,777)	30,599		2.746	6,900	108	14,754	26,823	e,	451	11,571	1,931	705	5.289	5	2024
5% Emplo Borrov Materi Depret Other E Net Lo	penditure	6,907	550	6,356			(4,611)	(4,159)	31,663		2.828	6.085	285	15,518	27,504	i and	452	11,799	1,990	779	5.464	\$ \$	2025
Employee benefits & Oncosts Borrowing Costs Materials & Contracts Depreciation & Amortisation Depreciation & Amortisation Depreciation & Amortisation Depreciation & Amortisation		7,772	544	7,228		×	(4,951)	(4,497)	32,678	,	2.909	6.085	- 63	16,282	28,181		454	12,027	2,049	852	2 638	5	2026

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Chairman

Attachment 3 Business as usual budget no SRV

From Operating Activities Receipts: Rates & annual charges User charges & fees Investment revenue and interest Grants & contributions Other Payments: Employee benefits & oncosts Materials & contracts Borrowing costs Other Naterials & contracts	2016 5'000 6,558 4,067 58 12,596 1,706 (9,397) (4,600) (616) (2,394)	Genet 2017 5'000 5,945 4,251 152 12,657 1,563 1,563 1,563 1,563 1,563 1,563 1,563 1,563 1,563 1,563 1,269 (9,457) (5,333) (5,333) (5,345 1,269 (5,345) 1,269	General Fund Projected Cash Flow 2017 2018 2019 20 1000 5'000 5'000 5'0 1000 5'000 6,191 6,3 1945 6,070 6,191 6,3 152 251 334 4,526 152 10,786 10,977 11,17 563 1,597 16,74 1,7 457) (10,481) (10,969) (11,7) 458) (4,02) (2,331) (6,231) 250 2,375) (2,4) (2,3) 489) (402) (2,375) (2,4) 509 (2,311) (2,375) (2,4) 509 3,971 4,087 3,6	2019 \$'000 6,191 4,526 334 10,977 1,674 (10,969) (6,031) (2,395) (2,395) (2,395)	416 5'000 6,321 4,663 416 11,164 1,719 (6,200) (2,78) (2,444) 3,652	2021 \$'000 6,460 4,812 518 11,372 1,769 (12,367) (6,436) (2,24) (2,513)	2022 5'000 6,602 4,971 600 11,595 1,823 (13,125) (6,573) (180) (2,588) 3,125	2023 5'000 6,734 5,132 655 11,814 1,878 (13,877) (6,728) (143) (2,666) 2,798	2024 \$'000 6,876 5,289 705 12,022 1,931 (14,754) (6,906) (108) (2,746) 2,308	2025 \$'000 7,020 5,464 779 12,251 1,990 (15,518) (7,147) (5,147) (7,147) (2,142) (2,1828) 1,926	
Other Net Cash provided (or used) in operating activities	(2,394) 7,980	(2,250) 7,019	(2,311) 3,971	(2,375) 4,087	(<u>2,444)</u> 3,652	(2,513) 3,391	(2,588) 3,125	(<u>2,666)</u> 2,798	(<u>2,746)</u> 2,308	(2,828) 1,926	
From Investing Activities Receipts:											
Sale of investments			i.								
Sale of infrastructure, property, plant & equipment Sale of interests in joint venures/associations	266	419	585	329	478	693	729	653	425	367	
Proceeds from Boundary adjustment Other	•			,	,	,	,	,	,	,	
Payments:											
Purchase of investments Purchase of infrastructure, property, plant & equipment	. (7,900)	(8,677)	(6,678)	- (5,696)	(6,239)	(6,786)	(6,657)	(6,159)	. (6,830)	(6,356)	
Other	-		in and	-		10 0001				1	
Net Cash provided (or used) in investing activities From financing activities	(7,635)	(8,258)	(6,093)	(5,368)	(5,761)	(6,093)	(5,928)	(5,506)	(6,405)	(5,990)	
Receipts:											
Other											
Payments:											
Borrowings & advances	(791)	(727)	(777)	(881)	(955)	(907)	(769)	(609)	(619)	(550)	
Other		8									
Net Cash provided (or used) in financing activities	(791)	(727)	(777)	(881)	(955)	(907)	(769)	(609)	(619)	(550)	
Net increase/(decrease) in cash & cash equivalents	(446)	(1,966)	(2,899)	(2,161)	(3,064)	(3,609)	(3,572)	(3,317)	(4,716)	(4,615)	
Cash & cash equivalents at start of period	1,950	1,503	(463)	(3,362)	(5,523)	(8,587)	(12,196)	(15,768)	(19,084)	(23,800)	
	1,503	(463)	(3,362)	(5,523)	(8,587)	(12,196)	(15,768)	(19,084)	(23,800)	(28,415)	

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Attachment 3 Business as usual budget no SRV

ASSETS Current assets Cash and cash equivalents Investments Inventories Other Total current assets Non-current assets Bereisables Bereisables	2016 \$'000 1,503 1,513 1,514	2017 \$'000 (463) 1,518 459 16 1,518	General Fi 2018 5'000 (3.362) (3.362) (3.362) 1518 459 16 (1.369) (1.369)	General Fund Projected Balance Sheet 2018 2019 2020 \$'000 \$'000 \$'000 \$'1,362) (5,523) (8,587) 1,518 1,518 1,518 459 459 459 16 16 16 16 16 16 459 459 459 459 459 459 459 16 16 16 16 16 459 459 459 459 459 459 459 459 459 459 459 459 459 459 459 459 459 459 459 459 459 459 459 459 459 459 459	Balance Sheet 2020 5'000 (8,587) (8,587) 15 16 (6,594) 16	2021 \$'000 (12,196)	2022 \$'000 (15,768) 	2023 \$'000 (19,084) (19,084) 1,518 459 16 (17,091)	2024 \$'000 (23,800) (23,800) 1,518 459 16 (21,807) (21,807)	
Receivables Infrastructure, property, plant & equipment Investments accounted for under equity method Investment property	458 398,129 -	458 400,721	458 401,314	458 400,926	458 401,080	458 401,781	458 402,354	458 402,428	458 403,173 -	
investment property Intangible assets Other										
Total assets	402,083	402,709	400,403	401,304 397,853	401,000 394,944	392,036	389,037	402,000 385,794	403,031 381,824	
LIABILITIES Current liabilities										
Payables Borrowings Provisions	1,980 769 2.097	2,001 727 1.597	2,021 777 1 597	2,021 881 1.597	2,021 955 1 597	2,021 907 1.597	2,021 769 1 597	2,021 609 1.597	2,021 619 1.597	
Total current liabilities Non-current liabilities	4,846	4,325	4,395	4,499	4,573	4,525	4,387	4,227	4,237	
Payables Borrowings Provisions	- 9,501 2,939	10,228 2,939	11,005 2,939	- 11,886 2,939	12,841 2,939	13,748 2,939	14,517 2,939	15,126 2,939	15,745 2,939	
Total non-current liabilities Total liabilites	12,440 17,286	13,167 17,492	13,944 18,339	14,825 19,324	15,780 20,353	16,687 21,213	17,456 21,844	18,065 22,293	18,684 22,921	
Net assets	384,797	385,218	382,064	378,529	374,591	370,824	367,194	363,502	358,903	
EQUITY Retained earnings	384,797	258,037	254,883	251,348	247,410	243,643	240,013	236,321	231,722	
Devial insting recented	384,797	385,218	382,064	378,529	374,591	370,824	367,194	363,502	358,903	

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