



JUNEE SHIRE COUNCIL

IRIS RESEARCH
COMMUNITY SURVEY

October 2006

ATTACHMENT 6





Providing research insight to
Business & Government

Junee Shire Council **Community Survey**

Monitoring resident satisfaction with Council
performance

Final Report

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EXECUTIVE SUMMARY

Overall Satisfaction with Council Performance

The level of satisfaction amongst the community with Council's performance is impressive. Seventy six percent indicated Council's performance was high, 21% suggested it was medium and 3% provided a low rating. An overall mean score of 4.0 out of five was achieved which is significantly higher than the LGI rural benchmark study score of 3.5. Generally those people aged 65+ had a significantly higher level of satisfaction compared to other age groups.

Prioritising Services and Facilities

After asking respondents to rate the importance and satisfaction with 12 service/facilities provided by Council, analysis using an opportunity matrix revealed the following service priorities for Council:

- Construction & maintenance of local roads, footpaths and kerbing
- Waste management
- Health and human services including aged, child and youth services
- Environmental activities including stormwater and land care

This list was arrived at by comparing residents' stated importance of services provided by Council against their satisfaction with the provision of the services. The above services are those that rated as high importance but low satisfaction.

Gap analysis was the second tool used to identify priorities for service improvement. In support of the findings of the opportunity matrix, gap analysis agreed there is a significantly large distance between the importance placed on each of the four services listed above compared to the satisfaction level assigned to these services.

Satisfaction levels were mixed when comparisons were made across the Shire's roads. A majority had a high level of satisfaction with town roads (52%), 41% rated high satisfaction with rural sealed roads and only 25% for rural unsealed roads. The major reasons for dissatisfaction with roads stem from general disrepair and frequency of maintenance, pot holes and the need for grading.



Value for Money

Overall, 63% of residents felt they received good value for their rate money, 29% had an ok perception of their value for rate money and 6% rated a poor value level. The perception of value for money compared favourably to the rural LGI benchmark. In addition, it was observed that value ratings different by area, with those in the Junee township having a higher rating than those in village or rural areas .

Likes, Dislikes and Major Issues of Concern

The greatest attractions for living in the Junee Shire are the friendly people and community spirit (36%). 16% mentioned the quiet lifestyle and 12% mentioned the rural environment. The major dislikes were the jail (11%), shopping facilities (6%) and undesirable element (5%). The major issue of concern in the Junee Shire area are roads (9%) and economic development (8%).

Local Government Financing

The issue of trading off reduced services for halting rate rises was not supported. A majority of people agreed (50%) they would rather have increased rates than see a reduced level of local services provided. When the same concept was presented in converse wording, more than 2 in 5 residents are not willing to trade off reductions in services for rate rises being kept to a minimum.

A majority of residents (59%) trust Junee Shire Council to set its own rates and charges and spend the money efficiently on relevant local services. Further, a majority of residents (62%) have more confidence in Council compared to the State Government when it comes to revenue raising and spending.

In line with the findings of the opportunity matrix, a majority of residents believe Council should spend more money on roads, footpaths and kerbing and on health and human support services. A majority of residents indicated that the current level of spending should be maintained for the remaining items examined.

Around 40% of residents have a high level of agreement with the statement "Junee Shire Council engages the community in discussions about the possible changes to rates and/or services".

Around 2 in 3 residents agree user pay charges should be levied on players using sports fields with the average charge of \$2.4 per player being determined.



1 INTRODUCTION

1.1 BACKGROUND

This survey was commissioned by Junee Shire Council to provide the foundations of an on-going community assessment of Council's performance in the delivery of key services and facilities. Overall, the survey aimed to provide Council with an understanding of the perceptions and needs of the local community with respect to both Council's services and facilities and to customer service.

1.2 STUDY OBJECTIVES

The broad objectives for the Community Survey were to:

- To measure the importance of and satisfaction with, services and facilities provided by Council.
- To establish benchmark levels of satisfaction for Council services and facilities.
- To assist Council in identifying service use priorities for the community.
- To generate feedback for the strategic planning issues for the Junee Shire Council area and identify major issues of concern.
- To identify what specific services or facilities residents believed their local Council should spend more or less on.
- To determine whether ratepayers are willing to pay more rates and charges for an improved range of services and facilities in their local area.
- To assess whether ratepayers are happy with paying less rates and charges with the knowledge that cuts in services and facilities in their local area will occur.

1.3 SURVEY RESPONSE

A total of 330 completed interviews were collected from a random sample of residents from throughout Junee Shire Council area. Sampling procedures ensured that the selected respondent was 18 years and older and a key adult household decision maker or ratepayer. Target respondent



quotas were set to ensure respondent characteristics mirror those of the adult population of the area. The data were weighted according to the age/sex distribution of the Junee LGA.

A research imperative was to enable Council to compare the attitudes and perceptions of residents in the Junee Township to those in village or rural areas. Hence to achieve large enough samples for meaningful comparisons a geographically disproportionate stratified sampling technique was employed. Consequently weighting factors were applied to the final data. These factors are shown in Table 1.1. The weights were applied to the analysis when grouping the two geographical units together to form the overall Council area.

TABLE 1.1 WEIGHTS APPLIED TO FINAL DATA

Survey Unit	Population		Sample Achieved		Weighting factor
	No	Proportion	No	%	
Junee Township	3592	72.0	229	69.4	1.044
Rural Area	1363	28.0	101	30.6	0.899
Total	4955	100.0	330	100.0	

* Weighting is based on 2001 census data

1.4 SURVEY ACCURACY

The results of the Junee Shire Community Survey are based on a sample of permanent residents within the L.G.A. A sample of 330 was chosen to provide accurate survey results that can be applied to the broader population. However as with all sample surveys, the results will be subject to some amount of sampling variability. When analysing results for the entire sample (330 responses), the maximum error rate will be about + or – 5.5% at the 95% confidence level, if a proportional response of 50% was achieved for any of the survey's questions. That is, we can be confident that if the survey were to be repeated there are approximately 95 chances in 100 that the new results would be within + or – 5.5% of the result achieved in this survey.

However, various breakdowns of the survey results by area, age, sex, tenure, home ownership and income have also been provided. As these groups are based on smaller samples, a general rule of 10 percentage points or more should be employed before assuming differences across groups are significant at the 95% confidence level. ANOVA and Chi-square tests have been applied and only variations where a statistically significant difference was identified have been highlighted in the report.



1.5 ATTITUDE MEASUREMENT

In the first section of the survey, a series of 12 Council services and facilities were read out to respondents. For each of the 12 attributes, respondents were asked to give both an importance and satisfaction rating. Results from these ratings form the basis of much of the analysis in this report. The importance and satisfaction rating scales used in the survey are exhibited below:

Importance scale

- 1 = Not important
- 2 ...
- 3 ...
- 4 ...
- 5 = Very important

Satisfaction scale

- 1 = Very dissatisfied
- 2 ...
- 3 ...
- 4 ...
- 5 = Very satisfied

For all rating scales, those respondents who could not provide a rating, either because the question did not apply to them or they had no opinion, were coded as a non-response (i.e. 6 = Can't say).

Rating scale results have generally been presented in two basic forms. Firstly, the results have been presented in terms of the proportion (%) of respondents giving a particular rating for a specific service or facility. These results are presented in collapsed category contingency tables, where proportions have been assigned to one of the following categories: *N/R (non-response)*, *low*, *medium* and *high* - based on the attitude rating given by the respondent. Secondly, the numeric values recorded for each attribute have been converted into an *overall mean score* out of five. To derive the mean score for an attribute, all respondents' answers are 'averaged' to produce an overall rating that conveniently expresses the result of scale items in a single numeric figure. This makes data interpretation considerably easier when comparing multiple services and facilities. The mean score excludes those respondents who could not give a valid rating (i.e. 'Can't Say').

1.6 COMPARISON TO LOCAL GOVERNMENT INQUIRY STUDY

IRIS Research was commissioned by the Independent Inquiry into the financial sustainability of Local Government in New South Wales to conduct a telephone survey to canvass community expectations on the role of local Councils across New South Wales. Where it is appropriate, the results for Junee Shire Council's performance are compared to the benchmark set by the rural component of that study. Throughout this report the rural benchmark results are indicated under the heading LGI – Rural.



SURVEY RESULTS



2 ROLE AND PERFORMANCE OF COUNCIL

Respondents were asked to rate the importance to them of key services and facilities that Council provides to the community. They were then asked to rate their satisfaction with Council's provision of these services and facilities. Services and facilities were grouped under headings relating to *key service delivery areas*.

In all, there were 12 key service areas measured:

1. **Construction and maintenance of local roads, footpaths and kerbing** (excluding highways and main roads).
2. **Health and human services** (e.g. aged child and youth services.).
3. **Recreation services and facilities** including swimming pools, sports fields.
4. **Culture and education facilities** including libraries and public buildings for cultural use.
5. **Waste Management.**
6. **Appearance of public areas** including provision and up keep of local parks.
7. **Traffic management and parking facilities**
8. **Enforcement of by Laws** including food and health and animal control.
9. **Economic Development** including business and tourism promotion.
10. **Environmental activities** including storm water and land care.
11. **Town planning** and timely processing of building applications.
12. **The provision of commercial services** and facilities such as sewerage services and caravan parks.

Section 2.1 presents the results in terms of the *importance* placed on the services and facilities by residents. Section 2.2 assesses Local Government performance in terms of resident *satisfaction* with the provision of these services and facilities. Finally, Section 2.3 prioritises these services and facilities, giving the Council actionable information that can be used to allocate resources and make informed policy decisions.

2.1 IMPORTANCE RATINGS

Respondents were asked to rate the importance of each of the 12 council services and facilities on a scale of 1 to 5, where 1 = 'not important' and 5 = 'very important'. Sections 2.1.1 provides a detailed account of importance ratings for individual services and facilities. Section 2.1.2 shows an overall summary of mean scores for all services and facilities.

2.1.1 Council services & facilities importance ratings

TABLE 2.1.1 IMPORTANCE RATINGS FOR SERVICES & FACILITIES

Service / facility (rank order)	Importance rating (%)				Mean Score (out of 5)	Mean Score (out of 5) LGI - Rural
	N/R	Low (1-2)	Medium (3)	High (4-5)		
Appearance of public areas	0.0	4.8	9.3	86.0	4.40	4.37
Waste Management	1.0	4.8	9.9	84.3	4.40*	4.63
Construction and maintenance of local roads, footpaths and kerbing	0.3	3.2	10.6	85.8	4.36	4.50
Health and human services	1.3	8.7	9.6	80.5	4.25	4.37
Recreation services and facilities	0.3	10.7	8.3	80.7	4.21	3.96
Environmental Management	1.9	6.5	12.3	79.3	4.20	4.21
Economic Development	0.9	9.8	17.6	71.7	3.98	4.06
Culture and education facilities	1.2	11.1	16.8	70.9	3.98	4.02
Traffic management and parking facilities	1.1	12.0	15.9	71.0	3.94	4.04
Enforcement of By Laws	1.7	13.4	20.7	64.3	3.81	3.97
Provision of commercial services and facilities	3.5	19.8	18.2	58.5	3.65*	4.53
Town planning and timely processing of building applications	5.4	22.1	19.6	52.9	3.50*	3.80

* denotes significant differences between benchmark and Juneec

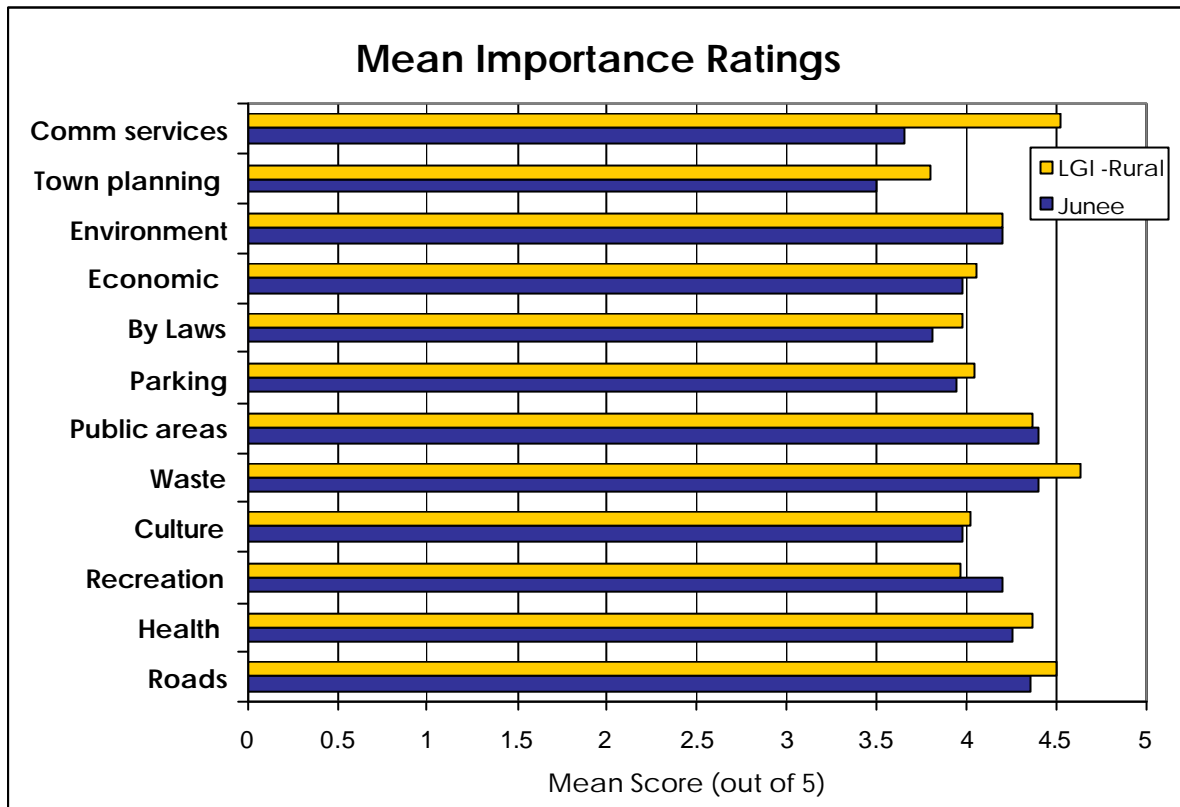


Key results:

- Overall the top three services in order of importance are appearance of public areas, waste management and construction and maintenance of local roads, footpaths and kerbing.
- Junee residents rated 3 items as being of significantly lower importance compared to the LGI study and these are; Waste Management, Town planning & timely processing of building applications and Provision of commercial services and facilities.
- Importance levels varied by residential location on 5 of the 12 items. In each instance residents in the township rated higher than those in rural areas in regards to; Provision of commercial services and facilities, Appearance of public areas, Waste Management, Culture and education facilities & Recreation services and facilities.
- Analysis showed that 8 of the 12 items varied by sex with females rating these items higher than males in each case including; Health, recreation services, cultural facilities, waste management, appearance of public areas, parking, By laws and the environment.
- The 18-29 age group rated a significantly lower importance on 6 of the 12 items compared to other age groups and these areas included; Health, waste management, appearance of public areas, environment, town planning and commercial services.
- Residents in the \$50 000 to \$75 000 income brackets rated the importance of the environment lower than other groups. Those earning less than \$25 000 place a higher importance on cultural facilities.

2.1.2 Summary of Importance Ratings

FIGURE 2.1.1 MEAN SCORE IMPORTANCE RATINGS COMPARED TO BENCHMARK LGI STUDY



2.2 SATISFACTION RATINGS

Respondents were asked to rate their satisfaction with Council's delivery of the 12 key service and facility functions on a scale of 1 to 5, where 1 = 'very dissatisfied' and 5 = 'very satisfied'. Section 2.2.1 provides a breakdown of satisfaction ratings for individual services and facilities. Section 2.2.2 shows an overall summary of mean scores for all services and facilities.

2.2.1 Council services & facilities satisfaction ratings

TABLE 2.2.1 SATISFACTION RATINGS FOR SERVICES & FACILITIES

Service / facility (rank order)	Satisfaction rating (%)				Mean Score (out of 5)	Mean Score (out of 5) LGI - Rural
	N/R	Low (1-2)	Medium (3)	High (4-5)		
Appearance of public areas	0.5	2.8	8.1	88.5	4.47 [*]	3.72
Recreation services and facilities	2.1	4.5	11.6	81.8	4.32 [*]	3.63
Provision of commercial services and facilities	8.2	6.0	21.9	63.8	3.96 [*]	3.69
Culture and education facilities	4.0	8.5	25.3	62.3	3.84	3.71
Waste Management	3.7	15.9	19.2	61.1	3.73 [*]	4.04
Traffic management and parking facilities	2.8	10.8	28.5	57.9	3.70 [*]	3.35
Health and human services	3.8	13.5	25.3	57.4	3.66 [*]	3.40
Economic Development	1.9	12.3	28.6	57.2	3.64 [*]	3.35
Environmental Management	3.4	10.3	32.2	54.2	3.62 [*]	3.23
Construction and maintenance of local roads, footpaths and kerbing	0.6	21.9	26.7	50.8	3.40 [*]	2.73
Enforcement of By Laws	5.6	15.7	31.7	47.0	3.47	3.33
Town planning and timely processing of building applications	14.6	10.8	29.2	45.4	3.59 [*]	2.99

* denotes significant differences between LGI rural benchmark and Junee



Key results:

- Appearance of public areas, recreational services and commercial services have the highest levels of satisfaction with Council residents. A majority of people rated a high level of satisfaction with the performance of their local Council in the delivery of roads, health services, recreation services and facilities, culture and education facilities, waste management, appearance of public areas, parking, economic development, environmental management and provision of commercial services and facilities.
- Junee residents rated their satisfaction with 10 items as being significantly different compared to the LGI study with 9 being more satisfied and 1 being less satisfied than the benchmark study. The 9 items that have a higher satisfaction included; roads, health services, recreation services and facilities, appearance of public areas, parking, economic development, environmental management, town planning and provision of commercial services and facilities. Waste management was the one area where Junee residents have a lower level of satisfaction compared to the LGI study.
- Satisfaction levels varied by residential location on 4 of the 12 items. In each instance residents in the township rated higher than those in rural areas in regards to; Roads, culture and education facilities, waste management, and provision of commercial services and facilities.
- Women rated a higher level of satisfaction compared to men on 2 items and these are; Enforcement of By Laws and Economic Development.
- When results were analysed by age group it was found that 8 of the 12 items differed across these groups. Generally the age group of 65+ rated higher levels of satisfaction with Council performance than did the younger age groups on the following areas; roads, health services, culture and education facilities, waste management, Enforcement of By Laws, environmental management, town planning and provision of commercial services and facilities.
- Those households that have an income of \$25 000 or less tended to rate a higher level of satisfaction with health services and waste management compared to other households. Households that earned \$75 000 to \$100 000 had a significantly lower level of satisfaction on culture and education facilities compared to other groups.
- Those households that pay their own Council rates have a higher level of satisfaction with the appearance of public areas and parking.



- Households that have lived in the Council area longer than 15 years have a higher level of satisfaction with the appearance of public areas. Those households that have tenure of less than 5 years but greater than 1 have a lower overall level of satisfaction with town planning, compared to other groups.

2.2.2 Summary of Satisfaction Ratings

FIGURE 2.2 1 MEAN SATISFACTION RATINGS COMPARED TO BENCHMARK LGI STUDY





2.3 PRIORITISING SERVICES & FACILITIES

Given the range of services and facilities Council has to manage, it can often be a difficult task to prioritise. The sheer number of services and facilities under management can diffuse focus and distract attention away from the areas of critical importance to improving resident satisfaction. This section of the report aims to identify the key drivers of resident satisfaction via a deeper analysis of the importance and satisfaction scores presented in the previous section.

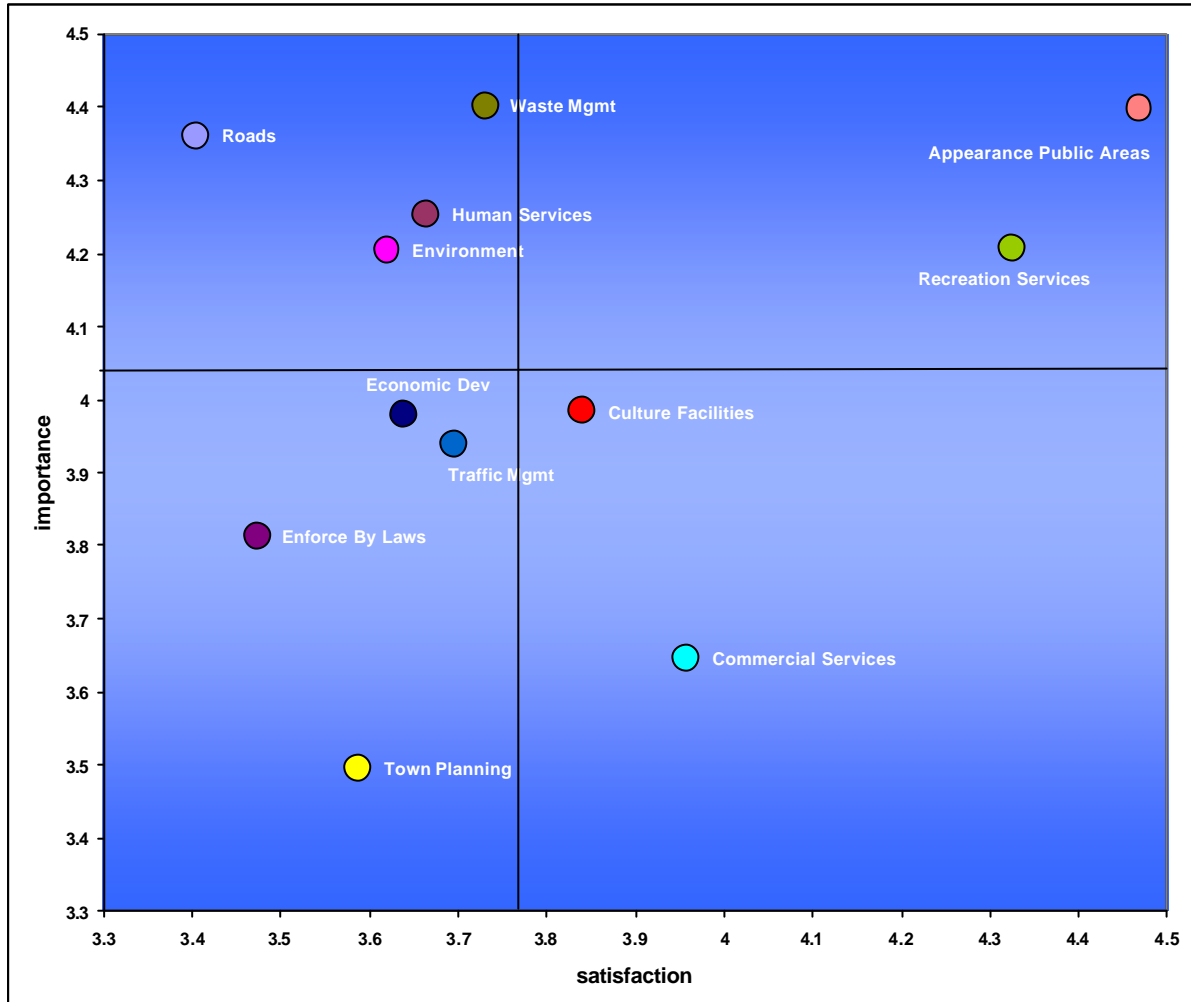
2.3.1 Quadrant analysis

Quadrant analysis is a useful way of simultaneously analysing the stated importance a service holds for residents against their satisfaction with the provision of that service. To do this, mean satisfaction scores are plotted against mean importance scores for each council service or facility. In order to form the quadrants (or opportunity matrix) that separate higher and lower level priority services combined mean importance and satisfaction scores were calculated for the entire set of 12 council services and facilities. These scores were: *Importance score* = 4.0 & *Satisfaction score* = 3.8. Thus, for example, services or facilities with a mean importance score of less than 4.0 (i.e. a score lower than the overall mean importance score), were classified as having 'lower' importance. Conversely, services or facilities with a mean score above 4.0 were classified as having 'higher' importance. The results of the quadrant analysis are displayed in figure 2.3.1. Each of the four quadrants has a specific interpretation:

1. The upper right quadrant (high importance and high satisfaction) represents current council service strengths.
2. The upper left quadrant (high importance but relatively lower satisfaction) denotes services where satisfaction should be improved.
3. The lower left quadrant (relatively lower importance and relatively lower satisfaction) represents lower priority services.
4. The lower right quadrant (relatively lower importance and high satisfaction) is often interpreted as representing 'overkill' services where effort exceeds expectations.

The attributes in the upper left quadrant are all candidates for immediate attention. Residents placed a high importance on these attributes but also reported relatively lower satisfaction.

FIGURE 2.3.1 OPPORTUNITIES MATRIX FOR LOCAL GOVERNMENT SERVICE AREAS



Key results:

- **‘Waste management’, ‘Roads’, ‘Health services’ and ‘Environmental activities’** are important serviceareas where resident expectations are not being met.
- **‘Recreational services and facilities’ and ‘Appearance of public areas’** are important areas where residents’ expectations are being satisfied.

2.3.2 Satisfaction Gap Analysis

Despite its usefulness, quadrant analysis is not a complete priority assessment tool. For example, it does not explicitly identify the gaps between importance and satisfaction. It is possible that a large gap could exist between importance and satisfaction, even though a service may appear in the 'high importance and high satisfaction' quadrant.

Consequently, satisfaction gap analysis was used as the second component in analyzing the results. Gap analysis measures perceived service deficiencies by measuring the level of performance the public expects in relation to a particular service area, and what level of service they perceive is actually delivered. It indicates where effort can best be focused to improve resident satisfaction.

Gap measures were calculated by subtracting the mean satisfaction rating from the mean importance rating for each attribute.

Example:

Importance rating	-	Satisfaction rating	=	Gap score
e.g. 5	-	3	=	2

Usually, ***the larger the gap between importance and satisfaction, the larger the gap between performance in provision of a service and residents' expectations.***

Gap scores for the twelve service areas included in this survey are presented in Figure 2.3.2. The chart ranks service areas from highest gaps to lowest gaps. Those service areas with a gap score significantly above the mean gap score for all services ($\mu = 0.3214$) were categorised as top priority. Services with a gap score statistically equal to the mean gap were given second priority and services with a gap score significantly below the mean gap were given third priority.



FIGURE 2.3.2 SERVICE AREA PERFORMANCE GAPS*

Council Services & facilities	Performance Gap*	Priority Level
Construction & maintenance of local roads, footpaths and kerbing	0.9569	1
Waste Management	0.7235	1
Health & human services	0.6380	1
Environmental activities	0.5992	1
Enforcement of By Laws	0.3595	2
Economic development	0.3504	2
Traffic management & parking	0.2918	2
Culture & education facilities	0.1987	2
Town planning & processing of building applications	-0.0054	3
Recreational services & facilities	-0.0705	3
Appearance of public areas	-0.0635	3
Provision of commercial services & facilities	-0.2163	3

*Calculated by subtracting satisfaction scores from importance scores for each respondent to give a 'performance gap'.

Key results

- 'Roads', 'waste', 'health' and 'environmental management' were the key service areas where there was a significant gap between resident expectations and local government performance. These represent priority areas for Council's attention.



3 LOCAL GOVERNMENT PERFORMANCE

3.1 OVERALL SATISFACTION

At the end of the first section of the survey, respondents were asked to rate the overall performance of Junee Shire Council. The results are provided in table 3.1.1 by demographics of respondent.

TABLE 3.1.1 OVERALL SATISFACTION WITH COUNCIL PERFORMANCE

Service / facility (rank order)	Satisfaction rating (%)				Mean Score (out of 5)
	N/R	Low (1-2)	Medium (3)	High (4-5)	
Overall	0.0	3.0	20.7	76.2	4.0
Age Group*					
18-29	0.0	0.0	29.2	70.8	3.8
30-49	0.0	2.9	27.5	69.6	3.8
50-64	0.0	4.9	16.0	79.0	4.0
65+	0.0	3.1	6.3	90.6	4.4
Sex					
Males	0.0	3.1	22.1	74.8	3.9
Females	0.0	3.0	19.6	77.4	4.0
Area					
Junee Township	0.0	2.9	19.5	77.6	4.0
Rural Area	0.0	3.4	23.6	73.0	3.9

* denotes significant differences



TABLE 3.1.2 PERFORMANCE COMPARISONS WITH OTHER LOCAL GOVERNMENT AREAS

LGA	Satisfaction rating (% of respondents)			Mean score
	Low (1-2)	Medium (3)	High (4-5)	
Junee (2006)	3.0	20.7	76.2	4.0
Penrith (2005)	9.1	37.3	53.6	3.5
Bathurst (2003)	9.0	41.0	50.0	3.5
Parramatta (2002)	8.6	38.7	52.8	3.5
Eurobodalla (2004)	17.0	41.0	42.0	3.3
Goulburn (2006)	19.0	40.3	40.7	3.2
Blue Mountains (2004)	20.0	44.4	35.0	3.1
Benchmark Metro NSW (2005)	14.9	35.5	49.5	3.4
Benchmark Regional NSW (2005)	14.8	33.0	52.3	3.4
Benchmark Rural NSW (2005)	12.3	35.8	51.9	3.5
Benchmark Total NSW (2005)	14.7	35.0	50.3	3.4

Key results:

- Overall 76% of residents surveyed across the Council area provided a high satisfaction rating for the performance of Junee Local Council. A further 21% provided a medium rating, while the remaining 3% indicated a low rating. This translated into an overall mean satisfaction score of 4.0 out of 5.
- The average satisfaction score with Council's performance is in the high range compared with research conducted by IRIS in other Local Government Areas
- Benchmark figures are also displayed for reference. A comparison of Junee Shire's outcome can be compared with the Rural NSW group.
- No significant difference in satisfaction levels was identified across localities or with sex.
- Residents aged 65 years and above were identified to be the most satisfied (91%), with Council's performance.

3.2 SATISFACTION WITH SHIRE'S ROADS

I would like to focus on the Shire's local roads. On a scale of 1 to 5, how satisfied are you with the condition of the Shire's...

TABLE 3.2.1 SATISFACTION WITH SHIRE'S ROADS

Service / facility (rank order)	Satisfaction rating (%)				Mean Score (out of 5)
	N/R	Low (1-2)	Med (3)	High (4-5)	
Town Roads	0.6	17.1	30.3	52.0	3.4
Rural Sealed Roads	2.2	22.7	33.7	41.4	3.2
Rural Unsealed Roads	10.7	32.1	32.0	25.2	2.8

Key results:

- A small majority of residents had a high level of satisfaction with the roads in towns. Around 2 in 5 rated a high level of satisfaction with rural sealed roads, whilst 1 in 4 had a high level of satisfaction with rural unsealed roads. The mean scores are 3.4, 3.2 and 2.8 out of 5 respectively.
- Town roads:
 - Females had a higher level of satisfaction compared to men
 - Satisfaction levels are higher the older resident, with 65+ being the most satisfied.
 - Households with an income less than \$25 000 were more satisfied than other income groups except those earning more than \$100 000.
 - Those households in the Junee Township had a lower level of satisfaction with town roads compared to those in village or rural areas.
- Rural Sealed roads:
 - Again satisfaction levels are higher the older resident, with 65+ being the most satisfied.
 - Households with an income less than \$25 000 were more satisfied than other income groups
 - Households within the Junee Township had a higher level of satisfaction with rural sealed roads compared to those in village or rural areas.



- Rural Unsealed roads:
 - Satisfaction levels are higher the older the resident, with 65+ being the most satisfied.

3.3 DISSATISFACTION WITH SHIRE'S ROADS

Why are you dissatisfied with the condition of the Shire's (town)(rural sealed)(rural unsealed) roads?

In an attempt to further explore the key drivers of resident dissatisfaction with the Shire's roads, respondents were asked to briefly explain the reasons for their dissatisfaction rating with roads. The responses to this question have been presented below for those that gave a satisfaction rating of 2 or less.

TABLE 3.3.1 DISSATISFIED RESIDENTS - TOWN ROADS (RATING OF 1 OR 2 FOR SATISFACTION)

Reason	Count	% of Population	Sample Comment
General disrepair & frequency of maintenance	21	6.4	"Not kept properly due to heavy traffic"
Pot holes	16	4.8	"There are holes in the road everywhere, it's shocking"
Uneven surface	15	4.5	"Road in main street has lumps and pot holes"
Other*	8	2.4	n.a.

* contains all reasons with counts less than 5 cases

TABLE 3.3.2 DISSATISFIED RESIDENTS - RURAL SEALED ROADS (RATING OF 1 OR 2 FOR SATISFACTION)

Reason	Count	% of Population	Sample Comment
General disrepair & frequency of maintenance	28	8.5	"Not fixed properly, not fixed quick enough"
Pot holes	19	4.8	"Pot holes throughout the road"
Roads are too narrow	7	2.1	"Too narrow for two way traffic"
Shoulder needs repair	6	1.8	"Shoulders too elevated on some roads"
Required improved traffic management & signage	5	1.5	"No white line on left hand side of road"
Other*	14	4.2	n.a.

* contains all reasons with counts less than 5 cases



TABLE 3.3.3 *DISSATISFIED RESIDENTS - RURAL UNSEALED ROADS (RATING OF 1 OR 2 FOR SATISFACTION)*

Reason	Count	% of Population	Sample Comment
General disrepair & frequency of maintenance	22	6.7	"Not good enough roads"
Grading	21	6.4	"Too long between grading"
Corrugation	15	4.5	"Too corrugated, need grading and rolling regularly"
Pot holes	14	4.2	"Pot holes are not repaired properly"
Dangerous driving conditions	8	2.4	"Some are dangerous in wet weather"
Rough road surface	7	2.1	"Road surfacing – needs attention"
Not sealed properly	5	1.5	"Time they got sealed"
Other*	22	4.2	n.a.

* contains all reasons with counts less than 5 cases

Key results:

Of those that answered these three questions the most popular reason for dissatisfaction with roads was the general disrepair and frequency of maintenance of roads in the Council area. Pot holes were mentioned frequently in relation to sealed roads in both the town and rural areas. High on the list for rural unsealed roads is the frequency of grading to deal with the corrugation.

3.4 VALUE FOR MONEY

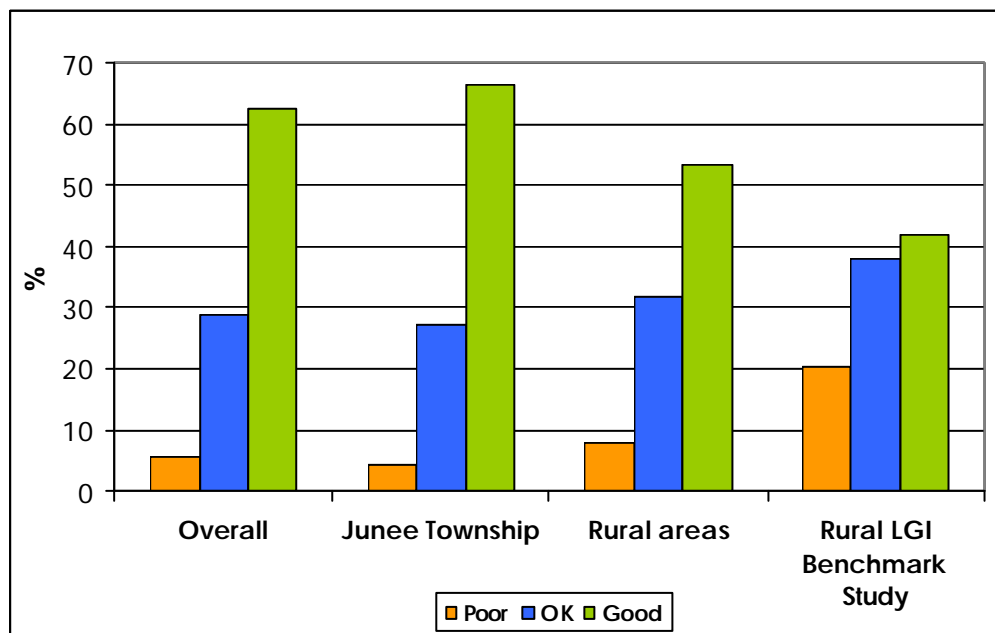
Please tell me if you think that the services provided by Junee Shire Council are value for money in terms of what your household pays in rates and other Council charges. Please use a scale of 1 to 5, where 1 means you think the services provided by Council are very poor value and 5 means they are good value.

TABLE 2.2.1 VALUE RATINGS FOR COUNCIL SERVICES

Service / facility (rank order)	Value for money rating (%)				Mean Score (out of 5)	Mean Score (out of 5) LGI - Rural
	N/R	Poor (1-2)	OK (3)	Good (4-5)		
Overall	3.0	5.7	28.6	62.6	3.8~	n.a
Junee Township	1.7	4.6	27.4	66.4	3.8*	n.a
Rural areas	6.8	7.9	31.8	53.4	3.6*	n.a
Rural LGI Benchmark Study	1.3	20.3	38.0	41.8	n.a	3.3~

*~ denotes significant differences

FIGURE 4.3.1: RESIDENT OPINION ON 'VALUE FOR RATE DOLLAR'





Key results:

- Overall around 63% of residents indicated the rates they paid to Council were good value for the range of services and facilities they received. Although high evaluations were reported by both the Junee Township and surrounding rural areas, it was seen that Junee township residents rated a higher value.
- Compared to the rural component of the LGI benchmark study, Junee residents have a significantly higher perception of value for Council's service versus the benchmark.
- The 65+ age group rated the value significantly higher than other age groups.
- No other significant differences were found against the remaining demographic variables.

4 STRATEGIC PLANNING ISSUES

4.1 LIKE ABOUT LIVING IN THE JUNEES SHIRE AREA

Whether it was directly related to services provided by the Council or not, residents were given the opportunity to nominate what they liked and disliked about living on the Junee Shire Council area.

FIGURE 4.1.1: LIKES FOR LIVING IN THE JUNEES SHIRE

Reason	Count	% of Cases (n = 330)	Sample comment
Friendly people / Community spirit	120	36.4	"Friendly & warm people, close community"
Quiet lifestyle	54	16.4	"Quiet & peaceful"
Rural Environment	40	12.1	"Rural community life"
Proximity to large urban centres	23	7.0	"Close proximity to Wagga"
Overall like the lifestyle	19	5.8	"Easy living"
Access to important services & facilities	16	4.8	"Has a good range of facilities"
Safety	15	4.5	"It is good & safe for young families"
Clean & tidy town	15	4.5	"Town is very tidy and wonderful"
Sports facilities	9	2.7	"Sports recreation centre"
Relaxed atmosphere	7	2.1	"Laidback lifestyle"
Progressive Council	7	2.1	"Council is pro-active"
Proximity to family & friends	7	2.1	"Close to family"
Other *	14	4.2	n.a

*contains all reasons with counts less than 5 cases

Key results:

The most popular reason to like about living in the Junee Shire is the friendly people/Community spirit (36%) followed by the quiet lifestyle (16%) and the rural environment (12%).

4.2 DISLIKES ABOUT LIVING IN THE JUNEE SHIRE AREA

FIGURE 4.2.1 DISLIKES FOR LIVING IN THE JUNEE SHIRE

Reason	Count	% of Cases (n = 330)	Sample comment
Jail	36	10.9	"The jail & the people it brings to town"
Shopping facilities	18	5.5	"Lack of shopping variety"
Undesirable element	16	4.8	"ex-jailed people now living in the area"
Isolated	11	3.3	"Too far from Wagga"
Water	10	3.0	"Weather conditions with the drought"
Roads/road safety/footpaths	10	3.0	"Improvements to roads"
Employment opportunities	8	2.4	"Lack of employment"
Youth facilities	7	2.1	"Not much to do for kids"
Healthcare	6	1.8	"Lack of medical facilities"
Public transport	6	1.8	"Lack of public transport"
Entertainment/recreation facilities	5	1.5	"Lack of entertainment in the shire"
Small town mentality	5	1.5	"Small town gossip"
Other*	39	11.8	n.a

*contains all reasons with counts less than 5 cases

Key results:

The major dislikes about living in the Junee Shire is the Jail (11%) followed by the shopping facilities (6%) and the undesirable element (5%).

4.3 MAJOR ISSUE OF CONCERN

Residents were asked to nominate the major issue of concern to them. This section provides a summary of the major issues mentioned by respondents for this question.

Major Issue	% of Cases (n = 330)	Typical themes
Roads	8.5	Condition & maintenance of roads Kerb & guttering Time taken before roads repaired
Economic development	7.9	Stimulate employment to keep youth in area Attract population for growth of area
Unemployment	6.7	Young people forced to leave for employment
Facilities for youth / children	6.7	Need entertaining Getting into mischief Traveling to Wagga Wagga for entertainment
Jail & Undesirable element	6.0	Presence of drugs in the community Family of prisoners relocate to town Ex-prisoners remain in town after release Safety
Healthcare	3.6	New hospital More doctors & dentists
Aged care	2.1	Require more aged care Retirement villages
Population	1.8	Growth will generate economic development
Water	1.8	Concerns of supply due to drought
Transport	1.8	Not enough services available
Rates	1.8	Increasing rates Value for money
Housing development	1.5	Shortage of residential land Affordable housing Overdevelopment
Funding for Council	1.5	To improve roads Maintain current facilities
Other *	15.8	n.a

*contains all reasons with counts less than 5 cases

Key results:

The major issues of concern for the Junee Shire are roads (9%) economic development (8%) and unemployment (7%).

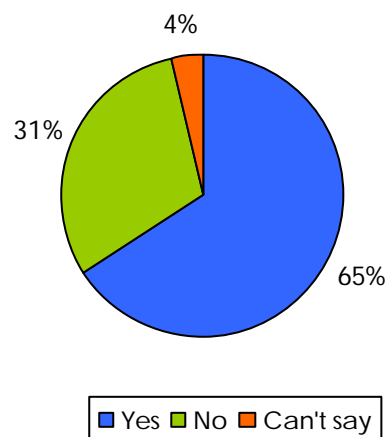
4.4 PROVISION OF SPORTS FIELDS

Respondents were asked about their attitudes towards the source of revenue used for the provision of Council sports fields. Chart 4.4.1 illustrates the proportion of resident's agreement to introducing a user pays player fee.

In the Junee Shire the provision and up keep of sports fields are paid for out of general income. Do you agree with the principle of recouping part of this cost by introducing a small general player fee of around a few dollars?

CHART 4.4.1

Provision of Sports Fields - Agreement with Player Fee (%)



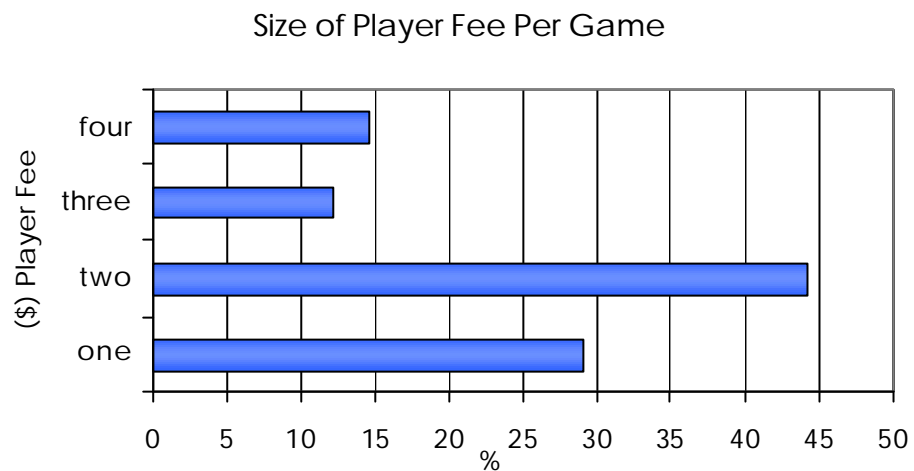
Base: All residents

Key results:

- Around 2 in 3 residents indicated agreement that a small fee should be charged to players.

Chart 4.4.2 illustrates the proportion of residents supporting a range of potential fees for players.

CHART 4.4.2



Base: % of people agreeing a player fee should be levied

Key results:

- Of the people that agreed a small fee should be charged to users of sports fields, 29% believe the levy should be \$1, 44% believe the player levy should be \$2, 12% think the player levy should be \$3 and around 15% believe it should be \$4.
- The average charge is \$2.4 per player to use the sports field per game.
- No difference was seen in the average price charged by any of the demographic variables.

5 LOCAL GOVERNMENT FINANCING

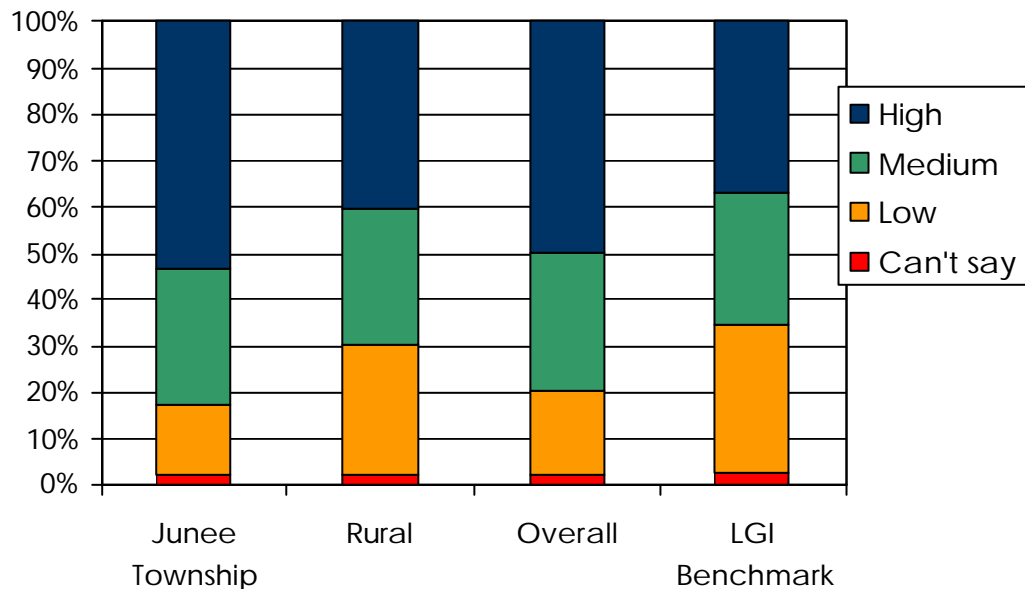
5.1 SERVICE PROVISION AND RESIDENTIAL RATES

The services provided by Local Government need to be funded properly and delivered in a way that meets community standards.

A particular challenge facing Local Councils is the funding of essential community services and infrastructure. Residents were asked whether they would be prepared to pay higher Council rates for better services or facilities or whether they were prepared to accept fewer local services and facilities by keeping rate rises to a minimum.

Question: To what extent do you agree with the statement "I would rather see Council rates rise than see cuts in local services?"

FIGURE 5.1.1: RESIDENT PREFERENCE FOR HIGHER RATES RATHER THAN SERVICE CUTS



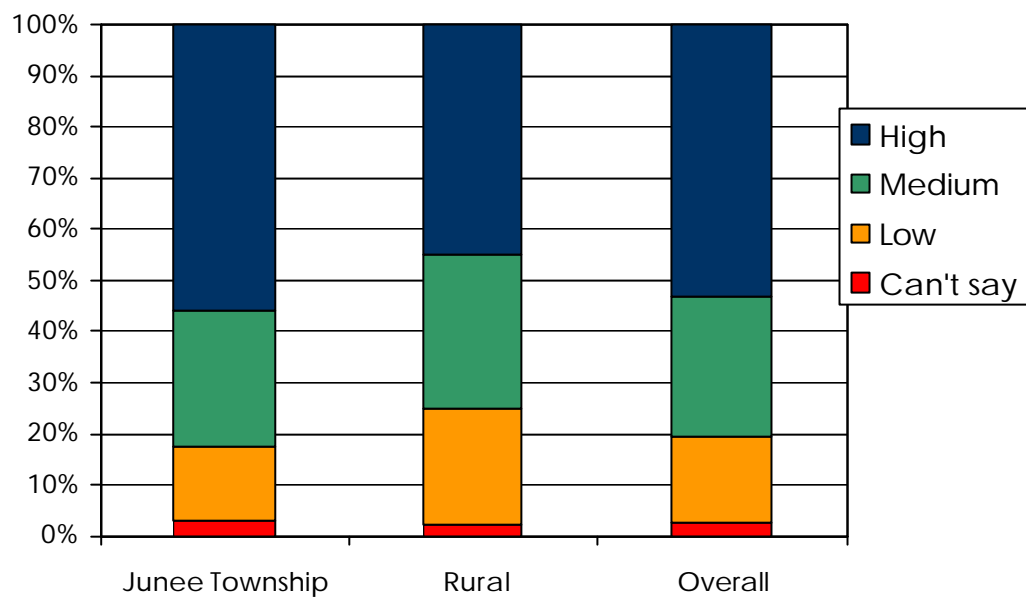


Key results:

- Overall 50% rated a high agreement to the statement ‘I would rather see Council rates rise than see cuts in local services’. Nineteen percent opposed the idea, with 29% providing a moderate rating. It would appear that if Junee Council were to increase residential rates to avoid any major cuts in the range of Council Services and facilities, as high as 80% of residents would either be neutral through to strong agreement to such a proposal. The mean agreement score for the idea was 3.4 out of 5.
- Junee residents overall were more likely to agree with the statement compared to the rural benchmark LGI study.
- Analysis showed that residents in the Junee Town centre are more likely to agree with the statement than those living in a village or a farm.
- No other major significant differences were identified by other demographic variables.

Question: To what extent do you agree with the statement “I would be happy to pay a little more in Council rates to fund essential improvements in services and facilities?”

FIGURE 5.1.2: RESIDENT PREFERENCE FOR HIGHER RATES TO FUND ESSENTIAL IMPROVEMENTS

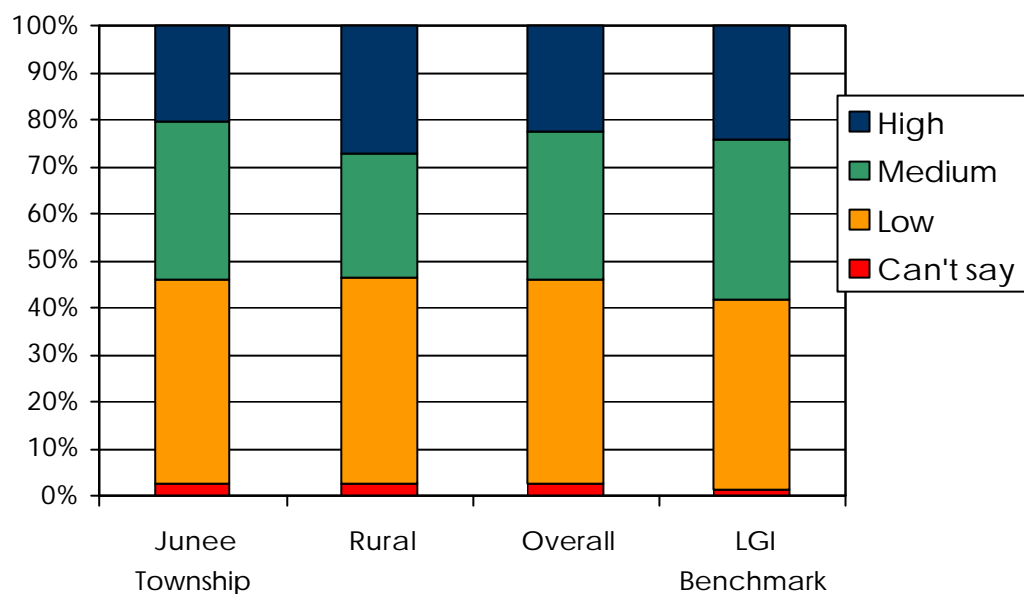


Key results:

- Again when residents were presented with a slight variation of the proposal, a similar level of support (53%) was shown for the retention of critical local government services and facilities despite a necessary rate increase. Around 1 in 6 residents surveyed disagreed with the proposal to increase rates to fund essential services (17%). Whilst 28% have a moderate level of agreement with the proposal. The mean agreement score for the idea was 3.5 out of 5.
- Residents in the Junee Township were more likely than those in villages or on farms to agree with the concept of paying a little more to fund essential services and facilities.
- No other major significant differences were identified by other demographic variables.

To what extent do you agree with the statement “Council rate rises should be kept to a minimum even if it means that local services are cut?”

FIGURE 5.1.3: RESIDENT PREFERENCE FOR MINIMUM RATE INCREASES EVEN IF IT MEANS LESS SERVICES



Key results:

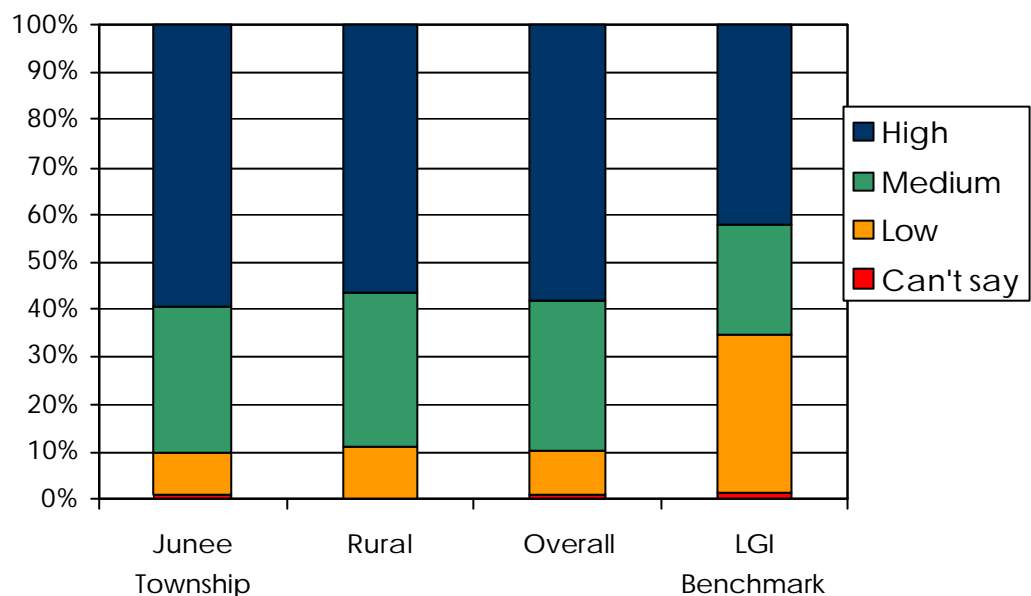
- More than 2 in 5 residents surveyed were not willing to trade-off reductions in service provision by local government, even if it means the level of rate rises are kept to a minimum. Around 1 in 3 residents have a moderate level of agreement with the proposal whilst only 1 in 5 strongly supported the proposal. The mean agreement score for the idea was 2.7 out of 5.
- There were no differences between the views of Junee Council resident and those obtained in the rural LGI benchmark study.
- Analysis by income group showed those residents with a household income of less than \$50 000 are on average more likely to have a higher agreement than other income groups towards the proposal.

5.2 RESPONSIBILITY FOR FIXING RESIDENTIAL RATES

Community perceptions concerning who should be responsible for setting residential rates and the ability of local government to manage finances were measured in the survey. Respondents were first asked the following question.

To what extent do you agree with the statement “on the whole I trust Junee Shire Council to set its own rates and charges and spend the money efficiently on relevant local services?”

FIGURE 5.2.1 RESIDENT TRUSTWORTHINESS IN COUNCIL SETTING ITS OWN RATES AND SPENDING PROCEEDS EFFICIENTLY



Key results:

- A majority of residents agreed (59%) compared to those that disagreed (10%) with the concept of “trusting” their local Council to set its own rates and charges and spend the money efficiently. Around 1 in 3 Junee Council residents provided a medium level of agreement (score of 3). The mean score for the question was 3.6 out of 5.
- Junee Council residents were more likely provide a higher agreement rating compared to the LGI rural benchmark study.

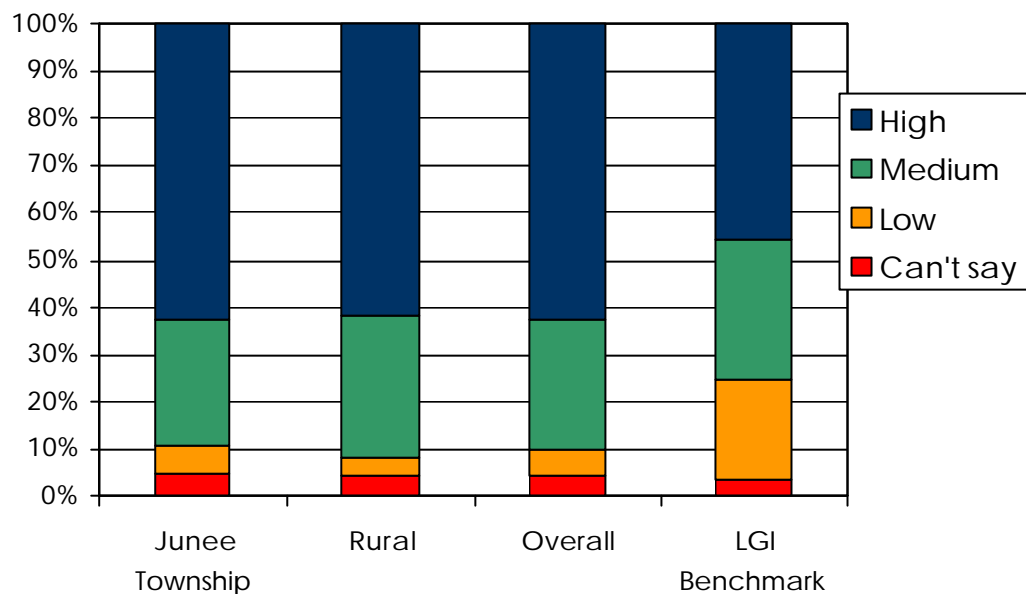


- Agreement appears to vary by household income with those earning less than \$25 000 most likely to agree and those earning greater than \$100 000 the least likely to agree with the concept of trusting Council to sets its own rates and charges for spending efficiently on relevant local services.

The following question was also proposed.

To what extent do you agree with the statement "I have more confidence in Junee Shire Council than in the State Government when it comes to revenue raising and spending?"

FIGURE 5.2.2 RESIDENT CONFIDENCE IN COUNCIL VS. STATE GOVERNMENT TO RAISE REVENUE AND SPEND IT



Key results:

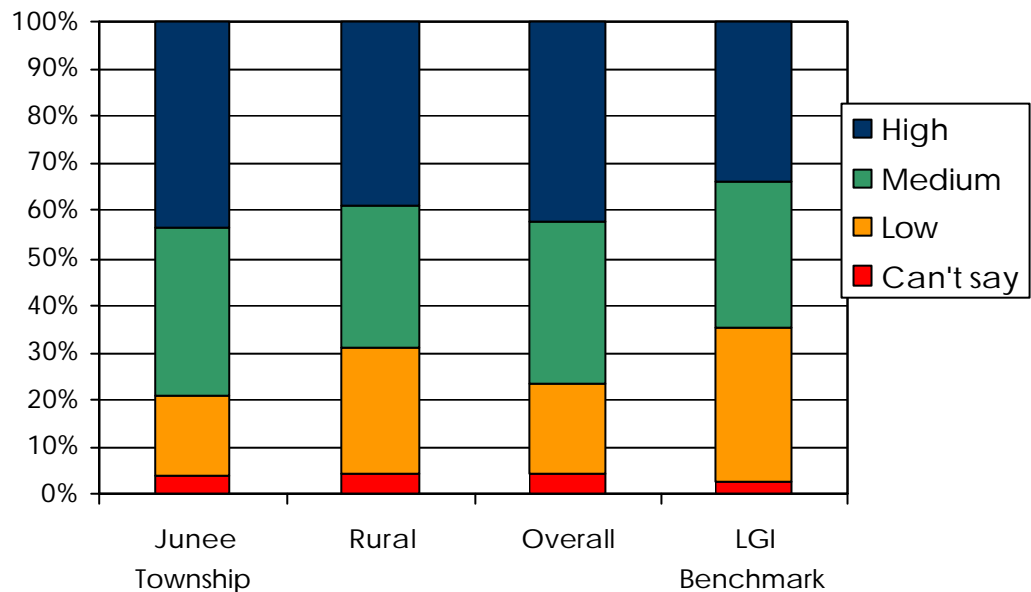
- Overall, the majority of residents (62%) have a high level of agreement on the issue of community trust of Local over State government when comes to financial management. 6% suggested they have less confidence in their local council while 28% provided a medium agreement rating. The mean score for the question was 3.8 out of 5.
- There is evidence of a positive correlation between age group and confidence in Local Council. In particular the 65+ age group is most likely to have a high level of agreement with this statement compared to other younger age groups.
- Those residents with a household income less than \$25 000 are more likely to rate a higher agreement than other age groups.

5.3 COMMUNITY ENGAGEMENT

An objective of the survey was to measure community perceptions on Local Government consultation in the Junee Shire Council area. The following question was asked.

To what extent do you agree with the statement “Junee Shire Council engages the community in discussions about possible changes to rates and/or services?”

FIGURE 5.3.1 RESIDENT PERCEPTION OF WHETHER LOCAL COUNCILS ENGAGE THEIR COMMUNITY



Key results:

- Around 2 in 5 households within the Council area have a high level of agreement in regards to Junee Council engaging them in community consultation. Only 19% believed that Council did not provide avenues for community engagement whilst 1 in 3 had a moderate level of agreement to the statement. The mean agreement score was 3.3 out of 5.
- Rural residents in the LGI benchmark study are more likely to rate a lower level of agreement on the issue on Local Council engaging them in consultation compared to residents in the Junee Council area.



- Analysis showed agreement varied by age group with the 65+ age group more likely to rate a higher level of agreement than some younger age groups.
- Agreement also varied by income groups, with those households earning less than \$25 000 being more likely to agree than other income groups.

5.4 PRIORITIES FOR COUNCIL SPENDING

I am now going to read out a range of services that Local Councils provide to the community. Can you tell me for each area whether you would like your Council to spend more, spend the same or spend less?

TABLE 5.4.1 SPENDING ON COUNCIL SERVICES & FACILITIES-ALL AREAS

Service Area	Proportion of Respondents (%)			
	Spend More	Spend Same	Spend Less	Can't Say
Health and Human Support services	57.4	41.2	1.2	0.2
Roads, footpaths and kerbing	55.2	42.0	2.5	0.2
Culture and education	47.8	49.5	2.7	0.2
Environment	46.4	50.4	3.0	0.2
Economic development	45.5	51.3	3.2	0.2
Waste management	33.4	64.0	2.4	0.2
Recreation	30.4	63.4	6.2	0.2
Traffic management and Parking	28.5	62.2	9.0	0.2
Commercial services	27.9	69.6	2.6	0.2
Town Planning	25.1	68.1	6.8	0.2
Appearance of Public Areas	18.2	78.3	3.6	0.2
By laws	15.3	73.6	11.1	0.2

Key results:

- In line with the benchmark LGI study, a majority of Junee residents surveyed believed their local council needed to spend more money on health and human support services and on roads, footpaths and kerbing.
- For the remaining items a majority of Junee residents suggested that spending should remain at current levels.
- Around 10% of the community indicated that Council could spend less in the areas of Traffic management and parking along with the enforcement of By laws.
- Town planning and recreation services and facilities were identified by more than 5% of respondents as possible areas for reducing Council expenditure.



Appendices

APPENDIX 1:
Survey Methodology

APPENDIX 2:
Survey Response

APPENDIX 3:
Questionnaire

APPENDIX 4:
Survey accuracy & confidence interval estimation



APPENDIX 1: SURVEY METHODOLOGY

SAMPLE DESIGN

A telephone-based survey, aiming to secure a response from approximately 330 residents (around 101 from village and rural areas and 229 from Junee Township) from throughout the Junee Shire LGA, was used. The survey unit was permanent residents of the Junee Shire Council area for 6 months or longer. Respondents also had to be aged 18 years or older to qualify for an interview. The 2001 Census was used to establish quotas to ensure a good distribution of response by age and sex was achieved (See Appendix 2).

The sample base for the survey was the electronic White Pages. This sample is known to be sub optimal, as the churn of telephone numbers due to people moving and new numbers being added as dwellings are occupied affects about 12% to 15% of possible numbers. To deal with these issues, we began with the population of numbers listed in the telephone book and added new and unlisted numbers using a technique called the 'half open' method. In this method, all numbers were incremented by five to create new numbers in the 'gaps' between the listed numbers. The resultant universe of numbers was then de-duplicated to remove any numbers that may be repeated. This process was repeated five times to create a new, theoretical universe of telephone numbers. This provided the opportunity for all potential numbers to be selected in the sample. This equal and known opportunity for selection is the first criterion of good random sampling.

Once the potential universe of numbers had been generated, a computer programme was used to randomise the database. Following this, another computer programme was used to take a sequential sample (e.g. every 110th number) from the database. Unique strata within the numbers universe were developed for each planning area. Therefore the sample was geographically stratified and evenly distributed within strata. This process gave a very even distribution of potential numbers across the whole survey area and within the two survey sub areas. Every household therefore had an equal and known chance of selection and every part of the survey area received a fair proportional representation in the final sample drawn.



DATA COLLECTION

Interviews were conducted over the period 19th September to 21st September weekday evenings between 4.30 and 8.30 p.m. If the selected person was unavailable at that time to do the survey, callbacks were scheduled for a later time or day. Unanswered numbers were retried three times throughout the period of the survey. These procedures ensure a good sampling process from the sample frame used so that statistical inferences could be made about the entire resident population.

Following the close of the main survey period, additional interviews were conducted, according to need, in those age groups that were under represented. During this part of the sampling process, a quota sampling procedure was employed to ensure that adequate numbers in all age groups were selected for interview. This eliminated the need for heavily weighting the survey data.

Non-private numbers and faxes reached during the selection process were excluded from the sample.

The survey was implemented under IQCA quality guidelines. Interviews were conducted using our computer-aided telephone interviewing (CATI) system. Continuous interviewer monitoring was used and post interview validations were conducted within five days of the close of the survey.

APPENDIX 2: SURVEY RESPONSE

RESPONSE PERFORMANCE

At the end of the survey period, 330 completed interviews had been collected. Table A2 below shows the compliance rate achieved for the entire sample. The compliance rate is the number of refusals as a proportion of completed surveys plus refusals. A compliance rate of 73% is excellent for a survey of this type.

Table A2 **Survey compliance rate**

Response sequence	Outcome
Interviews	330
Refusals	122
<i>Valid contacts (Excludes disqualified – businesses, out of area, under 16yrs etc)</i>	454
Compliance rate	73%

SAMPLE CHARACTERISTICS

Location

At the end of the survey period, 330 completed interviews had been collected. Table A 2.1 illustrates a breakdown of response by geographical location of respondent. When compared to ABS 2001 Census figures, this breakdown broadly reflects the general population distribution in the LGA.

Table A4 **Regional stratification of sample**

Sample groups	Target Response	% of sample	Actual Response	% of sample
June Township	239	72.0	229	69.4
Rural or village	91	28.0	101	30.6
Total	300	100.0	330	100.0



Demographics

Table A2.2 shows the sex and age composition of the sample compared to the ABS 2001 Census figures. The table demonstrates a very good age by sex distribution was achieved. Given the level of response to the survey and the fact that it represents a good random cross-section of the Council area the findings presented in this report provide a sound basis for gauging community opinion.

Table A2.2 Junee Shire Council area - Age by Sex Distribution

Age	Proportions (%)					
	Males		Females		Total	
	Sample	Census	Sample	Census	Sample	Census
18-29 years	4	7	6	7	10	14
30-49 years	17	21	22	21	38	42
50-64 years	15	13	14	12	28	25
65+ years	10	8	12	11	23	19
Total	46	49	54	51	100	100



APPENDIX 3: QUESTIONNAIRE



INTRODUCTION

Hello, my name is from IRIS, a community research organisation. We are conducting a survey about services and facilities provided by Junee Shire Council and we are interested in the views of a person in your household.

Could I speak to the permanent resident of this household who had the most recent birthday, and is 18 years or older? [IF NOT AT HOME ARRANGE A CALLBACK]

[IF RESPONDENT IS NOT THE FIRST CONTACT, REPEAT INTRO]

Just to give you some background, the information provided by respondents is completely confidential and will help Council to better understand and meet the diverse needs of its residents.

SCREENING

Before we start, I just have to make sure you qualify for an interview.

Firstly, is this household in the Junee Shire? [IF NOT TERMINATE]

And, have you lived in the Junee Shire for longer than 6 months? [IF NOT TERMINATE]

Great, you qualify for an interview! I just have to inform you that my supervisor may monitor this call for feedback and training purposes.

Do you live in Junee Township, a village or on a rural farm or property?

1. Junee Township
2. Village
3. Rural farm or property
4. Not stated



SECTION 1: ROLE & PERFORMANCE OF COUNCIL (IMPORTANCE & SATISFACTION RATINGS)

Q 1.1

In this first section I will read out a list of service and facilities provided to the community by Junee Shire Council .

For each I will ask you how important the service is to you personally on a scale of 1 to 5. In the scale, a score of 1 means that the service is not at all important and a score of 5 means that the service is very important to you.

I will also ask you how satisfied you are with Junee Council's performance in the delivery of these services and facilities. This will involve a scale of 1 to 5, where 1 means you are very dissatisfied and 5 means you are very satisfied.

IMPORTANCE SCALE

- 1 Not at all important
- 2 ...
- 3 ...
- 4 ...
- 5 Very important
- 6 CANT SAY

PERFORMANCE SCALE

- 1 Very dissatisfied
- 2 ...
- 3 ...
- 4 ...
- 5 Very satisfied
- 6 CANT SAY

1. Construction and maintenance of Local Roads, Footpaths and Kerbing (excluding highways and main roads).
2. Health and Human support services and facilities including aged, child and youth services
3. Recreation services and facilities including swimming pools, sports fields.
4. Culture and education services and facilities including libraries, and public buildings for cultural use.
5. Waste management
6. Appearance of public areas including provision and up keep of local parks
7. Traffic management and parking facilities
8. Enforcement of By Laws e.g. food, health, and animal control
9. Economic Development e.g. business and tourism promotion.
10. Environmental activities e.g. including storm water, land care
11. Town planning and timely processing of building applications.
12. The provision of commercial services such as sewerage services and caravan parks



I would now like to focus on the Shire's local roads. On a scale of 1 to 5, where 1 means highly dissatisfied and 5 means highly satisfied, how satisfied are you with the condition of the Shire's.....

1. Town Roads
2. Rural sealed roads
3. Rural unsealed roads

For respondents providing a rating of 1 or 2. ASK: Why are you dissatisfied with the condition of the Shire's....

1. Town Roads
2. Rural sealed roads
3. Rural unsealed roads

Q 1.2A

Given the answers you have just provided, how would you rate your overall satisfaction with Junee Shire Council as an organisation?

Again, we will use a scale of 1 to 5 where 1=very dissatisfied and 5=very satisfied.

- 1 Very dissatisfied
- 2 .
- 3 .
- 4 .
- 5 Very satisfied
- 6 CAN'T SAY / DECLINED

Q 1.2B [SKIP IF Q 1.2A > 2]

You said that you were dissatisfied with Council's overall performance. In just a few words, what is your main reason for feeling that way?

[80 CHARACTER TEXT BOX]

Q1.2C

Please tell me if you think the services and facilities provided by Junee Shire Council are value for money in terms of what your household pays in rates and other Council charges. Please use a scale of 1 to 5, where 1 mean you think the services provided by Council are very poor value and 5 means they are very good value. [IF THE PERSON RENTS REMIND THEM THAT THEIR RATES ARE INCLUDED IN THEIR RENTS]

1. Very poor value
2. .
3. .
4. .
5. Very good value
6. Can't say



SECTION 2: LIKES/DISLIKES & LOCAL/CITYWIDE CONCERNS

Council is interested in other issues not directly related to the services they provide. I am going to ask you to tell me about a number of issues related to quality of life in the Junee Shire area.

First I want to ask some questions about the Shire as a whole.

Q 2.1 What do you like MOST about living in the Junee Shire?
[80 CHARACTER TEXT BOX]

Q 2.2 What do you like LEAST about living in the Junee Shire?
[80 CHARACTER TEXT BOX]

Q 2.3A Now for the Junee Shire overall, what do you see as the major issue of concern?
[80 CHARACTER TEXT BOX]

Q 2.3B Why would you say that?
[80 CHARACTER TEXT BOX]

SECTION 3: COUNCIL FINANCES

Now I want to ask some questions about the financing of services and facilities by Junee Shire Council.

Could you tell me the extent you agree or disagree with the following statements. Rate your level of agreement with the statement on a scale of 1 to 5, where 1 means you strongly disagree and 5 means you strongly agree,

- 3.1 I would rather see council rates rise than see cuts in local services?
- 3.2 I would be happy to pay a little more in Council rates to fund essential improvements in services and facilities?
- 3.3 Council rate rises should be kept to a minimum even it means that local services are cut?
- 3.4 Junee Shire Council engages the community in discussions about possible changes to rates and/or services?
- 3.5 On the whole I trust Junee Shire Council to set its own rates and charges and spend the money efficiently on relevant local services?
- 3.6 I have more confidence in Junee Shire Council than in the State Government when it comes to revenue raising and spending?
- 3.7 I am now going to read out a range of services that Junee Shire Council provides to the community. Can you tell me for each area whether you would like the Council to spend more, spend the same or spend less? (RANDOMLY PRESENT)
 - Roads, footpaths and kerbing
 - Health and human support services
 - Traffic management and parking



- Environment
- Appearance of public areas
- Town Planning
- Recreation facilities
- Commercial services
- By laws
- Culture and education
- Economic development
- Waste management

3.8 In the Junee Shire the provision and up keep of sports fields are paid for out of general income. Do you agree with recouping part of this cost by introducing a small general player fee of around a few dollars?

1. Yes
2. No
3. Cant say

3.9 **IF YES:** What do you believe is a reasonable player fee to levy per game? (READ OUT OPTIONS UNTIL RESPONDENT REACHES MAXIMUM AGREEMENT VALUE)

1. \$1
2. \$2
3. \$3
4. \$4
5. \$5
6. \$6
7. \$7
8. \$8
9. \$9
10. \$10
11. More than \$10

SECTION 4: RESPONDENT CHARACTERISTICS

Finally, I'd just like to ask you a few questions to help qualify your responses.

SEX

Hearing your voice I presume you are a ...

- 1 Male
- 2 Female

AGE

Are you above or below 40 years of age? Which of the following age brackets do you fall into?

1. 18 to 29
2. 30 to 49
3. 50 to 64
4. 65+
9. Refused to say



INCOME

Could you stop me when I reach the annual household income of all people living in that dwelling?

- 1 Up to \$25,000
- 2 Over \$25,000 up to \$50 000
- 3 Over \$50 000 up to \$75 000
- 4 Over \$75,000 up to 100 000
- 5 Over \$100,000
- 6 Can't say/refused

RESIDE

How long have you personally lived in the Junee Shire?

- 1 Up to 1 year
- 2 Greater than 1, but less than 5 years
- 3 Greater than 5, but less than 10 years
- 4 Greater than 10, but less than 15 years
- 5 Greater than 15 years

LOCALITY

And what is the name of the town/locality where you live?

Bethungra	Junee Reefs
Dirnaseer	Marinna
Erin Vale	Old Junee
Eurongilly	Wantabadgery
Harefield	Wantiool
Illabo	Yathella
Junee	

OWNERSHIP

Do you or your family pay Council rates or do you leave this to the landlord if your rent?

- 1. Pay Council rates ourselves
- 2 Land lord pays Council rates

NAME

Finally, could you tell me your first name as my supervisor audits 1 in 10 of my calls as part of our quality control process?

CONCLUSION

That completes our interview. As this is market research, you can be assured that it is carried out in full compliance with the Privacy Act and the information you provided is only used for research purposes.



Again, my name isand my supervisors name is Judy. If you have any questions about this survey, or would like further information about IRIS Research, you can call our office between 9am and 5pm weekdays on 4229-4777. Thank you for your time.

END.



APPENDIX 4: SURVEY ACCURACY & CONFIDENCE INTERVAL ESTIMATION

Survey accuracy

Some level of random error affects all estimates in this report. This means that although reported estimates may be close to the actual population parameter, they may still represent value which is over or under estimated. For example, it is highly unlikely that exactly the same results would be achieved should the study be repeated.

However, according to statistical theory it is possible to work out the accuracy of the results by creating a 95% confidence interval around each estimate. In doing so, one can be 95% certain that the true proportion of the population will lie somewhere within the calculated interval.

In order to work out a confidence interval, the size of the sub-sample must be known. The table on the next page can be used to work out the confidence interval for any estimated proportion.

Creating a 95% confidence interval

First, find the column that most closely corresponds to the sub-sample of interest (i.e. the number of people who answered that particular question). An 'n value', representing the size of the sub-sample, should be shown in your report. For example, if $n=329$, then use the column with 350.

Secondly, find the row that most closely corresponds to the percentage estimate around which you wish to build a confidence interval. For example, if the estimated proportion is 18%, then use the row with 20%.

Finally, to create your confidence interval, add and subtract the percentage value found in the table from your estimate. For example, if the suggested table value is 4.3% and your estimate is 18%, take $18 \pm 4.3\%$. In this case the interval would range from 13.7% to 22.3



Size of sub sample

Proportion	25	50	75	100	125	150	175	200	250	300	350	400	500	600	700	800	900	1000
5%	8.7%	6.2%	5.0%	4.4%	3.9%	3.6%	3.3%	3.1%	2.8%	2.5%	2.3%	2.2%	1.9%	1.8%	1.6%	1.5%	1.5%	1.4%
10%	12.0%	8.5%	6.9%	6.0%	6.4%	4.9%	4.5%	4.2%	3.8%	3.5%	3.2%	3.0%	2.7%	2.4%	2.3%	2.1%	2.0%	1.9%
15%	14.3%	10.1%	8.2%	7.1%	6.4%	5.8%	5.4%	5.0%	4.5%	4.1%	3.8%	3.6%	3.2%	2.9%	2.7%	2.5%	2.4%	2.3%
20%	16.0%	11.3%	9.2%	8.0%	7.2%	6.5%	6.0%	5.7%	5.1%	4.6%	4.3%	4.0%	3.6%	3.3%	3.0%	2.8%	2.7%	2.5%
25%	17.3%	12.2%	10.0%	8.7%	7.7%	7.1%	6.5%	6.1%	5.5%	5.0%	4.6%	4.3%	3.9%	3.5%	3.3%	3.1%	2.9%	2.7%
30%	18.3%	13.0%	10.6%	9.2%	8.2%	7.5%	6.9%	6.5%	5.8%	5.3%	4.9%	4.6%	4.1%	3.7%	3.5%	3.2%	3.1%	2.9%
35%	19.1%	13.5%	11.0%	9.5%	8.5%	7.8%	7.2%	6.7%	6.0%	5.5%	5.1%	4.8%	4.3%	3.9%	3.6%	3.4%	3.2%	3.0%
40%	19.6%	13.9%	11.3%	9.8%	8.8%	8.0%	7.4%	6.9%	6.2%	5.7%	5.2%	4.9%	4.4%	4.0%	3.7%	3.5%	3.3%	3.1%
50%	20.0%	14.1%	11.5%	10.0%	8.9%	8.2%	7.6%	7.1%	6.3%	5.8%	5.3%	5.0%	4.5%	4.1%	3.8%	3.5%	3.3%	3.2%
60%	19.6%	13.9%	11.3%	9.8%	8.8%	8.0%	7.4%	6.9%	6.2%	5.7%	5.2%	4.9%	4.4%	4.0%	3.7%	3.5%	3.3%	3.1%
65%	19.1%	13.5%	11.0%	9.5%	8.5%	7.8%	7.2%	6.7%	6.0%	5.5%	5.1%	4.8%	4.3%	3.9%	3.6%	3.4%	3.2%	3.0%
70%	18.3%	13.0%	10.6%	9.2%	8.2%	7.5%	6.9%	6.5%	5.8%	5.3%	4.9%	4.6%	4.1%	3.7%	3.5%	3.2%	3.1%	2.9%
75%	17.3%	12.2%	10.0%	8.7%	7.7%	7.1%	6.5%	6.1%	5.5%	5.0%	4.6%	4.3%	3.9%	3.5%	3.3%	3.1%	2.9%	2.7%
80%	16.0%	11.3%	9.2%	8.0%	7.2%	6.5%	6.0%	5.7%	5.1%	4.6%	4.3%	4.0%	3.6%	3.3%	3.0%	2.8%	2.7%	2.5%
85%	14.3%	10.1%	8.2%	7.1%	6.4%	5.8%	5.4%	5.0%	4.5%	4.1%	3.8%	3.6%	3.2%	2.9%	2.7%	2.5%	2.4%	2.3%
90%	12.0%	8.5%	6.9%	6.0%	6.4%	4.9%	4.5%	4.2%	3.8%	3.5%	3.2%	3.0%	2.7%	2.4%	2.3%	2.1%	2.0%	1.9%
95%	8.7%	6.2%	5.0%	4.4%	3.9%	3.6%	3.3%	3.1%	2.8%	2.5%	2.3%	2.2%	1.9%	1.8%	1.6%	1.5%	1.5%	1.4%





JUNEE SHIRE COUNCIL

IRIS RESEARCH COMMUNITY SURVEY

September 2011

ATTACHMENT 7





Insight for
Business & Government

2011 Junee Shire Council Community Survey Management Report

Prepared for



Prepared by
IRIS Research Ltd

September 2011

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Executive summary

Overall satisfaction with Council performance

The level of satisfaction amongst the community with Council's performance is impressive. Seventy six percent indicated Council's performance was high, 18% suggested it was medium and 6% provided a low rating. An overall mean score of 3.96 out of five was achieved which remains statistically unchanged from the 2006 measure of 4.0. Generally those people aged 65+ had a significantly higher level of satisfaction compared to other age groups, whilst 18 to 29 year olds had the lowest levels of satisfaction towards Council's performance.

Prioritising services and facilities

Given the range of services and facilities that Council has to manage, it can often be a difficult task to prioritise amongst them. One of the main objectives of this report was to identify the key drivers of resident satisfaction via a deeper analysis of the importance and satisfaction data provided by residents on 24 Council services and facilities. The raw data was passed through 3 forms of analysis, 1) quadrant, 2) gap, and 3) regression. By passing the data through the three forms of analysis it acts as filter, which captures the services and facilities that Council should focus on first.

Table E1 highlights the 9 services and facilities that were picked up by each form of analysis. Of these 9 that were identified, 3 overlapped in all forms of analysis, providing confirmation that Council should give priority to investing in these 3 services and facilities: maintaining town roads, consulting with the community, and Council leadership and advocacy.

Table E1 Quadrant, Gap & Regression summary – Services & facilities that need improving

	Identified as not meeting resident expectations in ...		
	Quadrant Analysis (Higher importance / lower satisfaction)	Gap Analysis (Higher than average gap between importance and satisfaction)	Regression (Identified as a driver of overall satisfaction)
Maintaining town roads	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Consulting with the community	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Council leadership and advocacy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Provision of services and facilities for youth	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Informing the community of Council decisions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Promoting economic development		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Maintaining sealed rural roads		<input checked="" type="checkbox"/>	
Maintaining unsealed rural roads		<input checked="" type="checkbox"/>	
Provision of services and facilities for older people		<input checked="" type="checkbox"/>	

Value for money

Overall, 52.8% of residents felt they received good value for their rate money, one third (33.0%) had an ok perception of their value for rate money and 12% rated a poor value level. The perception of value for money has fallen significantly since the last measure in 2006, where 62.6% felt they were getting good value for money.

Local Government Financing

The issue of trading off reduced services for halting rate rises was not supported. A majority of people agreed (52.4%) they would be happy to pay a little more in Council rates to fund essential improvements in services and facilities. This options was found to be the preferred option of the three.

The proportion of people that agreed highly with the statement ‘I would rather see Council rates rise than see cuts in local services’ has fallen significantly from the 2006 measure where 50.6% of residents preferred this option, compared to 38.2% in 2011.

Special rates variation

In all, three out of four (74.9%) June Shire residents are not opposed to the idea of moderately increasing rates to maintain services and facilities in the LGA.

1 Introduction

Background

This survey was commissioned by Junee Shire Council to provide an on-going community assessment of Council's performance in the delivery of key services and facilities. Overall, the survey aimed to provide Council with an understanding of the perceptions and needs of the local community with respect to both Council's services and facilities and to customer service.

Study Objectives

The broad objectives for the community survey process were to:

- To measure the importance of and satisfaction with services and facilities provided by Council;
- Compare levels of satisfaction for Council's services, facilities and customer service with similar sized Councils;
- To assist Council in identifying service use priorities for the community.
- To determine whether ratepayers are willing to pay more rates and charges for an improved range of services and facilities in their local area.
- To assess whether ratepayers are happy with paying less rates and charges with the knowledge that cuts in services and facilities in their local area will occur.

Attitude Measurement

In the first section of the questionnaire, a series of 24 Council services and facilities were read out to respondents. For each, respondents were asked to give both an importance and satisfaction rating. Results from these ratings form the basis of much of the analysis in this report. The importance and satisfaction rating scales used in the survey are exhibited on the next page:

Importance scale

- 1 = Not at all important
- 2 ...
- 3 ...
- 4 ...
- 5 = Very important

Satisfaction scale

- 1 = Not at all satisfied
- 2 ...
- 3 ...
- 4 ...
- 5 = Very satisfied

For all rating scales, those respondents who could not provide a rating, either because the question did not apply to them or they had no opinion, were entered as a 'Can't say' or a rating of 6. Rating scale results have generally been presented in two basic forms. Firstly, the results have been presented in terms of the proportion (%) of respondents giving a particular rating for a specific service or facility. These results are presented in collapsed category tables, where proportions have been assigned to one of the following categories:

Table 1.3.1: Collapsed rating scores

	<i>Can't say</i>	<i>Low</i> importance / satisfaction	<i>Medium</i> importance / satisfaction	<i>High</i> importance / satisfaction
Rating score given	6	1 & 2	3	4 & 5

Secondly, the numeric values recorded for each attribute have been converted into an *overall mean score* out of five. To derive the mean score for an attribute, all respondents' answers are 'averaged' to produce an overall rating that conveniently expresses the result of scale items in a single numeric figure. This makes data interpretation considerably easier when comparing multiple services and facilities. The mean score excludes those respondents who could not give a valid rating (i.e. 'Can't Say').

Given that IRIS undertakes many community surveys such as this; we are able to benchmark mean scores. As such, mean importance and satisfaction scores can be further classified as being a low, medium or high score based on this experience. Table 1.3.2 highlights the mean classifications.

Table 1.3.2: Classification of mean scores

Mean importance scores		Mean satisfaction scores	
0 – 2.99	Low	0 – 2.99	Low
3.00 – 3.99	Medium	3.00 – 3.74	Medium
4.00 – 5.00	High	3.75 – 5.00	High

Survey Response

A total of 502 completed interviews were collected from a random sample of residents from throughout Junee Shire Council area. Sampling procedures ensured that the selected respondent was 18 years and older and a key adult household decision maker or ratepayer. Target respondent quotas were set to ensure respondent characteristics mirror those of the adult population of the area. The data were weighted according to the age/sex distribution of the Junee LGA.

A research imperative was to enable Council to compare the attitudes and perceptions of residents in the Junee Township to those in village or rural areas. Hence to achieve large enough samples for meaningful comparisons a geographically disproportionate stratified sampling technique was employed. Consequently, weighting factors were applied to the final data. These factors are shown in Table 1.3.3. The weights were applied to the analysis when grouping the two geographical units together to form the overall Council area.

Table 1.3.3 Weights Applied to Final Data

Survey Unit	Population %	Sample Achieved %	Weighting factor
Junee Township	72.5	78.7	0.9213
Rural Area	27.5	21.3	1.2905
Total	100.0	100.0	

* Weighting is based on 2006 census data

Survey Results

2 Prioritising services and facilities

Given the range of services and facilities Council has to manage, it can often be a difficult task to prioritise. The sheer number of services and facilities under management can diffuse focus and distract attention away from the services and facilities of critical importance to improving resident satisfaction. This section of the report aims to identify the key drivers of resident satisfaction.

2.1 Quadrant Analysis

Quadrant analysis is a useful way of simultaneously analysing the stated importance a service holds for residents against their satisfaction with the provision of that service. To do this, mean satisfaction scores are plotted against mean importance scores for each Council service or facility. In order to form the quadrants (or opportunity matrix) that separate higher and lower level priority services, combined mean importance and satisfaction scores were calculated for the entire set of 24 council services and facilities. These scores were: Importance score = 4.34 and Satisfaction score = 3.78. Thus for example, services or facilities with a mean importance score of less than 4.34 (i.e. a score lower than the overall mean importance score), were classified as having 'lower' importance relative to the other services and facilities measured. Conversely, services or facilities with a mean score above 4.34 were classified as having 'higher' importance relative to the other services and facilities. The results of the quadrant analysis are displayed in Graph 2.1.1 and Table 2.1.1.

Each of the four quadrants has a specific interpretation:

1. The upper right quadrant (high importance and high satisfaction) represents current council service strengths.
2. The upper left quadrant (high importance but relatively lower satisfaction) denotes services where satisfaction should be improved.
3. The lower left quadrant (relatively lower importance and relatively lower satisfaction) represents lower priority services.
4. The lower right quadrant (relatively lower importance and high satisfaction) is often interpreted as representing services where effort exceeds expectations.

The attributes in the upper left quadrant are all candidates for immediate attention. Residents placed a high importance on these attributes but also reported relatively lower satisfaction.

Graph 2.1.1 plots each of the 24 services and facilities using their mean importance score and mean satisfaction score as coordinates for where they lie relative to each other. The vertical axis represents the mean importance scores for each service and facility while also highlighting the overall average importance for all 24 services and facilities. The horizontal axis is used to plot the mean satisfaction scores for each service and facility as well as plotting the overall satisfaction score. The graph provides an excellent visual representation of how each service performs relative to one another.

Graph 2.1.1: Quadrant analysis for all services and facilities

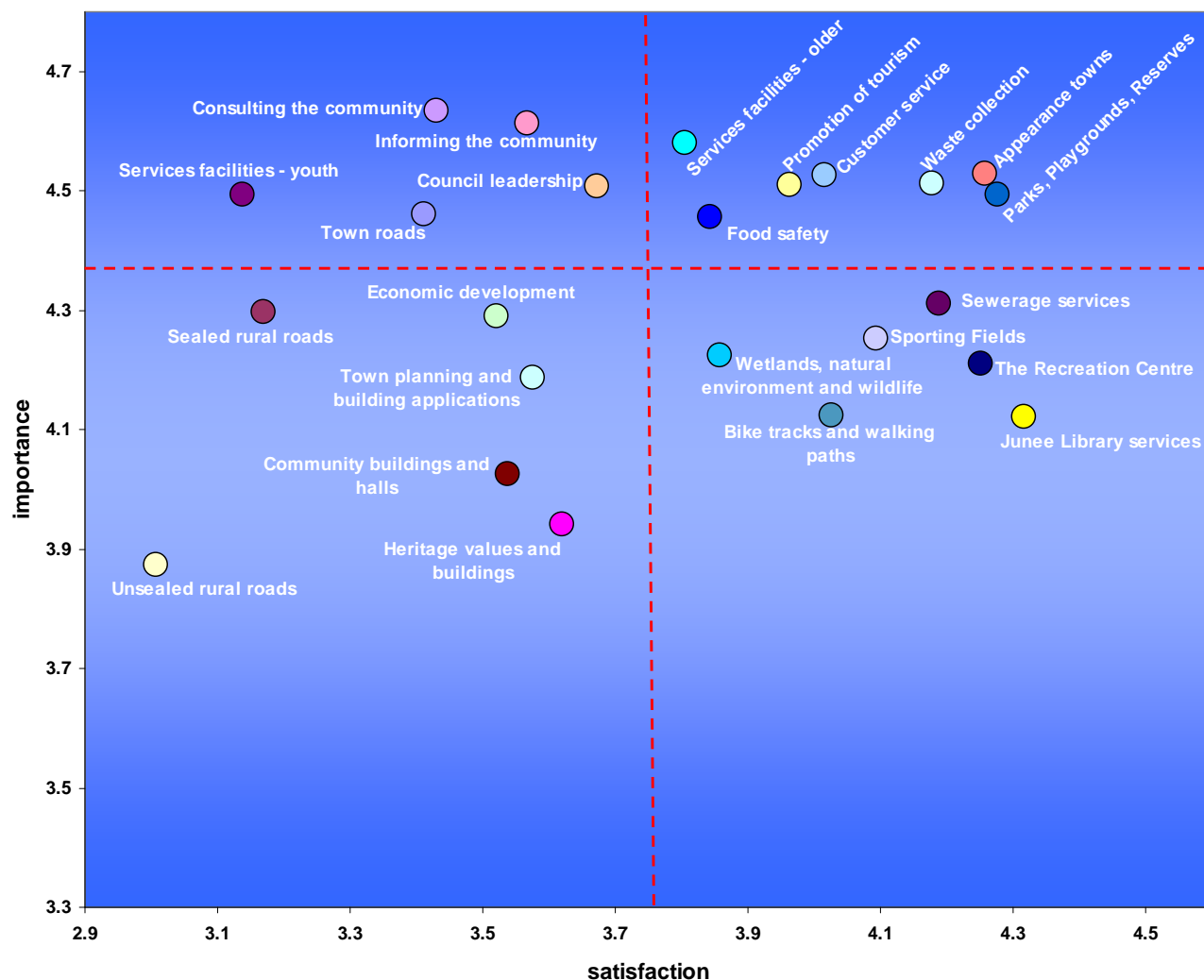


Table 2.1.1: Opportunities Matrix for Council Services and Facilities

2. HIGHER IMPORTANCE LOWER SATISFACTION	1. HIGHER IMPORTANCE HIGHER SATISFACTION
<ul style="list-style-type: none"> ▪ Maintaining town roads ▪ Provision of services and facilities for youth ▪ Informing the community of Council decisions ▪ Consulting with the community ▪ Council leadership and advocacy 	<ul style="list-style-type: none"> ▪ Waste collection ▪ Appearance of towns and villages ▪ Provision and maintenance of parks, playgrounds and reserves ▪ Provision of services and facilities for older people ▪ Food safety in local eateries and restaurants ▪ Promotion of tourism ▪ Customer service provided to residents by Council staff
3. LOWER IMPORTANCE LOWER SATISFACTION	4. LOWER IMPORTANCE HIGHER SATISFACTION
<ul style="list-style-type: none"> ▪ Maintaining sealed rural roads ▪ Maintaining unsealed rural roads ▪ Protection of heritage values and buildings ▪ Provision of community buildings and halls ▪ Town planning and timely processing of building applications ▪ Promoting economic development 	<ul style="list-style-type: none"> ▪ Repairs and maintenance of sewerage services ▪ Provision and maintenance of sporting fields ▪ The Recreation Centre (Pool - Stadium - Gymnasium) ▪ June library services ▪ Provision of bike tracks and walking paths ▪ Protection of wetlands, natural environment and wildlife

Key results:

- The results of the quadrant analysis showed 5 Council services and facilities that registered relatively higher importance, but relatively lower satisfaction. The following services and facilities were highlighted: maintaining town roads, provision of services and facilities for youth, informing the community of Council decisions, consulting with the community, and Council leadership and advocacy.

2.2 Gap analysis

Despite its usefulness, quadrant analysis is not a complete priority assessment tool. For example, it does not explicitly identify the gaps between importance and satisfaction. It is possible that a large gap could exist between importance and satisfaction, even though a service or facility appeared in the 'high importance and high satisfaction' quadrant. One such example in this report is 'Provision of services and facilities for older people'.

Consequently, gap analysis was used as the second component in analysing the results. Gap measures were calculated by subtracting the mean satisfaction score from the mean importance score for each attribute. It should be pointed out that if a respondent rated a service or facility's importance, but failed to provide a satisfaction rating i.e. 'Can't say / Don't know' they were excluded from the gap analysis. Usually, *the larger the gap between importance and satisfaction, the larger the gap between Council's performance in the provision of a service and residents' expectations*

Gap scores are presented in Table 2.2.1. The table ranks services and facilities from highest gaps to lowest gaps. Those services with a gap score significantly above the mean gap score for all services ($\xi=0.617$) were given top priority (i.e. a rating of 1).

These are services that should be addressed by management first as the importance of that service far outweighs the satisfaction that residents have with its provision.

Services with a gap score statistically equal to the mean gap were given second priority (rating of 2) and services with a gap score significantly below the mean gap were given third priority (rating of 3).

Table 2.2.1: Performance Gaps for Council Services and Facilities

Council Services & Facilities	Performance Gap*	Priority Level
Provision of services and facilities for youth	1.40	1
Consulting with the community	1.22	1
Informing the community of Council decisions	1.05	1
Maintaining sealed rural roads	1.14	1
Maintaining town roads	1.06	1
Council leadership and advocacy	0.85	1
Maintaining unsealed rural roads	0.95	1
Promoting economic development	0.83	1
Provision of services and facilities for older people	0.81	1
Town planning and timely processing of building applications	0.66	2
Food safety in local eateries and restaurants	0.62	2
Promotion of tourism	0.59	2
Provision of community buildings and halls	0.54	2
Customer service provided to residents by Council staff	0.52	3
Waste collection	0.50	3
Protection of wetlands, natural environment and wildlife	0.43	3
Repairs and maintenance of sewerage services	0.40	3
Protection of heritage values and buildings	0.36	3
Appearance of towns and villages	0.27	3
Provision and maintenance of parks, playgrounds and reserves	0.22	3
Provision of bike tracks and walking paths	0.14	3
Provision and maintenance of sporting fields	0.21	3
The Recreation Centre (Pool - Stadium - Gymnasium)	0.12	3
June library services	-0.11	3

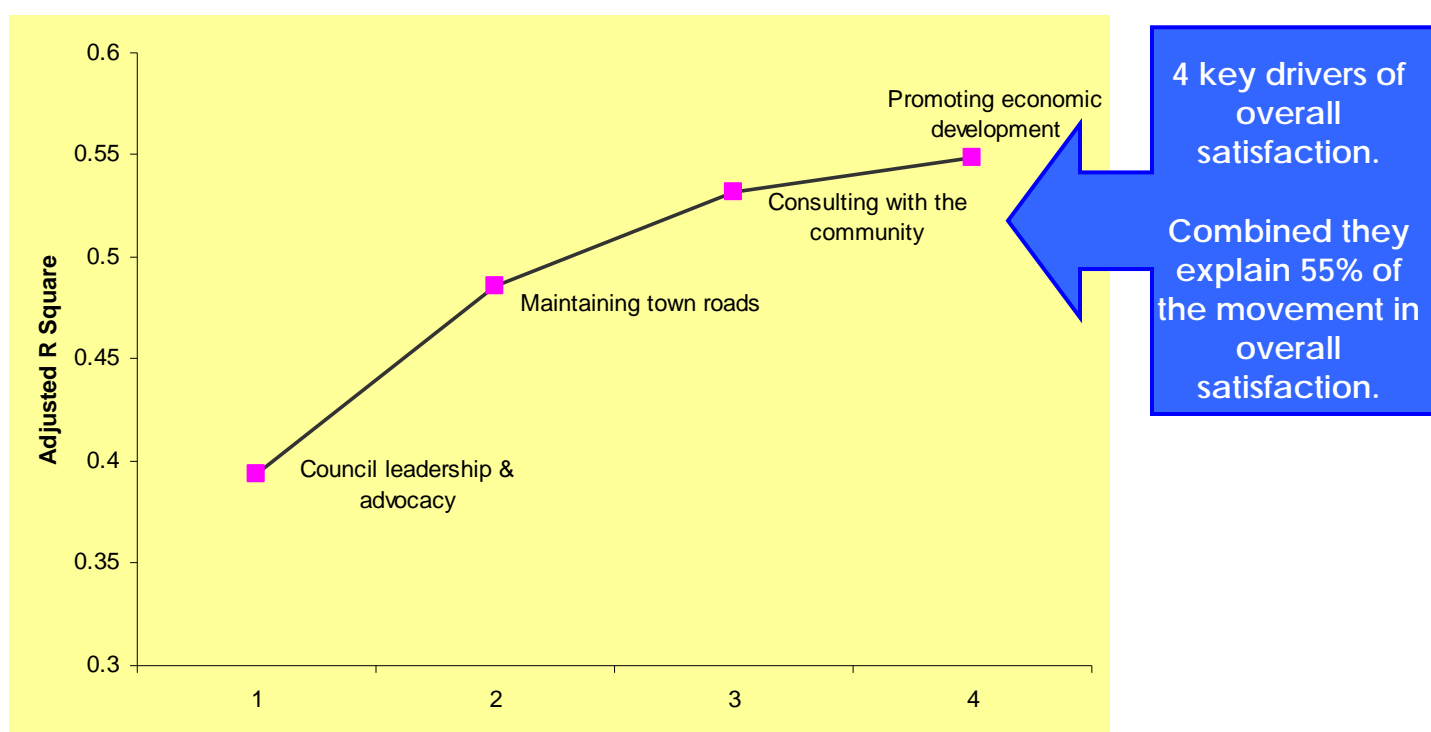
Key results:

- Gap analysis found that the average gap between importance and satisfaction was 0.617. This average gap result is significantly smaller than similar Councils that IRIS has done work for, indicating that the gap between Council's performance in the provision of services and residents' expectations are smaller than that of other Councils.
- The analysis found that 9 Council services and facilities attained gap scores that were significantly larger than 0.617. These were: provision of services and facilities for youth, consulting with the community, informing the community of Council decisions, maintaining sealed rural roads, maintaining town roads, Council leadership and advocacy, maintaining unsealed rural roads, promoting economic development, and provision of services and facilities for older people.

2.3 Regression analysis

Performing quadrant and gap analysis is important because it shows residents 'stated' importance of services and facilities and the impact on overall satisfaction. Regression analysis allows us to uncover the 'derived' importance of service and facilities and the impact on overall satisfaction. Through regression analysis we quantify what the key drivers of overall satisfaction are.

Graph 2.3.1 Regression analysis



Key results:

- Regression analysis found that Council leadership and advocacy, maintaining town roads, consulting with the community, and promoting economic development accounted for 55% of the variance in overall satisfaction. An adjusted R Square of 55% is indicative of a strong model.

2.4 Bringing it Together

Initially there were 24 services and facilities measured in this survey, however after applying all 3 forms of analysis (gap, quadrant and regression analysis) the results highlighted 9 as being a priority. Of these 9 that were identified, 3 overlapped in all forms of analysis, providing confirmation that Council should give priority to investing in these 3 services and facilities. Table 2.4.1 outlines the services and facilities that were identified as not meeting resident expectations in either quadrant or gap analysis as well as the ones identified as drivers of overall satisfaction using regression analysis.

Table 2.4.1 Quadrant, Gap & Regression summary – Services & facilities that need improving

	Identified as not meeting resident expectations in ...		
	Quadrant Analysis (Higher importance / lower satisfaction)	Gap Analysis (Higher than average gap between importance and satisfaction)	Regression (Identified as a driver of overall satisfaction)
Maintaining town roads	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Consulting with the community	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Council leadership and advocacy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Provision of services and facilities for youth	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Informing the community of Council decisions	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Promoting economic development		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Maintaining sealed rural roads		<input checked="" type="checkbox"/>	
Maintaining unsealed rural roads		<input checked="" type="checkbox"/>	
Provision of services and facilities for older people		<input checked="" type="checkbox"/>	

In IRIS' experience the most commonly occurring services that feature as priority areas for Councils in general have to do with local roads, such as maintenance and safety, being able to inform the community about Council services and facilities and lastly consulting the community and asking for their input. As can be seen this is the case with Junee Shire Council.

3 Council services and facilities

This section presents the results for section 3, which asked residents to firstly rate the importance of 24 key services and facilities provided by June Shire Council, and then to rate their satisfaction with Council's provision of these services and facilities.

3.1 Importance scores

Table 3.1.1 outlines how June Shire residents rated the importance of each of the 24 Council services and facilities. Importance was measured on a 5 point scale with the results collapsed into low, medium and high importance categories. As was mentioned in section 2.1, the average importance for all 24 Council services and facilities was calculated at 4.34, that means services and facilities that attained a mean importance score greater than 4.34 were considered above average in importance relative to the other services and facilities. Those with a mean importance score less than 4.34 were considered to have a relatively lower mean importance score.

Table 3.1.1 Importance ratings provided by June Shire residents

	% Importance					
	Can't say	Low (1 & 2)	Medium (3)	High (4 & 5)	Mean 2011	
Consulting with the community	0.7	1.9	5.0	92.4	4.63	Above average importance
Informing the Community of Council decisions	0.6	0.8	5.3	93.3	4.61	
Provision of services and facilities for older people	2.5	3.2	6.0	88.3	4.58	
Appearance of towns and villages	0.0	1.2	9.1	89.7	4.53	
Customer service provided to residents by Council staff	0.9	3.4	5.7	90.0	4.53	
Waste collection	4.2	6.3	4.2	85.3	4.51	
Promotion of tourism	0.7	3.3	5.9	90.1	4.51	
Council Leadership and Advocacy	1.5	2.5	6.3	89.7	4.51	
Provision & Maintenance of Parks, Playgrounds & Reserves	0.2	2.2	8.6	89.0	4.49	
Provision of services and facilities for youth	3.2	3.0	8.5	85.3	4.49	
Maintaining town roads	0.2	1.7	14.1	84.1	4.46	
Food safety in local eateries and restaurants	0.8	4.0	9.4	85.8	4.46	
Average importance of all 24 Council services and facilities						4.34
Repairs and maintenance of sewerage services	9.5	10.2	4.6	75.7	4.31	Below average importance
Maintaining sealed rural roads	0.7	5.1	13.9	80.3	4.30	
Promoting economic development	3.6	5.5	10.7	80.2	4.29	
Provision and Maintenance of Sporting Fields	2.0	7.5	11.6	79.0	4.25	
Protection of wetlands, natural environment and wildlife	0.2	6.6	14.7	78.5	4.22	
The Recreation Centre (Pool - Stadium - Gymnasium)	2.5	10.2	9.5	77.8	4.21	
Town planning & timely processing of building applications	6.2	7.4	10.8	75.6	4.19	
June Library services	2.1	11.2	11.7	75.0	4.12	
Provision of bike tracks and walking paths	0.9	7.5	15.0	76.7	4.12	
Provision of community buildings and halls	1.2	6.0	17.7	75.0	4.02	
Protection of heritage values and buildings	0.7	11.1	21.6	66.7	3.94	
Maintaining unsealed rural roads	3.2	13.8	20.6	62.5	3.87	

3.2 Satisfaction scores

Table 3.2.1 outlines how Junee Shire residents rated the satisfaction of each of the 24 Council services and facilities. Satisfaction was measured on a 5 point scale with the results collapsed into low, medium and high satisfaction categories. As was mentioned in section 2.1, the average satisfaction for all 24 Council services and facilities was calculated at 3.78, that means services and facilities that attained a mean satisfaction score greater than 3.78 were considered above average in satisfaction relative to the other services and facilities. Those with a mean satisfaction score less than 3.78 were considered to have a relatively lower mean satisfaction score.

Table 3.2.1 Satisfaction ratings provided by Junee Shire residents

	% Satisfaction					
	Can't say	Low (1 & 2)	Medium (3)	High (4 & 5)	Mean 2011	
Junee Library services	8.1	2.8	13.0	76.1	4.32	Above average satisfaction
Provision & Maintenance of Parks, Playgrounds & Reserves	0.6	3.5	14.3	81.5	4.28	
Appearance of towns and villages	0.3	4.5	13.6	81.6	4.26	
The Recreation Centre (Pool - Stadium - Gymnasium)	9.7	4.5	13.4	72.4	4.25	
Repairs and maintenance of sewerage services	21.2	4.7	12.6	61.4	4.19	
Waste collection	9.2	9.4	10.3	71.1	4.18	
Provision and Maintenance of Sporting Fields	5.7	3.7	19.0	71.6	4.09	
Provision of bike tracks and walking paths	5.6	5.1	22.5	66.8	4.03	
Customer service provided to residents by Council staff	2.6	6.6	21.9	69.0	4.01	
Promotion of tourism	2.9	6.5	20.8	69.8	3.96	
Protection of wetlands, natural environment and wildlife	3.7	5.4	27.7	63.2	3.86	
Food safety in local eateries and restaurants	3.7	7.1	26.2	63.0	3.84	
Provision of services and facilities for older people	15.2	6.7	24.9	53.2	3.81	
Average satisfaction of all 24 Council services and facilities						3.78
Council Leadership and Advocacy	3.5	10.8	29.9	55.8	3.67	Below average satisfaction
Protection of heritage values and buildings	4.7	10.0	33.2	52.1	3.62	
Town planning & timely processing of building applications	17.5	12.2	26.9	43.4	3.58	
Informing the Community of Council decisions	2.1	13.4	32.6	51.9	3.57	
Provision of community buildings and halls	6.2	8.2	38.3	47.4	3.54	
Promoting economic development	11.7	9.8	34.0	44.6	3.52	
Consulting with the community	3.2	16.6	33.8	46.4	3.43	
Maintaining town roads	0.5	17.0	33.7	48.8	3.41	
Maintaining sealed rural roads	2.8	23.9	36.1	37.2	3.17	
Provision of services and facilities for youth	12.1	24.4	32.5	31.0	3.14	
Maintaining unsealed rural roads	11.1	24.7	37.2	27.1	3.01	

3.3 Summary of Importance ratings by area

Table 3.3.1 outlines the mean importance scores calculated for residents living in the rural areas of June Shire Council as well as those from the June Township itself. Analysis was used to compare the mean scores of both groups in order to identify whether any differences exist regarding the importance placed on each of the 24 Council services and facilities by where residents live.

Table 3.3.1: Summary of importance ratings by area

	Mean Importance (out of 5)		
	Rural (n=107)	June Township (n=395)	Overall (n=502)
Consulting with the community	4.61	4.64	4.63
Informing the Community of Council decisions	4.53	4.64	4.61
Provision of services and facilities for older people	4.48	4.62	4.58
Appearance of towns and villages	4.36	4.59	4.53
Customer service provided to residents by Council staff	4.45	4.56	4.53
Waste collection	3.96	4.69	4.51
Promotion of tourism	4.38	4.56	4.51
Council Leadership and Advocacy	4.44	4.53	4.51
Provision & Maintenance of Parks, Playgrounds & Reserves	4.38	4.54	4.49
Provision of services and facilities for youth	4.34	4.55	4.49
Maintaining town roads	4.41	4.48	4.46
Food safety in local eateries and restaurants	4.36	4.49	4.46
Repairs and maintenance of sewerage services	3.07	4.65	4.31
Maintaining sealed rural roads	4.73	4.13	4.30
Promoting economic development	4.44	4.23	4.29
Provision and Maintenance of Sporting Fields	4.06	4.32	4.25
Protection of wetlands, natural environment and wildlife	4.01	4.31	4.22
The Recreation Centre (Pool - Stadium - Gymnasium)	3.84	4.35	4.21
Town planning & timely processing of building applications	4.05	4.24	4.19
June Library services	3.70	4.28	4.12
Provision of bike tracks and walking paths	3.59	4.32	4.12
Provision of community buildings and halls	3.99	4.04	4.02
Protection of heritage values and buildings	3.79	4.00	3.94
Maintaining unsealed rural roads	4.58	3.60	3.87



Cells with sig. higher scores relative to yellow cells.
Cells with sig. lower scores relative to green cells.

Key results:



- After analysing the data by area, it was found that 15 of the 24 Council services and facilities differed significantly in terms of importance.

3.4 Summary of Satisfaction ratings by area

Table 3.4.1 outlines the mean satisfaction scores calculated for residents living in the rural areas of June Shire Council as well as those from the June Township itself. The data was analysed to compare the mean scores of both groups in order to identify whether any differences exist regarding the levels of satisfaction with each of the 24 Council services and facilities by where residents live.

Table 3.4.1: Summary of satisfaction ratings by area

	Mean Satisfaction (out of 5)		
	Rural (n=107)	June Township (n=395)	Overall (n=502)
June Library services	4.13	4.38	4.32
Provision & Maintenance of Parks, Playgrounds & Reserves	4.23	4.29	4.28
Appearance of towns and villages	4.04	4.34	4.26
The Recreation Centre (Pool - Stadium - Gymnasium)	4.22	4.26	4.25
Repairs and maintenance of sewerage services	3.50	4.32	4.19
Waste collection	3.89	4.26	4.18
Provision and Maintenance of Sporting Fields	3.98	4.13	4.09
Provision of bike tracks and walking paths	3.63	4.15	4.03
Customer service provided to residents by Council staff	4.04	4.00	4.01
Promotion of tourism	3.94	3.97	3.96
Protection of wetlands, natural environment and wildlife	3.74	3.90	3.86
Food safety in local eateries and restaurants	3.75	3.88	3.84
Provision of services and facilities for older people	3.74	3.83	3.81
Council Leadership and Advocacy	3.83	3.61	3.67
Protection of heritage values and buildings	3.55	3.65	3.62
Town planning & timely processing of building applications	3.66	3.55	3.58
Informing the Community of Council decisions	3.61	3.55	3.57
Provision of community buildings and halls	3.52	3.54	3.54
Promoting economic development	3.68	3.46	3.52
Consulting with the community	3.42	3.43	3.43
Maintaining town roads	3.52	3.37	3.41
Maintaining sealed rural roads	3.14	3.18	3.17
Provision of services and facilities for youth	3.27	3.09	3.14
Maintaining unsealed rural roads	3.05	2.99	3.01

 Cells with sig. higher scores relative to yellow cells.
 Cells with sig. lower scores relative to green cells.

Key results:

- Through analysis by area, it was determined that 10 of the 24 Council services and facilities differed significantly with regards to the level of satisfaction provided by residents from 'Rural' and those from 'June Township'.

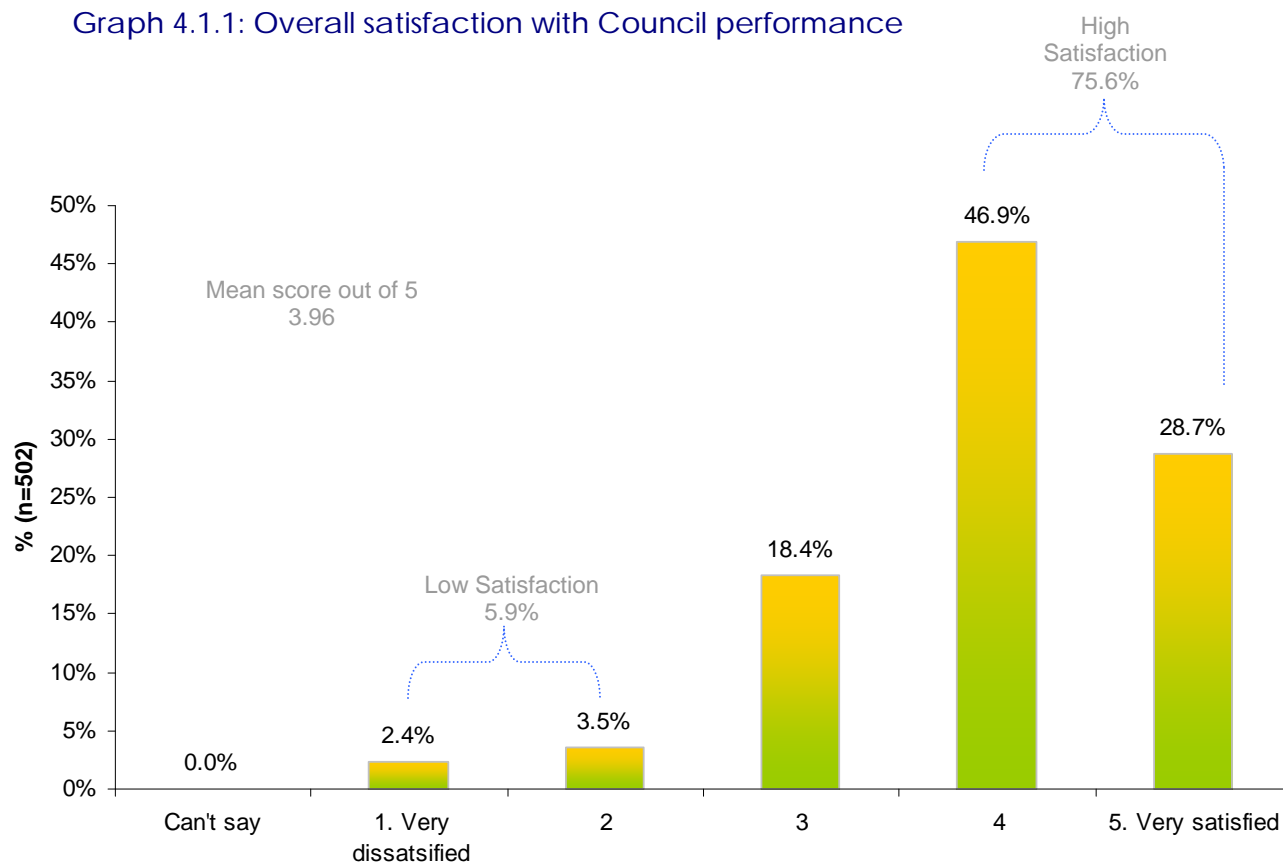
4 Council performance

After residents rated the importance of, and subsequent satisfaction with, the delivery of each of the 24 services and facilities provided by Council, residents were asked to rate the overall performance of June Shire Council as an organisation.

4.1 Overall Satisfaction

Question: Given the answers you have just provided, how would you rate your overall satisfaction with June Shire Council as an organisation?

Graph 4.1.1: Overall satisfaction with Council performance



Key results:

- Results showed that three out of four Junee Shire Council residents (75.6%) were either satisfied (46.9%) or very satisfied (28.7%) with Junee Shire Council's overall performance.
- A very small proportion of residents (5.9%) were dissatisfied with the performance of Council.
- About one in five residents (18.4%) was found to be neither satisfied nor dissatisfied.
- Given the experience that IRIS has with community surveys and in particular satisfaction research, the mean satisfaction score for Junee Shire Council of 3.96 is considered to be a 'high' level satisfaction score.
- Resident satisfaction levels in 2011 (3.96), with regards to the overall performance of Junee Shire Council, is statistically the same as the 2006 measure of 4.0.

Table 4.1.2: Overall satisfaction with Council performance – by area

	Mean Satisfaction (out of 5)		
	Rural (n=107)	June Township (n=395)	Overall (n=502)
Overall satisfaction with Council's performance	3.97	3.96	3.96



Cells with sig. higher scores relative to yellow cells.
Cells with sig. lower scores relative to green cells.

Key results:

- Through further analysis it was determined that there were no significant differences in the level of satisfaction with Council's overall performance amongst 'Rural' residents and those residing in Junee Township.

4.2 Reason for being dissatisfied with Council's performance

As shown in graph 4.1.1, 5.9% of residents were dissatisfied with the performance of June Shire Council as an organisation. This group of residents were then asked what the main reason was for feeling that way. The verbatim responses are shown in the table below.

Table 4.2.1: Reasons given for being dissatisfied with Council

We have complained about guttering. Nothing done. Problem with roads.
Too many potholes in the roads
Have become stale need to change with a fresh set of eyes
They spend money on themselves and not the town eg potholes in roads
They could give us a green waste bin. More work on township roads and guttering
The roads are the most important and they are not being looked after properly.
The council makes decisions and bullies others to accept them.
Spending money that we do not have. We are 10 years ahead of ourselves
Rural residents are being neglected with services and consultation
Roads are in terrible condition. No sewerage services. No waste services
Road maintenance in the Marina is very poor
Public pool closes at weekend too early. Theatre needs more funds for youth.
Our residential street does not provide for a disabled partner(Regent street):
No parking to go to local shops so forced to go to other townships
No foresight and lack of pro-active action
Lack of maintenance. There is very little road markings and they fade away
Lack of assistance and support for surrounding villages
Felt as though I was being palmed off to some one else
Don't look after other streets other than main streets
Don't consult with the community and are dishonest
Don't act on complaints
Do not stick to plans as they should
Curbing and guttering in Thomas St left for years
Council doesn't consult with the community enough
Complaints fall on deaf ears eg. roads nothing done until accident occurs
They were the only government that got an extra 12% rates rise above the 8% that the state allowed

Key results:

- Multiple comments were received regarding the condition and maintenance of roads and the capacity of June Shire Council to consult with residents.

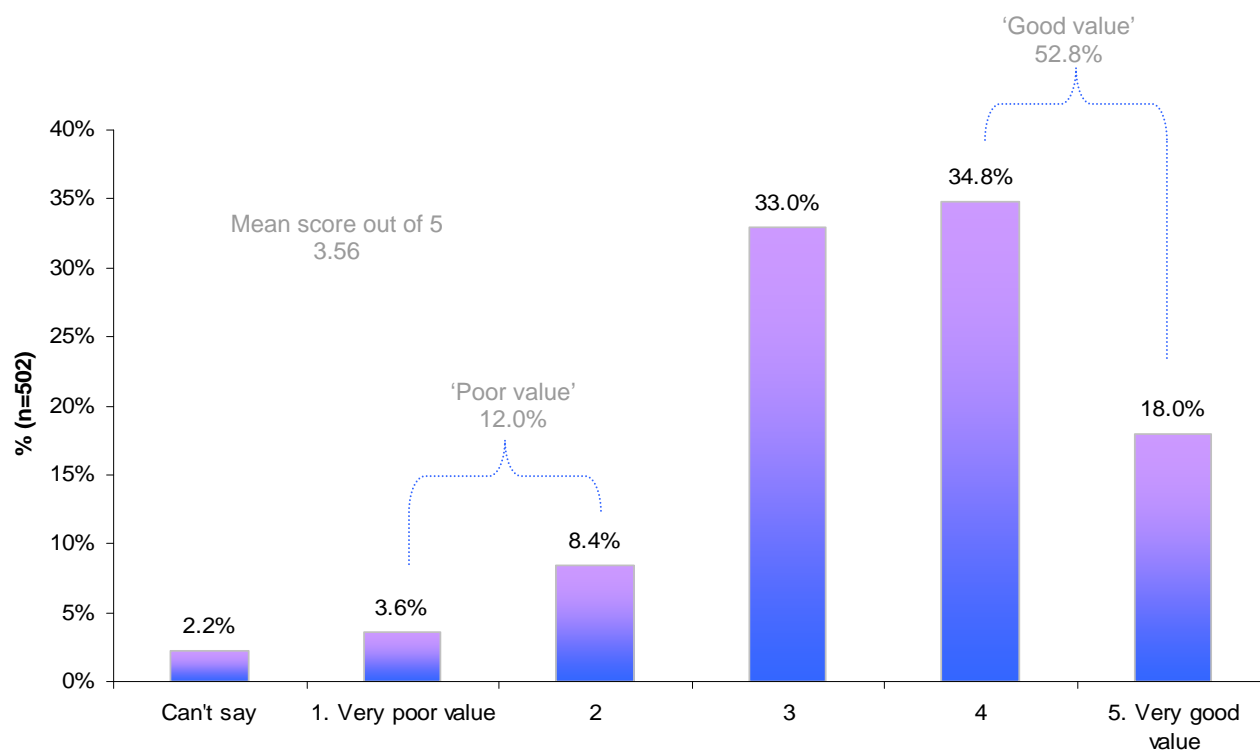
5 Value for money

Residents were asked whether they felt the services and facilities provided by Junee Shire Council offered value for money with regards to what their household pays in rates and other Council charges. Residents were asked to use a 1 to 5 scale, anchored by 1 being 'very poor value' and 5 'very good value'.

5.1 Council rates and charges versus value for money

Question: Please tell me if you think the services and facilities provided by Junee Shire Council are value for money in terms of what your household pays in rates and other Council charges?

Graph 5.1.1: Value for money



Key results:

- Results showed that half of all Junee Shire Council residents (52.8%) felt that the Council rates they pay are 'good value' for money with regards to the services and facilities provided by Council. Compared to the 2006 result of 62.6%, the result has fallen significantly and this has also been reflected in the lower mean score of 3.56, as opposed to the 3.79 reported in 2006.
- One in ten residents (12.0%) felt that the Council rates they were charged offered 'poor value' for money.
- One in three residents (33.0%) was ambivalent on the issue of value for money versus Council rates.

Table 5.1.2: Value for money – by area

	Mean score (out of 5)		
	Rural (n=107)	June Township (n=395)	Overall (n=502)
Value for money	3.51	3.58	3.56



Cells with sig. higher scores relative to yellow cells.
Cells with sig. lower scores relative to green cells.

Key results:

- Through further analysis it was determined that there were no significant differences with regards to Council rates and value for money amongst 'Rural' residents and those residing in June Township. In other words, both groups felt that Council rates represented the same value for money irrespective of where they live.



6 Council finances

This section is concerned with the perceptions held by residents towards the financing of services and facilities by June Shire Council. Residents were read three statements and asked to rate the level of agreement with each on a scale of 1 to 5, where 1 meant they strongly disagreed with the statement and 5 meant they strongly agreed with it.

6.1 Statements concerning Council finances

Table 6.1.1: Council finances

	% Agreement					
	Can't say	Low (1 & 2)	Medium (3)	High (4 & 5)	Mean 2011	Mean 2006
I would be happy to pay a little more Council rates to fund essential improvements in services and facilities	0.6	19.8	27.2	52.4	3.40	3.48
I would rather see Council rates rise than see cuts in local services	1.8	25.4	34.6	38.2	3.14	3.43
Council rate rises should be kept to a minimum even if it means that local services are cut	1.9	44.8	28.0	25.3	2.74	2.75

 Cells with sig. higher scores relative to yellow cells.
 Cells with sig. lower scores relative to green cells.



Key results:

- Just over half of all June Shire residents (52.4%) displayed a 'high' level of agreement towards the statement 'I would be happy to pay a little more in Council rates to fund essential improvements in services and facilities'. Based on the experience that IRIS has with community surveys, the mean agreement score of 3.40 would fall into a 'medium' level agreement category. By conducting further analysis it was found that significantly more residents were in favour of this outcome, than the other two that were put to them. The 2011 result is statistically the same as the result obtained in 2006.

- About two in five residents (38.2%) gave a high agreement score to the statement 'I would rather see Council rates rise than see cuts in local services'. The number of people providing a high agreement rating has fallen significantly from 2006, where just on half of all residents (50.6%) provided the same rating.
- Results showed that the least popular action for Council to take was to keep Council rate rises to a minimum even if it meant that local services would need to be cut.

Table 6.1.2: Council finances – by area

	Mean score (out of 5)		
	Rural (n=107)	June Township (n=395)	Overall (n=502)
I would be happy to pay a little more Council rates to fund essential improvements in services and facilities	3.31	3.44	3.40
I would rather see Council rates rise than see cuts in local services	2.94	3.21	3.14
Council rate rises should be kept to a minimum even if it means that local services are cut	2.69	2.77	2.74

 Cells with sig. higher scores relative to yellow cells.
 Cells with sig. lower scores relative to green cells.

Key results:

- By conducting further analysis by area it was determined that the only significant difference in opinion came for the statement, 'I would rather see Council rates rise than see cuts in local services' where 'rural' residents were significantly less in favour of this outcome (2.94) compared to residents from the township itself (3.21).

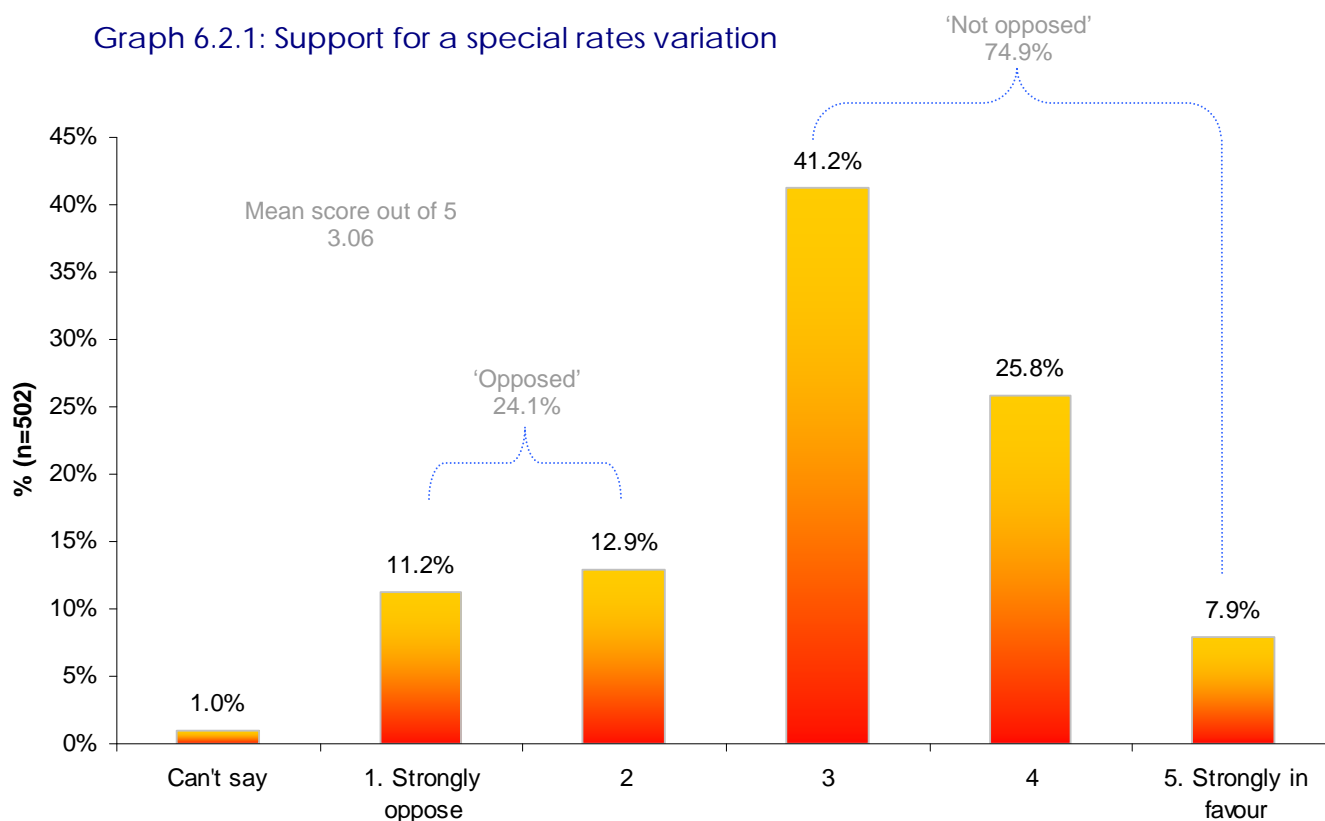
6.2 Special rates variation

Like many Councils in New South Wales, Junee Shire Council is facing significant challenges in continuing to provide the required level of services, facilities and infrastructure across the shire. This section is concerned with gauging resident support for a special rates variation so that Council can continue to maintain services and facilities. Residents were asked to rate their support for a special rates variation using a 1 to 5 scale, anchored with 1 'strongly oppose' and 5 'strongly in favour'.

A special rate variation is where rates undergo a moderate increase above the rate peg set by the Independent Pricing and Regulatory Tribunal.

Question: How would you rate your support for a series of special rate increases to allow Council to maintain roads, footpaths, storm water drains, cycle ways and other community infrastructure at an acceptable level?

Graph 6.2.1: Support for a special rates variation



Key results:

- In all, three out of four (74.9%) Junee Shire residents are not opposed to the idea of moderately increasing rates to maintain services and facilities in the LGA.
- Results showed that one in four Junee Shire residents (24.1%) is opposed to the idea of a special rates variation.

Table 6.2.1: Support for a special rates variation – by area

	Mean score (out of 5)		
	Rural (n=107)	June Township (n=395)	Overall (n=502)
Support for a special rates variation	2.92	3.12	3.06



Cells with sig. higher scores relative to yellow cells.
Cells with sig. lower scores relative to green cells.

Key results:

- Through conducting further analysis it was found that residents living in June Township were significantly more in favour of the special rates variation than residents from the 'rural' areas. The mean score of 2.92 attributed to 'rural' residents is in IRIS' opinion considered to be a 'low' mean score.

7 Methodology

7.1 Sample design

A telephone-based survey, aiming to secure a response from approximately 500 residents (around 138 from village and rural areas and 362 from June Township) from throughout the June Shire Local Government area, was used. The sampling unit was permanent residents of the June Shire Local Government area who have lived in the area for 6 months or longer. Respondents also had to be aged 18 years or older to qualify for an interview. The 2006 Census was used to establish quotas to ensure a good distribution of responses by age and sex.

The sample frame for the survey was the electronic White Pages. This sample is known to be sub optimal, as the churn of telephone numbers due to people moving and new numbers being added as dwellings are occupied affects about 12% to 15% of possible numbers. Furthermore, from previous research we know that the proportion of silent numbers is increasing and can be as high as 25-30% in some areas. To deal with these issues, IRIS uses a technique that starts with the population of telephone numbers listed in the telephone book and adds new and unlisted numbers using the 'half open' method. In this method, all telephone numbers were incremented by five to create new telephone numbers in the 'gaps' between the listed numbers. The resultant universe of numbers was then de-duplicated to remove any numbers that may be repeated. This process was replicated five times to create a new theoretical universe of telephone numbers. This provided the opportunity for all potential numbers to be selected in the sample. This equal and known opportunity for selection is the first criterion of good random sampling.

Once the potential universe of telephone numbers had been generated, a computer program was used to randomise the database. Following this, a sequential sample (e.g. every 110th number) was extracted from the database. The sample was geographically stratified and evenly distributed within strata. This process gave a very even distribution of potential telephone numbers across the whole survey area. Every household therefore had an equal and known chance

of selection and every part of the survey area received a fair proportional representation in the final sample drawn.

7.2 Data Collection

Interviews were conducted over 3 evenings commencing from the 12th September 2011 and concluding on the 14th September 2011. Calls were made between 4.30 and 8.30 p.m. If the selected person was unavailable at that time to do the interview, call backs were scheduled for a later time or day. Unanswered phone numbers were retried three times throughout the period of the survey. These procedures ensure a good sampling process from the sample frame used so that statistical inferences could be made about the entire resident population.

Non-private telephone numbers and faxes reached during the selection process were excluded from the sample.

Data collection was implemented under IQCA quality guidelines. Interviews were conducted using our computer-aided telephone interviewing (CATI) system. Continuous interviewer monitoring was used and post interview validations were conducted within five days of the close of the survey.

7.3 Response Performance

At the end of the survey period, 502 completed interviews had been collected. The table below shows the compliance rate achieved for the entire sample. The compliance rate is the number of refusals as a proportion of completed interviews plus refusals. A compliance rate of 80% is a very good result.

Table 7.1.1 Survey compliance rate

Response sequence	Outcome
Interviews	502
Refusals	124
<i>Valid contacts (Excludes disqualified – businesses, out of area, under 16yrs etc)</i>	626
Compliance rate	80%

7.4 Sample Characteristics

At the end of the data collection period, 502 completed interviews had been collected. Table 7.1.2 illustrates a breakdown of response by geographical location of respondent. When compared to ABS 2006 Census figures, this breakdown broadly reflects the general population distribution in the LGA.

Table 7.1.2 Regional stratification of sample

Sample groups	Sample collected	Sample %	Population %
June Township	395	79%	72%
Rural	107	21%	28%
Total	502	100%	100%

As can be seen by Table 7.1.2 the sample that was collected in each areas was in line with the actual population distribution. To make the data at the area level more robust for area comparisons, a weighting factor was applied to the data set so that it would mirror the actual population distribution.

Table 7.1.2 shows the sex and age composition of the sample compared to the ABS 2006 Census figures. The table demonstrates a very good age by sex distribution was achieved. Given the level of response to the survey and the fact that it represents a good random cross-section of the Council area the findings presented in this report provide a sound basis for gauging community opinion.

Table 7.1.2 June Shire Council area - Age by Sex Distribution

Age	Proportions (%)					
	Males		Females		Total	
	Sample	Census	Sample	Census	Sample	Census
18-29 years	3%	7%	4%	7%	7%	14%
30-49 years	13%	21%	19%	21%	32%	42%
50-64 years	18%	13%	18%	12%	36%	25%
65+ years	11%	8%	14%	11%	25%	19%
Total	45%	49%	55%	51%	100%	100%

7.5 Survey Accuracy

When analysing results for the entire sample, the maximum error rate will be about $\pm 4.4\%$ at the 95% confidence level, assuming a proportional response of 50%. Put another way, we can be confident that if the survey were to be repeated there would be a 95% chance that the new result would lie within $\pm 4.4\%$ of the result achieved in this survey.

8 Appendix

8.1 Benchmark data

Benchmark Index

IRIS has compiled data on the performance of Councils which are comparable (Rural/Regional Councils) to Junee Shire Council and are included in the graphs below. Where appropriate results include how Junee Shire Council compares with the (1) worst performing Council (2) best performing Council and (3) comparable Councils. For a service or facility to be considered significantly different to the benchmark, IRIS recommends a 10 percentage point differential be present between Junee's index result and any of the other 3 measures provided in the graph.

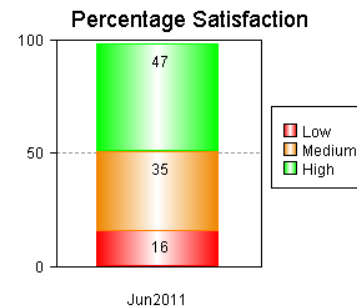
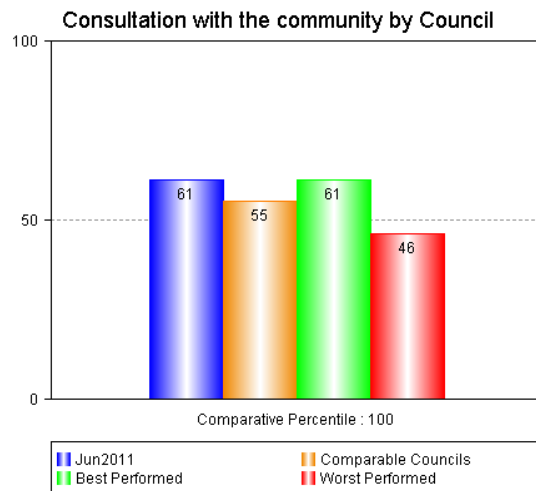
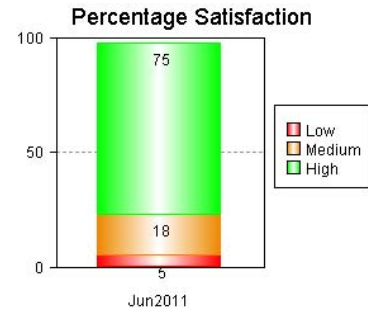
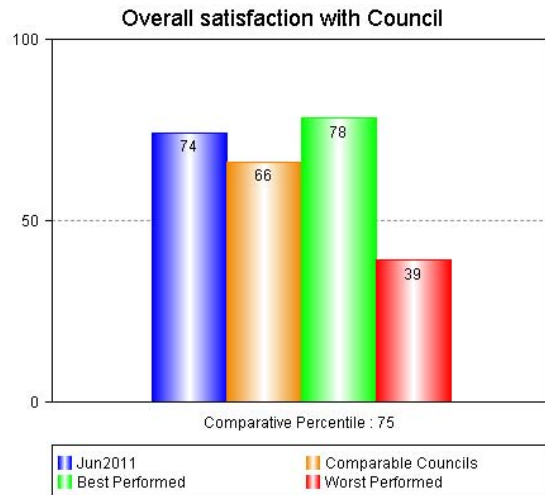
On occasions individual Councils use variations on the 5 point rating scale including 7 and 11 point scales. In order to facilitate ease of comparison the benchmark data has been standardised to an index score out of 100.

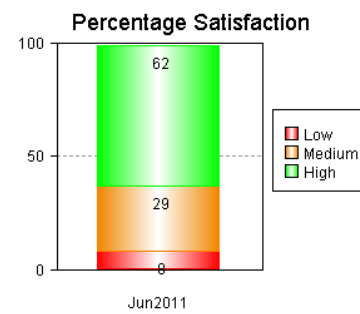
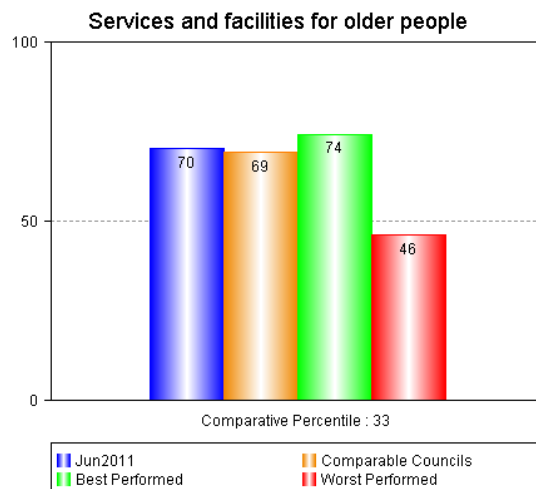
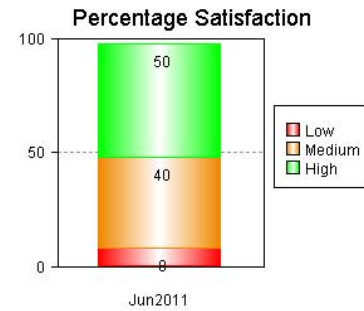
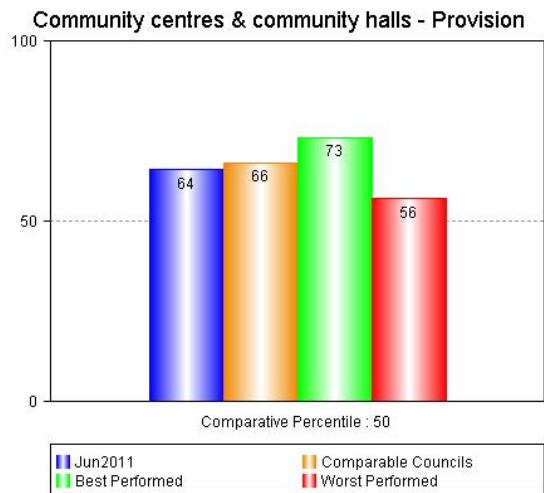
The benchmark comparisons commencing with graph 12.1 can be interpreted as follows: In terms of overall satisfaction, Junee Shire Council received an index satisfaction score of 74%. Given Junee Shire Council's result is within the plus or minus 10 percentage points of the index achieved by comparable Councils (76%) we can say that Junee Shire Council is performing on par compared to this benchmark group. Junee Shire Council is performing significantly better than the worst Council on the IRIS database (39%), and is on par with the best performing Council (78%).

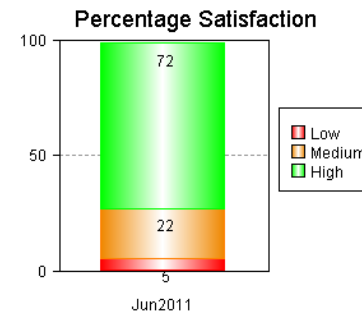
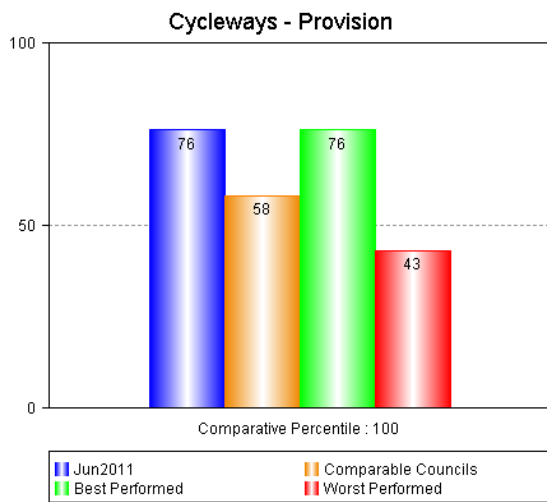
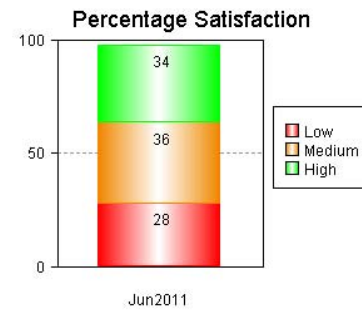
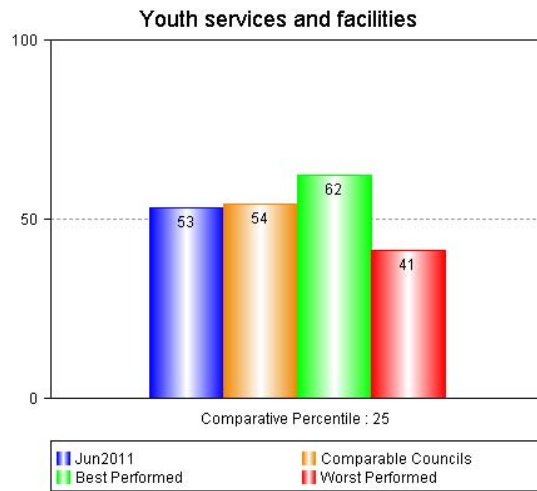
All other graphs can be interpreted in this same manner.

Percentage Satisfaction Graph

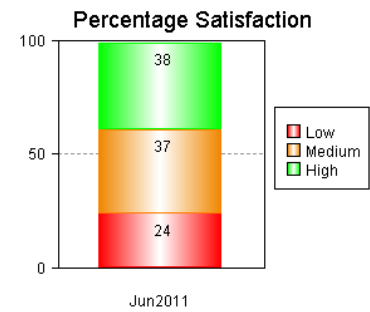
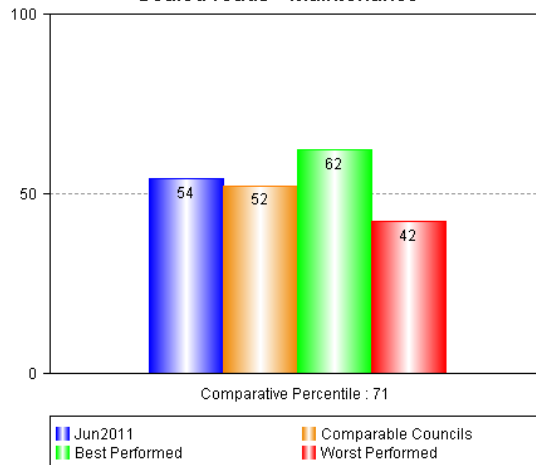
In addition the proportion of Junee Shire Council residents that rated their satisfaction as being high (rating points 4 and 5), medium (rating point 3) and low (rating point 1 and 2) is provided as a summary measure titled 'Percentage satisfaction'.



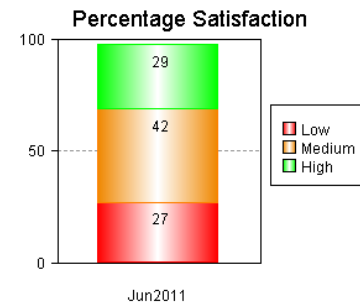
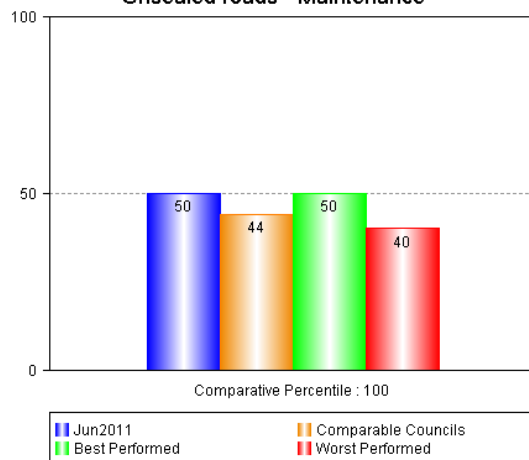




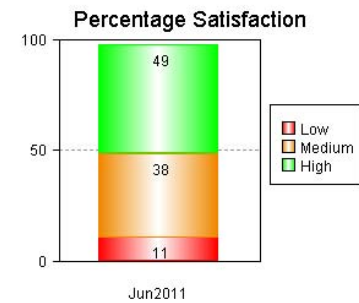
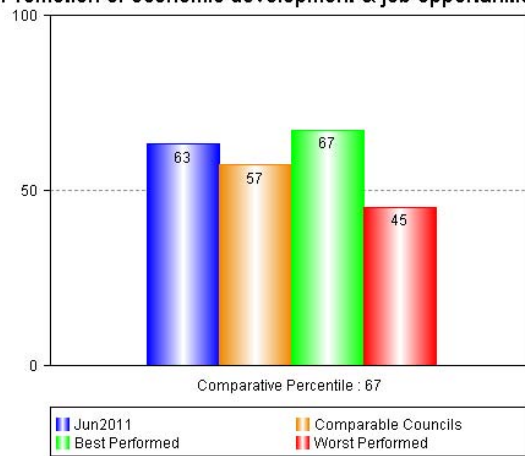
Sealed roads - Maintenance



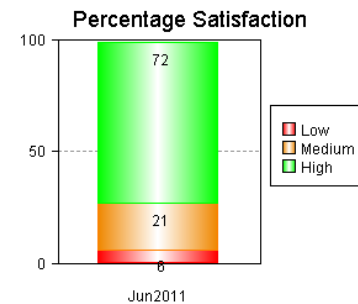
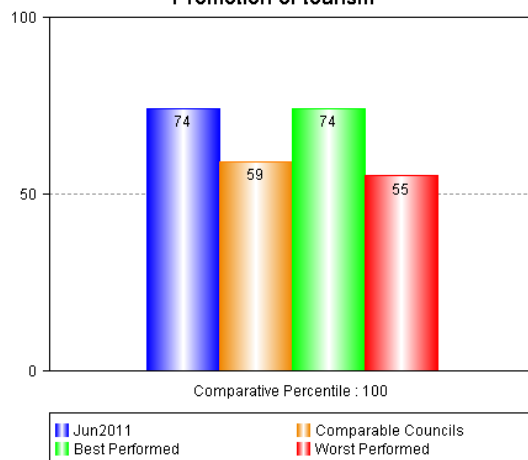
Unsealed roads - Maintenance



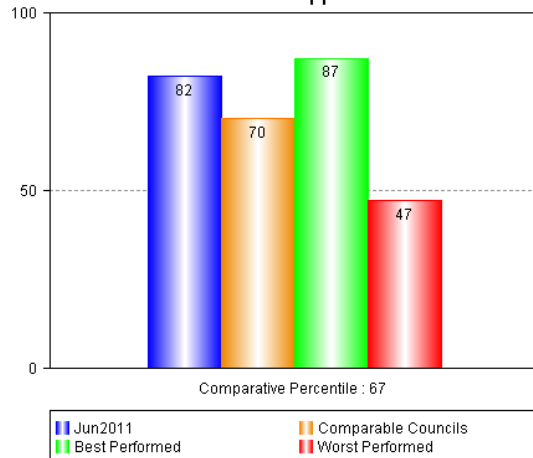
Promotion of economic development & job opportunities



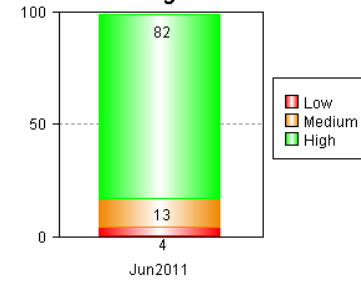
Promotion of tourism



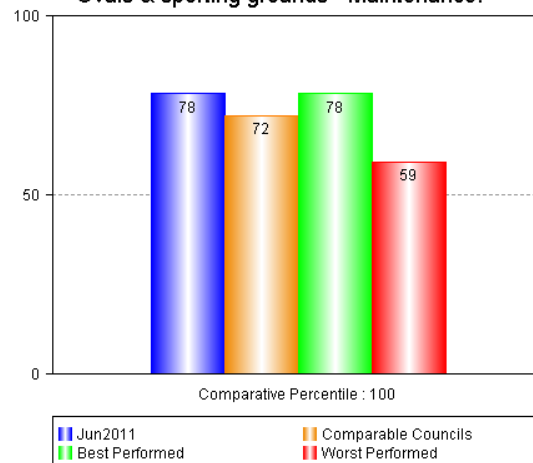
Town Centres - Appearance



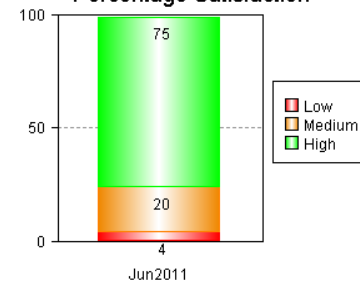
Percentage Satisfaction

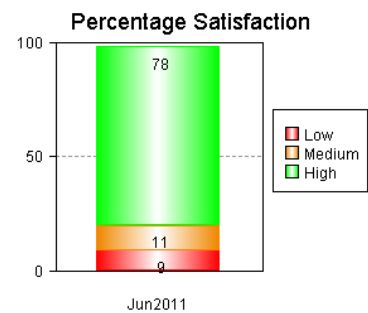
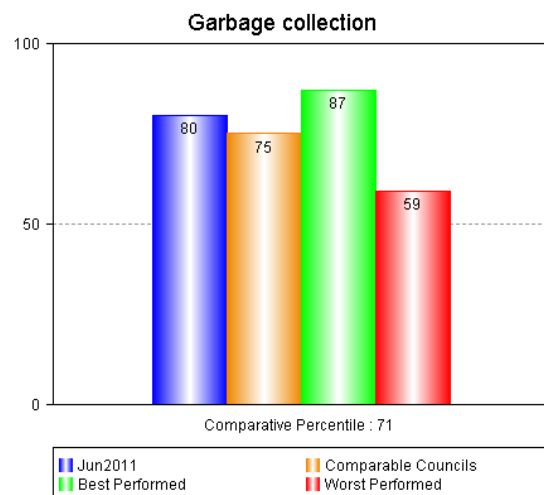
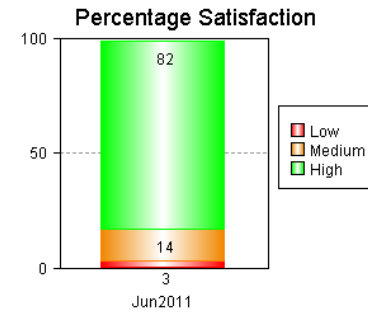
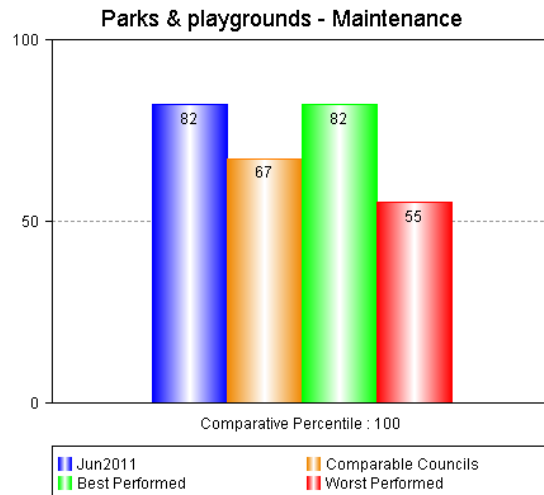


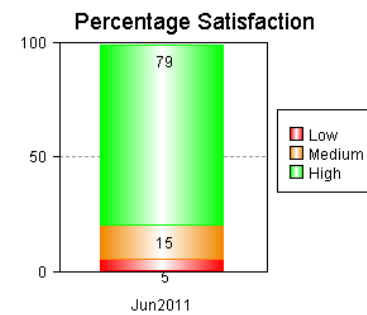
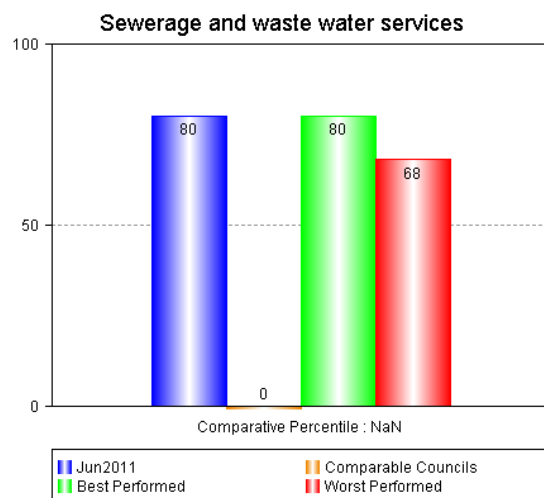
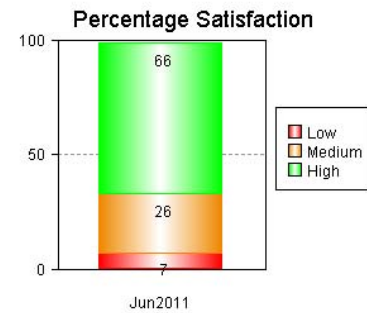
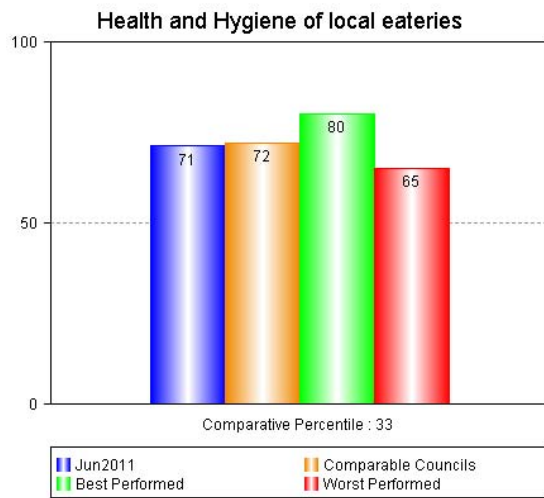
Ovals & sporting grounds - Maintenance.



Percentage Satisfaction











8.2 Anova – Satisfaction

Characteristic Sub-group	Gender		Age				Overall
	Male	Female	18 to 29	30 to 49	50 to 64	65+	
	Base						
Service / Facility	248	254	73	208	125	96	502
Maintaining town roads	3.37	3.45	2.85	3.46	3.39	3.75	3.37
Maintaining sealed rural roads	3.16	3.18	2.78	3.17	3.15	3.53	3.18
Maintaining unsealed rural roads	3.01	3.00	2.85	2.95	2.99	3.32	2.99
Waste collection	4.11	4.23	4.03	4.05	4.29	4.43	4.26
Repairs and maintenance of sewerage services	4.03	4.34	4.07	4.07	4.23	4.53	4.32
Appearance of towns and villages	4.17	4.34	4.04	4.20	4.35	4.43	4.34
Provision and Maintenance of Parks, Playgrounds and Reserves	4.16	4.39	4.16	4.17	4.36	4.49	4.29
Provision and Maintenance of Sporting Fields	3.98	4.22	3.90	4.09	4.12	4.22	4.13
The Recreation Centre (Pool - Stadium - Gymnasium)	4.15	4.34	4.07	4.25	4.19	4.51	4.26
Protection of heritage values and buildings	3.51	3.73	3.46	3.63	3.60	3.74	3.65
June Library services	4.14	4.47	3.88	4.33	4.42	4.52	4.38
Provision of services and facilities for older people	3.68	3.93	3.50	3.73	3.71	4.29	3.83
Provision of services and facilities for youth	3.18	3.09	3.08	3.01	3.10	3.59	3.09
Provision of community buildings and halls	3.49	3.58	3.52	3.50	3.49	3.72	3.54
Provision of bike tracks and walking paths	3.87	4.17	3.89	3.99	4.05	4.21	4.15
Food safety in local eateries and restaurants	3.76	3.92	3.86	3.68	3.91	4.11	3.88
Protection of wetlands, natural environment and wildlife	3.75	3.97	3.70	3.89	3.77	4.04	3.90
Town planning and timely processing of building applications	3.48	3.68	3.30	3.56	3.71	3.65	3.55
Promoting economic development	3.43	3.62	3.44	3.47	3.48	3.76	3.46
Promotion of tourism	3.85	4.07	3.74	3.89	3.94	4.32	3.97
Customer service provided to residents by Council staff	3.87	4.16	3.49	3.98	4.10	4.37	4.00
Informing the Community of Council decisions	3.39	3.75	3.22	3.52	3.59	3.91	3.55
Consulting with the community	3.32	3.54	3.29	3.36	3.41	3.73	3.43
Council Leadership and Advocacy	3.56	3.78	3.49	3.56	3.74	3.96	3.61

 Cells with sig. higher scores relative to yellow cells.
 Cells with sig. lower scores relative to green cells.



8.3 Anova – Importance

Characteristic Sub-group	Gender		Age				Overall
	Male	Female	18 to 29	30 to 49	50 to 64	65+	
	Base						
Service / Facility	248	254	73	208	125	96	502
Maintaining town roads	4.34	4.59	4.62	4.47	4.36	4.45	4.48
Maintaining sealed rural roads	4.16	4.43	4.21	4.29	4.45	4.18	4.13
Maintaining unsealed rural roads	3.67	4.08	3.84	3.79	3.95	4.00	3.60
Waste collection	4.32	4.70	4.07	4.59	4.61	4.55	4.69
Repairs and maintenance of sewerage services	4.10	4.51	4.30	4.29	4.22	4.48	4.65
Appearance of towns and villages	4.42	4.64	4.20	4.49	4.65	4.70	4.59
Provision and Maintenance of Parks, Playgrounds and Reserves	4.37	4.62	4.08	4.55	4.54	4.63	4.54
Provision and Maintenance of Sporting Fields	4.27	4.24	3.97	4.38	4.20	4.24	4.32
The Recreation Centre (Pool - Stadium - Gymnasium)	4.04	4.37	3.94	4.24	4.23	4.33	4.35
Protection of heritage values and buildings	3.85	4.03	3.63	3.94	4.04	4.07	4.00
June Library services	3.88	4.35	3.56	4.12	4.23	4.43	4.28
Provision of services and facilities for older people	4.59	4.58	4.14	4.60	4.65	4.78	4.62
Provision of services and facilities for youth	4.40	4.58	4.33	4.62	4.36	4.53	4.55
Provision of community buildings and halls	3.97	4.07	3.78	4.06	4.09	4.06	4.04
Provision of bike tracks and walking paths	3.89	4.35	3.76	4.18	4.14	4.27	4.32
Food safety in local eateries and restaurants	4.28	4.63	4.50	4.36	4.49	4.59	4.49
Protection of wetlands, natural environment and wildlife	4.11	4.33	4.17	4.21	4.23	4.28	4.31
Town planning and timely processing of building applications	4.16	4.21	3.90	4.24	4.28	4.17	4.24
Promoting economic development	4.24	4.34	3.86	4.28	4.45	4.45	4.23
Promotion of tourism	4.43	4.59	4.31	4.45	4.62	4.67	4.56
Customer service provided to residents by Council staff	4.43	4.62	4.16	4.46	4.65	4.78	4.56
Informing the Community of Council decisions	4.56	4.67	4.36	4.65	4.64	4.67	4.64
Consulting with the community	4.56	4.71	4.57	4.65	4.65	4.64	4.64
Council Leadership and Advocacy	4.43	4.59	4.24	4.50	4.62	4.60	4.53

 Cells with sig. higher scores relative to yellow cells.
 Cells with sig. lower scores relative to green cells.

8.4 Anova – Overall satisfaction

	Characteristic Sub-group	Gender		Age				Overall
		Male	Female	18 to 29	30 to 49	50 to 64	65+	
		Base	248	254	73	208	125	
Service / Facility								
Overall satisfaction		3.88	4.05	3.65	3.90	4.01	4.26	3.96

 Cells with sig. higher scores relative to yellow cells.
 Cells with sig. lower scores relative to green cells.



JUNEE SHIRE COUNCIL

RATES AND CHARGES

HARDSHIP POLICY

ATTACHMENT 8



JUNEE SHIRE COUNCIL

POLICY REGISTER

SUBJECT: RATES AND CHARGES

POLICY TITLE: RATES AND CHARGES HARDSHIP POLICY

1.0 OBJECTIVE:

- To provide assistance to ratepayers and other debtors, experiencing genuine financial hardship of their rates and charges.
- To provide an administrative process to determine hardship applications.
- To fulfil the statutory requirements of the Local Government Act 1993 with respect to hardship applications.

2.0 STATUTORY COMPLIANCE CRITERIA:

- Local Government Act 1993
- Local Government (General) Regulation 2005

3.0 POLICY:

Any ratepayer who cannot pay their rates or charges for reason of financial hardship can apply to Council for assistance at any time.

In particular, ratepayers who incur a rate increase resulting from the implementation of a special rates variation can apply for rate relief if the increase in the amount of rates payable causes them substantial financial hardship.

Each individual case will be considered on its merits.

The criteria used to determine eligibility is the following:

- The amount of any rate increase when compared to the average rate increase for the rate category.
- The amount of rates levied compared to the average rate of the category.
- The ratepayer must own the property and also occupy the property as their principal place of residence.
- The ratepayer will suffer financial hardship if required to pay rates and charges when they fall due.

The information required to determine eligibility is the following:

- Details of the ratepayer's income and expenses from all sources, with supporting evidence as required by Council.
- Current bank account statements.
- An estimated value of ownership of property and investment assets.
- Reasons and reasonable proof of financial hardship.

The assistance provided will be determined under the legal requirements of the Local Government Act 1993.

4.0 BACKGROUND:

Council recognizes that due to exceptional circumstances certain ratepayers do encounter difficulty in paying their rates and charges. The Local Government Act 1993 allows council to provide a range of measures to assist those ratepayers in cases of genuine financial hardship.

5.0 HARSHIP PROVISIONS:

The Local Government Act 1993 provides Council with two options for providing assistance to ratepayers who are finding it difficult to pay their rates and charges because of financial hardship. A summary of the options is as follows:

Section 60I of the Local Government Act 1993

Any ratepayer who incurs a rate increase in the first year following a revaluation of land values can apply to Council for rate relief if the increase in the amount of rates payable would cause them substantial hardship.

Council has the discretion to waive, reduce or defer the payment of the whole or any part of the increase in the amount of the rate payable.

Council set the period of time for when ratepayer applications can be made under this Section be limited to within three months of receipt of their first instalment notice.

Section 564 and 567 of the Local Government Act 1993

Council can enter into payment agreements with ratepayers who cannot meet their instalments payments and may write off interest charges.

OFFICE USE ONLY:

FILE REF NO: R01.01

DATE ADOPTED: 7/04/2009 MIN. NO: 04.04.09

DATE REVISED: 17/09/2013 MIN. NO: 39.09.13



JUNEE SHIRE COUNCIL

COMBINED DELIVERY PROGRAM

OPERATIONAL PLAN

2013-2017

ATTACHMENT 9





JUNEE SHIRE COUNCIL

Combined Delivery Program Operational Plan 2013-2017

Adopted: 27 June 2013
Min No: 21.06.13

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Part 1: Combined Delivery Program Operational Plan 2013-2017

Part 2: Financial Estimates for the Delivery Program 2013-2017

Introduction

On behalf of Junee Shire Council, we are pleased to present the Combined Delivery Program Operational Plan for the period 2013/17. This is the second Delivery Program and Operational Plan presented by Council under the Integrated Planning and Reporting Framework (IPR) mandated by the State Government.

The Combined Delivery Program and Operational Plan provides a summary of the principal activities and actions that the Council intends to undertake for the next four years. It deals with the issues raised in the *Junee Shire Community Strategic Plan, 2025*, adopted on 16 April 2013. This Community Strategic Plan was primarily based on the plan prepared and adopted in 2009.

Each new Council is required to prepare a new Delivery Program for a four year cycle, to align with the Council electoral cycle. This alignment will ensure that the Council of the day is accountable for its own plan.

The Combined Delivery Program and Operational Plan is only part of the planning process and should specifically be read in conjunction the Long Term Financial Plan, Asset Management Plan and Workforce Plan to understand what is required to achieve long term financial sustainability.

The last twelve months have seen Junee Shire Council becoming familiar with the elements of the IPR framework. The next twelve months will see the requirement to 'engage' with our community, as distinct from just 'consult', come to the fore. The Council intends to lodge a three year Special Rate Variation application in February 2014 and will commence that engagement process to support that application later this year. We encourage residents to participate in the ongoing process.

The Combined Delivery Program and Operational Plan considers the goals set out in the Community Strategic Plan 2025 and applies appropriate actions and assigns responsibility

to put the actions into place. Financial resources to make the actions happen are provided in Financial Estimates in Part 2 of this document. The Financial Estimate has been prepared in accordance with the requirements to apply for the three year Special Rates Variation (SRV). Two sets of Financial Estimates have been prepared, the first scenario includes revenues from anticipated SRV approvals, the second assumes no SRV approvals.

Cr L M Cummins
MAYOR

James Davis
GENERAL MANAGER

Why Special Rate Variation?

Background

For a number of years now the Council has chosen to make significant cuts in its service levels in order to maintain a barely satisfactory financial position. These cuts have been across the board but principally in the area of roads maintenance, road resealing and road renewal works.

A regular program of renewing and resealing roads is important as it extends the useful life of a road and keeps it in a safe condition. Conversely, an infrequent program will exposes the organisation to potential financial and public safety liability issues into the future.

If proposed SRV applications are rejected in full or in part, the Council would need to reduce services not only in the roads area but in other areas of its budget in order to remain financially sustainable. This is an unpalatable difficult task but a necessary one. Community input will be sought and information provided if this option needs to be taken.

2013/14 SRV Application

The Community would be aware of the 2013/14 application for a Special Rate Variation (SRV) currently before the State Government Agency IPART. The application proposes a one-off (single year) percentage increase of 10% in 2013/2014 to remain in its general rate base permanently. The increase is comprised of:

- 3.4% announced rate peg limit
- 6.6% to be applied to the road network resealing and renewal program.

IPART will determine the application in mid June 2013.

A successful 6.6% will generate in the order of \$184k per annum which will be used solely for road maintenance, resealing and renewal works. Should the application be

unsuccessful then this Plan proposes that those resealing and renewal works not proceed.

Proposed 2014/17 SRV Application

Junee Shire Council has recognised for several years that it is in a tight financial position and, without taking steps to improve its predicted cash position and operating result, is financially unsustainable in the long term. This statement is predicated on the community's preference to maintain existing levels of service. The Council can, of course, choose to reduce its levels of service to the community but the community has expressed a preference for retaining the existing levels of service.

The Community has had a Long Term Financial Plan (LTFP) in place for a number of years now to assist the Council with its strategic financial planning. The first version of the plan was presented in March 2007. It showed sizeable deficits across all 15 years of the LTFP and gave a strong signal to the Council that it needed to consider significant reductions in expenditure and/or increases in operating revenue in order to achieve long term financial sustainability.

In broad terms, the Council needed to make adjustments in the order of \$550,000 to \$700,000 per year in its operating revenue and operating expenditure to achieve this sustainability. This led to the introduction of revenue from future SRV applications.

The community will recall from information and workshops this year that an additional SRV application will be submitted in February 2014 for a three year period 2014/2017. In order for this process to comply with the State Government's guidelines to lodge a multi-year SRV application there are two sets of financial estimates attached to this plan - one that reflect proposed SRV approval and one that doesn't. Clearly, in the financial estimates that reflect no SRV increase the levels of service provided by this organisation are cut back across numerous functional areas. A single page listing proposed cuts is provided to summarise this information for the public. A more detailed explanation will be deployed in September this year during the community consultation phase.

What is the Delivery Program?

The Delivery program forms part Junee Shire Council's Integrated Planning and Reporting (IPR) framework. This framework aims to draw our various plans together, to assist in understanding how they interact and to get maximum leverage from our efforts by planning holistically for the future.

Junee Shire Council's Integrated Planning and Reporting framework comprises the following four key elements:

Community Strategic Plan – identifies the community's main priorities and aspirations for the future and outlines strategies for achieving these goals. It has a 2025 outlook. Each newly elected Council must complete a review of its Plan by 30 June in the year following the local government elections and roll the planning forward by at least four years so that it is always a 10 year minimum plan. Junee Shire Council's current Community Strategic Plan was adopted on 16 April 2013.

Combined Delivery Program Operational Plan – describes the activities and actions the Council will undertake over the next four years to achieve its long term goals and outcomes. It is accompanied by Financial Estimates to support the delivery of those services and projects. The Combined Delivery Program Operation Plan must be prepared by 30 June in the year following a local government ordinary election and must be reviewed each year. Financial information for the four years 2013/2017 is contained in the Junee Shire Council Financial Estimates contained in Part 2.

Annual Report – provides the community with a detailed account of what was achieved each year and the progress made towards the implementation of the Combined Delivery Program Operational Plan and CSP. This report must be completed within five months of the end of the financial year. The report is designed to be a report to the community.

Integrated Planning & Reporting Framework



Our Direction and Values

Our Vision

“Junee will be a great place to live, with a healthy civic pride. That will come about because the amenity of the shire – social, recreational, cultural, environmental and visual – is the best quality possible given our circumstances. There will be an increase in population because of this, with the increase made up of people who are net contributors to the community.”

“Junee will be prosperous and existing services and businesses will have been preserved and grown. The Shire will have economic development strategies recognising the different circumstances of urban and rural areas.”

“Junee will be a place where innovative, responsive leadership and management occurs in all facets of community life.”

“It will be an independent Local Government area with a strong sense of identity.”

Our Mission

“Junee Shire is to **Make Tracks** systematically and with determination towards its **Vision.**”

Our Community Values

Proud and welcoming – we are proud of our shire and as a friendly community we encourage and support new residents and business owners.

Innovative and progressive – we welcome new ideas and we seek to make changes that will improve the lifestyle of our community.

Inclusive – we have a perspective broader than the shire boundary; our regional focus means we are tuned to the opportunities available through co-operation and partnerships.

Leadership and wisdom – we listen and act; we are prepared to take tough decisions in the best interests of the future of our people, our place and our economy.

Local Government Charter

The role of the Junee Shire Council in accordance with the Local Government Act 1993 (NSW) Section 8 is to:

- Provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively.
- Exercise community leadership.
- Exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism.
- Promote and to provide and plan for the needs of children.
- Properly manage, develop, protect, restore enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development.
- Have regard to the long term and cumulative effects of its decisions.
- Bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible.
- Facilitate the involvement of Councillors, members of the public, users of facilities and services and Council staff in the development, improvement and coordination of local government.
- Raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants.

- Keep the local community and the State Government (and through it, the wider community) informed about its activities.
- Ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the Councils is affected.
- Be a responsible employer.

Role of Mayor, Councillors & General Manager

The Local Government Act 1993 as amended provides direction on the statutory roles and duties of the Mayor, Councillors and General Manager. The roles are as follows:-

Role of Mayor (Clause 226)

- Preside at meetings of the Council;
- To carry out Civic and Ceremonial functions of the Mayoral Office;
- Exercise functions of the Council as the Council determines and delegates; and
- To exercise in case of necessity, the policy making functions of the Council between meetings of the Council (eg: the allocation of resources during natural disasters or commencement of urgent legal action).

Role of a Councillor (Chapter 232)

As a member of the governing body of the Council: to point and direct and control the affairs of Council in accordance with the Local Government Act:-

- To participate in the optimum allocation of Councils resources for the benefit of the area (for eg: providing input into deciding priorities for construction and maintenance work); to play a key role in the creation and review of Councils policies and objectives and criteria relating to the exercises of Councils regulatory functions; and

- Point to review the performance of the Council and its delivery of services and the management plans and revenue policies of the Council.

As an Elected Person:

- To represent the interest of the residents and ratepayers;
- To provide leadership and guidance to the community; and
- To facilitate communication between the community and Council.

Role of the General Manager (Section Clause 335)

The General Manager is responsible for the efficient and operations of the organisation and for ensuring the implementation, without undue delay, of decisions of the Council.

- To manage the Council on a day to day basis and to direct staff;
- To exercise such of the functions of Councils as are delegated by the Council to the General Manager;
- To appoint staff in accordance with an organisational structure and resources approved by the Council;
- To implement the Councils equal employment opportunity management plan.

The General Manager is employed under a performance based contract as required by Section 338 of the Local Government Act.

Corporate Governance

Corporate Governance and Councillors

Councillors are responsible for effecting corporate governance. They are required to ensure that management's direction is aligned with the interests of the community it represents, along with the dependent organisations with which it interrelates, and with legislation under which Councils is required to operate.

As elected representatives, the community relies on Councillors to lead, direct and govern the activities of Council on their behalf. This is achieved by monitoring the processes under which Council operates in order to:-

- Exercise power over the direction of Council;
- Exercise concern for the effect of Council decisions on other parties;
- Supervise and control executive actions;
- Ensure Council is accountable for its functions; and
- Ensure that Council activities comply with the law.

Monitoring Organisational Performance

The process of monitoring the performance of Junee Shire Council is conducted in two ways. Firstly, the General Manager must ensure that progress reports are provided to the Council on its performance with respect to the activities and actions detailed the Combined Delivery Program Operational Plan, at least every 6 months.

Secondly, a review of the Financial Estimates in the form of a Quarterly Budget Review Statement are required to be presented to Council within two months of the end of the September, December and March quarters.

The quarterly budget review includes:-

- An Income & Expenses Statement,
- a Cash & Investments Statement,
- a report on new significant Contracts entered into in the preceding quarter, and
- a report on Consultancies and Legal Expenses.

Executive Management

The Management Team consists of the General Manager and three Directors who provide leadership and strategic management to the organisation while ensuring effective, efficient and accountable operations.

Their key activities are:

- Management of strategic relationships with stakeholders;
- Ensuring Council's interests are well protected at all levels of government;
- Ensuring that decisions of Council are carried out expeditiously;
- Ensuring the provision and delivery of direct services to the community are aligned to real community needs; and
- Development of financial strategies that provide options and set priorities for service delivery.

Elected Representatives

The Junee Shire Local Government Area is represented by nine elected Councillors. Councillors are elected by the community and hold office for a four year term. The next Local Government elections will be held in September 2016.

One Councillor is chosen as Mayor by the Councillors at elections held each September.

The elected Council is responsible for the direction and control of Council's affairs in accordance with the Local Government Act and associated legislation. Councillors represent the interests of the residents and ratepayers, provide leadership and guidance to the community; and facilitate communication between the community whilst maintaining the broader vision, needs and aspirations of the whole Junee Shire Community.

The Junee Shire Council Councillors who were elected in September 2012 are:

- Lola Cummins (Mayor)
- Neil Smith (Deputy Mayor)
- Matt Austin
- Robert Callow
- Andrew Clinton
- Pam Halliburton
- Martin Holmes
- Col Randall
- Jo Ward

Organisational Structure

COUNCIL

General Manager's Department

Mr James Davis

Governance
Executive Assistance
Work Safe & Risk Management
Internal Audit
Economic & Tourism Development
Property Development
Fire Control & Emergency Services

Corporate & Community Services

Mr John Whitfield

Financial Services
- Rates
- Debtors
- Creditors
- Payroll
- Cashiering
- Financial Reporting
- Grant management & returns
Land Development – budget control & sales
Annual Report
Management Plan coordination
Annual Budgets
Budget Reviews
Long Term Financial Planning
RTA Agency
Centrelink Services
Administrative Services
Customer Service
Human Resources
Information Technology
Insurances
Special Projects
Community Services
- Recreation & Aquatic Centre
- Library
- Family Day Care
- Community Transport
- Caravan Park
Asset Management
Public Officer
Right to Information Officer
Responsible Accounting Officer

Development & Environmental Services | *Mr Ralph Tambasco*

Town Planning
LEP management & update
Development Control
Building Control
Environmental Health
Inspection & Licensing
Food Control
Order Enforcement
Animal Control
Noxious Plant Control
Community Development
Social Planning
Economic Development
Council Properties
- Athenium Theatre
- Medical Centre
- Council houses
Heritage matters
Rural Addressing
On Site Sewage Management
Environmental Protection
- Construction
- Wetlands
- Salinity
- Contaminated Land
LandCare
Waste Management (Garbage)
- Collection
- Disposal
- Recycling
Asset Management

Engineering Services

Mr Colin Macaulay

Engineering Planning & Coordination
Design Services
Quality Assurance
Telecommunications
Plant & Equipment
Public Cemeteries
Public Toilets
Waste Management (Garbage)
- Tip management
Sewage
- Collection
- Treatment
- Disposal
- Recycled Effluent
Sporting Grounds
Parks, Gardens & Reserves
Roads Construction / Roads Maintenance
- Urban Roads
- Rural Sealed Roads
- Rural Unsealed Roads
- Footpaths / Bikepaths
- Signage
Street Cleaning
Bus Shelters
Storm Water Drainage
RTA Contracts Management
Private Works
Asset Management
Geospatial Services

Community Involvement

Junee Shire Council provides a number of mechanisms by which the community may be involved in terms of information sharing, active participation in committees, attendance at meetings, or other mechanisms. The following is a list of mechanisms by which residents can be involved.

Councillor Interaction

The Councillors of Junee Shire Council are there to represent your views. They welcome the opportunity to discuss any matters of concern to residents. For current contact information please visit the Council's website, www.junee.nsw.gov.au.

Council Meetings

Council and Committee meetings held at the Junee Shire Council Chambers, 29 Belmore Street, Junee.

Council meetings are held on the third Tuesday of each month commencing at 4:00pm. Additional meetings or variations to regular meeting dates and times are advertised in the Local or Regional newspapers and displayed on Council's website.

Residents are advised that there is opportunity at the commencement of the meeting to address Council at the public forum. If the resident wishes to speak at the public forum, an application must be lodged with Council at least 48 hours prior to the meeting. Speakers will be limited to a time of 5 minutes. This can be extended at the discretion of the Mayor.

Business Papers

Council business papers are available for inspection from the Monday preceding the Council meeting at the Junee Shire Council offices and on the Councils website: www.junee.nsw.gov.au Copies of the business paper are provided for members of the public who attend the council meeting.

Committees

The Council has a number of Committees that meet when needed. They are:

- Australia Day Committee
- Consultative Committee
- Youth Council
- Occupational Health & Safety Committee
- Tourism & Promotion Working Party
- Museum Working Party
- Athenium Working Party
- Junee Flood Study Management Committee
- Illabo Flood Study Management Committee
- Junee Junction Recreation & Aquatic Centre Committee

Community Committees / Delegates to other organisations

Council has a number of community committees or provides a delegate to other organisations. These bodies meet variably from regular monthly meetings on an as needs basis. They are:

- Community Transport Committee
- District Emergency Management Committee
- Goldenfields Water County Council
- Inter-Agency Forum

- Junee Aged Hostel Committee
- Junee Shire Arts Council
- Junee Sports Committee
- Local Emergency Management Committee
- North East Riverina Rural Counselling Service
- REROC
- Riverina Regional Library
- Riverina Regional Tourism
- Riverina Zone, Rural Fire Service Liaison Committee
- Riverina Zone, Rural Fire Service Bushfire Management Committee
- Senior Citizens Week Committee
- Traffic Committee

Council Information Dissemination

Council utilises a number of mechanisms to inform our community. These include:

- Local newspaper – The *Junee Southern Cross* provides coverage for the entire local government area and is used by Council to provide time sensitive information or to advertise or give notice of activities.
- Newsletter – The Junee Shire Council Newsletter is printed quarterly and is distributed to all residents of Junee Shire.
- Website – The Council website www.junee.nsw.gov.au provides Council specific information for interested parties.
- Tourism Website – The website www.visitjunee.com.au provides information for visitors to Junee Shire.

Community Strategic Plan

In June 2009, Junee Shire Council adopted its first Community Strategic Plan; **"making tracks", A Community Strategic Plan for the Junee Shire to 2020**. Its adoption followed comprehensive engagement with our community over an extended period. Since that time the Plan has subsequently been reviewed and readopted in May 2012 and April 2013.

"making tracks" was developed in accordance with the Integrated Planning and Reporting Framework mandated by the NSW government for all Local Government authorities. The Plan is the highest level plan that a Council prepares and identifies the community's principal priorities and aspirations for the future.

In the development of this Plan, four major themes were identified. Under each theme a Strategic Objective was determined and Strategies developed. It is these community-based issues that form the basis of the Council's Combined Delivery Program Operational Plan activities and actions.

How will we measure the community's expectation identified in the Community Strategic Plan

Under each major theme, the Community Strategic Plan identified a number of Strategies the Council will implement together with key performance measures to indicate the progress of the Council towards the achievements of these initiatives.

Themes

Theme 1 - A growing community – with strategies to increase population and jobs. The Shire's population is increased so that local businesses can confidently grow and employ more local people.

Initiatives / Actions – In Summary the council will be realistic and focus on the jobs and industry we can attract.

- we will continue with town and villages improvements so that Junee Shire maintains and enhances its positive image in the community and with visitors.
- we will actively market and promote the town, villages and shire.
- we will use our available zoning powers to provide appropriate land for business and residential development.
- the councillors will represent the interests of all community members, whether in the town, villages or districts.

Performance Measures

- Increase in shire population
- Increase in town and village population
- Number of new jobs created
- Level of unemployment
- Number of new businesses opened in the town and villages
- Increase in the number of bed night stays in motels and tourist park
- Number and value of development applications approved

Theme 2 - A liveable community – with strategies to preserve our heritage, to provide a mix of housing in the town, villages and rural district, to provide recreation and sporting facilities, to ensure the safety of our community, to preserve and protect our environment, and to ensure appropriate and sustainable services and facilities are available to the community.

Initiatives / Actions – In Summary

- we acknowledge the excellent standard of recreation facilities in the shire and we will aim for further improvements in the future, noting the needs at Laurie Daley Oval.
- we will make sure council buildings are used in the most appropriate and cost effective way .
- we will review past decision making about recycling and waste services and the perceived need for large bins at rural transfer stations.
- we will review environmental policies and address the suggestions of wind farms or alternative energy supply and support for land care groups.
- we will plant more trees to encourage a change in the local climate and natives in parks and gardens to save water.
- we will work with Junee Business and Trades to develop a business management plan for Junee.
- we will seek to provide for the increasing cost of maintaining and improving public infrastructure – roads, drainage, buildings, etc
- we will monitor social standards and values, and plan for actions to address any anti-social issues.
- we will actively address youth issues

Performance measures

- Road conditions maintained
- Community buildings conditions maintained
- Heritage buildings preserved
- Sporting facilities maintained
- Availability of aged and child care
- Reduced incidence of crime and social issues
- Increase in recyclables over landfill

Theme 3 - An informed community – with strategies to improve the flow of information to and between members of the community. Our community has ready access to local, regional, national and global information.

Initiatives / Actions – In Summary

- we will clearly define the role of the council – what it can do, what it can't do, what it should do and what it should not do – and communicate this to the community.

Performance measures

- Number of households with broadband internet available
- Levels of education
- Number of council newsletters issued each year
- Number of visits to the council website

Theme 4 - Working together – with strategies to work together as a community, to provide community and civic leadership, to have a wider focus than just the shire, and to be aware of the wider opportunities available by working in partnership with others. Junee Shire Council is not alone in actively implementing the Plan on behalf of the community. It has developed and will further develop regional and wider partnerships so that the strategies outlined within the Plan can be addressed by all stakeholders and interest groups.

Initiatives / Actions – In Summary

- we will clearly define the role of the state and federal government, business and community and ensure they play their part in bringing life to the community strategic plan when adopted.

Performance Measures

- Formal partnerships/MOUs established with government/private sector/community
- Number of deputations and representations to state and federal governments
- Number of project teams formed.


Hints on how to read the strategies and actions in the following tables

The tables in the Combined Delivery Program Operational Plan have been designed to visually link to the major Themes (4) and Strategic Initiatives (47) listed in the Community Strategic Plan. The tables are colour coded and numerically linked for ease of use across both of these documents.

The Delivery Program's Principal Activities are in **blue boxes** and describes what the Council hopes to deliver over the next four years through the application of the Operational Plan's Actions, and Performance Measures which are in the **oranges boxes**. The **yellow boxes** indicate who is responsible for ensuring the strategies and actions are achieved.

The Combined Delivery Program Operational Plan includes all the Strategic Initiatives in the community's Community Strategic Plan, even those the community considered to be the responsibility of other agencies or organisations.

	Community Strategic Plan 2025 Theme – A growing Community		Lead or Partner
	Objective The Shire's population is increased so that local businesses can confidently grow and employ more local people.		
	Strategic Initiative Make changes to the Council's Local Environmental Plan (LEP).		Council
	Delivery Program 2013/17		
	Principle Activity To ensure proper and orderly development is achieved within the shire through the implementation of Council's planning instrument.		DDES
	Operational Plan Actions Review of planning instrument (Local Environmental Plan 2012) as and when required.	Performance Measure Reviewed every five years or as required to meet community expectations.	DDES

	Strategic Initiative Encourage and stimulate the Junee Business and Trades Group.		JBT
	Delivery Program 2013/17		
	Principle Activity To enable and promote the economic growth of the Shire.		GM
	Operational Plan Actions Work with Junee Business and Trades Group to implement strategic and immediate actions to support economic activity.	Performance Measure Council and Junee Business and Trades Executive to meet a minimum of four times a year.	GM
		Junee Business and Trades Association prepare annual business plan.	JBT


	1.3 Strategic Initiative Develop a town and village business plan.		Community
	Delivery Program 2013/17		
	1.3.1 Principle Activity To provide or facilitate the development of residential, commercial and industrial land in Junee Shire.		GM
	Operational Plan Actions	Performance Measure	
	Subdivide and construct residential estates in accordance with the Long Term Financial Plan for land development, including purchase of land for future development.	Land purchased in accordance with Long Term strategy. Residential estates constructed in accordance with Long Term Financial Plan.	DES
	Develop, implement and review a Long Term Financial Plan for land development.	A Long Term Financial Plan for land development is reviewed and updated as part of the annual Financial Estimates process – by 31 March each year.	DCCS
	Village Improvement Plans developed.	One per annum.	Village Committees

	1.4 Strategic Initiative Explore opportunities for business development associated with the rail industry.		Council
	Delivery Program 2013/17		
	1.4.1 Principle Activity To provide and/or facilitate the provision of business and commercial premises for the economic benefit of Junee.		GM
	Operational Plan Actions	Performance Measure	
	Prepare Railway sector capability statement for marketing and advocacy purposes.	Complete capacity statement . Use across media and advocacy organisational roles.	GM
	Prepare business sector capability statements for Market and advocacy purposes.	Two Capability Statements.	GM


	1.5	Strategic Initiative Examine light industry opportunities, and the possible future relocation of the bus depot to an industrial area, freeing up land for future commercial purposes.	Council
		Delivery Program 2013/17	
	1.5.1	Principle Activity To provide business opportunities or facilities that will benefit the Junee community.	GM
		Operational Plan	
		Performance Measure	
		Actions	
		Develop strategy for the provision of residential, commercial and industrial land.	DDCS
		Meet with stakeholders to seek method by which landuse renewal can be effected.	GM

	1.6	Strategic Initiative Ensure continued dialogue occurs with the largest businesses in Junee on providing opportunity for local trades and businesses to tender for their works and services.	Council
		Delivery Program 2013/17	
	1.6.1	Principle Activity Facilitate dialogue between larger business service providers.	GM
		Operational Plan	
		Performance Measure	
		Actions	
		Council's actual cost of providing service does not exceed reasonable cost for provision of services.	DDES
		Analyse levels of larger Junee businesses using local business suppliers.	TD
		Develop policy or promotion advocating improved proportional spending within local economy.	TD
		Continue to meet the needs of ratepayers and provide ratepayers with a value for money service.	DCCS


	1.7 Strategic Initiative Identify and promote opportunities for use of redundant buildings.	Council
	Delivery Program 2013/17	
	Principle Activity Identify business and building compatibility.	GM
	Operational Plan Actions	
	Assess the capacity to provide buildings/facilities that aid the commercial resilience of the Junee community. Building internal and external marketing/promotion collateral for business attraction.	Annual assessment undertaken. Minimum twenty per annum.
		DDES TD

	1.8 Strategic Initiative Attract professional service specialists to live and work in Junee.	Council
	Delivery Program 2013/17	
	Principle Activity Provide facilities and support for professional service specialists in Junee.	DCCS
	Operational Plan Actions	
	Operation of an effective Family Day Care scheme to support families and carers. Operation of an effective public library service to meet the information, education, recreation and cultural needs of the community. Operation of an effective swimming pool and recreational complex for the enjoyment of residents and visitors. To ensure the maximum number of residents possible have access to the recreation centre.	Annual report of Southwest Family Day Care scheme prepared highlighting the benefits of such a facility to the community. Annual report prepared highlighting the benefits of such a facility to the community. Annual report prepared highlighting the benefits of such a facility to the community. Annual marketing program developed and implemented.
		FDC LO MRC MRC

 <div>1.9</div> <div>1.9.1</div>	Strategic Initiative Encourage and actively seek out businesses and industries.		Council
	Delivery Program 2013/17		
	Principle Activity Enable and promote economic growth opportunities for the Shire.		GM
	Operational Plan	Performance Measure	
	Actions		
	Prepare local industry sector capability statements for marketing and promotional purposes.	Three local industry capability statements prepared annually.	GM
	Business visitation program implemented.	Minimum six visitations per year.	TD

 <div>1.10</div> <div>1.10.1</div>	Strategic Initiative Encourage local businesses to provide a shopper experience for customers.		JBT
	Delivery Program 2013/17		
	Principle Activity Use the historic character of Junee in a way that promotes tourism and local celebration.		GM
	Operational Plan	Performance Measure	
	Actions		
	Support provided to Junee Rhythm and Rail Festival.	Provide financial support to festival annually.	GM
	Provide and maintain public conveniences to an acceptable standard to cater for the local community and the travelling public.	Annually measure customer action requests and compliance regime of cleaning contract related to public conveniences.	DCCS
	Actively use Information and Communications Technology (ICT) to support marketing and promotion.	25 Articles per annum.	TD
	Social media used to emphasise and promote local shopper experiences.	50 posts per annum.	TD

	Strategic Initiative Work in partnership with the Premier's Department Office, Wagga Wagga, Department of State and Regional Development, Wagga Wagga, and Wagga Wagga City Council.		Council
	Delivery Program 2013/17		
	Principle Activity Enable and promote economic growth opportunities of the Shire.		GM
	Operational Plan Actions	Performance Measure	
	Identify programs that encourage light industry within the Junee Shire to be complementary to the industries at the Bomen Industrial Estate. Work in partnership with neighbour councils and government agencies in regional promotion, policy development and service provision.	Minimum of six meetings with government agencies per annum. Attend REROC meetings.	GM GM


	Strategic Initiative Provide council support and assistance to existing employers to grow their businesses.		Council
	Delivery Program 2013/17		
	Principle Activity To provide and/or facilitate business and commercial expansion for the economic benefit of Junee.		GM
	Operational Plan Actions	Performance Measure	
	Council is an active and financial member of the Junee Business & Trades Group. Investigate partnership with Junee Business & Trades for footpath cleaning and pigeon abatement program. Support Junee Business & Trades in group bulk buy of utility services. Support provided to Junee Rhythm and Rail Festival.	Attend meeting of the Junee Business & Trades Group. Report on result. Promotion and advocacy of project. Provide financial support to festival annually.	TD TD TD GM



	Strategic Initiative Provide council support and assistance to existing employers to grow their businesses.	Council
	Delivery Program 2013/17	
	Principle Activity To provide and/or facilitate business and commercial expansion for the economic benefit of Junee.	TD
	Operational Plan	
	Actions	
	Participate in regional tourism organisations.	Membership of Riverina Regional Tourism maintained.
	Implement the Junee Tourism Development Plan.	Tourism Development Plan reviewed and promulgated. Annually report on results.
	A caravan park facility is maintained in Junee.	Lease requirements are met by both Council and the Lessee.
	Support Junee tourism operators group through regular meetings and program development.	Four meetings per annum.




	Strategic Initiative Encourage and promote school bus trips from Wagga Wagga to Junee to attend the Recreation Centre, Athenium, etc.	Council
	Delivery Program 2013/17	
	Principle Activity Increase patronage to community facilities.	GM
	Operational Plan	
	Actions	
	Prepare marketing campaign to support regional visitation to Junee.	Participation rates at Recreational Centre, Athenium and Broadway Museum measured annually.


	1.15 Strategic Initiative Provide and maintain efficient sewerage systems and allow for required expansion.	DES	
	Delivery Program 2013/17		
	Principle Activity To transport and treat sewage for re-use by operating, maintaining and continually improving the performance of systems to meet business and community needs in an environmentally sensitive manner.		DES
	1.15.1 Operational Plan Actions	Performance Measure	
	Extend the sewerage system to match growth.	Match to private and public residential land development proposals.	DES
	Procedures are in place to quickly respond to surcharges and plant failure.	Staff always available to attend to surcharges and plant failures.	DE
	Monitor and assess asset condition for repair or replacement.	Implement assess management plan sewerage network.	DE
	Annually submit license renewal requirements to conform with Environmental Protection Licence regulations.	Licence submitted.	DE

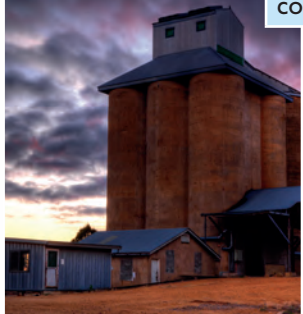


<div>1.16</div> <div>1.16.1</div>	Strategic Initiative Improve our entry points to the town and the shire to make a greater impression on visitors.		Council	
	Delivery Program 2013/17			
	Principle Activity Enhance the reputation of Junee as a tourist destination through promotional opportunities.			GM
	Operational Plan		Performance Measure	
	Actions			
	Renewal of entry signage and treatments at LGA major roads boundaries.	Renewal every three to five years.	TD	
	Renewal of Junee township entry statement.	Renewal every three to five years.	TD	
	Improve village signage and promotion.	Minimum one village per annum.	TD	
	Recreation areas such as Bethungra Dam and Sandy Beach Reserve etc. are promoted as destinations for visitor and residents with signage and marketing material.	Minimum of one location per annum.	TD	
	Road side verges at major entry points are groomed and beautified.	Works program executed.	DES	

	Community Strategic Plan 2025 Theme – A Liveable Community		Lead or Partner
	Objective Ensure our services and facilities are the best they can be using the resources available.		
	Strategic Initiative Maintain current access to health and medical services.		Council
	Delivery Program 2013/17		
	Principle Activity Facilities for health and medical service providers in Junee meet the community's needs.		GM
	Operational Plan Actions	Performance Measure	
	Continually assess the needs of the Junee community to ensure appropriate health and medical services are available.	IRIS community survey.	DDES
	Ensure that a suitable Medical Centre to be used by medical and allied health service providers is available in Junee.	Building maintenance program completed.	DDES

	Strategic Initiative Improve advocacy regarding health services.		JLHAC
	Delivery Program 2013/17		
	Principle Activity Ensure public and private health service representation is made.		GM
	Operational Plan Actions	Performance Measure	
	Meet with Junee Health Advisory Committee to assist with strategic and operational issues in preparing for the needs of the community.	Minimum of two meetings per annum.	GM
	Councillor delegates appointed to the following committees annually: Junee Interagency Forum, Junee Aged Hostel Committee & Community Transport Committee.	Delegates appointed annually. Report tabled at Council meetings.	GM
	Meet with Junee Community Centre executive to establish partnership, funding opportunities and collaboration on programs or project.	Minimum of two meetings per annum.	GM


	2.3	Strategic Initiative Attract professional service specialists to live and work in Junee.	Council
	2.3.1	Delivery Program 2013/17	
		Principle Activity	
		Market Junee as a desirable place to live and or work.	GM
		Operational Plan	
		Performance Measure	
		Actions	
		Continue to maintain existing housing stock for health professionals use who intend to live and work in Junee.	DDES
		Junee destination marketing packages produced and disseminated.	TD
		Welcome to Junee events for new arrivals.	TD


	2.4	Strategic Initiative Review and revise the road hierarchy.	Council
	2.4.1	Delivery Program 2013/17	
		Principle Activity	
		To have all urban sealed and unsealed roads maintained in a serviceable condition.	DES
		Operational Plan	
		Performance Measure	
		Actions	
		Regularly monitor road demand to ensure appropriate categorisation of road hierarchy.	DE
		Condition monitoring program maintained using the Council's "Reflect Road Management System" and all items in sealed rural roads maintenance and improvement program are achieved.	




	2.5	Strategic Initiative Develop an asset management and renewal programme.	DES	
		Delivery Program 2013/17		
	2.5.1	Principle Activity Ensure public assets are maintained and provided with a level of service matched to community expectations and within the financial resources available for that purpose.	DES	
		Operational Plan	Performance Measure	
		Actions		
		Prepare, review and implement a maintenance and improvement program for resealing of pavements.	Program implemented reviewed and updated annually.	DES
		Maintain asset registers, prepare four year rolling works program.	Report on compliance annually to the community.	DES
		Prepare, review and implement a works program for gravel resheeting of pavement.	Program implemented reviewed and updated annually.	DES
		Constantly monitor costs on projects to ensure they meet budgetary requirements.	Project cost reviewed through quarterly budget reviews.	DCCS
		Delivery of Road work programs communicated to residents through community Newsletter.	Four per annum.	DES

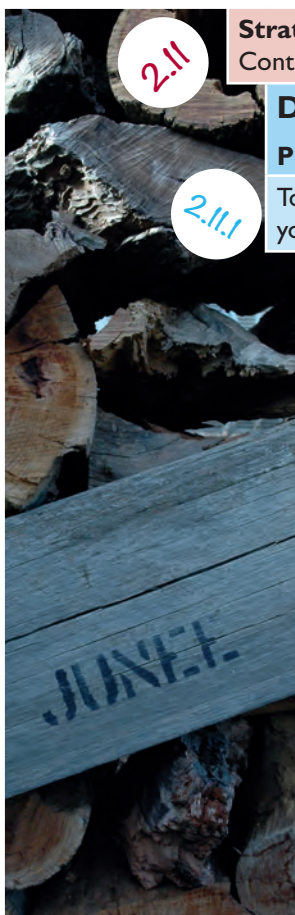
	2.6	Strategic Initiative Develop greater pride in our town by working with business owners to paint, decorate and light up their shop fronts in a co-ordinated theme.	JBT	
		Delivery Program 2013/17		
	2.6.1	Principle Activity Key community facilities and operational activities are maintained.	DCCS	
		Operational Plan Actions	Performance Measure	
		Implement Junee Tourism Plan.	Report on implementation annually.	TD
		Junee Junction Recreation and Aquatic Centre is resourced and operated efficiently and effectively.	Community representatives (2) on Junee Junction Recreation and Aquatic Centre Committee is maintained.	MRC
		Library Service is resourced and operated efficiently and effectively.	Annual report on Library activities to the community.	LO
		Public buildings such as the Broadway Museum and the Athenium are maintained with the assistance of the tenant or committees who use or occupy these assets.	Meet with building tenants or committees at least twice a year.	DDES


	2.7	Strategic Initiative Seek government funding for a village improvement program.	Community
		Delivery Program 2013/17	
	2.7.1	Principle Activity Work with Village Committees to create and sustain vibrant and welcoming communities.	DDES
		Operational Plan	
		Actions	
		Work with Bethungra on the Up Committee to identify works for Bethungra and surrounds.	CDO
		Maintain Bethungra Dam Reserve as a camping ground and for recreational activities.	DES
		Maintain Sandy Beach Reserve as a camping ground and for recreational activities.	DES
		Work with Old Junee and Illabo communities to support their initiatives.	CDO


	2.8	Strategic Initiative Address social standards and values.	Community
		Delivery Program 2013/17	
	2.8.1	Principle Activity Instil a sense of pride in the community by advocating for and supporting community initiatives.	Council
		Operational Plan	
		Actions	
		Identify and address needs of families requiring child care via advertising and promotional events.	DCCS
		Participate in NSW Police local Community Consultative Committee.	DDES
		Participate in community committees such as Interagency and Youth Council.	CDO
		Community education programs highlighting services available for families.	CDO


	2.9	Strategic Initiative Advocate for appropriate police presence in Junee.		Community
		Delivery Program 2013/17		
		Principle Activity		
	2.9.1	Assist in providing a safe and functional environment for the community.		GM
		Operational Plan	Performance Measure	
		Actions		
	Monitor demand via complaints and feedback from the public.	All requests/complaints concerning provision of facilities considered in an annual review.	DCCS	
	Graffiti removal program in place for Council public building.	Removal within seven days.	DDES	

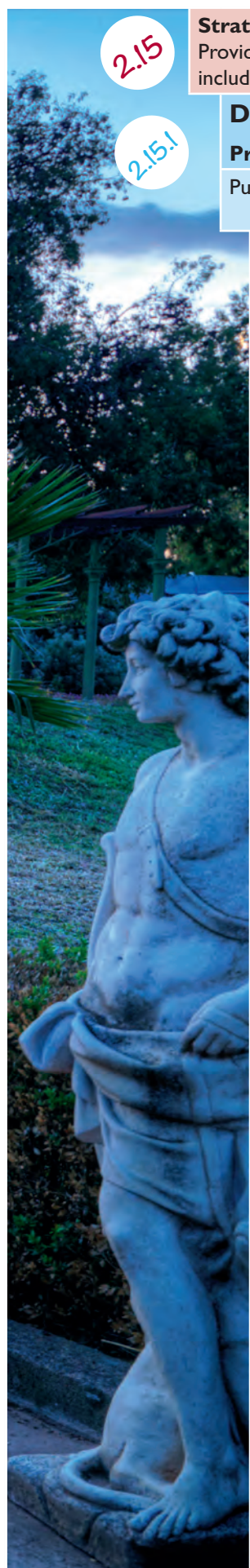
		Strategic Initiative Lobby for viable education facilities in the shire to support quality education for our young.	Community	
		Delivery Program 2013/17		
		Principle Activity To facilitate the provision, integration and co-ordination of educational services.	Council	
		Operational Plan	Performance Measure	
		Actions		
		Foster relationships with local education providers.	Minimum of eight meetings annually.	GM
	Provision of Family Day Care scheme.	Annual report. Scheme operated in accordance with funding agreement.	FDC	
	Implement annual Youth Program in accordance with funding agreement.	Report on activity.	CDO	

	2.11 Strategic Initiative Continue to devote priority time and resources to youth issues.	Council
	Delivery Program 2013/17	
	2.11.1 Principle Activity To assist the community in providing a safe and functional environment for young people.	DDES
	Operational Plan	
	Actions	
	Ensure Family Day Care scheme meets accreditation standards.	DCCS
	Implement annual Youth programs in accordance with funding agreement.	CDO
	School Holiday Youth Programs implemented.	CDO
	Library activities for children eg. story time provided.	LO
	June Recreation and Aquatic Centre swimming pool available for schools and swimming club structured activity.	MRC
	June Recreation and Aquatic Centre provide for structure activity and or programs for youth related activities.	MRC

	2.12 Strategic Initiative Introduce an effective alcohol/drug/sex education program for children, youth and parents.	NSWG
	Delivery Program 2013/17	
	2.12.1 Principle Activity To assist the community in providing a safe and functional environment for young people.	DDES
	Operational Plan	
	Actions	
	Implement annual Youth Program in accordance with funding agreement.	CDO
	Community education (sharing resources).	CDO

 <div>2.13</div> <div>2.13.1</div>	Strategic Initiative		DDES
	Review waste and recycling facilities in the shire.		
	Delivery Program 2013/17		
	Principle Activity		
	Waste collection services operate in accordance with regulatory requirements and efficiently and effectively as possible.		DDES
	Operational Plan	Performance Measure	
	Actions		
	On-going monitoring of transfer stations and tip operations and complaints.	Meet licensing requirements.	EO
	Promotion of waste avoidance and re-use. Provide Council and ratepayers with better options for waste disposal.	Promotion and/or education campaigns delivered to community, minimum of four annually.	EO
	Adequate provision of waste collection services.	Contractual agreement performed in accordance with contracts.	DDES


 <div>2.14</div> <div>2.14.1</div>	Strategic Initiative		Community
	Strengthen the networks which bind the community together.		
	Delivery Program 2013/17		
	Principle Activity		
	Community networks are supported where possible.		Council
	Operational Plan	Performance Measure	
	Actions		
	Provide administrative support to the Junee Junction Recreation and Aquatic Centre Section 355 Committee.	Administrative support provided promptly and accurately.	DCCS
	Maintain a relevant up-to-date book stock that meets NSW Public Library averages regarding stock age.	Continued increase in membership and satisfaction with existing service. Stock updated and expanded each year.	DCCS
	Annually review the Local Displan (Disaster Plan).	Local Displan is reviewed each year.	DES
	Conduct regular meetings of the Local Emergency Management Committee.	Four meetings per annum.	DES
	Administer the Junee Community Transport Scheme.	The Community Transport Program bookings are co-ordinated to achieve an effective workflow for drivers. Pickups in the Community Transport Program are on time Operating standards and reporting requirements for the Community Transport Program are met.	DCCS


	<div>2.15</div> <div>2.15.1</div>	Strategic Initiative Provide and maintain safe and serviceable public facilities and infrastructure including roads, footpaths and stormwater drains.	DES
		Delivery Program 2013/17	
	Principle Activity Public infrastructure is maintained within financial limits.		DES
	Operational Plan	Performance Measure	
	Actions		
	Application for Special Rates Variation is lodged to ensure financial sustainability is maintained.	Lodge application/s in accordance with government policy.	GM
	Maintain an Emergency Control Centre.	Maintained in accordance with agreement.	DDES
	Repair road defects to minimise the risk to the public and maximise the road networks economic life.	Road defects are rectified in accordance with the Council's Roads Hierarchy policy.	DES
	To provide and maintain public conveniences to an acceptable standard to cater for the local community and the travelling public.	Memorial and Endeavour Parks - cleaned daily. Rear of Medical Centre - cleaned daily. Burns Park - locked - cleaned by user groups. Loftus Oval - locked - cleaned by user groups. Laurie Daley Oval - locked - cleaned by user groups. Junee Cemetery - once per week. Illabo Rest Area - three times per week. Wallacetown Rest Area - three times per week. Bethungra Park - once per week. Bethungra Dam Park - once per week. Sandy Beach Reserve at Wantabadgery - once per week.	DES
	Investigate, design and construct drainage structures and facilities to mitigate identified flooding problems within Council's budget constraints.	Works program implemented.	DCCS
	Inspection and maintenance of existing drainage structures to minimise risk of blockage or property damage.	Work program implemented.	DES
	Report to Council on condition of infrastructure and options for the maintenance and development to meet community expectation.	Annual Work program approved and implemented.	DES
Liaise with electricity supply authorities, inspect and repair and improve existing street lights to ensure that all lights are operating effectively.	Any faulty lights reported to Council are reported to Essential Energy within three working days. Work program implemented.	DES	
Prepare reports for the Road & Maritime Services (RMS) on rectification works outside of the scope of the Road Maintenance Council Contract.	Maintenance is carried out in accordance with the contract.	DES	

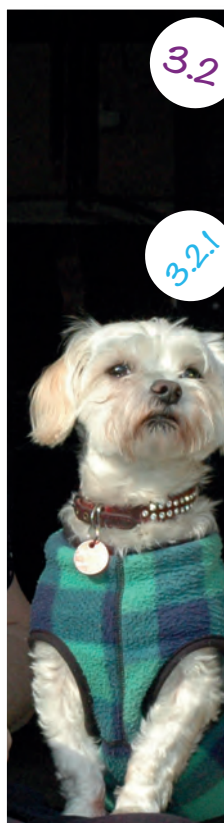
	2.16	Strategic Initiative Provide and maintain attractive, accessible and safe parks and sports grounds, recreational, bike paths and footpaths, cemeteries and other public places.	DES
	2.16.1	Delivery Program 2013/17	
		Principle Activity Provide and manage recreational and passive public land under Council's control.	DES
		Operational Plan	
		Actions	
		Councillor delegates appointed to Junee Sport Committee.	GM
		Maintain existing and new playground equipment.	DES
		Facilitate use and development of sports grounds through the Junee Sports Committee.	DES
		Maintain the visual amenity of the Shire's parks and gardens.	DES
		Cemeteries maintained and improved.	DES


	2.17	Strategic Initiative Implement effective regulation strategies, local policies and compliance programs to manage the impact of development and maximise public and environmental health and safety.	DDES
	2.17.1	Delivery Program 2013/17	
		Principle Activity Ensure regulatory obligations are managed effectively, to protect the community's interest.	DDES
		Operational Plan	
		Actions	
		Implement the Storm Water Management Plan.	DES
		Review of customer action requests system to identify any delays in responses.	DCCS
		Development Application and Complying Development Certificate approval times maintained at current low levels.	BS
		Council will destroy selected categories of noxious weeds on public land under the Council's control according to allocated budget.	DES

	Council will issue and follow-up eradication notices on properties affected by noxious weeds.	Follow-up inspections are carried out at the expiration of the time limit and notices to enter and carry out eradication works are issued.	DES
	Private swimming pools inspected on a random basis associated with a publicity campaign outlining the responsibilities of pool owners.	Annual report on condition and action taken.	DDES
	Inspect public swimming pools to ensure compliance with relevant standards.	Public swimming pool at the June Junction Recreation & Aquatic Centre is inspected at least twice per year. Other public swimming inspections undertaken annually.	DDES
	Act on complaints and enforce legislation in relation to environmental pollution.	Respond to pollution incidents. Act on complaints within 48 hours.	DDES
	Implement Council's On-site Sewage Management Strategy and DCP to ensure minimal impact on the environment from on-site sewage management systems.	Annual report on condition and action taken.	EO
	Food premises within the Local Government area are inspected twice per year.	Food premises inspected twice per year or more frequently if required.	BS
	Ensure that all building work is inspected at the critical stages of construction.	Building work is inspected in accordance with regulatory obligation.	BS
	Premises impacting on public health are inspected regularly to ensure compliance with health and other standards.	Customer Service Requests are acted on within 5 working days (non-urgent) and 1 day (urgent).	BS
	Develop and review a State of Environment Report for the Shire as required by legislation.	State of Environment Report developed and reviewed as required by legislation.	DDES

	Strategic Initiative Protect local heritage and residential amenity.		DDES
	Delivery Program 2013/17		
	Principle Activity		
	Celebrate the historical identity of June to encourage heritage conservation work to be undertaken.		DDES
	Operational Plan	Performance Measure	
	Actions		
	Participate in National Trust Heritage Week Activities.	Take part in the National Trust Heritage Festival held annually.	DDES
	Support tourism activities associated with historical themes across the Local Government Area.	Annual report on activity.	TD
	Educational campaigns highlighting and encouraging private and public sector investment towards heritage projects.	Minimum of four projects annually.	CDO


	3 Community Strategic Plan 2025 Theme – An Informed Community		Lead or Partner															
	Objective Our community has ready access to local, regional, national and global information.																	
	3.1 Strategic Initiative Educate the community on the role of the Council.		Council															
	Delivery Program 2013/17																	
	Principle Activity Connect people and information to enable informed decision making.		GM															
	3.1.1 <table><tr><th>Operational Plan</th><th>Performance Measure</th><th></th></tr><tr><th>Actions</th><th></th><th></th></tr><tr><td>Regular communication with the community, government and other appropriate organisations to support projects and initiatives that benefit the people across the Local Government Area.</td><td>Community newsletter distributed four times a year.</td><td>CDO</td></tr><tr><td>Implement methods of delivering services to customers in a more effective manner.</td><td>Maintain web pages and social media platforms.</td><td>DCCS</td></tr><tr><td>Prepare annual report on the Council and Community Strategic Plans performance.</td><td>Annual report distributed.</td><td>DCCS</td></tr></table>		Operational Plan	Performance Measure		Actions			Regular communication with the community, government and other appropriate organisations to support projects and initiatives that benefit the people across the Local Government Area.	Community newsletter distributed four times a year.	CDO	Implement methods of delivering services to customers in a more effective manner.	Maintain web pages and social media platforms.	DCCS	Prepare annual report on the Council and Community Strategic Plans performance.	Annual report distributed.	DCCS	
	Operational Plan	Performance Measure																
Actions																		
Regular communication with the community, government and other appropriate organisations to support projects and initiatives that benefit the people across the Local Government Area.	Community newsletter distributed four times a year.	CDO																
Implement methods of delivering services to customers in a more effective manner.	Maintain web pages and social media platforms.	DCCS																
Prepare annual report on the Council and Community Strategic Plans performance.	Annual report distributed.	DCCS																

	3.2 Strategic Initiative Actively promote and communicate to the community the results of research into social projections.		Council
	Delivery Program 2013/17		
	Principle Activity Consideration of aging community upon the social fabric of our community.		DDES
	Operational Plan	Performance Measure	
	Actions		
	Community Transport Program provides efficient and equitable transport arrangements for frail, aged and geographically isolated people.	Report on monthly activity levels.	CTO
	Analyse impact of aging community on local housing provision.	Workshop with stakeholders.	GM
	Activities are provided for older people with in the Community.	Coordinate Seniors week activity.	CDO
	June Junction Recreation and Aquatic Centre provides classes that consider the needs of older people within the community.	Minimum of 25 events per annum.	MRC

	Strategic Initiative Improve the promotion of villages/districts.		Community
	Delivery Program 2013/17		
	Principle Activity Villages and rural communities are assisted with their initiated projects and programs.		Council
	Operational Plan	Performance Measure	
	Actions		
	Community Newsletter and websites are inclusive of information that support villages and rural communities.	Quarterly newsletters printed.	CDO
	Village Improvement Plans developed.	One per annum.	Village Committees
	Rural and Village based business form part of tourist development plan.	10 meetings per annum.	TD

	Strategic Initiative Facilitate improved electronic communications with Shire villages.		Council
	Delivery Program 2013/17		
	Principle Activity Enable residents to interact with each other and access council services and information for business related activities and approvals.		DDES
	Operational Plan	Performance Measure	
	Actions		
	Access to Council services are available electronically for rural communities.	50% of Council services are made available via electronic means.	DCCS
	Report Council's activities, community development and other issues, to the community via a quarterly community newsletter.	Distribution of four newsletters annually.	CDO
	Rural villages and communities are recognised on Council websites.	20 articles per annum.	CDO
	Rural villages and communities are recognised in marketing and promotional materials.	Minimum of 10 occasions per annum.	TD
	Rural cemetery register and plans are maintained and up to date.	Record update within 10 working days of notification.	DES

	3.5 Strategic Initiative Advocate for broadband and mobile coverage across the shire.		Community
	Delivery Program 2013/17		
	Principle Activity Advocate for equitable mobile and broadband access across the shire.		Council
	3.5.1 Operational Plan	Performance Measure	
	Actions Advocate for improved mobile phone reception.	Minimum of two meetings per annum.	GM
	Inform community of any proposed work or upgrades to mobile or broadband networks.	Council Newsletters and media releases.	CDO
	Education campaigns in readiness for digital economy.	Minimum of two campaigns per annum.	CDO

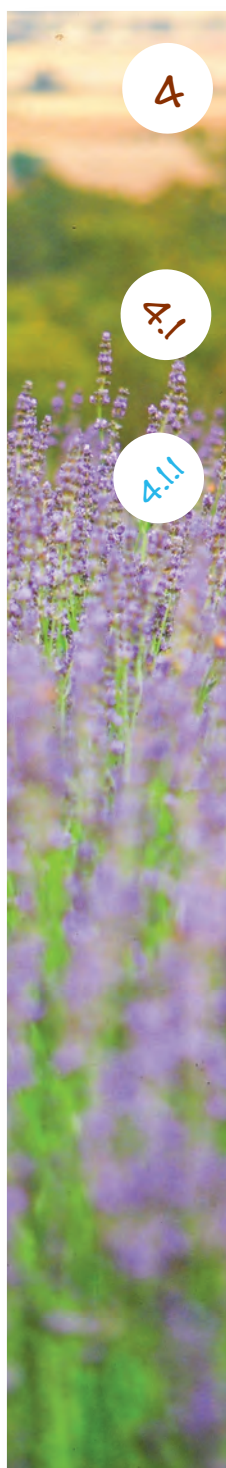


	3.6 Strategic Initiative Ensure councillors represent and advocate on behalf of the wider Juneec community – the town, villages and districts.		Community
	Delivery Program 2013/17		
	Principle Activity Everyone in the Shire can make their views known and feel included in council decisions.		Council
	3.6.1 Operational Plan	Performance Measure	
	Actions Integrated Planning and Reporting framework includes community information workshops.	Four workshops per annum.	DCCS
	Independent Community Survey carried out to help identify community expectations.	Survey every three years.	GM
	Community and organisational meetings to help inform and listen to people across the shire.	Minimum of six meetings per annum.	CDO

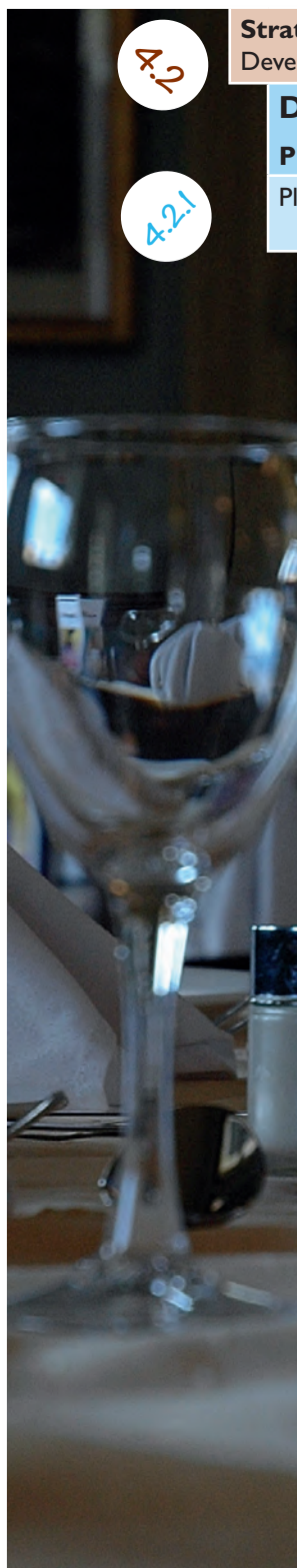


Strategic Initiative Instil public confidence through maintaining appropriate controls and records of Council's finances.		Council
Delivery Program 2013/17		
Principle Activity Conduct strategic and operational planning and reporting of performance.		DCCS
Operational Plan Actions	Performance Measure	
Prepare a Draft Financial Estimates for the Delivery Program by 1 April each year for adoption by 30 June.	Annually.	DCCS
Ten year plant replacement program is reviewed and updated annually.	Annually.	DES
Prepare a Quarterly Budget Review Statement within two months of the close of each quarter.	Quarterly budget review statements provided by due date.	DCCS
Inform community of performance against Integrated Planning and Reporting requirements.	Publish Annual Report.	DCCS
Ensure Financial Statements are completed and lodged in accordance with statutory requirements.	Annually.	DCCS




<p>3.8</p> <p>3.8.1</p>	Strategic Initiative		Council
	Improve Council's overall long term financial position.		
	Delivery Program 2013/17		
	Principle Activity		
	Improve Council's overall long term financial position.		DCCS
	Operational Plan	Performance Measure	
	Actions		
	Application for Special Rates Variation is lodged to ensure financial sustainability is maintained.	Lodge application/s in accordance government policy.	GM
	Prepare end of year Financial Reports that are ready for audit.	Annually.	DCCS
	Operational and capital budgets developed.	Annually.	DCCS
	Provide a rating structure and Council fees and charges that provide a balance between generating sufficient income for the provision of Council services while being fair and equitable to ratepayers.	Review Councils fees and charges annually.	DCCS
	Prepare Long Term Financial Plan.	Annually.	DCCS
	Maximise Council's investment income within the adopted Investment Policy requirements.	Monthly.	DCCS
	Structure private works to enable Council's plant fleet and operations staff to be better utilised with a greater work variety.	Always.	DES
	Actively seek out private works to maximise effective use of resources.	Always.	DES
	Financial aspect of the Junee Junction Recreation Centre monitored throughout the year. Income and expenditure monitored to ensure operations meet budget targets.	Quarterly.	DCCS


 <div>4</div> <div>  </div> <div>  </div>	Community Strategic Plan 2025 Theme – Working Together		Lead or Partner
	Objective Junee Shire Council is not alone in actively implementing the plan on behalf of the community. It has developed and will further develop regional and wider partnerships so that the strategies outlined within the plan can be addressed by all stakeholders and interest groups.		
	Strategic Initiative Work in partnership with other councils in the region and government agencies.		Council
	Delivery Program 2013/17		
	Principle Activity		
	Junee will maintain its identity and work collaboratively with its regional partners.		GM
	Operational Plan	Performance Measure	
	Actions		
	Active member of The Riverina Eastern Regional Organisations of Councils (REROC).	Membership maintained.	GM
	Selectively participate in REROC projects and programs.	Attend meetings in selected areas.	GM
	Active member of Riverina Regional Library.	Membership maintained.	DCCS
	Submit a bi-annual Hazard Reduction Works and forward program to the Riverina Zone RFS Bushfire Management Committee.	Annual Hazard Reduction Returns are submitted.	DES
	Inspection of high weed infestation areas are carried out regularly.	All public land including LHPA and 20% of privately held land is inspected each year in the Junee Shire Council area by the Noxious Weeds Inspector.	DDES
	Regular communication with Community, Federal and State Governments and other Family Day Care Schemes.	Timely submissions of reports and quarterly funding returns to ensure continued funding.	DCCS
	Prepare, review and implement a one year maintenance and improvement program for the Road Maintenance Council Contract with NSW Roads and Maritime Service.	Works program implemented.	DES



<div>8.2</div> <div>4.2.1</div>	Strategic Initiative Develop strong community partnerships.		Community
	Delivery Program 2013/17		
	Principle Activity		
	Plan for partnership for a more sustainable future.		Council
	Operational Plan	Performance Measure	
	Actions		
	Meet with Junee Community Centre executive to establish partnerships, funding opportunities and collaboration on programs or project.	Minimum of two meetings per annum.	CDO
	Councillor delegates are appointed to: Community Transport Committee District Emergency Management Committee Goldenfields Water County Council Interagency forum Junee Aged Hostel Committee Junee Art Committee Local Emergency Management Committee Riverina Zone Rural Fire Services Bushfire management committee Senior Citizens Committee Riverina Regional Tourism Riverina Regional Library Australia Day Committee Tourism and Promotion working party Australia Day Committee Youth Council Museum working party Athenium working party Junee Golf Club working party Junee Junction Recreation and Aquatic Committee.	Annually.	DCCS
	Liaise with and assist Local Land Care groups.	Participation in Urban Land Care activities and projects.	DDES

 <div>4.3</div> <div>4.3.1</div>	Strategic Initiative		Council
	Ensure Junee councillors take a strong leadership role in the implementation of the community strategic plan.		
	Delivery Program 2013/17		
	Principle Activity		
	Community appraised of results and outcomes arising from Council operations.		GM
	Operational Plan	Performance Measure	
	Actions		
	Implement Junee Shire's Community Strategic Plan in accordance with legislative and other requirements.	Annual report.	DDES
	Ensure an adequate operational staffing level is maintained to efficiently carry out Council's service provision to deliver Community Strategic Plan.	Annually.	GM

 <div>4.4</div> <div>4.4.1</div>	Strategic Initiative		Community
	Encourage and celebrate success and achievement.		
	Delivery Program 2013/17		
	Principle Activity		
	Recognition for individuals and groups to recognise achievement and help build community pride and capacity.		Council
	Operational Plan	Performance Measure	
	Actions		
	Australia Day Ceremony celebrating local successes.	Annually.	DDES
	Attend Community events and ceremonies.	Minimum of 10 occasions per annum.	Council



<div>4.5</div> <div>4.5.1</div>	Strategic Initiative Support the Council Directors and staff in their efforts to progress the Plan.		Community
	Delivery Program 2013/17		
	Principle Activity Projects assisting the community are appropriately recognised.		Community
	Operational Plan Actions	Performance Measure	
	Staff are recognised by the organisation for excellence within the workplace.	When Appropriate.	Councillors
	Community newsletter recognises the work and commitment by staff in achieving outcomes linked to the Community Strategic Plan.	Four occasions per annum.	GM
	Work place safety is not compromised.	Always.	GM
	Training and support is provided for staff development.	Improved workforce skills and qualifications.	GM
	Provide administrative support services to Council.	Appropriate administrative support services provided to Council.	GM
	Provide adequate office facilities for the Councillors and staff to carry out the Council's administrative operations.	Annual review of suitability of access to administration building.	DCCS

Supporting Strategies

- NSW 2021 State Plan & NSW 2021 Goals – A Plan to Make NSW Number One
- NSW Government Riverina Regional Action Plan Dec 2012
- RDA – Riverina Regional Plan 2012-2015
- Local Government Act
- Integrated Planning & Reporting Guidelines for Local Government in NSW 2013
- Integrated Planning & Reporting Guidelines for Local Government – Planning & Sustainable Future 2010

Acronyms

Lead Agencies and External Parties

Acronym	Organisation in Full
Council	Junee Shire Council
DECCW	Department of Environment, Climate Change and Water
DEEWR	Department of Education, Employment and Workplace Relations
DET	Department of Education and Training
DLG	Division of Local Government
DPC	Department of Premier and Cabinet
DPI	Department of Primary Industries
NSWG	New South Wales Government

Acronym	Organisation in Full
PCYC	Police and Community Youth Club
RMS	Roads and Maritime Services
RFS	Rural Fire Service
RTO	Registered Training Organisation
TAFE	Technical and Further Education
JLHAC	Junee Local Health Advisory Committee
Junee Shire Council Documents	
CSP	Community Strategic Plan 2025
CDPOP	Combined Delivery Program and Operational Plan
LTFP	Long Term Financial Plan

Responsible Officers

Acronym	Junee Shire Council
GM	General Manager
DCCS	Director Corporate and Community Services
DES	Director Engineering Services
DDES	Director Development and Environmental Services
DE	Deputy Engineer
BS	Building Surveyor
CDO	Community Development Officer

Acronym	Junee Shire Council
EO	Environmental Officer
FDC	Family Day Care
JBT	Junee Business and Trades
TD	Tourism Development
LO	Library Officer
MRC	Manager Recreation Centre
JLHAC	Junee Local Health Advisory Committee

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JUNEE SHIRE COUNCIL

Part 2: Financial Estimates

**Combined Delivery Program
Operational Plan 2013-2017**

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2. SRV Scenario – with the following Special Rate Variations approved

2013-14	10.0%
2014-15	9.6% - applied after expiring SRV rate income deducted – net increase is 3.78%
2015-16	9.5%
2016-17	9.0%

- Income Statement
- Cash Flow Statement
- Restricted Asset balances
- Budget Summary
- Detailed Budget by Service Area
- Capital Works / Capital Expenditure
- Plant Replacement Program

Revenue Policy

- Rating Structure
 - SRV Scenario
- Fees & Charges – General
- Fees & Charges – Development
- Private Works / Plant Hire Rates
- Proposed Borrowings
- Special Rates Variation – Sealing Works

JUNEE SHIRE COUNCIL						
Income Statement			Operational Plan	Delivery Program		
	Projected Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17
Income from continuing operations						
Revenue:						
Rates & Annual Charges	-3,892,796	-3,892,796	-4,191,271	-4,309,329	-4,615,100	-4,932,287
User Charges & Fees	-2,229,388	-3,031,888	-2,838,646	-2,856,853	-2,875,651	-2,892,496
Interest & Investment Revenue	-147,000	-176,000	-162,000	-167,000	-167,000	-167,000
Other Operating Revenues	-388,127	-340,560	-337,950	-344,406	-353,615	-362,579
Grants & Cont's provided for Operating Purposes	-4,452,035	-3,649,599	-3,070,900	-4,488,021	-4,585,824	-4,688,412
Grants & Cont's provided for Capital Purposes	-1,487,600	-1,488,816	-35,600	-25,600	-25,600	-25,600
Other Income:						
Net gain from the disposal of assets	39,401	-2,933	-58,367	-85,172	-140,938	-113,542
Share of interests in Joint Ventures & Associated Entities using the Equity Method						
Total Income from continuing operations	-12,557,545	-12,582,592	-10,694,734	-12,276,381	-12,763,728	-13,181,916
Expenses from continuing operations						
Employee Benefits & On-Costs	4,321,715	4,209,915	4,386,738	4,463,113	4,491,934	4,568,273
Borrowing Costs	473,130	342,549	460,148	466,127	459,908	442,529
Materials & Contracts	4,015,751	4,362,464	4,290,434	4,388,077	4,406,624	4,560,390
Depreciation & Amortisation	2,176,177	2,176,177	2,173,000	2,173,000	2,173,000	2,173,000
Impairment						
Other Operating Expenses	737,092	732,952	737,392	751,886	773,815	831,416
Interest & Investment Losses						
Net Losses from the Disposal of Assets						
Share of interests in Joint Ventures & Associated Entities using the Equity Method						
Total Expenses from continuing operations	11,723,865	11,824,057	12,047,712	12,242,203	12,305,281	12,575,608
Operating Result from continuing operations	833,680	758,535	-1,352,978	34,178	458,447	606,308
Share Attributable to Minority Interests	0	0	0	0	0	0
Net Operating Result before capital grants & contributions	-653,920	-730,281	-1,388,578	8,578	432,847	580,708

J:\Management Plan\2013-2023 Integrated Plans\LTFP 2013-2023\ADC						
JUNEE SHIRE COUNCIL						
Cash Flow Statement			Operational Plan	Delivery Program		
	Projected Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17
CASH FLOWS FROM OPERATING ACTIVITIES						
<u>Receipts</u>						
Rates & Annual Charges	3,892,796	3,892,796	4,191,271	4,309,329	4,615,100	4,932,287
User Charges & Fees	2,229,388	3,031,888	2,838,646	2,856,853	2,875,651	2,892,496
Interest Received	147,000	176,000	162,000	167,000	167,000	167,000
Grants & Contributions	7,139,635	5,138,415	3,106,500	4,513,621	4,611,424	4,714,012
Other Operating Receipts	388,127	340,560	337,950	344,406	353,615	362,579
<u>Payments</u>						
Employee Costs	-4,121,715	-4,009,915	-4,186,738	-4,263,113	-4,291,934	-4,368,273
Materials & Contracts	-4,165,751	-4,512,464	-4,438,834	-4,534,825	-4,551,667	-4,707,367
Interest Paid	-463,583	-333,002	-450,601	-459,692	-475,414	-466,894
Other Operating Payments	-737,092	-732,952	-737,392	-751,886	-773,815	-831,416
Net Cash Provided by (used in) Operating Activities	4,308,805	2,991,326	822,802	2,181,693	2,529,960	2,694,424
CASH FLOWS FROM INVESTING ACTIVITIES						
<u>Receipts</u>						
Proceeds from sale of Investments						
Proceeds from sale of Assets	1,324,300	1,068,600	384,000	284,000	387,000	515,000
Proceeds from sale of Real Estate	245,315	292,982	353,236	416,872	416,872	416,872
Proceeds from sale of Shares in Companies	0	0	0	0	0	0
Repayments from Deferred Debtors	0	0	0	0	0	0
Contributions to joint ventures by minority interests	0	0	0	0	0	0
Distribution received from associated entities	0	0	0	0	0	0
<u>Other Proceeds</u>						
<u>Payments</u>						
Purchase of Investments						
Purchase of Assets	-4,707,883	-3,925,572	-2,868,705	-2,680,760	-2,858,859	-3,049,684
Purchase of Real Estate	-58,515	-182,581	-60,600	-557,000	-71,800	-71,000
Purchase of Shares in Companies	0	0	0	0	0	0
Loans to Deferred Debtors	0	0	0	0	0	0
Distributions from joint ventures to minority interests	0	0	0	0	0	0
Capital contributed to associated entities	0	0	0	0	0	0
Net Cash provided by (used in) Investing Activities	-3,196,783	-2,746,571	-2,192,069	-2,536,888	-2,126,787	-2,188,812
CASH FLOWS FROM FINANCING ACTIVITIES						
<u>Receipts</u>						
Proceeds from Borrowings & Advances	0	0	0	510,000	0	0
<u>Other Proceeds</u>						
<u>Payments</u>						
Repayments of Borrowings & Advances	-162,326	-162,326	-162,674	-230,167	-314,136	-265,192
Repayment of Finance Lease Liabilities						
Net Cash provided by (used in) Financing Activities	-162,326	-162,326	-162,674	279,833	-314,136	-265,192
Net Increase (Decrease) in Cash Held	949,696	82,429	-1,531,941	-75,362	89,037	240,420
Adj due to Accounting Standard Changes						
Cash Assets at Beginning of Reporting Period	2,865,000	2,501,463	3,814,696	2,282,755	2,207,393	2,296,430
Cash Assets at End of Reporting Period	3,814,696	2,583,892	2,282,755	2,207,393	2,296,430	2,536,850

Junee Shire Council						
	Projected					
Restricted Asset Balances	Budget	Budget	Budget	Budget	Budget	Budget
	2012/13	2012/13	2013/14	2014/15	2015/16	2016/17
Sewer Services	1,472,021	1,358,262	1,389,742	1,526,978	1,698,303	1,778,210
Internal Loan - Sewer Fund to General Fund						
Waste Services	100,828	88,735	132,035	145,262	109,869	77,958
Unspent Grants	220,000	350,000	220,000	220,000	220,000	220,000
Unspent Loans	0	0	0	0	0	0
Crown Reserves Reserves	8,017	17,974	11,017	14,082	17,213	20,411
Developer Contributions	0	0	0	0	0	0
Total External Restrictions	1,800,866	1,814,971	1,752,794	1,906,322	2,045,385	2,096,579
FDC Reserve	-36,110	-11,682	-30,172	-13,036	2,167	17,384
ELE Reserve	280,000	280,000	280,000	130,000	130,000	280,000
Asset Management Reserve	0	312,700	0	0	0	0
Gravel Pit restoration	26,848	26,848	26,848	26,848	26,848	26,848
CTP - Community Transport Program	111,935	80,515	62,231	68,939	47,064	54,611
RFS Plant & Equipment Replacement	13,667	13,667	9,567	5,344	994	0
FAG Grant	1,315,553	0	0	0		
GAP Project	58,389	0	20,163	0	0	0
GAP SDU Project	0	0	0	0	0	0
Property Development	0	0	0	0	0	0
Junee Historical Society - Sale Old Museum site	13,906	0	13,906	13,906	13,906	13,906
Total Internal Restrictions	1,784,188	702,048	382,543	232,001	220,979	392,749
Total Restricted Assets	3,585,054	2,517,019	2,135,337	2,138,323	2,266,364	2,489,328
Cash as per Cash Flow Statement	3,814,696	2,583,892	2,282,755	2,207,393	2,296,430	2,536,850
Shortfall (+ve = Surplus)	229,642	66,873	147,418	69,070	30,066	47,522

Department		PROJECTED BUDGET SUMMARY 2012/2013		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	544,193	-544,193
1.2	Fire Control Services	-102,582	232,900	-130,318
1.3	Economic Development	-12,500	100,100	-87,600
1.4	GAP	0	38,226	-38,226
Corporate & Community Services				
2.1	Finance	-5,364,232	17,000	5,347,232
2.2	Corporate Services	-144,550	1,189,774	-1,045,224
2.3	Administration Building	0	65,632	-65,632
2.4	Family Day Care	-709,393	705,156	4,237
2.5	Community Transport	-131,324	125,886	5,438
2.6	Public Library	-28,700	380,629	-351,929
2.7	Recreation Centre	-284,571	1,081,971	-797,400
2.8	Caravan Park	-9,160	14,942	-5,782
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-5,450	101,633	-96,183
3.2	Noxious Plant Control	-42,185	135,500	-93,315
3.3	Animal Control & LG Regulations	-10,300	28,000	-17,700
3.4	Community Development & Services	-47,596	116,073	-68,477
3.5	Housing	-1,177,242	1,242,517	-65,275
3.6	Town Planning & Building Control	-118,700	212,058	-93,358
3.7	Environmental Protection	-1,500	58,422	-56,922
3.8	Garbage	-655,505	616,650	38,855
3.9	Public Halls and Buildings	-600	59,361	-58,761
3.10	Business Undertakings	-50,000	80,642	-30,642
Engineering Services				
4.1	Engineering Infrastructure	-6,600	259,822	-253,222
4.2	Operational Services Provision	-5,000	71,000	-66,000
4.3	Plant & Equipment	-218,200	361,200	-143,000
4.4	Public Cemeteries	-78,500	102,000	-23,500
4.5	Public Conveniences	0	56,000	-56,000
4.6	Sewerage	-747,521	749,000	-1,479
4.7	Sporting Grounds	0	175,500	-175,500
4.8	Parks and Gardens	-23,175	298,000	-274,825
4.9	Urban Sealed & Unsealed Roads	-221,358	711,160	-489,802
4.10	Rural Sealed Roads	-679,110	996,608	-317,498
4.11	Rural Unsealed Roads	0	527,832	-527,832
4.12	Drainage Infrastructure	-58,092	131,101	-73,009
4.13	Street Lighting	0	78,432	-78,432
4.14	RTA Works	-1,300,000	1,120,000	180,000
4.15	Property Development	-245,315	397,961	-152,646
4.16	Private Works	-200,000	150,000	50,000
OPERATING RESULT-Before Capital Amounts		-12,678,961	13,332,881	-653,920

Department	PROJECTED BUDGET SUMMARY 2012/2013		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-115,082	915,419	-800,337
Corporate & Community Services	-6,671,930	3,580,990	3,090,940
Development & Environmental Services	-2,109,078	2,650,856	-541,778
Engineering Services	-3,782,871	6,185,616	-2,402,745
OPERATING RESULT-Before Capital Amounts	-12,678,961	13,332,881	-653,920
Capital Grants & Contributions	-1,487,600		-1,487,600
OPERATING RESULT	-14,166,561	13,332,881	833,680
ADD Expenses not involving flows of Funds			
Depreciation			2,176,177
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			1,346,636
Cost of Real Estate Assets Sold			262,380
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			1,494,685
Plant Profit utilised			50,000
			3,153,701
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			4,707,883
Development of Real Estate			58,515
Advance to Deferred Debtors			0
Repayment of Loans			162,326
Repayment of Other Debts			0
Transfer to Restricted Assets			1,559,991
			6,488,715
Budget Surplus / (Deficit)			-325,157

Department		ORIGINAL BUDGET SUMMARY 2012/2013		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	512,753	-512,753
1.2	Fire Control Services	-102,582	232,900	-130,318
1.3	Economic Development	0	75,100	-75,100
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-5,432,726	17,000	5,415,726
2.2	Corporate Services	-127,550	1,171,274	-1,043,724
2.3	Administration Building	0	65,632	-65,632
2.4	Family Day Care	-750,393	735,156	15,237
2.5	Community Transport	-161,324	164,687	-3,363
2.6	Public Library	-28,700	380,629	-351,929
2.7	Recreation Centre	-239,500	917,900	-678,400
2.8	Caravan Park	-9,160	14,942	-5,782
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-5,450	101,633	-96,183
3.2	Noxious Plant Control	-30,900	101,500	-70,600
3.3	Animal Control & LG Regulations	-10,300	28,000	-17,700
3.4	Community Development & Services	-47,396	115,373	-67,977
3.5	Housing	-835,575	859,501	-23,926
3.6	Town Planning & Building Control	-110,700	212,058	-101,358
3.7	Environmental Protection	-1,500	58,422	-56,922
3.8	Garbage	-655,505	616,650	38,855
3.9	Public Halls and Buildings	-600	59,361	-58,761
3.10	Business Undertakings	-50,000	80,642	-30,642
Engineering Services				
4.1	Engineering Infrastructure	-6,600	259,822	-253,222
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-248,600	423,600	-175,000
4.4	Public Cemeteries	-70,000	102,000	-32,000
4.5	Public Conveniences	0	56,000	-56,000
4.6	Sewerage	-747,521	749,000	-1,479
4.7	Sporting Grounds	0	175,500	-175,500
4.8	Parks and Gardens	-23,175	268,000	-244,825
4.9	Urban Sealed & Unsealed Roads	0	673,660	-673,660
4.10	Rural Sealed Roads	-64,000	990,608	-926,608
4.11	Rural Unsealed Roads	0	528,832	-528,832
4.12	Drainage Infrastructure	-44,686	44,491	195
4.13	Street Lighting	0	78,432	-78,432
4.14	RTA Works	-1,900,000	1,650,000	250,000
4.15	Property Development	-292,982	291,648	1,334
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-12,452,425	13,182,706	-730,281

Department	ORIGINAL BUDGET SUMMARY 2012/2013		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-102,582	820,753	-718,171
Corporate & Community Services	-6,749,353	3,467,220	3,282,133
Development & Environmental Services	-1,747,926	2,233,140	-485,214
Engineering Services	-3,852,564	6,661,593	-2,809,029
OPERATING RESULT-Before Capital Amounts	-12,452,425	13,182,706	-730,281
Capital Grants & Contributions	-1,488,816		-1,488,816
OPERATING RESULT	-13,941,241	13,182,706	758,535
ADD Expenses not involving flows of Funds			
Depreciation			2,176,177
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			1,072,001
Cost of Real Estate Assets Sold			286,648
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			83,538
Plant Profit utilised			50,000
			1,492,187
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,925,572
Development of Real Estate			182,581
Advance to Deferred Debtors			0
Repayment of Loans			162,326
Repayment of Other Debts			0
Transfer to Restricted Assets			125,538
			4,396,017
Budget Surplus / (Deficit)			30,882

Department		ORIGINAL BUDGET SUMMARY 2013/14		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	538,125	-538,125
1.2	Fire Control Services	-106,957	243,500	-136,543
1.3	Economic Development	0	75,200	-75,200
1.4	GAP	0	38,226	-38,226
Corporate & Community Services				
2.1	Finance	-4,393,523	17,000	4,376,523
2.2	Corporate Services	-132,150	1,193,664	-1,061,514
2.3	Administration Building	0	68,122	-68,122
2.4	Family Day Care	-749,700	737,762	11,938
2.5	Community Transport	-181,750	171,255	10,495
2.6	Public Library	-28,300	373,760	-345,460
2.7	Recreation Centre	-271,000	1,044,654	-773,654
2.8	Caravan Park	-9,500	13,536	-4,036
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-5,700	102,421	-96,721
3.2	Noxious Plant Control	-43,000	104,900	-61,900
3.3	Animal Control & LG Regulations	-10,300	28,900	-18,600
3.4	Community Development & Services	-46,896	113,135	-66,239
3.5	Housing	-32,400	64,058	-31,658
3.6	Town Planning & Building Control	-121,500	223,972	-102,472
3.7	Environmental Protection	-1,500	60,347	-58,847
3.8	Garbage	-657,405	632,198	25,207
3.9	Public Halls and Buildings	-600	59,910	-59,310
3.10	Business Undertakings	-51,750	80,782	-29,032
Engineering Services				
4.1	Engineering Infrastructure	-6,800	299,645	-292,845
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-341,000	516,000	-175,000
4.4	Public Cemeteries	-77,500	105,500	-28,000
4.5	Public Conveniences	0	58,000	-58,000
4.6	Sewerage	-756,621	763,900	-7,279
4.7	Sporting Grounds	0	178,520	-178,520
4.8	Parks and Gardens	-24,050	276,500	-252,450
4.9	Urban Sealed & Unsealed Roads	0	683,790	-683,790
4.10	Rural Sealed Roads	-783,660	1,005,600	-221,940
4.11	Rural Unsealed Roads	0	533,800	-533,800
4.12	Drainage Infrastructure	-46,205	44,850	1,355
4.13	Street Lighting	0	80,900	-80,900
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-353,236	424,149	-70,913
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-11,338,003	12,726,581	-1,388,578

Department	ORIGINAL BUDGET SUMMARY 2013/14		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	895,051	-788,094
Corporate & Community Services	-5,765,923	3,619,753	2,146,170
Development & Environmental Services	-971,051	1,470,623	-499,572
Engineering Services	-4,494,072	6,741,154	-2,247,082
OPERATING RESULT-Before Capital Amounts	-11,338,003	12,726,581	-1,388,578
Capital Grants & Contributions	-35,600		-35,600
OPERATING RESULT	-11,373,603	12,726,581	-1,352,978
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			379,801
Cost of Real Estate Assets Sold			299,068
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			1,560,515
Plant Profit utilised			51,600
			2,290,984
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			2,868,705
Development of Real Estate			60,600
Advance to Deferred Debtors			0
Repayment of Loans			162,674
Repayment of Other Debts			0
Transfer to Restricted Assets			40,145
			3,132,124
Budget Surplus / (Deficit)			-21,118

Department		BUDGET SUMMARY 2014/2015		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	522,065	-522,065
1.2	Fire Control Services	-106,957	249,335	-142,378
1.3	Economic Development	0	75,308	-75,308
1.4	GAP	0	38,226	-38,226
Corporate & Community Services				
2.1	Finance	-5,907,627	17,000	5,890,627
2.2	Corporate Services	-133,192	1,229,418	-1,096,226
2.3	Administration Building	0	69,661	-69,661
2.4	Family Day Care	-762,441	745,305	17,136
2.5	Community Transport	-176,793	173,781	3,012
2.6	Public Library	-28,459	381,571	-353,112
2.7	Recreation Centre	-279,130	1,070,188	-791,058
2.8	Caravan Park	-9,785	12,829	-3,044
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-5,872	105,699	-99,827
3.2	Noxious Plant Control	-44,290	108,257	-63,967
3.3	Animal Control & LG Regulations	-10,609	29,825	-19,216
3.4	Community Development & Services	-47,121	116,403	-69,282
3.5	Housing	-33,372	64,194	-30,822
3.6	Town Planning & Building Control	-123,900	231,010	-107,110
3.7	Environmental Protection	-1,500	62,263	-60,763
3.8	Garbage	-659,349	652,122	7,227
3.9	Public Halls and Buildings	-600	60,430	-59,830
3.10	Business Undertakings	-53,303	80,879	-27,576
Engineering Services				
4.1	Engineering Infrastructure	-7,004	309,234	-302,230
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-250,000	425,000	-175,000
4.4	Public Cemeteries	-79,825	108,844	-29,019
4.5	Public Conveniences	0	59,856	-59,856
4.6	Sewerage	-756,621	779,385	-22,764
4.7	Sporting Grounds	0	181,801	-181,801
4.8	Parks and Gardens	-24,772	283,556	-258,784
4.9	Urban Sealed & Unsealed Roads	-100,000	694,186	-594,186
4.10	Rural Sealed Roads	-694,496	1,021,139	-326,643
4.11	Rural Unsealed Roads	0	538,946	-538,946
4.12	Drainage Infrastructure	-47,591	45,213	2,378
4.13	Street Lighting	0	83,489	-83,489
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	461,485	-44,613
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-12,866,481	12,857,903	8,578

Department	BUDGET SUMMARY 2014/2015		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	884,934	-777,977
Corporate & Community Services	-7,297,427	3,699,753	3,597,674
Development & Environmental Services	-979,916	1,511,082	-531,166
Engineering Services	-4,482,181	6,762,134	-2,279,953
OPERATING RESULT-Before Capital Amounts	-12,866,481	12,857,903	8,578
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-12,892,081	12,857,903	34,178
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			287,696
Cost of Real Estate Assets Sold			328,004
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			510,000
Transfer from Restricted Assets			17,679
Plant Profit utilised			53,252
			1,196,631
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			2,680,760
Development of Real Estate			557,000
Advance to Deferred Debtors			0
Repayment of Loans			230,167
Repayment of Other Debts			0
Transfer to Restricted Assets			170,664
			3,638,591
Budget Surplus / (Deficit)			-234,782

Department		BUDGET SUMMARY 2015/2016		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	538,291	-538,291
1.2	Fire Control Services	-106,957	255,345	-148,388
1.3	Economic Development	0	75,419	-75,419
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-6,291,156	17,000	6,274,156
2.2	Corporate Services	-136,825	1,263,299	-1,126,474
2.3	Administration Building	0	71,243	-71,243
2.4	Family Day Care	-768,294	753,091	15,203
2.5	Community Transport	-216,957	185,332	31,625
2.6	Public Library	-28,623	384,668	-356,045
2.7	Recreation Centre	-287,503	1,046,287	-758,784
2.8	Caravan Park	-10,079	12,823	-2,744
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,049	109,082	-103,033
3.2	Noxious Plant Control	-45,619	111,722	-66,103
3.3	Animal Control & LG Regulations	-10,927	30,779	-19,852
3.4	Community Development & Services	-47,353	119,776	-72,423
3.5	Housing	-34,373	64,255	-29,882
3.6	Town Planning & Building Control	-126,372	238,274	-111,902
3.7	Environmental Protection	-1,500	64,240	-62,740
3.8	Garbage	-661,398	672,791	-11,393
3.9	Public Halls and Buildings	-600	60,938	-60,338
3.10	Business Undertakings	-54,902	80,858	-25,956
Engineering Services				
4.1	Engineering Infrastructure	-7,214	319,130	-311,916
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-317,000	492,000	-175,000
4.4	Public Cemeteries	-82,220	112,295	-30,075
4.5	Public Conveniences	0	61,771	-61,771
4.6	Sewerage	-756,621	795,296	-38,675
4.7	Sporting Grounds	0	185,186	-185,186
4.8	Parks and Gardens	-25,515	290,838	-265,323
4.9	Urban Sealed & Unsealed Roads	-100,000	704,915	-604,915
4.10	Rural Sealed Roads	-706,114	992,488	-286,374
4.11	Rural Unsealed Roads	0	527,130	-527,130
4.12	Drainage Infrastructure	-49,019	45,588	3,431
4.13	Street Lighting	0	86,161	-86,161
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	429,904	-13,032
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-13,401,062	12,968,215	432,847

Department	BUDGET SUMMARY 2015/2016		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	869,055	-762,098
Corporate & Community Services	-7,739,437	3,733,743	4,005,694
Development & Environmental Services	-989,093	1,552,715	-563,622
Engineering Services	-4,565,575	6,812,702	-2,247,127
OPERATING RESULT-Before Capital Amounts	-13,401,062	12,968,215	432,847
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-13,426,662	12,968,215	458,447
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			362,500
Cost of Real Estate Assets Sold			300,434
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			61,618
Plant Profit utilised			54,957
			779,509
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			2,858,859
Development of Real Estate			71,800
Advance to Deferred Debtors			0
Repayment of Loans			314,136
Repayment of Other Debts			0
Transfer to Restricted Assets			189,659
			3,434,454
Budget Surplus / (Deficit)			-23,498

Department		BUDGET SUMMARY 2016/2017		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	620,036	-620,036
1.2	Fire Control Services	-106,957	261,535	-154,578
1.3	Economic Development	0	75,534	-75,534
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-6,688,433	17,000	6,671,433
2.2	Corporate Services	-140,076	1,291,856	-1,151,780
2.3	Administration Building	0	72,870	-72,870
2.4	Family Day Care	-776,343	761,126	15,217
2.5	Community Transport	-185,246	181,395	3,851
2.6	Public Library	-28,623	392,578	-363,955
2.7	Recreation Centre	-296,128	1,067,954	-771,826
2.8	Caravan Park	-10,381	13,090	-2,709
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,230	112,572	-106,342
3.2	Noxious Plant Control	-46,988	115,297	-68,309
3.3	Animal Control & LG Regulations	-11,255	31,764	-20,509
3.4	Community Development & Services	-47,592	123,255	-75,663
3.5	Housing	-35,404	64,233	-28,829
3.6	Town Planning & Building Control	-126,372	245,771	-119,399
3.7	Environmental Protection	-1,500	66,279	-64,779
3.8	Garbage	-663,508	701,419	-37,911
3.9	Public Halls and Buildings	-600	61,432	-60,832
3.10	Business Undertakings	-56,549	80,729	-24,180
Engineering Services				
4.1	Engineering Infrastructure	-7,430	329,343	-321,913
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-481,000	656,000	-175,000
4.4	Public Cemeteries	-84,687	115,856	-31,169
4.5	Public Conveniences	0	61,771	-61,771
4.6	Sewerage	-756,621	811,714	-55,093
4.7	Sporting Grounds	0	188,680	-188,680
4.8	Parks and Gardens	-26,280	298,353	-272,073
4.9	Urban Sealed & Unsealed Roads	-100,000	715,988	-615,988
4.10	Rural Sealed Roads	-718,081	1,007,149	-289,068
4.11	Rural Unsealed Roads	0	532,062	-532,062
4.12	Drainage Infrastructure	-50,490	45,975	4,515
4.13	Street Lighting	0	88,918	-88,918
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	414,404	2,468
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-13,974,646	13,393,938	580,708

Department	BUDGET SUMMARY 2016/2017		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	957,105	-850,148
Corporate & Community Services	-8,125,230	3,797,869	4,327,361
Development & Environmental Services	-995,998	1,602,751	-606,753
Engineering Services	-4,746,461	7,036,213	-2,289,752
OPERATING RESULT-Before Capital Amounts	-13,974,646	13,393,938	580,708
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-14,000,246	13,393,938	606,308
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			518,696
Cost of Real Estate Assets Sold			299,634
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			25,358
Plant Profit utilised			53,023
			896,711
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,049,684
Development of Real Estate			71,000
Advance to Deferred Debtors			0
Repayment of Loans			265,192
Repayment of Other Debts			0
Transfer to Restricted Assets			98,322
			3,484,198
Budget Surplus / (Deficit)			191,821

				OPERATIONAL PLAN	DELIVERY PROGRAM										
Master	Description	Projected Budget	Budget	Budget	Budget	Budget	Budget								
		2012/13	2012/13	2013/14	2014/15	2015/16	2016/17								
I	Executive Services														
I.1	Governance & General Manager														
	Revenue														
I.1	Total Revenue	0	0	0	0	0	0								
	Expenditure														
	Governance Expenses														
20050	Mayoral Allowance	16,000	16,000					16,600	17,131	17,679	18,245				
20050	Councillors Fees	66,500	69,660					68,800	71,002	73,274	75,619				
20050	Other Governance Expenses	6,200	6,200					13,400	6,829	7,048	7,274				
20050	Civic Receptions & Entertaining	11,200	8,200					8,400	8,669	8,946	9,232				
	Councillor Projects	0	0					35,000	36,120	37,276	38,469				
20050	Memberships & Contributions	2,400	5,400					5,600	5,779	5,964	6,155				
20050	Election Expenses	31,800	35,000					0	0	0	35,000				
20055	LGSA Membership	20,000	16,700					17,600	18,163	18,744	19,344				
20056	REROC Membership	14,500	14,500					15,000	15,480	15,975	16,486				
	Consultants - Community Strategic Plan / Community Survey / GM Replacement	2,090	31,000					25,000	0	0	30,000				
	General Manager's Office														
20370	Salaries & Wages	242,364	208,064									228,614	235,930	243,480	251,271
20370	Employees Leave Entitlements	42,578	45,078									52,298	53,972	55,699	57,481
20370	Employment Overheads	33,651	33,651									24,013	24,781	25,574	26,392
20370	Office Expenses	3,200	3,200									4,200	4,334	4,473	4,616
20370	Other GM Expenses	5,100	5,100									8,600	8,875	9,159	9,452
20375	Internal Audits	15,000	15,000									15,000	15,000	15,000	15,000
25431	GM Recruitment	28,910	0									0	0	0	0
29671	Employee Survey	2,700	0	0	0	0	0								
I.1	Total Expenditure	544,193	512,753	538,125	522,065	538,291	620,036								
	Operating Result-Before Capital Amounts	-544,193	-512,753	-538,125	-522,065	-538,291	-620,036								
	Capital Grants														
	Capital Contributions														
	Total Capital Grants & Cont	0	0	0	0	0	0								
	Operating Result	-544,193	-512,753	-538,125	-522,065	-538,291	-620,036								
	ADD Expenses not involving flows of Funds														
	Depreciation														
	Total Expenses not involving flows of Funds	0	0					0	0	0	0				
	ADD Non-Operating Funds employed														
	Carrying Amount of Assets Sold														
	Cost of Real Estate Assets Sold														
	Other Debt Finance														
	Repayments by Deferred Debtors														
	Loan Funds used														
	Transfer from Restricted Assets														
	Plant Profit utilised														
	Total Non-Operating Funds employed	0	0	0	0	0	0								

				OPERATIONAL PLAN	DELIVERY PROGRAM			
Master	Description	Projected Budget	Budget	Budget	Budget	Budget	Budget	Budget
		2012/13	2012/13	2013/14	2014/15	2015/16	2016/17	
	SUBTRACT Funds deployed for Non-Operating Purposes							
	Acquisition of Assets							
	Tablets for Councillors	0	0	18,000	0	0	0	0
		0	0	18,000	0	0	0	0
	Development of Real Estate							
	Advance to Deferred Debtors							
	Repayment of Loans							
	Repayment of Other Debts							
	Transfer to Restricted Assets							
	Total Funds deployed for Non-Operating Purposes	0	0	18,000	0	0	0	0
I.1	Net Budget Result Surplus/(Deficit)	-544,193	-512,753	-556,125	-522,065	-538,291	-620,036	

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
I.2	Fire Control and Emergency Services						
	Revenue						
	Grants & Subsidies						
13252	- Section B & C Reimbursement	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000
13253	- Firebreaks on roads	-31,000	-31,000	-35,000	-35,000	-35,000	-35,000
13252	Reimbursement - Other Programs Cont	-59,957	-59,957	-59,957	-59,957	-59,957	-59,957
13259	Mt Ulandra - Site Fees radio users	-9,625	-9,625	-10,000	-10,000	-10,000	-10,000
I.2	Total Revenue	-102,582	-102,582	-106,957	-106,957	-106,957	-106,957
	Expenditure						
21908	NSW FB Contributions	19,800	19,800	20,500	21,115	21,748	22,400
23186	SES Expenses	23,900	23,900	24,800	25,544	26,310	27,099
21906	Mt Ulandra - Radio Licence Fees, Dept Lands	9,200	9,200	9,500	9,500	9,500	9,500
21903	Depreciation	2,500	2,500	2,500	2,500	2,500	2,500
	Rural Fire Service						
21901	Cont to Rural Fire Fighting Fund	140,500	140,500	145,100	149,453	153,937	158,555
21900	Total Section B & C Expenditure	2,000	2,000	2,000	2,000	2,000	2,000
21914	Firebreaks on roads	31,000	31,000	35,000	35,000	35,000	35,000
21900	Fire Operations (Non-claimable)	4,000	4,000	4,100	4,223	4,350	4,481
I.2	Total Expenditure	232,900	232,900	243,500	249,335	255,345	261,535
	Operating Result-Before Capital Amounts	-130,318	-130,318	-136,543	-142,378	-148,388	-154,578
	Total Capital Grants	0	0	0	0	0	0
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-130,318	-130,318	-136,543	-142,378	-148,388	-154,578
	ADD Expenses not involving flows of Funds						
	Depreciation	-2,500	-2,500	-2,500	-2,500	-2,500	-2,500
	Total Expenses not involving flows of Funds	2,500	2,500	2,500	2,500	2,500	2,500
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold	0	0	0			
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets			-4,100	-4,223	-4,350	-994
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	4,100	4,223	4,350	994
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
	Total Acquisition of Assets	0	0	0	0	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets	0	0		0	0	0
	Total Funds deployed for Non-Operating Purposes	0	0	0	0	0	0
I.2	Net Budget Result Surplus/(Deficit)	-127,818	-127,818	-129,943	-135,655	-141,538	-151,084

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
I.3	Economic Development						
	Revenue						
17707	Grant - Tourism Development	-12,500	0	0	0	0	0
I.3	Total Revenue	-12,500	0	0	0	0	0
	Expenditure						
29651	Riverina Regional Tourism	3,500	3,500	3,600	3,708	3,819	3,934
	Economic Development General	20,000	20,000	35,000	20,000	20,000	20,000
	Tourism Development	50,000	50,000	35,000	50,000	50,000	50,000
29667	Depreciation	1,600	1,600	1,600	1,600	1,600	1,600
29658	Expenditure from Grant - Heritage Project	25,000	0	0	0	0	0
I.3	Total Expenditure	100,100	75,100	75,200	75,308	75,419	75,534
	Operating Result-Before Capital Amounts	-87,600	-75,100	-75,200	-75,308	-75,419	-75,534
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-87,600	-75,100	-75,200	-75,308	-75,419	-75,534
	ADD Expenses not involving flows of Funds						
	Depreciation	-1,600	-1,600	-1,600	-1,600	-1,600	-1,600
	Total Expenses not involving flows of Funds	1,600	1,600	1,600	1,600	1,600	1,600
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Total Transfer from Restricted Assets	0	0	0	0	0	0
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
	Total Acquisition of Assets	0	0	0	0	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets	0	0	0	0	0	0
	Total Funds deployed for Non-Operating Purposes	0	0	0	0	0	0
I.3	Net Budget Result Surplus/(Deficit)	-86,000	-73,500	-73,600	-73,708	-73,819	-73,934

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
I.4	Geospatial Alliance Project						
	Revenue						
I.4	Total Revenue	0	0	0	0	0	0
	Expenditure						
29800	Operating Lease	38,226	0	38,226	38,226	0	0
I.4	Total Expenditure	38,226	0	38,226	38,226	0	0
	Operating Result-Before Capital Amounts	-38,226	0	-38,226	-38,226	0	0
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-38,226	0	-38,226	-38,226	0	0
	ADD Expenses not involving flows of Funds						
	Depreciation	0	0	0	0	0	0
	Total Expenses not involving flows of Funds	0	0	0	0	0	0
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold	0	0	0	0	0	0
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets - GAP	-38,226	0	-38,226	-20,164	0	0
	Plant Profit utilised						
	Total Non-Operating Funds employed	38,226	0	38,226	20,164	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
		0	0	0	0	0	0
	Development of Real Estate		0				
	Advance to Deferred Debtors		0				
	Repayment of Loans		0				
	Repayment of Other Debts		0				
	Transfer to Restricted Assets - GAP		0				
	Total Funds deployed for Non-Operating Purposes	0	0	0	0	0	0
I.4	Net Budget Result Surplus/(Deficit)	0	0	0	-18,062	0	0

Master	Description	Projected Budget 2012/13	Budget 2012/13	DELIVERY PROGRAM			
				OPERATIONAL PLAN			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
2	Corporate & Community Services						
2.1	Finance						
	Revenue						
I1046	Rates Levied	-2,790,930	-2,790,930	-3,086,936	-3,203,608	-3,507,951	-3,823,667
I1051	Rates - Interest Charged	-37,000	-26,000	-37,000	-37,000	-37,000	-37,000
I1161	Rates - Legal fees charged	-14,000	-14,000	-14,000	-14,000	-14,000	-14,000
I2700	Financial Assistance - General Grants	-2,519,952	-2,559,446	-1,247,087	-2,639,519	-2,718,705	-2,800,266
I2920	Pensioner Rate Subsidy	-46,000	-46,000	-46,000	-46,000	-46,000	-46,000
I2925	Interest on Investments	-40,000	-80,000	-45,000	-50,000	-50,000	-50,000
21006	Rates Pensioner Rebate	83,650	83,650	82,500	82,500	82,500	82,500
2.1	Total Revenue	-5,364,232	-5,432,726	-4,393,523	-5,907,627	-6,291,156	-6,688,433
	Expenditure						
21004	Rates Debtors Costs	12,000	12,000	12,000	12,000	12,000	12,000
21007	Debtors Adjustment & Writeoffs	5,000	5,000	5,000	5,000	5,000	5,000
2.1	Total Expenditure	17,000	17,000	17,000	17,000	17,000	17,000
	Operating Result-Before Capital Amounts	5,347,232	5,415,726	4,376,523	5,890,627	6,274,156	6,671,433
	Capital Grants					0	0
	Capital Contributions					0	0
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	5,347,232	5,415,726	4,376,523	5,890,627	6,274,156	6,671,433
	ADD Expenses not involving flows of Funds						
	Depreciation						
	Total Expenses not involving flows of Funds	0	0	0	0	0	0
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
I2926	Repayments by Deferred Debtors		0		0	0	0
	Loan Funds used						
	Transfer from Restricted Assets	-1,283,554	0	-1,315,553	0	0	
	Plant Profit utilised						
	Total Non-Operating Funds employed	1,283,554	0	1,315,553	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
		0	0	0	0	0	0
	Development of Real Estate						
30440	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets	1,315,553	0				
	Total Funds deployed for Non-Operating Purposes	1,315,553	0	0	0	0	0
2.1	Net Budget Result Surplus/(Deficit)	5,315,233	5,415,726	5,692,076	5,890,627	6,274,156	6,671,433

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
2.2	Corporate Services						
	Revenue						
10500	Sundry Income	-2,000	-2,000	-2,000	-2,060	-2,122	-2,186
10504	Insurance Premium Rebates	-44,000	-27,000	-30,000	-28,000	-28,500	-28,500
10590	Centerlink Agency Income	-20,000	-20,000	-20,400	-21,012	-21,642	-22,291
10599	Section 735A Certificates	-750	-750	-750	-750	-750	-773
10600	Section 603 Certificates	-7,300	-7,300	-8,000	-8,240	-8,487	-8,742
10601	Agency Income	-70,500	-70,500	-71,000	-73,130	-75,324	-77,584
2.2	Total Revenue	-144,550	-127,550	-132,150	-133,192	-136,825	-140,076
	Expenditure						
20306	Insurance Expense	270,000	260,000	277,256	285,574	294,141	302,965
20434	Salaries & Wages	459,526	459,526	483,828	499,310	515,288	531,777
20434	Employees Leave Entitlements	90,064	90,064	96,048	99,122	102,294	105,567
20434	Employment Overheads	93,084	93,084	96,902	100,003	103,203	106,505
20434	Office Expenses	81,100	81,100	83,100	85,759	88,503	91,335
	Interest on Loans	1,000	1,000	1,000	1,032	1,065	1,065
	Auditors Expenses	14,800	14,800	15,500	15,996	16,508	17,036
	Valuation Fees	21,000	21,000	22,000	22,704	23,431	24,181
	Other CS Expenses	3,500	3,500	3,500	3,612	3,728	3,847
20438	Asset Valuation Expenses	8,500	0	0	0	0	0
20437	Electronic Document Management System	8,300	8,300	8,600	8,875	9,159	0
20498	Spatial Data / GAP changes	45,000	45,000	10,000	10,320	10,650	10,991
20498	IT Services - other than Civica	77,200	77,200	79,200	81,734	84,349	87,048
20498	Civica Maintenance & Upgrade Program	47,000	47,000	50,030	51,631	53,283	54,988
20455	Write Off - Brass Band debt	3,000	3,000	3,000	3,000	0	0
20435	Bank Charges	14,700	14,700	14,700	15,170	15,655	16,156
21074	Corporate Support Services - FDC	-2,000	-2,000	-2,000	-2,000	-2,000	-2,000
21074	Corporate Support Services - Sewer	-79,000	-79,000	-81,000	-83,592	-86,267	-89,028
21074	Corporate Support Services - DWM	-25,000	-25,000	-26,000	-26,832	-27,691	-28,577
20436	Depreciation	58,000	58,000	58,000	58,000	58,000	58,000
2.2	Total Expenditure	1,189,774	1,171,274	1,193,664	1,229,418	1,263,299	1,291,856
	Operating Result-Before Capital Amounts	-1,045,224	-1,043,724	-1,061,514	-1,096,226	-1,126,474	-1,151,780
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-1,045,224	-1,043,724	-1,061,514	-1,096,226	-1,126,474	-1,151,780
	ADD Expenses not involving flows of Funds						
	Depreciation	-58,000	-58,000	-58,000	-58,000	-58,000	-58,000
	Total Expenses not involving flows of Funds	58,000	58,000	58,000	58,000	58,000	58,000
	ADD Non-Operating Funds employed						
10509	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors	0	0	0	0	0	0
	Loan Funds used						
	Transfer from Restricted Assets	0	0	0	0		
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
30500	Office Furniture & Equipment	5,000	5,000	3,500	3,500	3,500	3,500
30503	IT Equipment	9,207	23,000	10,000	10,000	18,000	25,000
	Total Acquisition of Assets	14,207	28,000	13,500	13,500	21,500	28,500
	Development of Real Estate						
30440	Advance to Deferred Debtors		0		0	0	0
30434	Repayment of Loans		0		0	0	0
	Repayment of Other Debts		0		0	0	0
	Transfer to Restricted Assets		0		0	0	0
	Total Funds deployed for Non-Operating Purposes	14,207	28,000	13,500	13,500	21,500	28,500
2.2	Net Budget Result Surplus/(Deficit)	-1,001,431	-1,013,724	-1,017,014	-1,051,726	-1,089,974	-1,122,280

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN	DELIVERY PROGRAM			
				Budget	Budget	Budget	Budget	
				2013/14	2014/15	2015/16	2016/17	
2.3	Administration Building							
	Expenditure							
21090	Administration Building	46,000	46,000	48,500	50,052	51,654	53,307	
21092	Interest on Loans - CPI Indexed Bonds	3,132	3,132	3,122	3,109	3,089	3,063	
21091	Depreciation	16,500	16,500	16,500	16,500	16,500	16,500	
2.3	Total Expenditure	65,632	65,632	68,122	69,661	71,243	72,870	
	Operating Result-Before Capital Amounts	-65,632	-65,632	-68,122	-69,661	-71,243	-72,870	
	Capital Grants							
	Capital Contributions							
	Total Capital Grants & Cont	0	0	0	0	0	0	
	Operating Result	-65,632	-65,632	-68,122	-69,661	-71,243	-72,870	
	ADD Expenses not involving flows of Funds							
	Depreciation	-16,500	-16,500	-16,500	-16,500	-16,500	-16,500	
	Total Expenses not involving flows of Funds	16,500	16,500	16,500	16,500	16,500	16,500	
	ADD Non-Operating Funds employed							
	Carrying Amount of Assets Sold							
	Cost of Real Estate Assets Sold							
	Other Debt Finance							
	Repayments by Deferred Debtors							
	Loan Funds used		0					
	Transfer from Restricted Assets	0	0	0				
	Plant Profit utilised							
	Total Non-Operating Funds employed	0	0	0	0	0	0	
	SUBTRACT Funds deployed for Non-Operating Purposes							
	Acquisition of Assets							
30501	Administration Building	0	12,500	0	25,000	0	47,000	
	Reductions - Administration Building				0		-47,000	
30501	Airconditioner upgrade program	12,000	12,000	0	0	0	0	
	Total Acquisition of Assets	12,000	24,500	0	25,000	0	0	
	Development of Real Estate		0					
	Advance to Deferred Debtors		0					
	Repayment of Loans - CPI Indexed Bonds	0	0	0	0	10	490	
	Repayment of Other Debts							
	Transfer to Restricted Assets		0					
	Total Funds deployed for Non-Operating Purposes	12,000	24,500	0	25,000	10	490	
2.3	Net Budget Result Surplus/(Deficit)	-61,132	-73,632	-51,622	-78,161	-54,753	-56,860	

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
2.4	Family Day Care						
	Revenue						
	Family Day Care						
15765	Contribution - Private Leaseback on Car	-4,500	-4,500	-4,700	-4,841	-4,986	-5,136
15773	In Home Care-Fees (from In Home Care Service)	-10,000	-10,000	-10,000	-10,300	-10,609	-10,927
15781	Parent Fees - Administration Fee	-94,976	-94,976	-98,000	-100,940	-103,968	-107,087
15781	Carers Fees - Levy + Annual M'Ship Fee	-7,717	-7,717	-8,000	-8,240	-8,487	-8,742
15781	Operational Support Grants	-119,000	-130,000	-125,000	-134,000	-136,000	-140,080
15781	RTAG Grants	-3,200	-3,200	-4,000	-4,120	-4,244	-4,371
15782	FDC CCB Reimbursement	-470,000	-500,000	-500,000	-500,000	-500,000	-500,000
2.4	Total Revenue	-709,393	-750,393	-749,700	-762,441	-768,294	-776,343
	Expenditure						
	Family Day Care						
24850	Salaries & Wages	122,937	122,937	129,044	133,173	137,435	141,833
24850	Employees Leave Entitlements	27,540	27,540	22,509	23,229	23,972	24,739
24850	Employment Overheads	18,979	18,979	19,109	19,720	20,351	21,002
24850	Office Expenses	16,100	16,100	16,400	16,925	17,467	18,026
24850	Operational Expenses	47,600	47,600	48,700	50,258	51,866	53,526
24851	Corporate Support Services	2,000	2,000	2,000	2,000	2,000	2,000
24852	FDC CCB Payments	470,000	500,000	500,000	500,000	500,000	500,000
		705,156	735,156	737,762	745,305	753,091	761,126
2.4	Total Expenditure	705,156	735,156	737,762	745,305	753,091	761,126
	Operating Result-Before Capital Amounts	4,237	15,237	11,938	17,136	15,203	15,217
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	4,237	15,237	11,938	17,136	15,203	15,217

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
	ADD Expenses not involving flows of Funds						
	Depreciation	0	0	0	0	0	0
	Total Expenses not involving flows of Funds	0	0	0	0	0	0
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold - Family Day Care	0	0	0	0	0	0
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets - FDC	-11,000	0	0	0	0	0
	Plant Profit utilised						
	Total Non-Operating Funds employed	11,000	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
37430	FDC Capital Purchases	0	0	6,000		0	0
		0	0	6,000	0	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets - FDC	15,237	15,237	5,938	17,136	15,203	15,217
	Total Funds deployed for Non-Operating Purposes	15,237	15,237	11,938	17,136	15,203	15,217
2.4	Net Budget Result Surplus/(Deficit)	0	0	0	0	0	0

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
2.5	Community Transport						
	Revenue						
	Community Transport						
15675	Community Tpt - Sale of Car	0	0	-21,000	-34,000	-34,000	-34,000
15676	Community Tpt-HACC & CTP Grant Dept Trans	-87,000	-87,000	-91,000	-93,730	-96,542	-99,438
10613	Community Tpt - Passenger Fees	-26,574	-26,574	-30,000	-30,900	-31,827	-32,782
10615	Community Tpt - Grant GMAHS	-13,750	-13,750	-13,750	-14,163	-14,588	-15,026
10616	Community Tpt - Grant Veteran Affairs	-4,000	-4,000	-4,000	-4,000	-4,000	-4,000
15676	Community Tpt - Sale of Bus	0	-30,000	-22,000	0	-36,000	0
2.5	Total Revenue	-131,324	-161,324	-181,750	-176,793	-216,957	-185,246
	Expenditure						
	Community Transport						
25107	Salaries & Wages	26,378	26,378	29,282	30,219	31,186	32,184
25107	Employees Leave Entitlements	4,865	4,865	5,401	5,574	5,752	5,936
25107	Employment Overheads	3,325	3,325	3,771	3,892	4,017	4,146
25107	Community Tpt -Op Exp	74,641	74,641	75,000	77,400	79,877	82,433
25107	Depreciation - Community Tpt Program	16,677	16,677	19,000	19,000	19,000	19,000
25102	WDV Sales - Community Tpt Program	0	38,801	38,801	37,696	45,500	37,696
2.5	Total Expenditure	125,886	164,687	171,255	173,781	185,332	181,395
	Operating Result-Before Capital Amounts	5,438	-3,363	10,495	3,012	31,625	3,851
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	5,438	-3,363	10,495	3,012	31,625	3,851
	ADD Expenses not involving flows of Funds						
	Depreciation	-16,677	-16,677	-19,000	-19,000	-19,000	-19,000
	Total Expenses not involving flows of Funds	16,677	16,677	19,000	19,000	19,000	19,000
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold - Community Transport	0	-38,801	-38,801	-37,696	-45,500	-37,696
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets - CTP	-12,885	-12,885	-49,704	6,708	-21,875	7,547
	Plant Profit utilised						
	Total Non-Operating Funds employed	12,885	51,686	88,505	30,988	67,375	30,149
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
37422	Community Tpt Program - Vehicle Purchase	0	65,000	118,000	53,000	118,000	53,000
		0	65,000	118,000	53,000	118,000	53,000
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets - CTP	35,000	0	0	0	0	0
	Total Funds deployed for Non-Operating Purposes	35,000	65,000	118,000	53,000	118,000	53,000
2.5	Net Budget Result Surplus/(Deficit)	0	0	0	0	0	0

Master	Description	Projected Budget 2012/13	Budget 2012/13	DELIVERY PROGRAM			
				OPERATIONAL PLAN			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
2.6	Library Services						
	Revenue						
16990	June Library Sundry Income	-5,000	-5,000	-5,300	-5,459	-5,623	-5,623
16990	Grant - per Capita basis	-14,200	-14,200	-14,000	-14,000	-14,000	-14,000
16990	Grant - Disability & Geographic Adjustment	-9,500	-9,500	-9,000	-9,000	-9,000	-9,000
2.6	Total Revenue	-28,700	-28,700	-28,300	-28,459	-28,623	-28,623
	Expenditure						
	June Library						
26578	Salaries & Wages	95,245	95,245	85,188	87,914	90,727	93,630
26578	Employees Leave Entitlements	17,217	17,217	14,973	15,452	15,946	16,456
26578	Employment Overheads	12,904	12,904	13,527	13,960	14,407	14,868
26578	Office Expenses	47,700	47,700	50,700	52,322	53,996	55,724
26578	Other Operational Expenses	11,200	11,200	9,200	9,494	9,798	10,112
26578	RRL Contribution	86,892	86,892	90,936	93,846	96,849	99,948
26579	Depreciation	30,000	30,000	30,000	30,000	30,000	30,000
26580	Interest on Loans - CPI Indexed Bonds	72,042	72,042	71,807	71,502	71,057	70,460
	Interest on Loans - Additional Loan	7,429	7,429	7,429	7,081	6,888	6,680
	Reduction of Operational Costs			0	0	-5,000	-5,300
2.6	Total Expenditure	380,629	380,629	373,760	381,571	384,668	392,578
	Operating Result-Before Capital Amounts	-351,929	-351,929	-345,460	-353,112	-356,045	-363,955
16991	Grant - Disability & Geographic Adjustment	-5,600	-5,600	-5,600	-5,600	-5,600	-5,600
	Capital Contributions						
	Total Capital Grants & Cont	-5,600	-5,600	-5,600	-5,600	-5,600	-5,600
	Operating Result	-346,329	-346,329	-339,860	-347,512	-350,445	-358,355
	ADD Expenses not involving flows of Funds						
	Depreciation	-30,000	-30,000	-30,000	-30,000	-30,000	-30,000
	Total Expenses not involving flows of Funds	30,000	30,000	30,000	30,000	30,000	30,000
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold	0	0	0	0	0	0
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used	0	0	0	0	0	0
	Transfer from Restricted Assets	0	0	0	0	0	0
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
34500	June Library Capital Expenses	5,600	5,600	5,600	5,600	5,600	5,600
34505	Library building	0	0	0	0	0	0
	Total Acquisition of Assets	5,600	5,600	5,600	5,600	5,600	5,600
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans - CPI Indexed Bonds	0	0	0	0	230	11,260
	Repayment of Loans - Additional Loan	2,326	2,326	2,674	2,867	3,075	3,297
	Repayment of Other Debts						
	Transfer to Restricted Assets						
	Total Funds deployed for Non-Operating Purposes	7,926	7,926	8,274	8,467	8,905	20,157
2.6	Net Budget Result Surplus/(Deficit)	-324,255	-324,255	-318,134	-325,979	-329,350	-348,512

				OPERATIONAL PLAN	DELIVERY PROGRAM		
Master	Description	Projected Budget	Budget	Budget	Budget	Budget	Budget
		2012/13	2012/13	2013/14	2014/15	2015/16	2016/17
2.7	Recreation Centre						
	Revenue						
17603	Annual Memberships	-110,400	-89,000	-107,000	-110,210	-113,516	-116,921
17603	Casual Admission - Gym / Aerobics	-31,600	-22,000	-27,000	-27,810	-28,644	-29,503
17603	Casual Admission - Pool	-54,000	-54,000	-60,000	-61,800	-63,654	-65,564
17603	Kiosk Sales	-62,000	-58,000	-60,000	-61,800	-63,654	-65,564
17603	Retail Sales	-9,500	-8,500	-10,000	-10,300	-10,609	-10,927
17603	Special Events	-3,000	-3,000	-1,000	-1,030	-1,061	-1,093
17603	Stadium Hire	-5,000	-5,000	-6,000	-6,180	-6,365	-6,556
15669	Office of Communities Sport & Recreation Grant	-9,071	0	0	0	0	0
2.7	Total Revenue	-284,571	-239,500	-271,000	-279,130	-287,503	-296,128
	Expenditure						
26900	Salaries & Wages	390,000	325,000	389,891	402,368	415,244	428,532
26900	Employees Leave Entitlements	47,000	37,000	43,261	44,645	46,074	47,548
26900	Employment Overheads	41,250	36,250	43,359	44,746	46,178	47,656
26900	Office Expenses	19,000	19,000	20,000	20,640	21,300	21,982
26900	Other Operational Expenses	347,050	272,050	320,000	330,240	340,808	351,714
26901	"Aussie Hoops" Grant Expenditure	9,071		0	0	0	0
26899	Depreciation	88,500	88,500	88,500	88,500	88,500	88,500
26898	Interest on Loans - CPI Indexed Bonds	140,100	140,100	139,643	139,049	138,183	137,022
	Reduction of Operational Costs			0	0	-50,000	-55,000
2.7	Total Expenditure	1,081,971	917,900	1,044,654	1,070,188	1,046,287	1,067,954
	Operating Result-Before Capital Amounts	-797,400	-678,400	-773,654	-791,058	-758,784	-771,826
	Capital Grants	0	0	0	0	0	0
	Total Capital Contributions	0	0	0	0	0	0
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-797,400	-678,400	-773,654	-791,058	-758,784	-771,826
	ADD Expenses not involving flows of Funds						
	Depreciation	-88,500	-88,500	-88,500	-88,500	-88,500	-88,500
	Total Expenses not involving flows of Funds	88,500	88,500	88,500	88,500	88,500	88,500
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used	0	0	0	0	0	0
	Transfer from Restricted Assets	0	0	0	0	0	0
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
3741 I	Upgrade to fence around centre	7,000	7,000	0	0	0	0
3741 I	Building Renewal Capital Exp	0	15,000	38,200	20,000	20,000	20,000
3741 I	Furniture & equipment	5,000	5,000	0	0	0	0
3741 I	Gymnasium equipment & upgrades	1,200	1,200	0	18,000	15,000	15,000
3741 I	Pool Renewal Capital Exp	28,990	10,000	0	15,000	0	0
3741 I	Replace doors around pool deck	18,000	18,000	7,000	0		
3741 I	Gas heaters for pool	5,000	5,000	5,000	0	5,000	0
3741 I	Computer System-new server & upgrade PC's	0	0	8,000	0	0	0
3741 I	Pool Covers	0	17,500	18,000	0	0	0
3741 I	Painting internal & external	0	0	0	15,000	5,000	5,000
3741 I	Paint pools	22,000	15,000	0	30,000	0	5,000
	Total Acquisition of Assets	87,190	93,700	76,200	98,000	45,000	45,000
	Development of Real Estate						
	Advance to Deferred Debtors						
36210	Repayment of Loans - CPI Indexed Bonds	0	0	0	0	448	21,897
	Transfer to Restricted Assets						
	Total Funds deployed for Non-Operating Purposes	87,190	93,700	76,200	98,000	45,448	66,897
2.7	Net Budget Result Surplus/(Deficit)	-796,090	-683,600	-761,354	-800,558	-715,732	-750,223

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
2.8	Caravan Park						
	Revenue						
19630	Junee Caravan Park Rents & Charges	-9,160	-9,160	-9,500	-9,785	-10,079	-10,381
2.8	Total Revenue	-9,160	-9,160	-9,500	-9,785	-10,079	-10,381
	Expenditure						
29458	Junee Caravan Park Op Expenses	0	0	0	0	0	0
29460	Depreciation	11,000	11,000	11,000	11,000	11,000	11,000
29459	Interest on Loans - CPI Indexed Bonds	1,842	1,842	1,836	1,829	1,823	2,090
	Interest on Loans - LGFS Loan	2,100	2,100	700	0	0	0
2.8	Total Expenditure	14,942	14,942	13,536	12,829	12,823	13,090
	Operating Result-Before Capital Amounts	-5,782	-5,782	-4,036	-3,044	-2,744	-2,709
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-5,782	-5,782	-4,036	-3,044	-2,744	-2,709
	ADD Expenses not involving flows of Funds						
	Depreciation	-11,000	-11,000	-11,000	-11,000	-11,000	-11,000
	Total Expenses not involving flows of Funds	11,000	11,000	11,000	11,000	11,000	11,000
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used	0	0	0	0	0	0
	Transfer from Restricted Assets	0	0	0		0	
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
37990	Caravan Park Capital Expenditure	0	0	0	0	0	0
	Total Acquisition of Assets	0	0	0	0	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans - CPI Indexed Bonds	0	0	0	0	6	288
	Repayment of Loans - National Bank Loan	10,000	10,000	10,000	0	0	0
	Repayment of Other Debts						
	Transfer to Restricted Assets						
	Total Funds deployed for Non-Operating Purposes	10,000	10,000	10,000	0	6	288
2.8	Net Budget Result Surplus/(Deficit)	-4,782	-4,782	-3,036	7,956	8,250	8,003

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
3	Development & Environmental Services						
3.1	Building control, Public Health & Food Control						
	Revenue						
14900	Food Premises Inspection Fees	-5,100	-5,100	-5,100	-5,253	-5,411	-5,573
15500	Health Inspections	-200	-200	-350	-361	-372	-383
16900	Licences - Business & Entertainment	-150	-150	-250	-258	-266	-274
3.1	Total Revenue	-5,450	-5,450	-5,700	-5,872	-6,049	-6,230
	Expenditure						
	Health & Building Surveyor's Office Management Expense						
23314	Salaries & Wages	67,214	67,214	67,495	69,655	71,884	74,184
23314	Employees Leave Entitlements	13,331	13,331	13,799	14,241	14,697	15,167
23314	Employment Overheads	15,988	15,988	15,627	16,127	16,643	17,176
23314	Office Expenses	3,600	3,600	4,000	4,128	4,260	4,396
23314	Operational Expenses	1,500	1,500	1,500	1,548	1,598	1,649
3.1	Total Expenditure	101,633	101,633	102,421	105,699	109,082	112,572
	Operating Result-Before Capital Amounts	-96,183	-96,183	-96,721	-99,827	-103,033	-106,342
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-96,183	-96,183	-96,721	-99,827	-103,033	-106,342
	ADD Expenses not involving flows of Funds						
	Depreciation						
	Total Expenses not involving flows of Funds	0	0	0	0	0	0
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets						
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
37300	Office Furniture & Equipment	600	600	0	0	0	0
		600	600	0	0	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets						
	Total Funds deployed for Non-Operating Purposes	600	600	0	0	0	0
3.1	Net Budget Result Surplus/(Deficit)	-96,783	-96,783	-96,721	-99,827	-103,033	-106,342

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
3.2	Noxious Plant Control						
	Revenue						
15010	Noxious Weeds Grant - Op & Admin	-42,185	-30,900	-43,000	-44,290	-45,619	-46,988
3.2	Total Revenue	-42,185	-30,900	-43,000	-44,290	-45,619	-46,988
	Expenditure						
	Noxious Weeds Management Expenses						
23698	Office Expenses	500	500	500	516	533	550
23698	Operational Expenses	75,000	75,000	77,400	79,877	82,433	85,071
23890	Noxious Weeds-Local	60,000	26,000	27,000	27,864	28,756	29,676
3.2	Total Expenditure	135,500	101,500	104,900	108,257	111,722	115,297
	Operating Result-Before Capital Amounts	-93,315	-70,600	-61,900	-63,967	-66,103	-68,309
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-93,315	-70,600	-61,900	-63,967	-66,103	-68,309
	ADD Expenses not involving flows of Funds						
	Depreciation						
	Total Expenses not involving flows of Funds	0	0	0	0	0	0
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Total Transfer from Restricted Assets	0	0	0	0	0	0
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
		0	0	0	0	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets						
	Total Funds deployed for Non-Operating Purposes	0	0	0	0	0	0
3.2	Net Budget Result Surplus/(Deficit)	-93,315	-70,600	-61,900	-63,967	-66,103	-68,309

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
3.3	Animal Control & LG Regulations						
	Revenue						
13910	Companion Animal Commission	-10,000	-10,000	-10,000	-10,300	-10,609	-10,927
14100	Orders - fines & fees	-300	-300	-300	-309	-318	-328
3.3	Total Revenue	-10,300	-10,300	-10,300	-10,609	-10,927	-11,255
	Expenditure						
22930	Animal Control Expenses	2,000	2,000	2,100	2,167	2,236	2,308
22930	Dog Control Expenses	25,000	25,000	25,800	26,626	27,478	28,357
22930	Stock Control Expenses	1,000	1,000	1,000	1,032	1,065	1,099
3.3	Total Expenditure	28,000	28,000	28,900	29,825	30,779	31,764
	Operating Result-Before Capital Amounts	-17,700	-17,700	-18,600	-19,216	-19,852	-20,509
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-17,700	-17,700	-18,600	-19,216	-19,852	-20,509
	ADD Expenses not involving flows of Funds						
	Depreciation						
	Total Expenses not involving flows of Funds	0	0	0	0	0	0
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets						
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
33442	Pound Capital Works	5,000	5,000	0	0	0	0
	Total Acquisition of Assets	5,000	5,000	0	0	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets						
	Total Funds deployed for Non-Operating Purposes	5,000	5,000	0	0	0	0
3.3	Net Budget Result Surplus/(Deficit)	-22,700	-22,700	-18,600	-19,216	-19,852	-20,509

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
3.4	Community Development & Services						
	Revenue						
15673	Grant - Community Development Officer	-37,166	-37,166	-37,166	-37,166	-37,166	-37,166
15678	Grant - Youth Week	-1,230	-1,230	-1,230	-1,230	-1,230	-1,230
15681	Grant - Senior Week Activities	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000
15660	Contribution - Junee Family Expo	-1,200		0	0	0	0
15679	Holiday Activities Income	-7,000	-7,000	-7,500	-7,725	-7,957	-8,196
15692	Grant - International Womens Day	0	-1,000	0	0	0	0
3.4	Total Revenue	-47,596	-47,396	-46,896	-47,121	-47,353	-47,592
	Expenditure						
	Community Development Officer Expenses						
25105	Salaries & Wages	51,373	51,373	53,042	54,739	56,491	58,299
25105	Employees Leave Entitlements	9,476	9,476	9,783	10,096	10,419	10,752
25105	Employment Overheads	8,424	8,424	8,310	8,576	8,850	9,133
25105	Office Expenses	4,800	4,800	1,000	1,032	1,065	1,099
25105	Operational Expenses	1,000	1,000	5,500	5,676	5,858	6,045
29663	Seasonal Celebrations	1,500	1,500	1,500	1,500	1,500	1,500
	Reduction - Seasonal Celebrations			-1,500	-1,500	-1,500	-1,500
25111	Community Donations	5,000	5,000	5,000	5,000	5,000	5,000
25114	Eastern Riverina Arts Program	0		6,000	6,192	6,390	6,594
25115	CSU Scholarship	3,000	2,500	3,000	3,000	3,000	3,000
24978	Community Builders Program (was Youth Activities)	17,000	18,000	18,500	19,092	19,703	20,333
24986	International Womens Day	0	1,000	0	0	0	0
25123	Road Safety Officer	8,000	8,000	8,000	8,256	8,520	8,793
	Reduction - Road Safety Officer			-8,000	-8,256	-8,520	-8,793
26700	Australia Day Expenses	2,000	2,000	2,000	2,000	2,000	2,000
20113	Family Expo Expenses	1,200		0	0	0	0
20114	Senior Citizens Activities	2,300	2,300	1,000	1,000	1,000	1,000
24984	Youth Council	1,000					
3.4	Total Expenditure	116,073	115,373	113,135	116,403	119,776	123,255
	Operating Result-Before Capital Amounts	-68,477	-67,977	-66,239	-69,282	-72,423	-75,663
	Total Capital Grants				0	0	0
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-68,477	-67,977	-66,239	-69,282	-72,423	-75,663
	ADD Expenses not involving flows of Funds						
	Depreciation	0	0		0	0	0
	Total Expenses not involving flows of Funds	0	0	0	0	0	0

Master	Description	Projected Budget	Budget	OPERATIONAL PLAN				DELIVERY PROGRAM			
				Budget				Budget			
				2013/14				2014/15			
		2012/13	2012/13								
	ADD Non-Operating Funds employed										
	Carrying Amount of Assets Sold	0	0					0		0	0
	Cost of Real Estate Assets Sold										
	Other Debt Finance										
	Repayments by Deferred Debtors										
	Loan Funds used										
	Total Transfer from Restricted Assets	0	0		0			0		0	0
	Plant Profit utilised										
	Total Non-Operating Funds employed	0	0		0			0		0	0
	SUBTRACT Funds deployed for Non-Operating Purposes										
	Acquisition of Assets										
	Total Acquisition of Assets	0	0		0			0		0	0
	Development of Real Estate										
	Advance to Deferred Debtors										
	Repayment of Loans										
	Repayment of Other Debts										
	Total Transfer to Restricted Assets	0	0		0			0		0	0
	Total Funds deployed for Non-Operating Purposes	0	0		0			0		0	0
3.4	Net Budget Result Surplus/(Deficit)	-68,477	-67,977		-66,239			-69,282		-72,423	-75,663

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
3.5	Housing						
	Revenue						
	Sale of Residence - 22 John Potts Drv	-315,000	0	0	0	0	0
10560	Sale of Residence - 3 Pike Place	0	-290,000	0	0	0	0
	Sale of Residence - 2 John Potts Drv	-310,500	0	0	0	0	0
10560	Sale of Residence - New House	-259,100	-250,000	0	0	0	0
10560	Sale of Residence - New House	-253,500	-250,000	0	0	0	0
	Rental of Council Houses						
15891	22 John Potts Drv	-7,087	-13,520	0	0	0	0
15891	Willow Park Cottage	-7,875	-7,875	-8,200	-8,446	-8,699	-8,960
15891	33 John Potts Drv	-11,700	-11,700	-12,100	-12,463	-12,837	-13,222
15891	3 Pike Place	-12,480	0	-12,100	-12,463	-12,837	-13,222
15891	2 John Potts Drv	0	-12,480	0	0	0	0
3.5	Total Revenue	-1,177,242	-835,575	-32,400	-33,372	-34,373	-35,404
	Expenditure						
	WRITTEN DOWN VALUE OF SALES						
	WDV - Sale of 22 John Potts Drv	292,243	0	0	0	0	0
10550	WDV - Sale of 3 Pike Place	0	284,600	0	0	0	0
	WDV - Sale of 2 John Potts Drv	319,888	0	0	0	0	0
10550	WDV - Sale of New Unit	278,978	250,000	0	0	0	0
10550	WDV - Sale of New Unit	269,327	250,000	0	0	0	0
	<i>Total Written Down Value of Sales</i>	<i>1,160,436</i>	<i>784,600</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
	Maintenance of Council Houses						
25170	22 John Potts Drv	2,400	3,700	0	0	0	0
25170	Willow Park Cottage	5,600	3,000	3,100	3,199	3,301	3,407
25170	33 John Potts Drv	3,300	3,300	3,500	3,612	3,728	3,847
25170	3 Pike Place	5,230	1,500	3,500	3,612	3,728	3,847
25170	2 John Potts Drv	5,950	3,800	0	0	0	0
25171	Depreciation	15,500	15,500	10,000	10,000	10,000	10,000
25170	Interest on Loans - CPI Indexed Bonds	44,101	44,101	43,958	43,771	43,498	43,132
3.5	Total Expenditure	1,242,517	859,501	64,058	64,194	64,255	64,233
	Operating Result-Before Capital Amounts	-65,275	-23,926	-31,658	-30,822	-29,882	-28,829
15893	Capital Grants	0	0				
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-65,275	-23,926	-31,658	-30,822	-29,882	-28,829
	ADD Expenses not involving flows of Funds						
	Depreciation	-15,500	-15,500	-10,000	-10,000	-10,000	-10,000
	Total Expenses not involving flows of Funds	15,500	15,500	10,000	10,000	10,000	10,000

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold	-1,160,436	-784,600	0	0	0	0
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Total Loan Funds used	0	0	0	0	0	0
	Transfer from Restricted Assets	0	0		0		
	Plant Profit utilised						
	Total Non-Operating Funds employed	1,160,436	784,600	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
33204	Willow Park Cottage	0	10,500	0	6,000	0	0
33209	Construction new units	548,305	515,478	0	0	0	0
	2 John Potts Drive	7,000	0	0	0	0	0
33203	33 John Potts Drive	0	0	0	0	13,000	0
	Reduction - 33 John Potts Drive Capital					-13,000	
		555,305	525,978	0	6,000	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
35170	Repayment of Loans - CPI Indexed Bonds	0	0	0	0	141	6,893
	Repayment of Other Debts						
	Transfer to Restricted Assets				0		
	Total Funds deployed for Non-Operating Purposes	555,305	525,978	0	6,000	141	6,893
3.5	Net Budget Result Surplus/(Deficit)	555,356	250,196	-21,658	-26,822	-20,023	-25,722

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
3.6	Town Planning & Building Control						
	Revenue						
16000	Sec. 149 Certificates	-17,000	-17,000	-17,500	-18,025	-18,566	-18,566
16116	Sec 94A Levy	-39,000	-33,000	-40,000	-40,000	-40,000	-40,000
16110	Development Application Fees	-50,000	-48,000	-51,000	-52,530	-54,106	-54,106
16111	Planning Levy Commission	-200	-200	-200	-206	-212	-212
16114	Construction Certificate & Part 4A Certificates	-11,000	-11,000	-11,300	-11,639	-11,988	-11,988
16220	Sundry Income	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500
3.6	Total Revenue	-118,700	-110,700	-121,500	-123,900	-126,372	-126,372
	Expenditure						
	Town Planning Expenses						
25426	Salaries & Wages	157,381	157,381	163,854	169,097	174,508	180,092
25426	Employees Leave Entitlements	28,624	28,624	31,885	32,905	33,958	35,045
25426	Employment Overheads	10,353	10,353	15,233	15,720	16,223	16,742
25426	Office Expenses	7,000	7,000	7,000	7,224	7,455	7,694
25426	Operational Expenses	2,000	2,000	2,000	2,064	2,130	2,198
26790	History & Heritage Expenses	700	700	700	721	743	765
	Reduction - History & Heritage Expenses			-700	-721	-743	-765
26790	Heritage Advisor Service	6,000	6,000	5,000	5,000	5,000	5,000
	Reduction - Heritage Advisor Service			-1,000	-1,000	-1,000	-1,000
3.6	Total Expenditure	212,058	212,058	223,972	231,010	238,274	245,771
	Operating Result-Before Capital Amounts	-93,358	-101,358	-102,472	-107,110	-111,902	-119,399
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-93,358	-101,358	-102,472	-107,110	-111,902	-119,399
	ADD Expenses not involving flows of Funds						
	Depreciation						
	Total Expenses not involving flows of Funds	0	0	0	0	0	0
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets	0	0		0		
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
	Total Acquisition of Assets	0	0	0	0	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets						
	Total Funds deployed for Non-Operating Purposes	0	0	0	0	0	0
3.6	Net Budget Result Surplus/(Deficit)	-93,358	-101,358	-102,472	-107,110	-111,902	-119,399

Master	Description	Projected Budget 2012/13	Budget 2012/13	DELIVERY PROGRAM			
				OPERATIONAL PLAN			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
3.7	Environmental Protection						
	Revenue						
16400	Septic Tank Application Fees	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500
3.7	Total Revenue	-1,500	-1,500	-1,500	-1,500	-1,500	-1,500
	Expenditure						
24756	Tree Planting	500	500	500	500	500	500
26066	Environmental Protection - Salaries & Wages	41,633	41,633	42,985	44,361	45,781	47,246
26066	Environmental Protection - ELE	7,679	7,679	7,927	8,181	8,443	8,713
26066	Environmental Protection - Employment O'Heads	6,610	6,610	6,935	7,157	7,386	7,622
26066	Environmental Protection - Office Expenses	1,000	1,000	1,000	1,032	1,065	1,099
26066	Environmental Protection - Operational Expenses	1,000	1,000	1,000	1,032	1,065	1,099
3.7	Total Expenditure	58,422	58,422	60,347	62,263	64,240	66,279
	Operating Result-Before Capital Amounts	-56,922	-56,922	-58,847	-60,763	-62,740	-64,779
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-56,922	-56,922	-58,847	-60,763	-62,740	-64,779
	ADD Expenses not involving flows of Funds						
	Depreciation						
	Total Expenses not involving flows of Funds	0	0	0	0	0	0
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
16773	Transfer from Restricted Assets	-18,189	0		0	0	0
	Plant Profit utilised						
	Total Non-Operating Funds employed	18,189	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
34403	Butlers Gully Salinity Expenditure	7,211	0	0	0	0	0
34405	June Wetlands - Landcare Funds	10,978	0	0	0	0	0
	Total Acquisition of Assets	18,189	0	0	0	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets						
	Total Funds deployed for Non-Operating Purposes	18,189	0	0	0	0	0
3.7	Net Budget Result Surplus/(Deficit)	-56,922	-56,922	-58,847	-60,763	-62,740	-64,779

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
3.8	Waste Management Services						
	Revenue						
81251	Domestic Waste Management Charge						
	DWM Charge-Residential Junee	-431,797	-431,797	-431,797	-431,797	-431,797	-431,797
	DWM Charge-Residential Junee Vacant Land	-9,787	-9,787	-9,787	-9,787	-9,787	-9,787
	DWM Charge-Residential Villages	-32,573	-32,573	-32,573	-32,573	-32,573	-32,573
	DWM Charge-Residential Villages Vacant Land	-1,815	-1,815	-1,815	-1,815	-1,815	-1,815
81251	Commercial Charges						
81251	Commercial - Garbage Charge	-32,842	-32,842	-32,842	-32,842	-32,842	-32,842
81251	Commercial - Garbage Charge (2nd Bin - 240l)	-16,827	-16,827	-16,827	-16,827	-16,827	-16,827
81251	Commercial - Garbage Charge (2nd Bin - 120l)	-31,185	-31,185	-31,185	-31,185	-31,185	-31,185
81251	Rural Waste Charge	-50,529	-50,529	-50,529	-50,529	-50,529	-50,529
	Rural Waste Charge						
81253	Other Charges - Domestic Waste	-2,000	-2,000	-2,000	-2,060	-2,060	-2,060
82611	Pensioner Rate Subsidy - DWM Charge	-19,150	-19,150	-19,150	-19,150	-19,150	-19,150
81256	Tip Fees - Junee Tip	-41,000	-41,000	-42,200	-43,466	-44,770	-46,113
81519	Sale of scrap steel - Junee Tip	-20,000	-20,000	-20,600	-21,218	-21,855	-22,511
81518	Drummaster Income	-3,500	-3,500	-3,600	-3,600	-3,708	-3,819
82611	Pensioner Rebate - DWM Charge	37,500	37,500	37,500	37,500	37,500	37,500
3.8	Total Revenue	-655,505	-655,505	-657,405	-659,349	-661,398	-663,508
	Expenditure						
82276	Collection Expenses						
	Junee collection	233,000	233,000	240,000	247,680	255,606	263,785
	Old Junee collection	9,600	9,600	9,900	10,217	10,544	10,881
	Illabo collection	7,100	7,100	7,300	7,534	7,775	8,024
	Bethungra collection	2,200	2,200	2,300	2,374	2,450	2,528
82517	Kerbside Recycling Expenses - Junee	108,000	108,000	111,500	115,068	118,750	122,550
82517	Kerbside Recycling Expenses - Villages	9,000	9,000	9,300	9,598	9,905	10,222
82498	Garbage Tips Working Expenses						
82498	Junee Tip Expenses	145,000	145,000	149,600	154,387	159,327	164,425
82498	Old Junee Tip Expenses	8,000	8,000	8,250	8,514	8,786	9,067
82498	Illabo Tip Expenses	12,500	12,500	12,900	13,313	13,739	14,179
82498	Bethungra Tip Expenses	10,750	10,750	11,000	11,352	11,715	12,090
82498	Junee Reefs Tip Expenses	14,000	14,000	14,400	14,861	15,337	15,828
82498	Eurongilly Tip Expenses	1,500	1,500	8,256	8,520	8,793	9,000
	Reduction - Eurongilly Tip Expenses			-6,708	-6,923	-7,145	0
82498	Wantabadgery Tip Expenses	9,750	9,750	10,100	10,423	10,757	11,101
82609	Domestic Waste Admin/Mgt Expenses	8,250	8,250	8,500	8,772	9,053	9,343
82518	Drummaster Expenditure	3,500	3,500	3,600	3,600	3,708	3,819
82519	Contribution to Junee Lions Club	3,500	3,500	3,500	3,500	3,500	3,500
	Reduction - Contribution to Junee Lions Club			-3,500	-3,500	-3,500	-3,500
82499	Depreciation	6,000	6,000	6,000	6,000	6,000	6,000
82609	Corporate Support Services	25,000	25,000	26,000	26,832	27,691	28,577
3.8	Total Expenditure	616,650	616,650	632,198	652,122	672,791	701,419
	Operating Result-Before Capital Amounts	38,855	38,855	25,207	7,227	-11,393	-37,911
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	38,855	38,855	25,207	7,227	-11,393	-37,911

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
	ADD Expenses not involving flows of Funds						
	Depreciation	-6,000	-6,000	-6,000	-6,000	-6,000	-6,000
	Total Expenses not involving flows of Funds	6,000	6,000	6,000	6,000	6,000	6,000
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
81257	Transfer from Restricted Assets	0	0	0	0	-35,393	-31,911
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	35,393	31,911
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
82535	June Transfer Station	10,100	5,000	0	0	0	0
82535	Eurongilly Transfer Station	0	0	0	0	20,000	0
82553	Purchase Replacement Bins	0	0	0	0	10,000	0
	Total Acquisition of Assets	10,100	5,000	0	0	30,000	0
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets	34,755	39,855	31,207	13,227	0	0
	Total Funds deployed for Non-Operating Purposes	44,855	44,855	31,207	13,227	30,000	0
3.8	Net Budget Result Surplus/(Deficit)	0	0	0	0	0	0

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
3.9	Public Halls and Buildings						
	Revenue						
17670	Hire income - Athenium Theatre	-600	-600	-600	-600	-600	-600
3.9	Total Revenue	-600	-600	-600	-600	-600	-600
	Expenditure						
26706	Athenium Theatre-Maintenance Expenses	9,500	9,500	9,800	10,114	10,438	10,772
26708	Broadway Hotel	8,200	8,200	8,500	8,772	9,053	9,343
26713	Depreciation	26,000	26,000	26,000	26,000	26,000	26,000
26716	Interest on Loans - Athenium Theatre - CPI Indexed Bonds	15,661	15,661	15,610	15,544	15,447	15,317
3.9	Total Expenditure	59,361	59,361	59,910	60,430	60,938	61,432
	Operating Result-Before Capital Amounts	-58,761	-58,761	-59,310	-59,830	-60,338	-60,832
	Total Capital Grants	0	0	0	0	0	0
	Capital Contributions	0	0	0	0	0	0
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-58,761	-58,761	-59,310	-59,830	-60,338	-60,832
	ADD Expenses not involving flows of Funds						
	Depreciation	-26,000	-26,000	-26,000	-26,000	-26,000	-26,000
	Total Expenses not involving flows of Funds	26,000	26,000	26,000	26,000	26,000	26,000
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold	0	0	0	0	0	0
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used	0	0	0	0	0	0
	Transfer from Restricted Assets	-70,000	0	0	0	0	0
	Plant Profit utilised						
	Total Non-Operating Funds employed	70,000	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
37802	Broadway Hotel	70,000	0	0	0	0	0
	Total Acquisition of Assets	70,000	0	0	0	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans - Athenium Theatre - CPI Indexed Bonds	0	0	0	0	50	2,448
	Repayment of Other Debts						
	Transfer to Restricted Assets	0	0	0	0	0	0
	Total Funds deployed for Non-Operating Purposes	70,000	0	0	0	50	2,448
3.9	Net Budget Result Surplus/(Deficit)	-32,761	-32,761	-33,310	-33,830	-34,388	-37,280

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
3.10	Business Undertakings						
	Revenue						
15340	Rent - Junee Medical Centre	-50,000	-50,000	-51,750	-53,303	-54,902	-56,549
3.10	Total Revenue	-50,000	-50,000	-51,750	-53,303	-54,902	-56,549
	Expenditure						
24722	Junee Medical Centre	10,000	10,000	10,320	10,650	10,970	11,299
24724	Depreciation	15,500	15,500	15,500	15,500	15,500	15,500
24725	Interest on Loans - New Medical Centre CPI Indexed Bonds	55,142	55,142	54,962	54,729	54,388	53,930
3.10	Total Expenditure	80,642	80,642	80,782	80,879	80,858	80,729
	Operating Result-Before Capital Amounts	-30,642	-30,642	-29,032	-27,576	-25,956	-24,180
15345	Capital Grants	0	0	0			
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-30,642	-30,642	-29,032	-27,576	-25,956	-24,180
	ADD Expenses not involving flows of Funds						
	Depreciation	-15,500	-15,500	-15,500	-15,500	-15,500	-15,500
	Total Expenses not involving flows of Funds	15,500	15,500	15,500	15,500	15,500	15,500
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold		0		0	0	0
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used		0		0	0	0
	Transfer from Restricted Assets		0		0	0	0
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
37812	Medical Centre	15,000	39,200	0	0	0	0
	Total Acquisition of Assets	15,000	39,200	0	0	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
37815	Repayment of Loans - CPI Indexed Bonds	0	0	0	0	176	8,619
	Repayment of Other Debts						
	Transfer to Restricted Assets		0		0	0	0
	Total Funds deployed for Non-Operating Purposes	15,000	39,200	0	0	176	8,619
3.10	Net Budget Result Surplus/(Deficit)	-30,142	-54,342	-13,532	-12,076	-10,632	-17,299

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
4	Engineering Services						
4.1	Engineering Infrastructure						
	Revenue						
10705	Contributions rec'd for Training	0			0	0	0
19001	Road Rentals	-6,600	-6,600	-6,800	-7,004	-7,214	-7,430
19002	Application for Road Closing	0			0	0	0
4.1	Total Revenue	-6,600	-6,600	-6,800	-7,004	-7,214	-7,430
	Expenditure						
21138	Salaries & Wages	141,844	141,844	153,362	158,270	163,335	168,562
21138	Employees Leave Entitlements	54,536	54,536	71,296	73,577	75,931	78,361
21138	Employment Overheads	43,142	43,142	52,687	54,373	56,113	57,909
21138	Office Expenses	14,800	14,800	14,800	15,274	15,763	16,267
21138	Other ES Expenses	5,500	5,500	7,500	7,740	7,988	8,244
4.1	Total Expenditure	259,822	259,822	299,645	309,234	319,130	329,343
	Operating Result-Before Capital Amounts	-253,222	-253,222	-292,845	-302,230	-311,916	-321,913
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-253,222	-253,222	-292,845	-302,230	-311,916	-321,913
	ADD Expenses not involving flows of Funds						
	Depreciation						
	Total Expenses not involving flows of Funds	0	0	0	0	0	0
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets						
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
31138	Office Furniture & Equipment	0	0	0	0	0	0
	Total Acquisition of Assets	0	0	0	0	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets						
	Total Funds deployed for Non-Operating Purposes	0	0	0	0	0	0
4.1	Net Budget Result Surplus/(Deficit)	-253,222	-253,222	-292,845	-302,230	-311,916	-321,913

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
4.2	Operational Services Provision						
	Revenue						
10703	Grant - Traineeship Existing Workers	0			0	0	0
10707	Gravel Pits - Contribution to Reinstatement	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000
4.2	Total Revenue	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000
	Expenditure						
	Field Staff						
20721	Superannuation - Employer Contributions	243,711	243,711	244,595	252,422	260,500	268,836
21202	Field Staff Management Expenses	0	0	0	0	0	0
21330	Field Staff - On Costs	389,978	389,978	395,846	408,513	421,585	435,076
21394	Direct Banking Allowance	2,000	2,000	2,060	2,126	2,194	2,264
21600	Workers Compensation Expenses	95,000	95,000	95,000	95,000	98,040	101,177
21650	Re-Allocation of Field Staff On costs	-835,489	-835,489	-846,001	-870,033	-897,874	-926,606
	Depots						
21700	Works Depot Joffre St	104,800	104,800	108,500	111,972	115,555	119,253
21699	Diesel Fuel cleanup	51,000	0	0	0	0	0
	Other Staff Overheads						
20721	Superannuation - Employer Contributions	214,421	214,421	202,065	208,531	215,204	222,091
21600	Workers Compensation Expenses	25,000	25,000	25,000	25,000	25,800	26,626
21655	Re-Allocation of OTHER Staff On costs - Superannuation & W/Comp	-239,421	-239,421	-227,065	-233,531	-241,004	-248,717
28116	Quarry Operating Costs	5,000	5,000	5,000	5,000	5,000	5,000
21701	Depreciation	15,000	15,000	15,000	15,000	15,000	15,000
4.2	Total Expenditure	71,000	20,000	20,000	20,000	20,000	20,000
	Operating Result-Before Capital Amounts	-66,000	-15,000	-15,000	-15,000	-15,000	-15,000
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-66,000	-15,000	-15,000	-15,000	-15,000	-15,000
	ADD Expenses not involving flows of Funds						
	Depreciation	-15,000	-15,000	-15,000	-15,000	-15,000	-15,000
	Total Expenses not involving flows of Funds	15,000	15,000	15,000	15,000	15,000	15,000
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets						
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0

				DELIVERY PROGRAM			
				OPERATIONAL PLAN			
Master	Description	Projected Budget	Budget	Budget	Budget	Budget	Budget
		2012/13	2012/13	2013/14	2014/15	2015/16	2016/17
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
30804	Depot Building Construction	5,000	15,000	0	5,000	0	0
30809	Oil handling system	47,000			0	0	0
21202	Capital Works Planning & Coordination	37,000	98,000	45,000	46,440	47,926	49,460
	Total Acquisition of Assets	89,000	113,000	45,000	51,440	47,926	49,460
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets	0	0		0	0	0
	Total Funds deployed for Non-Operating Purposes	89,000	113,000	45,000	51,440	47,926	49,460
4.2	Net Budget Result Surplus/(Deficit)	-140,000	-113,000	-45,000	-51,440	-47,926	-49,460

Master	Description	Projected Budget 2012/13	Budget 2012/13	DELIVERY PROGRAM			
				OPERATIONAL PLAN			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
4.3	Plant & Equipment						
	Revenue						
10610	Sale of Plant	-186,200	-248,600	-341,000	-250,000	-317,000	-481,000
10552	Depot sale of old material	-32,000	0	0	0	0	0
4.3	Total Revenue	-218,200	-248,600	-341,000	-250,000	-317,000	-481,000
	Expenditure						
21778	Plant Running Expenses	1,180,000	1,180,000	1,217,760	1,256,728	1,296,943	1,338,445
21778	Expenses NOT allocated by Plant #	55,000	55,000	56,760	58,576	60,450	62,384
21780	Contribution from other JSC activities	0			0	0	0
21842	Plant Income	-1,285,000	-1,285,000	-1,326,120	-1,368,556	-1,412,350	-1,453,852
21844	Writeback of Plant Profit	50,000	50,000	51,600	53,252	54,957	53,023
10550	WDV - Sale of Plant	186,200	248,600	341,000	250,000	317,000	481,000
21139	Depreciation	175,000	175,000	175,000	175,000	175,000	175,000
4.3	Total Expenditure	361,200	423,600	516,000	425,000	492,000	656,000
	Operating Result-Before Capital Amounts	-143,000	-175,000	-175,000	-175,000	-175,000	-175,000
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-143,000	-175,000	-175,000	-175,000	-175,000	-175,000
	ADD Expenses not involving flows of Funds						
	Depreciation	-175,000	-175,000	-175,000	-175,000	-175,000	-175,000
	Total Expenses not involving flows of Funds	175,000	175,000	175,000	175,000	175,000	175,000
	ADD Non-Operating Funds employed						
	Plant - Carrying Amt of Assets Sold	-186,200	-248,600	-341,000	-250,000	-317,000	-481,000
	Carrying Amount of Assets Sold	-186,200	-248,600	-341,000	-250,000	-317,000	-481,000
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets						
	Plant Profit utilised	-50,000	-50,000	-51,600	-53,252	-54,957	-53,023
	Total Non-Operating Funds employed	236,200	298,600	392,600	303,252	371,957	534,023
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
30801	Plant Purchased	233,888	390,500	422,000	434,000	413,000	468,500
	Total Acquisition of Assets	233,888	390,500	422,000	434,000	413,000	468,500
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets						
	Total Funds deployed for Non-Operating Purposes	233,888	390,500	422,000	434,000	413,000	468,500
4.3	Net Budget Result Surplus/(Deficit)	34,312	-91,900	-29,400	-130,748	-41,043	65,523

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
4.4	Public Cemeteries						
	Revenue						
16660	Junee Lawn Cemetery Fees	-68,000	-63,000	-70,000	-72,100	-74,263	-76,491
16661	Junee Monumental Cemetery Fees	-2,000	-2,000	-2,000	-2,060	-2,122	-2,186
16662	Rural Cemetery Fees	-8,500	-5,000	-5,500	-5,665	-5,835	-6,010
4.4	Total Revenue	-78,500	-70,000	-77,500	-79,825	-82,220	-84,687
	Expenditure						
26130	Junee Monumental Cemetery	6,000	6,000	6,200	6,398	6,603	6,814
26130	Junee Lawn Cemetery	86,000	86,000	89,000	91,848	94,787	97,820
26130	Rural Cemeteries	9,000	9,000	9,300	9,598	9,905	10,222
26131	Depreciation	1,000	1,000	1,000	1,000	1,000	1,000
4.4	Total Expenditure	102,000	102,000	105,500	108,844	112,295	115,856
	Operating Result-Before Capital Amounts	-23,500	-32,000	-28,000	-29,019	-30,075	-31,169
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-23,500	-32,000	-28,000	-29,019	-30,075	-31,169
	ADD Expenses not involving flows of Funds						
	Depreciation	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000
	Total Expenses not involving flows of Funds	1,000	1,000	1,000	1,000	1,000	1,000
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets						
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
36130	Cemetery Upgrades	0	20,000	0	0	0	10,000
	Reduction - Cemetery Upgrades			0	0	0	-10,000
36132	Construction of Beams	3,500	3,500	3,500	3,500	3,500	3,500
36131	Cemetery - other upgrades	0			0	0	0
	Total Acquisition of Assets	3,500	23,500	3,500	3,500	3,500	3,500
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets						
	Total Funds deployed for Non-Operating Purposes	3,500	23,500	3,500	3,500	3,500	3,500
4.4	Net Budget Result Surplus/(Deficit)	-26,000	-54,500	-30,500	-31,519	-32,575	-33,669

				OPERATIONAL PLAN	DELIVERY PROGRAM						
Master	Description	Projected Budget	Budget	Budget	Budget	Budget	Budget				
		2012/13	2012/13	2013/14	2014/15	2015/16	2016/17				
4.5	Public Conveniences										
	Expenditure										
26322	Public Conveniences Operating Exp	56,000	56,000	58,000	59,856	61,771	61,771				
4.5	Total Expenditure	56,000	56,000	58,000	59,856	61,771	61,771				
	Operating Result-Before Capital Amounts	-56,000	-56,000	-58,000	-59,856	-61,771	-61,771				
	Capital Grants										
	Capital Contributions										
	Total Capital Grants & Cont	0	0	0	0	0	0				
	Operating Result	-56,000	-56,000	-58,000	-59,856	-61,771	-61,771				
	ADD Expenses not involving flows of Funds										
	Depreciation	0	0					0	0	0	0
	Total Expenses not involving flows of Funds	0	0	0	0	0	0				
	ADD Non-Operating Funds employed										
	Carrying Amount of Assets Sold										
	Cost of Real Estate Assets Sold										
	Other Debt Finance										
	Repayments by Deferred Debtors										
	Loan Funds used										
	Transfer from Restricted Assets	0	0					0	0	0	0
	Plant Profit utilised										
	Total Non-Operating Funds employed	0	0	0	0	0	0				
	SUBTRACT Funds deployed for Non-Operating Purposes										
	Acquisition of Assets										
	Medical Centre	5,500	5,500					0	0	0	0
	Total Acquisition of Assets	5,500	5,500					0	0	0	0
	Development of Real Estate										
	Advance to Deferred Debtors										
	Repayment of Loans										
	Repayment of Other Debts										
	Transfer to Restricted Assets										
	Total Funds deployed for Non-Operating Purposes	5,500	5,500	0	0	0	0				
4.5	Net Budget Result Surplus/(Deficit)	-61,500	-61,500	-58,000	-59,856	-61,771	-61,771				

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
4.6	Sewerage						
	Revenue						
91527	Annual Rates - Sewerage Charges	-605,975	-605,975	-605,975	-605,975	-605,975	-605,975
91530	Interest on Investments	-70,000	-70,000	-80,000	-80,000	-80,000	-80,000
91538	Other Sewerage Charges	-80,146	-80,146	-80,146	-80,146	-80,146	-80,146
91538	Sewer Headworks Charges	-4,800	-4,800	-4,800	-4,800	-4,800	-4,800
92494	Pensioner Rate Subsidy	-20,600	-20,600	-19,900	-19,900	-19,900	-19,900
91907	Grey Water Sales	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000
92494	Pensioner Rebate	35,000	35,000	35,200	35,200	35,200	35,200
4.6	Total Revenue	-747,521	-747,521	-756,621	-756,621	-756,621	-756,621
	Expenditure						
92026	Management Expenses - Sewerage Services	33,000	33,000	34,000	35,088	36,141	37,225
92182	Mains Operating Expenses	82,000	82,000	84,600	87,307	90,101	92,984
92390	Treatment Works - Operating Expenses	235,000	235,000	243,000	250,776	258,801	267,083
92442	Effluent Re-uses Operational Costs	40,000	40,000	41,300	42,622	43,986	45,394
	Interest Expense	0	0	0	0	0	0
92026	Corporate Support Services	79,000	79,000	81,000	83,592	86,267	89,028
92130	Depreciation - Sewerage Assets	280,000	280,000	280,000	280,000	280,000	280,000
4.6	Total Expenditure	749,000	749,000	763,900	779,385	795,296	811,714
	Operating Result-Before Capital Amounts	-1,479	-1,479	-7,279	-22,764	-38,675	-55,093
	Capital Grants						
	Capital Contributions	0	0		0		
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-1,479	-1,479	-7,279	-22,764	-38,675	-55,093
	ADD Expenses not involving flows of Funds						
	Depreciation	-280,000	-280,000	-280,000	-280,000	-280,000	-280,000
	Total Expenses not involving flows of Funds	280,000	280,000	280,000	280,000	280,000	280,000
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets	0	0	-82,279	0	0	0
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	82,279	0	0	0

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
	New Works-ILOS						
92222	Touch screen program logic controller	6,000	6,000	0	0	0	
92201	Sewer Mains Construction	35,000	35,000	20,000	20,000	20,000	20,000
	New Works-Renewals						
92213	Sewer replacement program	10,000	20,000	20,000	20,000	20,000	20,000
92217	Plant Works Program	5,000	20,000	10,000	10,000	10,000	10,000
92226	Bank repairs - Ponds 2 & 3	0	60,000	60,000	0	0	0
92227	Sewer Vent replacement	5,000	40,000	20,000	40,000	0	0
	Effluent Meter Investigation	0	0	5,000	0	0	0
92220	Sewer relining program	0	0	200,000	0	0	0
92225	Replacement of effluent pumping plant	0	0	10,000	0	10,000	0
92202	Effluent Reuse Scheme	3,000	3,000	3,000	3,000	3,000	3,000
	Sewer Treatment Works - Replace trickling filter, Pasveer Electrical, Siteworks	0	0	0	0	0	
92214	Manhole repair & raising	7,000	7,000	7,000	7,000	7,000	7,000
	Smoke testing	51,000	20,000	0	20,000	0	
	Replace jetter trailer	0	0	0	0	0	85,000
	Total Acquisition of Assets	122,000	211,000	355,000	120,000	70,000	145,000
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
92026	Transfer to Restricted Assets	156,521	67,521	0	137,236	171,325	79,907
	Total Funds deployed for Non-Operating Purposes	278,521	278,521	355,000	257,236	241,325	224,907
4.6	Net Budget Result Surplus/(Deficit)	0	0	0	0	0	0

				OPERATIONAL PLAN	DELIVERY PROGRAM		
Master	Description	Projected Budget	Budget	Budget	Budget	Budget	Budget
		2012/13	2012/13	2013/14	2014/15	2015/16	2016/17
4.7	Sporting Grounds			0	0	0	0
	Revenue						
17650	Sporting Grounds Income	0	0				
4.7	Total Revenue	0	0	0	0	0	0
	Expenditure			102,000	105,264	108,632	112,108
26962	Sporting Grounds Operating Expenses	99,000	99,000				
27560	Lorne St Tennis Courts - Water Access Chg	500	500				
26963	Depreciation	76,000	76,000				
4.7	Total Expenditure	175,500	175,500				
				178,520	181,801	185,186	188,680
	Operating Result-Before Capital Amounts	-175,500	-175,500	-178,520	-181,801	-185,186	-188,680
17653	Capital Grants	-10,000	0	0	0	0	0
	Total Capital Contributions	0	0	0	0	0	0
	Total Capital Grants & Cont	-10,000	0	0	0	0	0
	Operating Result	-165,500	-175,500	-178,520	-181,801	-185,186	-188,680
	Total Expenses not involving flows of Funds			-76,000	-76,000	-76,000	-76,000
	Depreciation	-76,000	-76,000				
	Total Expenses not involving flows of Funds	76,000	76,000				
	ADD Non-Operating Funds employed			0	0	0	0
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets	0	0				
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0				
	SUBTRACT Funds deployed for Non-Operating Purposes			10,000	10,000	10,000	10,000
	Acquisition of Assets						
37281	Sporting Grounds Capital Work	4,000	10,000				
	Reduction - Sporting Grounds Capital Work						
	Willow Park - Electrical Upgrade	30,531	0				
	Burns Park Cricket Net	26,000	0				
	Total Acquisition of Assets	60,531	10,000	0	0	0	0
	Development of Real Estate			0	0	0	0
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets	0	0				
	Total Funds deployed for Non-Operating Purposes	60,531	10,000	0	0	0	0
4.7	Net Budget Result Surplus/(Deficit)	-150,031	-109,500	-102,520	-105,801	-109,186	-112,680

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
4.8	Parks and Gardens						
	Revenue						
17655	June Reserves Trust Rental Income	-14,925	-14,925	-15,500	-15,965	-16,444	-16,937
17657	Parks Gardens Rental Income	-8,250	-8,250	-8,550	-8,807	-9,071	-9,343
4.8	Total Revenue	-23,175	-23,175	-24,050	-24,772	-25,515	-26,280
	Expenditure						
27282	Parks & Gardens Operating Expenses	230,000	200,000	208,000	214,656	221,525	228,614
27346	Reserves Maintenance	12,000	12,000	12,500	12,900	13,313	13,739
27283	Depreciation	56,000	56,000	56,000	56,000	56,000	56,000
4.8	Total Expenditure	298,000	268,000	276,500	283,556	290,838	298,353
	Operating Result-Before Capital Amounts	-274,825	-244,825	-252,450	-258,784	-265,323	-272,073
17655	Capital Grants	0	0	-10,000	0	0	0
17655	Capital Contributions	0	0	0	0	0	0
	Total Capital Grants & Cont	0	0	-10,000	0	0	0
	Operating Result	-274,825	-244,825	-242,450	-258,784	-265,323	-272,073
	ADD Expenses not involving flows of Funds						
	Depreciation	-56,000	-56,000	-56,000	-56,000	-56,000	-56,000
	Total Expenses not involving flows of Funds	56,000	56,000	56,000	56,000	56,000	56,000
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Total Transfer from Restricted Assets	0	-70,653	-70,653	0	0	0
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	70,653	70,653	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
37282	Parks & Gardens Capital Work	10,000	10,000	10,000	10,000	10,000	10,000
	Reduction - Parks & Gardens Capital Work			-10,000	-10,000	-10,000	-10,000
	Skate Park	0	0	0	0	30,000	0
	Reduction - Skate Park					-30,000	0
37284	Bethungra Dam Rehabilitation Project	0	70,653	70,653	0	0	0
	Total Acquisition of Assets	10,000	80,653	70,653	0	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets - June Reserves Trust	2,925	2,925	3,000	3,065	3,131	3,198
	Total Funds deployed for Non-Operating Purposes	12,925	83,578	73,653	3,065	3,131	3,198
4.8	Net Budget Result Surplus/(Deficit)	-231,750	-201,750	-189,450	-205,849	-212,454	-219,271

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
4.9	Urban Sealed & Unsealed Roads						
	Revenue						
19431	Grant - Roads To Recovery #3	-221,358	0	0	-100,000	-100,000	-100,000
4.9	Total Revenue	-221,358	0	0	-100,000	-100,000	-100,000
	Expenditure						
22300	June Street Maintenance	214,492	160,992	179,500	185,244	191,172	197,290
22500	June Laneway Maintenance	16,512	16,512	17,040	17,585	18,148	18,729
39015	Street Tree Planting & Removal	27,864	27,864	28,750	29,670	30,619	31,599
28882	Bus Shelters	1,032	1,032	1,100	1,135	1,171	1,208
25746	June Street Cleaning Operations	68,208	71,208	73,500	75,852	78,279	80,784
25747	June Footpath Mowing & Gutter Cleaning	24,152	37,152	25,000	25,800	26,626	27,478
28883	Depreciation - Urban Local Sealed & Unsealed	302,000	302,000	302,000	302,000	302,000	302,000
28884	Depreciation - Urban Reg Sealed & Unsealed	14,000	14,000	14,000	14,000	14,000	14,000
28885	Depreciation - Bridges	10,400	10,400	10,400	10,400	10,400	10,400
28886	Depreciation - Footpath & Bikepath	32,500	32,500	32,500	32,500	32,500	32,500
4.9	Total Expenditure	711,160	673,660	683,790	694,186	704,915	715,988
	Operating Result-Before Capital Amounts	-489,802	-673,660	-683,790	-594,186	-604,915	-615,988
	Capital Grants						
19100	Grant - RTA -Urban Roads (REPAIR Prog)	0	0		0	0	0
19422	Grant - RTA - Bike Way	-40,000	-20,000	-20,000	-20,000	-20,000	-20,000
19431	Grant - Roads To Recovery #3	0	-100,000	0	0	0	0
	Total Capital Grants	-40,000	-120,000	-20,000	-20,000	-20,000	-20,000
	Total Capital Contributions	0	0	0	0	0	0
	Total Capital Grants & Cont	-40,000	-120,000	-20,000	-20,000	-20,000	-20,000
	Operating Result	-449,802	-553,660	-663,790	-574,186	-584,915	-595,988
	ADD Expenses not involving flows of Funds						
	Depreciation	-358,900	-358,900	-358,900	-358,900	-358,900	-358,900
	Total Expenses not involving flows of Funds	358,900	358,900	358,900	358,900	358,900	358,900
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets	0	0	0	0	0	0
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0

				DELIVERY PROGRAM			
				OPERATIONAL PLAN			
Master	Description	Projected Budget	Budget	Budget	Budget	Budget	Budget
		2012/13	2012/13	2013/14	2014/15	2015/16	2016/17
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
32500	Junee Laneways - reconstruction & seal	1,300	25,800				
32300	Roads Reseals - Special Rates Variation 2009/10 (5 yrs)	93,345	93,345				
39012	Junee Bike Path Construction	80,000	40,000				
32300	R2R #3 - Urban Streets	221,358	100,000				
	2012-13 Reduction in Cap Exp - to R2R Reference Rate	-220,000	-220,000				
32300	Junee Streets Capital Expenditure	243,280	299,280	308,800	318,682	328,880	339,404
	Total Acquisition of Assets	419,283	338,425				
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets						
	Total Funds deployed for Non-Operating Purposes	419,283	338,425				
4.9	Net Budget Result Surplus/(Deficit)	-510,185	-533,185	-545,172	-635,353	-696,521	-743,970

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
4.10	Rural Sealed Roads						
	Revenue						
19190	RR243 - RTA Block grant	-209,475	-64,000	-376,000	-387,280	-398,898	-410,865
19198	Grant - Roads to Recovery #3	-469,635	0	-407,660	-307,216	-307,216	-307,216
4.10	Total Revenue	-679,110	-64,000	-783,660	-694,496	-706,114	-718,081
	Expenditure						
22000	Shire Sealed Roads Maintenance	428,160	392,160	404,700	417,650	431,015	444,807
22600	Village Roads Maintenance	14,448	14,448	14,900	15,377	15,869	15,869
28370	RR243 Maintenance	34,000	64,000	66,000	68,112	70,292	72,541
28307	Depreciation - Rural Local Sealed	402,500	402,500	402,500	402,500	402,500	402,500
28308	Depreciation - Regional Rural Sealed	67,500	67,500	67,500	67,500	67,500	67,500
28309	Depreciation - Bridges Rural Regional	19,500	19,500	19,500	19,500	19,500	19,500
28310	Depreciation - Bridges Local Rural	30,500	30,500	30,500	30,500	30,500	30,500
	Reduction of 10% in Operational Costs from 15/16	0	0	0	0	-44,688	-46,068
4.10	Total Expenditure	996,608	990,608	1,005,600	1,021,139	992,488	1,007,149
	Operating Result-Before Capital Amounts	-317,498	-926,608	-221,940	-326,643	-286,374	-289,068
	Capital Grants						
19190	RR243 - RTA Block Grant	0	-306,000	0	0	0	0
	Grant - Flood Damage Restoration - Feb 2012	-1,105,000	-750,000	0	0	0	0
19198	Grant - Roads To Recovery #3	0	-307,216	0	0	0	0
19195	Grant - Blackspot Program	-327,000	0	0	0	0	0
	Total Capital Grants	-1,432,000	-1,363,216	0	0	0	0
	Capital Contributions	0	0				
	Total Capital Grants & Cont	-1,432,000	-1,363,216	0	0	0	0
	Operating Result	1,114,502	436,608	-221,940	-326,643	-286,374	-289,068
	ADD Expenses not involving flows of Funds						
	Depreciation	-520,000	-520,000	-520,000	-520,000	-520,000	-520,000
	Total Expenses not involving flows of Funds	520,000	520,000	520,000	520,000	520,000	520,000
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Total Transfer from Restricted Assets	0	0	0	0	0	0
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
32600	Village Roads Upgrade	6,840	20,640	21,300	21,982	22,685	23,411
32000	Shire Roads Capital Expenditure	926,440	433,440	447,310	461,624	476,396	491,641
	Reduction - Shire Roads Capital Expenditure - 10% from 15/16			0	0	-47,640	-49,164
	12/13 Reduction in Cap Exp - to R2R Reference Rate	-350,000	-350,000	-230,000	-200,000	-75,000	
38370	RR243 - RTA Block Grant Cap Exp	13,975	306,000	310,000	319,168	328,606	338,324
38370	R2R Cap Exp (from RR243 - RTA Block Grant + REPAIR Grant)	161,500	0		0	0	0
32000	Roads Reseals - Special Rates Variation 2009/10 (5 yrs)	123,200	123,200	173,600	160,000	230,000	230,000
	Flood Damage Restoration - Feb 2012	1,150,000	750,000	0	0	0	
39327	R2R #3 - Wantabadgery Road - 3km to 4km sth Gundagai Rd	6,650	0	0			
38373	R2R #3 - Gundagai Rd (MR243) - Burnt Ck Lane	453,009	0				
39322	R2R #3 Program	9,976	307,216	407,660	307,216	307,216	307,216
39340	Blackspot Project - Byrnes Road	327,000	0	0			
	Total Acquisition of Assets	2,828,590	1,590,496	1,129,870	1,069,990	1,242,263	1,341,428
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts		0				
	Transfer to Restricted Assets						
	Total Funds deployed for Non-Operating Purposes	2,828,590	1,590,496	1,129,870	1,069,990	1,242,263	1,341,428
4.10	Net Budget Result Surplus/(Deficit)	-1,194,088	-633,888	-831,810	-876,633	-1,008,637	-1,110,496

				OPERATIONAL PLAN	DELIVERY PROGRAM										
Master	Description	Projected Budget	Budget	Budget	Budget	Budget	Budget								
		2012/13	2012/13	2013/14	2014/15	2015/16	2016/17								
4.11	Rural Unsealed Roads														
	Expenditure														
22200	Shire Gravel Roads Maintenance	154,832	155,832	160,800	165,946	171,256	176,736								
28329	Depreciation	373,000	373,000	373,000	373,000	373,000	373,000								
	Reduction of 10% in Operational Costs from15/16	0	0	0	0	-17,126	-17,674								
4.11	Total Expenditure	527,832	528,832	533,800	538,946	527,130	532,062								
	Operating Result-Before Capital Amounts	-527,832	-528,832	-533,800	-538,946	-527,130	-532,062								
	Capital Grants														
	Capital Contributions														
	Total Capital Grants & Cont	0	0	0	0	0	0								
	Operating Result	-527,832	-528,832	-533,800	-538,946	-527,130	-532,062								
	ADD Expenses not involving flows of Funds														
	Depreciation	-373,000	-373,000	-373,000	-373,000	-373,000	-373,000								
	Total Expenses not involving flows of Funds	373,000	373,000					373,000	373,000	373,000	373,000				
	ADD Non-Operating Funds employed														
	Carrying Amount of Assets Sold														
	Cost of Real Estate Assets Sold														
	Other Debt Finance														
	Repayments by Deferred Debtors														
	Loan Funds used														
	Transfer from Restricted Assets														
	Plant Profit utilised														
	Total Non-Operating Funds employed	0	0	0	0	0	0								
	SUBTRACT Funds deployed for Non-Operating Purposes														
	Acquisition of Assets														
32200	Gravel Roads Capital Expenditure	85,920	319,920					330,100	340,663	351,564	362,814				
	Total Acquisition of Assets	85,920	319,920									330,100	340,663	351,564	362,814
	Development of Real Estate														
	Advance to Deferred Debtors														
	Repayment of Loans														
	Repayment of Other Debts														
	Transfer to Restricted Assets														
	Total Funds deployed for Non-Operating Purposes	85,920	319,920					330,100	340,663	351,564	362,814				
4.11	Net Budget Result Surplus/(Deficit)	-240,752	-475,752	-490,900	-506,609	-505,694	-521,876								

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
4.12	Drainage Infrastructure						
	Revenue						
15670	Storm Water Management Service Charge	-44,686	-44,686	-46,205	-47,591	-49,019	-50,490
15698	Grant - Junee Retention Basins - Feasibility Study	-13,406	0	0	0	0	0
4.12	Total Revenue	-58,092	-44,686	-46,205	-47,591	-49,019	-50,490
	Expenditure						
25874	Junee Stormwater Drainage Maintenance	10,991	10,991	11,350	11,713	12,088	12,475
25880	Junee Retention Basins - Feasibility Study	86,610	0	0	0	0	0
25876	Depreciation	33,500	33,500	33,500	33,500	33,500	33,500
4.12	Total Expenditure	131,101	44,491	44,850	45,213	45,588	45,975
	Operating Result-Before Capital Amounts	-73,009	195	1,355	2,378	3,431	4,515
15671	Capital Grants	0	0	0	0		
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-73,009	195	1,355	2,378	3,431	4,515
	ADD Expenses not involving flows of Funds						
	Depreciation	-33,500	-33,500	-33,500	-33,500	-33,500	-33,500
	Total Expenses not involving flows of Funds	33,500	33,500	33,500	33,500	33,500	33,500
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets	-60,831	0	0	0	0	0
	Plant Profit utilised						
	Total Non-Operating Funds employed	60,831	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
35875	Drainage Upgrade	50,000	50,000	35,000	40,000	40,000	40,000
	Total Acquisition of Assets	50,000	50,000	35,000	40,000	40,000	40,000
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets						
	Total Funds deployed for Non-Operating Purposes	50,000	50,000	35,000	40,000	40,000	40,000
4.12	Net Budget Result Surplus/(Deficit)	-28,678	-16,305	-145	-4,122	-3,069	-1,985

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
4.13	Street Lighting						
	Expenditure						
29330	Street Lighting Charges	78,432	78,432	80,900	83,489	86,161	88,918
4.13	Total Expenditure	78,432	78,432	80,900	83,489	86,161	88,918
	Operating Result-Before Capital Amounts	-78,432	-78,432	-80,900	-83,489	-86,161	-88,918
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-78,432	-78,432	-80,900	-83,489	-86,161	-88,918
	ADD Expenses not involving flows of Funds						
	Depreciation						
	Total Expenses not involving flows of Funds	0	0	0	0	0	0
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets						
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
39330	Street Lighting	0	0	0	0	0	0
	Total Acquisition of Assets	0	0	0	0	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets						
	Total Funds deployed for Non-Operating Purposes	0	0	0	0	0	0
4.13	Net Budget Result Surplus/(Deficit)	-78,432	-78,432	-80,900	-83,489	-86,161	-88,918

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
4.14	RMS Works						
	Revenue						
19197	RTA Private Works Income - RMCC	-400,000	-400,000	-400,000	-400,000	-400,000	-400,000
19197	RTA Private Works Income - Ordered Works	-900,000	-1,500,000	-1,250,000	-1,250,000	-1,250,000	-1,250,000
4.14	Total Revenue	-1,300,000	-1,900,000	-1,650,000	-1,650,000	-1,650,000	-1,650,000
	Expenditure						
29138	RTA Private Works Expenditure - RMCC	350,000	350,000	350,000	350,000	350,000	350,000
29172	RTA Private Works Expenditure - Ordered Work	770,000	1,300,000	1,050,000	1,050,000	1,050,000	1,050,000
4.14	Total Expenditure	1,120,000	1,650,000	1,400,000	1,400,000	1,400,000	1,400,000
	Operating Result-Before Capital Amounts	180,000	250,000	250,000	250,000	250,000	250,000
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	180,000	250,000	250,000	250,000	250,000	250,000
	ADD Expenses not involving flows of Funds						
	Depreciation						
	Total Expenses not involving flows of Funds	0	0	0	0	0	0
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Total Transfer from Restricted Assets	0	0	0	0	0	0
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
		0	0	0	0	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts	0	0	0	0	0	0
	Transfer to Restricted Assets						
	Total Funds deployed for Non-Operating Purposes	0	0	0	0	0	0
4.14	Net Budget Result Surplus/(Deficit)	180,000	250,000	250,000	250,000	250,000	250,000

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
4.15	Property Development						
	Revenue						
10568	Sale of Land - John Potts Drive Stg 4	-52,727	-52,727	0	0		
10569	Sale of Land - John Potts Drive Stg 5	-192,588	-127,273	-127,273	-63,636		
	Sale of Land - John Potts Drive Stg 6	0	0	0	-127,273	-190,909	-190,909
	Sale of Land - John Potts Drive - Stg 7	0	0	0	0		
10571	Sale of Land - Kaiser Subdivision	0	-112,982	-225,963	-225,963	-225,963	-225,963
4.15	Total Revenue	-245,315	-292,982	-353,236	-416,872	-416,872	-416,872
	Expenditure						
	WRITTEN DOWN VALUE OF SALES						
37944	John Potts Drive Stg 4 - Land Value	53,962	66,310	0	0	0	
37948	John Potts Drive Stg 5 - Land Value	208,418	133,462	138,945	69,473	0	
	John Potts Drive Stg 6 - Land Value	0	0	0	99,208	141,911	141,911
	John Potts Drive Stg 7 - Land Value	0	0	0	0	0	
37949	Kaiser Subdivision Land Value	0	86,876	160,123	159,323	158,523	157,723
	<i>Total Written Down Value of Sales</i>	<i>262,380</i>	<i>286,648</i>	<i>299,068</i>	<i>328,004</i>	<i>300,434</i>	<i>299,634</i>
29452	Subdivision Exp - Council land	5,000	5,000	5,000	5,000	5,000	5,000
29450	Interest on Loans - Real Estate Development	130,581	0	120,081	128,481	124,470	109,770
4.15	Total Expenditure	397,961	291,648	424,149	461,485	429,904	414,404
	Operating Result-Before Capital Amounts	-152,646	1,334	-70,913	-44,613	-13,032	2,468
	Capital Grants						
10566	Capital Contributions	0	0		0	0	0
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	-152,646	1,334	-70,913	-44,613	-13,032	2,468
	ADD Expenses not involving flows of Funds						
	Depreciation						
	Total Expenses not involving flows of Funds	0	0	0	0	0	0
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold						
	Cost of Real Estate Assets Sold	-262,380	-286,648	-299,068	-328,004	-300,434	-299,634
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds Used						
	Real Estate Development	0	0	0	-510,000	0	0
10570	Total Loan Funds Used	0	0	0	-510,000	0	0
	Transfer from Restricted Assets	0	0	0	0	0	
	Plant Profit utilised						
	Total Non-Operating Funds employed	262,380	286,648	299,068	838,004	300,434	299,634

				DELIVERY PROGRAM			
				OPERATIONAL PLAN			
Master	Description	Projected Budget	Budget	Budget	Budget	Budget	Budget
		2012/13	2012/13	2013/14	2014/15	2015/16	2016/17
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
	Total Acquisition of Assets	0	0	0	0	0	0
	Development of Real Estate						
37934	John Potts Drive - Stg 4	3,700	3,700	0	0	0	
37946	John Potts Drive - Stg 5	38,400	61,111	25,600	12,800	0	
	John Potts Drive - Stg 6	6,815	0	0	510,000	38,400	38,400
	John Potts Drive - Stage 7	0	0	0	0	0	0
37947	Kaiser Subdivision	9,600	117,770	35,000	34,200	33,400	32,600
	Other Land - Road Widening	6,480	0				
	Total Development of Real Estate	64,995	182,581	60,600	557,000	71,800	71,000
	Advance to Deferred Debtors						
37940	Repayment of Loans	150,000	150,000	150,000	227,300	310,000	210,000
	Transfer to Restricted Assets	0	0	0	0	0	
	Total Funds deployed for Non-Operating Purposes	214,995	332,581	210,600	784,300	381,800	281,000
4.15	Net Budget Result Surplus/(Deficit)	-105,261	-44,599	17,555	9,091	-94,398	21,102

Master	Description	Projected Budget 2012/13	Budget 2012/13	OPERATIONAL PLAN			
				DELIVERY PROGRAM			
				Budget 2013/14	Budget 2014/15	Budget 2015/16	Budget 2016/17
4.16	Private Works						
	Revenue						
19850	Private Works Income	-200,000	-450,000	-450,000	-450,000	-450,000	-450,000
4.16	Total Revenue	-200,000	-450,000	-450,000	-450,000	-450,000	-450,000
	Expenditure						
29906	Private Works Expenditure	150,000	350,000	350,000	350,000	350,000	350,000
4.16	Total Expenditure	150,000	350,000	350,000	350,000	350,000	350,000
	Operating Result-Before Capital Amounts	50,000	100,000	100,000	100,000	100,000	100,000
	Capital Grants						
	Capital Contributions						
	Total Capital Grants & Cont	0	0	0	0	0	0
	Operating Result	50,000	100,000	100,000	100,000	100,000	100,000
	ADD Expenses not involving flows of Funds						
	Depreciation	0	0	0	0	0	0
	Total Expenses not involving flows of Funds	0	0	0	0	0	0
	ADD Non-Operating Funds employed						
	Carrying Amount of Assets Sold	0	0	0	0	0	0
	Cost of Real Estate Assets Sold						
	Other Debt Finance						
	Repayments by Deferred Debtors						
	Loan Funds used						
	Transfer from Restricted Assets	0	0	0	0	0	0
	Plant Profit utilised						
	Total Non-Operating Funds employed	0	0	0	0	0	0
	SUBTRACT Funds deployed for Non-Operating Purposes						
	Acquisition of Assets						
	Total Acquisition of Assets	0	0	0	0	0	0
	Development of Real Estate						
	Advance to Deferred Debtors						
	Repayment of Loans						
	Repayment of Other Debts						
	Transfer to Restricted Assets	0	0				
	Total Funds deployed for Non-Operating Purposes	0	0	0	0	0	0
4.16	Net Budget Result Surplus/(Deficit)	50,000	100,000	100,000	100,000	100,000	100,000

Dept	SA	SERVICE AREA	Reduction to Levels of Service - Scenario ALL SRV's approved.	Reduction to Levels of Service - Scenario ALL SRV's approved.			
				2013/14	2014/15	2015/16	2016/17
2	3	Administration Building	Reductions - Administration Building	0	0	0	-47,000
2	6	Public Library	Reduction of Operational Costs	0	0	-5,000	-5,300
2	7	Recreation Centre	Reduction of Operational Costs	0	0	-50,000	-55,000
3	4	Community Development & Services	Reduction - Seasonal Celebrations	-1,500	-1,500	-1,500	-1,500
3	4	Community Development & Services	Reduction - Road Safety Officer	-8,000	-8,256	-8,520	-8,793
3	5	Housing	Reduction - 33 John Potts Drive Capital	0	0	-13,000	0
3	6	Town Planning & Building Control	Reduction - History & Heritage Expenses	-700	-721	-743	-765
3	6	Town Planning & Building Control	Reduction - Heritage Advisor Service	-1,000	-1,000	-1,000	-1,000
3	8	Garbage	Reduction - Eurongilly Tip Expenses	-6,708	-6,923	-7,145	0
3	8	Garbage	Reduction - Contribution to Junee Lions Club	-3,500	-3,500	-3,500	-3,500
4	4	Public Cemeteries	Reduction - Cemetery Upgrades	0	0	0	-10,000
4	7	Sporting Grounds	Reduction - Sporting Grounds Capital Work	-10,000	-10,000	-10,000	-10,000
4	8	Parks and Gardens	Reduction - Parks & Gardens Capital Work	-10,000	-10,000	-10,000	-10,000
4	8	Parks and Gardens	Reduction - Skate Park	0	0	-30,000	0
4	10	Rural Sealed Roads	Reduction of 10% in Operational Costs from 15/16	0	0	-44,688	-46,068
4	10	Rural Sealed Roads	Reduction - Shire Roads Capital Expenditure - 10% from 15/16	0	0	-47,640	-49,164
4	11	Rural Unsealed Roads	Reduction of 10% in Operational Costs from 15/16	0	0	-17,126	-17,674
Budget Reductions by Dept							
			Executive Services	0	0	0	0
			Corporate & Community Services	0	0	-55,000	-107,300
			Development & Environmental Services	-21,408	-21,900	-35,408	-15,558
			Engineering Services	-20,000	-20,000	-159,454	-142,906
				-41,408	-41,900	-249,862	-265,764

Capital Works / Capital Expenditure

This section of the Operation Plan / Delivery Program Financial Estimates provides a summary of capital works and capital expenditure planned by council for the next four years.

Service Area	Item	Work proposed	Type	2013-14	2014-15	2015-16	2016-17
Executive Services							
1.1	Governance & General Manager	Tablets and software for Councillors	New	18,000			
Corporate & Community Services							
2.2	Office Furniture & Equipment	Replacement provision	Renewal	3,500	3,500	3,500	3,500
2.2	IT Equipment	Replacement provision	Renewal	10,000	10,000	18,000	25,000
2.3	Administration building	External painting 14-15, internal painting & carpet 16-17	Renewal		25,000		
2.4	Family Day Care	IT Equipment	Renewal	6,000			
2.5	Community Transport	Vehicles	Renewal	118,000	53,000	118,000	53,000
2.6	June Library	Resources	New	5,600	5,600	5,600	5,600
2.7	Recreation Centre	Carpet 13-14, building works	Renewal	38,200	20,000	20,000	20,000
2.7	Recreation Centre	Gym equipment	Renewal		18,000	15,000	15,000
2.7	Recreation Centre	Roller door replacement x 6	Renewal	7,000			
2.7	Recreation Centre	Gas heater replacement	Renewal	5,000		5,000	
2.7	Recreation Centre	IT Equipment	Renewal	8,000			
2.7	Recreation Centre	Pool covers & mech. winch	Renewal	18,000			
2.7	Recreation Centre	Pool renewal	Renewal		15,000		
2.7	Recreation Centre	Painting building	Renewal		15,000	5,000	5,000
2.7	Recreation Centre	Painting pools	Renewal		30,000		5,000

Service Area	Item	Work proposed	Type	2013-14	2014-15	2015-16	2016-17
Development & Environmental Services							
3.5	Laurie Daley Oval cottage	Renew roof & gutters, air conditioning	Renewal		6,000		
3.8	Eurongilly Transfer Station	New transfer station construction	New			20,000	
3.8	Garbage bins	Replacements	Renewal			10,000	

Service Area	Item	Work proposed	Type	2013-14	2014-15	2015-16	2016-17
Engineering Services							
4.2	Operational Services	Depot renewals – incl new roof Wright Heaton bldg	Renewal		5,000		
4.2	Operational Services	Staff supervision on Capital Works	Renewal	45,000	46,440	47,926	49,460
4.3	Plant & Equipment	Plant & vehicle replacement program	Renewal	422,000	434,000	413,000	468,500
4.4	Public Cemeteries	Beam construction	New	3,500	3,500	3,500	3,500
4.6	Sewerage Services	Sewer mains construction	New	20,000	20,000	20,000	20,000
4.6	Sewerage Services	Sewer replacement program	Renewal	20,000	20,000	20,000	20,000
4.6	Sewerage Services	Plant works program	Renewal	10,000	10,000	10,000	10,000
4.6	Sewerage Services	Bank repairs on ponds	Renewal	60,000			
4.6	Sewerage Services	Sewer vent replacement program	Renewal	20,000	40,000		
4.6	Sewerage Services	Effluent meter investigation	Renewal	5,000			
4.6	Sewerage Services	Effluent reuse scheme renewals	Renewal	3,000	3,000	3,000	3,000
4.6	Sewerage Services	Manhole repair and raising program	Renewal	7,000	7,000	7,000	7,000
4.6	Sewerage Services	Sewer relining program	Renewal	200,000			

Service Area	Item	Work proposed	Type	2013-14	2014-15	2015-16	2016-17
4.6	Sewerage Services	Smoke testing	Renewal		20,000		
4.6	Sewerage Services	Effluent pumping plant replacement program	Renewal	10,000		10,000	
4.6	Sewerage Services	Replace jetter trailer	Renewal				85,000
4.8	Parks & Gardens	Bethungra Dam project	Renewal	70,653			
4.9	Urban Sealed & Unsealed Roads	Laneways renewals	Renewal	1,342	1,385	26,626	27,478
4.9	Urban Sealed & Unsealed Roads	Reseals – Special Rates Variation	Renewal	40,140	60,000		
4.9	Urban Sealed & Unsealed Roads	Roads to Recovery	Renewal		100,000	100,000	100,000
4.9	Urban Sealed & Unsealed Roads	Bike Path Construction	New	40,000	40,000	40,000	40,000
4.9	Urban Sealed & Unsealed Roads	Streets renewals	Renewal	158,800	218,682	303,880	339,404
4.10	Rural Sealed Roads	Village renewals	Renewal	21,300	21,982	22,685	23,411
4.10	Rural Sealed Roads	Roads renewals	Renewal	217,310	261,624	353,756	442,477
4.10	Rural Sealed Roads	Regional Roads	Renewal	310,000	319,168	328,606	338,324
4.10	Rural Sealed Roads	Reseals – Special Rates Variation	Renewal	173,600	160,000	230,000	230,000
4.10	Rural Sealed Roads	Roads to Recovery Program	Renewal	407,660	307,216	307,216	307,216
4.11	Rural Unsealed Roads	Roads renewals	Renewal	330,100	340,663	351,564	362,814
4.12	Drainage Infrastructure	Drainage construction	Renewal	35,000	40,000	40,000	40,000
			TOTAL	2,868,705	2,680,760	2,858,859	3,049,684

Plant Replacement Program - Supplement to Service Area 1.4, 2.4, & 2.5				
Item being replaced	Purchase Price	Trade-In	Nett Cost	Comments
2013/2014				
Tip Truck & Trailer		90,000	-90,000	Lease
Tip Truck & Trailer		30,000	-30,000	Lease
3 Tonne Truck	65,000	7,000	58,000	Changeover x 1
1 Tonne Truck	32,000	15,000	17,000	Changeover x 1
Miscellaneous Plant	10,000		10,000	
Utility	36,000	14,000	22,000	Changeover x 1
Small Sedan	25,000	5,000	20,000	Changeover x 1
Dual Cab Utility	39,000	25,000	14,000	Changeover x 1
AWD Wagon	57,000	38,000	19,000	Changeover x 1
4WD Wagon	55,000	49,000	6,000	Changeover x 1
Community Transport Bus	65,000	22,000	43,000	Changeover x 1 - to 2.5 Service Area
Community Transport Large Car	30,000	12,000	18,000	Changeover x 1 - to 2.5 Service Area
Community Transport Small Car	23,000	9,000	14,000	Changeover x 1 - to 2.5 Service Area
Toyota RAV4			0	On lease
Toyota Camry			0	On lease
AWD Wagon	46,000	30,000	16,000	Changeover x 1
AWD Wagon	57,000	38,000	19,000	Changeover x 0
	540,000	384,000	156,000	
2014/2015				
Water Truck		50,000	-50,000	Lease
3 Tonne Truck	70,000	7,000	63,000	Changeover x 1
1 Tonne Truck	35,000	17,000	18,000	Changeover x 1
Front Deck Mower	60,000	10,000	50,000	Changeover x 1
Miscellaneous Plant	10,000		10,000	
4WD Wagon	57,000	49,000	8,000	Changeover x 1
2WD Wagon	42,000	28,000	14,000	
AWD Wagon	47,000	30,000	17,000	Changeover x 1
Community Transport Bus			0	Changeover x 0 - to 2.5 Service Area
Community Transport Large Car	30,000	18,000	12,000	Changeover x 1 - to 2.5 Service Area
Community Transport Small Car	23,000	16,000	7,000	Changeover x 1 - to 2.5 Service Area
Toyota RAV4			0	On lease
Toyota Camry			0	On lease
Ford Focus	30,000	15,000	15,000	Changeover x 1
2WD Wagon	42,000	22,000	20,000	
VW Passat	41,000	22,000	19,000	Changeover x 1
	487,000	284,000	203,000	

Plant Replacement Program - Supplement to Service Area 1.4, 2.4, & 2.5				
Item being replaced	Purchase Price	Trade-In	Nett Cost	Comments
2015/2016				
Grader		100,000	-100,000	Lease
3 Tonne Truck	70,000	10,000	60,000	Changeover x 1
1 Tonne Truck	35,000	10,000	25,000	Changeover x 1
Miscellaneous Plant	10,000		10,000	
Utility	37,000	15,000	22,000	Changeover x 1
Dual Cab Utility	40,000	25,000	15,000	Changeover x 1
AWD Wagon	58,000	38,000	20,000	Changeover x 1
4WD Wagon	58,000	50,000	8,000	Changeover x 1
Community Transport Bus	65,000	36,000	29,000	Changeover x 1 - to 2.5 Service Area
Community Transport Large Car	30,000	18,000	12,000	Changeover x 1 - to 2.5 Service Area
Community Transport Small Car	23,000	16,000	7,000	Changeover x 1 - to 2.5 Service Area
Toyota RAV4			0	On lease
Toyota Camry			0	On lease
AWD Wagon	47,000	31,000	16,000	Changeover x 1
AWD Wagon	58,000	38,000	20,000	Changeover x 1
	531,000	387,000	144,000	
2016/2017				
Loader		90,000	-90,000	Lease
Backhoe		50,000	-50,000	Lease
12Tonne Tip Truck		70,000	-70,000	Lease
Front Deck Mower	60,000	8,000	52,000	
Miscellaneous Plant	10,000		10,000	
Ford Utility	36,000	15,000	21,000	Changeover x 1
Dual Cab Utility	40,000	28,000	12,000	Changeover x 1
Ford Territory	57,000	42,000	15,000	Changeover x 1
4WD Wagon	58,000	50,000	8,000	Changeover x 1
2WD Wagon	41,000	28,000	13,000	Changeover x 1
AWD Wagon	46,000	30,000	16,000	Changeover x 1
Community Transport Bus			0	Changeover x 0 - to 2.5 Service Area
Community Transport Large Car	30,000	18,000	12,000	Changeover x 1 - to 2.5 Service Area
Community Transport Small Car	23,000	16,000	7,000	Changeover x 1 - to 2.5 Service Area
Toyota RAV4			0	On lease
Toyota Camry			0	On lease
Ford Focus	32,000	15,000	17,000	Changeover x 1
Ford Territory	46,000	31,000	15,000	Changeover x 1
VW Passat	42,500	24,000	18,500	Changeover x 1
	521,500	515,000	6,500	

Revenue Policy

- Rating Structure - SRV Scenario
- Fees & Charges – General
- Fees & Charges – Development
- Private Works / Plant Hire Rates
- Proposed Borrowings
- Special Rates Variation – Sealing Works

JUNEE SHIRE COUNCIL

REVENUE POLICY

RATES

Junee Shire Council applied for and was successful in having a Special Variation to General Income under Section 508(2) of the Local Government Act 1993 approved by the Division of Local Government in the 2009-2010 financial year. It resulted in an increase in General Income of 9.6% plus the rate pegging limit of 3.5%. A second Special Rate Variation application was made for the 2013-14 year and beyond. It was for a total of 10.0% which includes the 3.4% rate peg limit announced by Independent Pricing and Regulatory Tribunal (IPART). This application was successful. For the record, a second rating scenario, a BASE Scenario, was developed and advertised along with the SRV Scenario. It showed the rating structure if the SRV application was unsuccessful and the rate peg limit of 3.4% was applied. It has been left out of the adopted Revenue Policy now that IPART and the DLG have announced our successful SRV application for 2013-14. Finally, new land values with a Base Date of 1 July 2012 apply from 2013-14 replacing the old 2009 land values.

Rating Structure 2013/2014		- 1 July 2012 Base Date Land Values		SRV at 10.0%		SRV Scenario					
Rate / Charge	Rate Code	No. of Assess.	Land Value	Notional Income 2012/2013	Yield Required 2013/2014	Base Rate %	Base Rate \$	Ad Valorem Rate (c in the \$)	Base Income	Ad Valorem Income Calculated	Total Income
Farmland	1/3	753	519,017,300	1,412,264	1,553,490	11.45%	236.30	0.265031	177,934	1,375,557	1,553,491
Residential - Town	1/5	1,523	67,916,005	906,322	996,954	36.10%	236.30	0.938025	359,885	637,069	996,954
Residential - Rural & Village	1/1	443	24,974,770	197,339	217,073	48.22%	236.30	0.450022	104,681	112,392	217,073
Residential - Kinvara	1/14	29	4,268,000	22,506	24,757	27.68%	236.30	0.419494	6,853	17,904	24,757
Business - Town	1/4	126	7,574,050	222,030	244,233	12.19%	236.30	2.831497	29,774	214,459	244,233
Business	1/10	67	2,138,885	45,844	50,428	31.40%	236.30	1.617478	15,832	34,596	50,428
Total		2,941	625,889,010	2,806,305	3,086,935				694,959	2,391,977	3,086,936

JUNEE SHIRE COUNCIL					
FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
KEY	Annual Charge	A.C.			
	Regulatory Fee (fee set by Legislation)	Reg			
	Discretionary Fee	Disc			
	Private Works	PW			
ABSORPTION TEST (See septic tanks)					
BANKING FEES					
	Charge for dishonoured cheque	Disc	Y	90.00	87.00
	Merchant Service Fee	Disc	Y	1.090%	1.090%
BLASTING PERMIT		Disc	Y	103.40	100.00
CEMETERY COLUMBARIUM					
	Wall niche (includes standard plaque)	Disc	Y	440.50	426.00
	Extra vase	Disc	Y	76.50	74.00
	Reservation Plaque only	Disc	Y	N/A	N/A
	RESERVATION OF WALL NICHE (includes standard plaque) {Nothing more payable upon interment}	Disc	Y	550.10	532.00
CEMETERY LAWN					
	First interment (provision of and fixing in concrete of standard 6 line inscribed bronze plaque and perpetual maintenance)	Disc	Y	1,871.50	1,810.00
	Re-opening of grave for second interment (includes new plaque)	Disc	Y	1,541.70	1,491.00
	Interment in children's section (provision of and fixing in concrete of standard 6 line inscribed bronze plaque and perpetual maintenance)	Disc	Y	770.30	745.00
	Weekend Burial - additional amount to "standard" fee	Disc	Y	584.20	565.00
	Land Only - Standard grave site (e.g. Ashes interment, no excavation)	Disc	Y	990.60	958.00
	RESERVATION OF LAWN CEMETERY PLOT (includes standard plaque) {Nothing more payable upon interment}	Disc	Y	2,092.80	2,024.00
	Ashes interment in existing grave - no excavation (includes new plaque)	Disc	Y	572.80	554.00
	Where a council employee dies and council staff perform excavation in their own time then a rebate may be provided to the value of \$400				

FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
CEMETERY MONUMENTAL Including Junee & Rural Cemeteries					
	Grave dug by backhoe - All Interments	Disc	Y	1,432.10	1,385.00
	Grave hand dug	Disc	Y	2,313.10	2,237.00
	Weekend Burial - additional amount to "standard" fee	Disc	Y	584.20	565.00
	Re-opened Grave dug by backhoe	Disc	Y	1,432.10	1,385.00
	Re-opened Grave hand dug	Disc	Y	2,313.10	2,237.00
	RESERVATION OF MONUMENTAL CEMETERY PLOT {Nothing more payable upon interment}	Disc	Y	1,652.30	1,598.00
	Permission to erect tomb or monument	Disc	N	109.60	106.00
	Land Only 1.2m x 2.4m (e.g. Ashes interment, no excavation)	Disc	Y	605.90	586.00
	Ashes interment in existing grave - no excavation	Disc	Y	220.20	213.00
	Note: In regard to Grave Re-opening & ashes interment the Monument slab removal will be carried out by Council staff with all care, however, no responsibility will be accepted for breakages.				
CERTIFICATES					
	149(2) Certificate - Standard	Reg	N	See Development Fee section	See Development Fee section
	149(2) Certificate plus information under 149(5)	Reg	N	See Development Fee section	See Development Fee section
	Section 603 Certificate	Reg	N	70.00	65.00
	Section 735A Certificate - Outstanding Notices and Orders under LG Act	Reg	N	See Development Fee section	See Development Fee section
	Urgency Fee				
	24 hour turnaround from time of receipt	Disc	N	100.00	100.00

FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
CONTRIBUTIONS					
	to Kerb & Guttering - JSC initiated:				
	As resolved by Council - not to exceed 50% of the cost of the work as specified in the Roads Act - includes 1 layback (per metre)	Disc	N	POA	POA
	Other boundaries, provided does not exceed 25% of cost per lineal metre (per metre)	Disc	N	POA	POA
	Laybacks / Gutter crossings (each)	Disc	N	POA	POA
	to Footpaths - JSC initiated:				
	As resolved by Council - not to exceed 50% of the cost of the work as specified in the Roads Act	Disc	N	POA	POA
COMMUNITY TRANSPORT					
	Around Junee	Disc	Y	7.00	7.00
	Illabo and return	Disc	Y	13.00	13.00
	Old Junee and return	Disc	Y	13.00	13.00
	Bethungra and return	Disc	Y	17.00	17.00
	Wagga and return	Disc	Y	17.00	17.00
	Cootamundra and return	Disc	Y	24.00	24.00
	Gundagai and return	Disc	Y	33.00	33.00
	Young and return	Disc	Y	43.00	43.00
	Albury and return	Disc	Y	60.00	60.00
	Canberra and return	Disc	Y	70.00	70.00
	(voluntary fees)				

FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
COMPANION ANIMAL FEES					
Companion Animals Act 1998.					
Life time Registration (Mandatory from 2002)					
General Registration (Cats & Dogs)	Reg	N		150.00	150.00
Desexed Animals (Cats & Dogs)	Reg	N		40.00	40.00
Guide Dogs	Reg	N		Nil	Nil
Registered Breeders (Cats & Dogs)	Reg	N		40.00	40.00
Veterinary Surgeons	Reg	N		40.00	40.00
Elegible Pensioner	Reg	N		150.00	150.00
Elegible Pensioner with Desexed Animal	Reg	N		15.00	15.00
Microchip Animal	Reg	N		50.00	50.00
Cat / Possum Trap	Disc	Y		8.00	8.00
Cat / Possum Trap - deposit	Disc	N		50.00	50.00
Citronella Collar - per week (Bond of \$50 required)	Disc	Y		25.00	25.00
COMPANION ANIMAL Impoundment					
Prescribed first impoundment release fee	Disc	N		33.00	32.00
Second or subsequent impounding within 1 year	Disc	N		70.00	70.00
Daily Board	Disc	N		20.00	20.00
Destruction Fee	Disc	N		70.00	70.00
ON THE SPOT FINES MAY BE ISSUED BY COUNCIL, FINES VARY AS SET BY STATE DEBT RECOVERY OFFICE					
DEBTOR INTEREST					
Debtor Accounts, Rates Accounts etc	Reg	N		9.00%	10.00%
DEVELOPMENT APPLICATIONS (See Development Fees section)					
DOCUMENTS - All documents Council is required to make available to the public under the LG Act, 1993					
- Minimum Charge (for a 30 page and under document)	Disc	N		8.00	8.00
- for each page greater than 30 pages (+ Minimum Charge)	Disc	N		0.15	0.15
DRAINAGE					
STORMWATER MANAGEMENT SERVICE CHARGE	Disc	N			
- Residential assessments in the Junee Urban area				25.00	25.00
- Business assessments in the Junee Urban area - \$25.00 plus \$11.40 for each 350 m2 of land or part thereof				Depends on area of land	Depends on area of land

FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
DRIVEWAYS - RURAL ACCESS INSTALLATION					
	Works will be quoted as required	Disc	Y	POA	POA
ENQUIRY FEES (subject to Privacy & Personal Information Protection Act)					
	Rate enquiry per assessment				
	Written	Disc	N	35.30	34.10
	Verbal	Disc	N	18.20	17.60
	By Owner (no charge)			No Charge	No Charge
	Rate Notice, duplicate copy	Disc	N	8.30	8.00
	Real Estate Listing, Minimum \$1 per page	Disc	N	40.80	39.50
	Researching information for external parties				
	Rate per hour	Disc	Y	68.20	66.00
	Minimum Fee	Disc	Y	68.20	66.00
FACSIMILE - sending					
	Local \$0.50 per page (Minimum \$1.20)	Disc	Y	Not offered	Not offered
	STD \$1 per page (Minimum \$2.80)	Disc	Y	Not offered	Not offered
	FACSIMILE - Receiving - per page	Disc	Y	0.70	0.70
FAMILY DAY CARE					
	Educator Admin Fee per fortnight - regulated fee	Disc	N	12.80	12.20
	Educator Induction Fee	Disc	N	190.00	180.00
	Family membership fee - Annual Fee	Disc	Y	0.00	0.00
	Family membership fee - New member	Disc	Y	42.00	40.00
	Parent levy per hour per child	Disc	N	0.60	0.56
	(parent levy capped at \$35 per week per family)				
	Preparation/copying of resources - upon request from Carer (per page)	Disc	Y	0.10	0.10

FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
FLAG - Australian		Disc	Y	Not offered	Not offered
GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009					
1	Application fee for requests under GIPA	Reg	N	30.00	30.00
2	Processing fees				
(a)	Non-Personal Information per hour	Reg	N	30.00	30.00
(b)	Personal Information per hour after first 20 hours	Reg	N	30.00	30.00
GIPA Officer - Director Corporate & Community Services					
GARBAGE					
<i>DOMESTIC WASTE MANAGEMENT SERVICES - Section 496 LGA</i>					
Annual charge - Residential <u>June</u>		Disc	N	269.20	269.20
(Incorporating 52 bin pickup, a fortnightly recycables collection & a kerbside pickup when considered appropriate)					
Annual charge - Residential Vacant Land - <u>June</u>		Disc	N	85.10	85.10
(as required by Section 456 LGA)					
Annual charge - Residential <u>Old June, Illabo & Bethungra</u>		Disc	N	269.20	269.20
(Incorporating 52 bin pickup, a fortnightly recycables collection & a kerbside pickup when considered appropriate)					
Annual charge - Residential Vacant Land - <u>Old June, Illabo & Bethungra</u> (as required by Section 456 LGA)		Disc	N	19.10	19.10
<i>WASTE MANAGEMENT SERVICES-BUSINESS - Section 501 LGA</i>					
Annual charge for 120 litre bin + 240litre recycling bin - Business per 1st bins per collection		Disc	N	269.20	269.20
Annual charge 120 litre Bin - Business or Residential per 2nd and additional bin per collection		Disc	N	157.50	157.50
Annual charge 240 litre Recycling Bin - Business or Residential per 2nd and additional bin per collection		Disc	N	182.90	182.90

FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
	WASTE MANAGEMENT SERVICES - Section 501 LGA				
	Annual charge - Waste Management collection for "By Agreement" out of area customers	Disc	N	330.30	330.30
	WASTE MANAGEMENT SERVICES - Section 501 LGA				
	Annual charge - Waste Management	Disc	N	108.20	108.20
	(ALL Assessments in the shire with a residence NOT subject to bin collection - allows access to JSC Tips)				
	Ad hoc collection & disposal where 20 or more bins are located together Cost/bin/collection/week (ACM)	Disc	Y	5.20	5.00
	Replacement Garbage Bins - 120 litre (when bin lost or stolen)	Disc	Y	78.70	76.10
	New bins to rural land holders - 120 litre	Disc	Y	89.10	86.20
	Replacement Garbage Bins - 240 litre (when bin lost or stolen)	Disc	Y	121.60	117.60
	New bins to rural land holders - 240 litre	Disc	Y	130.90	126.60
	Replacement Key for landfill sites	Disc	Y	26.70	25.80
	Landfill disposal fees - Waste from outside council area not accepted.				
	Sorted Green waste in designated area				
	Car or Station Wagon load	Disc	Y	5.00	5.00
	Utility or 6x4 box trailer load	Disc	Y	5.00	5.00
	10x6 trailer load	Disc	Y	8.00	8.00
	Fill				
	Clean Fill	Disc	Y	free	free
	Fill - up to 50% concrete	Disc	Y	free	free
	Fill - up to 20% timber	Disc	Y	free	free
	(otherwise Demolition / Trade Waste fees apply)				
	Recyclables				
	Sorted Recyclables in designated area	Disc	Y	free	free

FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
	Sorted load				
	Car or Station Wagon load	Disc	Y	9.00	9.00
	Utility or 6x4 box trailer load	Disc	Y	13.00	12.00
	10x6 trailer load	Disc	Y	18.00	17.00
	Unsorted load				
	Car or Station Wagon load	Disc	Y	13.00	13.00
	Utility or 6x4 box trailer load	Disc	Y	17.00	16.00
	10x6 trailer load	Disc	Y	22.00	21.00
	Demolition / Trade Waste				
	Trade Waste/m ³ - Not compacted	Disc	Y	22.00	21.00
	Trade Waste/m ³ - Compacted	Disc	Y	60.00	58.00
	House demolition waste/m ³	Disc	Y	44.00	42.00
	Car bodies	Disc	Y	Free	Free
	Asbestos & other separate disposal items requiring burial /m ³ - JSC to bury *Minimum Charge	Disc	Y	250.00	240.00
	Tyres				
	Motorcycle tyres	Disc	Y	1.00	1.00
	Passenger tyres	Disc	Y	3.00	2.00
	Light truck tyres	Disc	Y	5.00	4.00
	Truck tyres	Disc	Y	12.00	11.00
	Super single tyres	Disc	Y	13.00	12.00
	Solid forklift tyres (under 12")	Disc	Y	3.00	3.00
	Solid forklift tyres (12" to 24")	Disc	Y	8.00	7.00
	Pneumatic Forklift tyres (12" to 18")	Disc	Y	5.00	4.00
	Pneumatic Forklift tyres (18" to 24")	Disc	Y	8.00	7.00
	Pneumatic Forklift tyres (24" to 36")	Disc	Y	23.00	22.00
	Pneumatic Forklift tyres (36" & above)	Disc	Y	105.00	101.00
	Tractor tyres (1m to 1.5m high)	Disc	Y	31.00	29.00
	Tractor tyres (1.5m to 2m high)	Disc	Y	62.00	59.00
	Aircraft tyres	Disc	Y	45.00	43.00
	Earthmoving tyres (up to 1m high)	Disc	Y	53.00	51.00
	Earthmoving tyres (1m to 1.5m high)	Disc	Y	121.00	117.00
	Earthmoving tyres (1.5m to 2m high)	Disc	Y	214.00	207.00
	Earthmoving tyres (2m & above)	Disc	Y	POA	POA
	Any tyres received with rims	Disc	Y	Extra 4.00	Extra 3.00
	n.b. Loads exceeding 2 tonnes require an EPA Licence for transport				

FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
	Other Waste Items				
	Mattresses	Disc	Y	Free	Free
	Gas bottles - up to 9kg	Disc	Y	15.00	14.00
	Gas bottles - over 9kg	Disc	Y	20.00	18.00
	Fridges	Disc	Y	Free	Free
	E-Waste (computers, IT equipment, Tv's etc)	Disc	Y	Free	Free
	GRAVEL Gravel is sold as part of Private Works	Disc	Y	POA	POA
	GRAVEL AGGREGATE Gravel is sold as part of Private Works	Disc	Y	POA	POA
	HEADWORKS CHARGES See sewerage				
	HIRE				
	Council rooms				
	Council Chamber	Disc	Y	74.00	72.00
	Council Committee Room	Disc	Y	74.00	72.00
	Overhead Projector (Deposit \$100)	Disc	Y	74.00	72.00
	Athenium Theatre				
	Main Hall & Kitchen area - per event / day	Disc	Y	250.00	250.00
	Main Hall & Kitchen area - per hour	Disc	Y	50.00	50.00
	Meetings - Kitchen area - per event / day	Disc	Y	100.00	100.00
	Meetings - Kitchen area - per hour	Disc	Y	20.00	20.00
	Ecumenical Church Services	Disc	Y	Free	Free
	Non-profit Organisations - Main Hall & Kitchen area - per event / day	Disc	Y	100.00	100.00
	Non-profit Organisations - Main Hall & Kitchen area - per hour	Disc	Y	20.00	20.00
	Bond - functions with alcohol	Disc	N	500.00	500.00
	Bond - functions without alcohol	Disc	N	500.00	500.00
	Other Hires				
	Plant - Refer to Plant hire area	Disc	Y		

FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
IMPOUNDMENT					
	(a) Livestock				
	Sustenance - per day	Reg	N	8.30	8.00
	Impoundment	Reg	N	32.10	31.00
	Driving Fees - per km	Reg	N	4.10	4.00
	Transport to pound	Disc	N	At Cost - including Oncost	At Cost - including Oncost
	Vet Attention where required - at vet cost			as per vet invoices	as per vet invoices
	(b) Motor Vehicles - Release Fee	Disc	N	160.00	150.00
KERB & GUTTER - For JSC initiated - See Contributions					
KERB & GUTTER - Owner initiated					
	Treated as Private Works	Disc	Y	POA	POA
	Laybacks / Gutter crossings - treated as Private Works	Disc	Y	POA	POA
LIBRARY					
	June Shire Council				
	Photocopying - A4 per page (Black / white)	Disc	Y	0.20	0.20
	Photocopying - A4 per page (Colour)	Disc	Y	2.00	
	Photocopying - A3 per page (Black / white)	Disc	Y	0.50	0.50
	Photocopying - A3 per page (Colour)	Disc	Y	3.00	
	Printing A4 - Black / White per page	Disc	Y	0.30	0.30
	Printing A4 - Colour per page	Disc	Y	2.00	1.00
	Scanning	Disc	Y	0.50	0.50
	Laminating - A4	Disc	Y	2.50	2.00
	Laminating - A3	Disc	Y	5.00	3.00
	Internet use	Disc	Y	Free	Free
	Facsimile - sending per page				
	- Local per page	Disc	Y	1.50	1.50
	- STD per page - 1st page	Disc	Y	1.50	1.50
	- STD per page - subsequent pages	Disc	Y	1.50	1.50
	Facsimile - receiving per page	Disc	Y	0.50	0.50
	Sale of Library books	Disc	Y	As identified	As identified
	Hire of meeting room for tutoring - per hour	Disc	Y	10.00	10.00
	Hire of meeting room for profit organisations - per hour	Disc	Y	70.00	67.00

FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
Riverina Regional Library					
	Reservation fee	Disc	N	1.00	1.00
	Inter Branch Loan/Reserve	Disc	Y	1.00	1.00
	Inter Library Loan - Rush Fee	Disc	Y	33.00	
	Inter Library Loan - Express Fee	Disc	Y	49.50	
	Replacement Member Card	Disc	N	2.00	2.00
	Replacement Charge - Lost or Damaged Items (Item under \$10 purchase cost)	Disc	N	Replacement costs + \$5.00	Replacement costs + \$5.00
	Replacement Charge - Lost or Damaged Items (Item over \$10 purchase cost)	Disc	N	Replacement costs + \$9.50	Replacement costs + \$9.50
	Inter-Library Loan search fee - Minimum fee	Disc	Y	4.40	4.40
	Inter-Library Loan fee - additional fee for specialist library materials	Disc	Y	16.50	16.50
	Overdue Item Fines - Charge per item per work day plus overdue notice fee	Disc	N	\$0.10 per work day plus \$1.00 overdue notice fee	\$0.10 per work day plus \$1.00 overdue notice fee
PARKS					
	Use by Circus - Wright's Oval only	Disc	Y	300.00	270.00
	Commercial user per day	Disc	Y	300.00	270.00
	Cleaning/Damage Deposit	Disc	N	700.00	650.00
PHOTOCOPYING					
	A4 per copy	Disc	Y	1.50	1.50
	A3 per copy	Disc	Y	1.50	1.50
	Community Organisations, per copy (or by arrangement with the Manager of Corporate Services)	Disc	Y	0.60	0.60
PLANT & PRIVATE WORKS					
	Plant is only able to be hired with a council employee.				
	Private Works (including Plant hire, Labour & Materials) charged by quote based on plant hire fees as detailed in Private Works Rates	PW	Y	POA	POA
	See also slashing				
	Labour Rate for Plant hire	PW	Y	60.20	58.20
PRINTING					
	Standard Plan Printer (Client's transparency all sizes) per metre	Disc	N	8.00	8.00

FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
ROADS					
	Driveways - Urban & Rural Inspection / Installation				
	Installation works will be costed as per private works quote	PW	Y	POA	POA
	Assesment of design of Residential vehicular footpath crossing (incl 2 inspections)	PW	Y	FREE	FREE
	Assesment of design of Commercial vehicular footpath crossing (incl 3 inspections)	PW	Y	FREE	FREE
	Fee for inspection and issuing of street boundary levels per 20 meter length of boundary inspected	PW	Y	FREE	FREE
	Additional Inspections if required	PW	Y	FREE	FREE
	Road Construction or Maintenance	PW	Y	POA	POA
	Private Works will be quoted as required	PW	Y	POA	POA
	Road Opening Fee	Disc	N	POA	POA
ROADS RENTALS					
	Administration fee - charged at each lease commencement	Disc	Y	129.30	125.00
	Rental of closed roads per hectare per annum (in Ha lots)	Disc	Y	66.20	64.00
	Crown Land leases	Disc	Y	As tendered	As tendered
SEPTIC TANK					
	Septic Tank Applications	Disc	N	See Development Fees & Charges Area	147.00
	Amended Septic Tank Application	Disc	N		30.00
	Application fee medium & high risk existing systems	Disc	N		N/A
	Septic Tank - Initial Registration Inspection	Disc	N		no cost
	Septic Tank - Re-Inspections	Disc	N		56.00
	Absorption Test	Disc	Y		N/A
	Liquid Waste Disposal to Council Treatment Works per 1000 litres of truck capacity	Disc	N		No longer accepted
SEWERAGE - Annual Charges					
	Rateable Properties				
	Connected	A.C.	N	365.40	365.40
	Unconnected	A.C.	N	179.40	179.40
	Rate / Flat	A.C.	N	185.90	185.90
	Hotel Rate / WC	A.C.	N	91.70	91.70
	Hotel Rate / Urinal	A.C.	N	35.30	35.30
	Motel Rate / Room	A.C.	N	91.70	91.70
	Aged Care Hostel Rate / Unit	A.C.	N	62.50	62.50

FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
	Charges to Non-rateable properties: Under S502 LGA 1993, State Schools, Churches & Hospital:				
	Each water closet per annum	A.C.	N	91.70	91.70
	Each urinal cistern per annum	A.C.	N	35.30	35.30
	Charges to Other non-rateable land, eg. GEO:				
	Each water closet per annum	A.C.	N	91.70	91.70
	Each urinal cistern per annum	A.C.	N	35.30	35.30
SEWERAGE - Other Charges					
	Liquid Waste Disposal to Council Treatment Works per 1000 litres of truck capacity	Disc	N	No longer accepted	No longer accepted
	Supply of Effluent Water	Disc	N	0.50	0.50
SEWER CONNECTION FEE					
	Crawley West Estate - De Salis Drive and Smythe Road (with the exception of Lots 17, 18, 19 & 24 DP811541)	Disc	N	3,200.00	3,200.00
	Other Residential Land - where the Sewer Main is available to the block. NOTE: If the block is found to already have a satisfactory point of connection (junction, riser and boundary trap), the fee will be REFUNDED)	Disc	N	1,700.00	1,700.00
	Commercial / Industrial Land	Disc	N	POA	POA
SEWER EXTENSIONS					
	To extend the Sewer Main to a block(s)	Disc	N	POA	POA
SEWER HEADWORKS CHARGE					
	Charges set for development of residential subdivisions, strata units or flat development: Per Lot or Unit (PAYABLE ONLY WHEN NEW LOT(S) ARE CREATED)	Disc	N	1,300.00	1,300.00
SLASHING					
	Clean normal urban block (after notice)	Disc	Y	POA	POA
	Other/large block (by quote)			POA	POA
	STREET BANNER - erection for ceremonial purposes	Disc	N	325.00	325.00
GRAVEL ROYALTIES PAID					
	Royalty fee payable to land owner per cubic metre on removal of gravel from property	Disc	Y	1.40	1.35

FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
JUNEE JUNCTION RECREATION & AQUATIC CENTRE					
	"Concession" is defined as:				
	- Child 4 years to 18 years				
	- Pensioner with a Concession Card				
	- Seniors Card holders				
	- University students and TAFE students on presentation of proof of enrolment.				
	Memberships - 12 Months				
	Swim Memberships				
	Adult	Disc	Y	265.00	265.00
	Concession	Disc	Y	184.00	184.00
	Couple	Disc	Y	440.00	440.00
	Family	Disc	Y	577.00	577.00
	Fitness & Aerobics Membership (Water & Land)				
	Adult	Disc	Y	525.00	525.00
	Concession	Disc	Y	420.00	420.00
	Couple	Disc	Y	890.00	890.00
	Multi Pass Membership				
	Adult	Disc	Y	680.00	680.00
	Concession	Disc	Y	495.00	495.00
	Couple	Disc	Y	1,140.00	1,140.00
	Family	Disc	Y	1,290.00	1,290.00
	Memberships - 3 Months				
	Swim Memberships				
	Adult	Disc	Y	135.00	135.00
	Concession	Disc	Y	95.00	95.00
	Couple	Disc	Y	225.00	225.00
	Family	Disc	Y	290.00	290.00
	Fitness & Aerobics Membership (Water & Land)				
	Adult	Disc	Y	265.00	265.00
	Concession	Disc	Y	210.00	210.00
	Couple	Disc	Y	445.00	445.00
	Multi Pass Membership				
	Adult	Disc	Y	340.00	340.00
	Concession	Disc	Y	250.00	250.00
	Couple	Disc	Y	575.00	575.00
	Family	Disc	Y	650.00	650.00

FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
	Memberships - Monthly (Direct Debit can only take up a Monthly Membership)				
	JOINING FEE	Disc	Y	100.00	100.00
	Swim Memberships				
	Adult	Disc	Y	24.15	24.15
	Concession	Disc	Y	16.80	16.80
	Couple	Disc	Y	40.50	40.50
	Family	Disc	Y	53.00	53.00
	Fitness & Aerobics Membership (Water & Land)				
	Adult	Disc	Y	48.10	48.10
	Concession	Disc	Y	38.50	38.50
	Couple	Disc	Y	81.80	81.80
	Multi Pass Membership				
	Adult	Disc	Y	62.60	62.60
	Concession	Disc	Y	45.70	45.70
	Couple	Disc	Y	106.40	106.40
	Family	Disc	Y	120.30	120.30
	20 Visit Cards				
	Swim				
	Adult	Disc	Y	84.00	84.00
	Concession	Disc	Y	60.00	60.00
	Fitness & Aerobics (Water & Land)				
	Adult	Disc	Y	168.00	168.00
	Concession	Disc	Y	135.00	135.00
	10 Visit Cards				
	Swim	Disc	Y		
	Adult	Disc	Y	47.50	47.50
	Concession	Disc	Y	33.00	33.00
	Fitness & Aerobics (Water & Land)				
	Adult	Disc	Y	95.00	95.00
	Concession	Disc	Y	75.00	75.00

FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
	Casual Entry				
	Swim				
	Adult	Disc	Y	5.70	5.50
	Concession	Disc	Y	3.80	3.70
	School Sport	Disc	Y	2.00	2.00
	Family	Disc	Y	15.00	14.50
	Spectator (not payable by parents, carers and guardians of Junee Swimming Club members when attending club training and club events and parents, carers and guardians of Poynter Swimming participants when attending lessons. It is payable by these people when attending swimming carnivals).	Disc	Y	1.00	1.00
	Fitness & Aerobics (Water & Land)				
	Adult	Disc	Y	11.00	10.50
	Concession	Disc	Y	8.80	8.50
	Seniors	Disc	Y	4.00	3.00
	School Sport	Disc	Y	5.00	5.00
	Fitness Challenge (Double class)	Disc	Y	18.60	18.00
	Concession Fitness Challenge (Double class)	Disc	Y	14.50	14.00
	Family Fitness Fun - per person (whether a member or not).	Disc	Y	3.00	
	Multi Pass				
	Adult	Disc	Y	14.50	14.00
	Concession	Disc	Y	10.30	10.00
	Family	Disc	Y	39.50	26.50
	Pool Activities				
	Pool Lane Hire per hour - not including admission	Disc	Y	16.50	16.00
	Slide Hire - private hire per hour (Available in peak season only)	Disc	Y	60.00	55.00
	Water slide rides - per person per session	Disc	Y	3.00	
	Stadium Court Hire				
	Booking - before 5pm per hour	Disc	Y	26.00	25.00
	Booking - after 5pm per hour	Disc	Y	36.00	35.00
	Junee Shire based sporting groups and schools	Disc	Y	10.00	10.00
	Casual / walk in court hire - per hour	Disc	Y	N/A	N/A
	Shoot around fee - walk ins per person (where there are no bookings)	Disc	Y	2.00	2.00

FEES AND CHARGES		Type	Tax	2013/2014	2012/2013
	RPM Prices				
	Casual Adult - including bike maintenance fee	Disc	Y	14.00	13.50
	Casual Concession - including bike maintenance fee	Disc	Y	11.80	11.50
	Bike maintenance fee - for all users	Disc	Y	3.00	3.00
	Bike maintenance fee - 10 Visit Card use	Disc	Y	20.00	20.00
	Personal Training				
	All ages up to four people (non-members) - per hour	Disc	Y	41.50	40.00
	All ages up to four people (at least 1 member) - per hour	Disc	Y	31.00	30.00
	All ages up to four people (non-members) - 30 minutes	Disc	Y	26.00	25.00
	All ages up to four people (at least 1 member) - 30 minutes	Disc	Y	21.00	20.00
	10 Visit (per Hour each visit) - Personal Training (Member)	Disc	Y	285.00	275.00
	10 Visit (per Hour each visit) - Personal Training (Non-Member)	Disc	Y	310.00	300.00
	Personal Fitness Assessment				
	Adult - included free in 3 and 12 month memberships	Disc	Y	31.00	30.00
	Concession - included free in 3 and 12 month memberships	Disc	Y	21.00	20.00
	Child Minding				
	Child Minding - per child per session	Disc	Y	1.00	1.00

JUNEE SHIRE COUNCIL

	Development Fees and Charges	2013/2014	2012/2013	% of cost recovery
	Development Application Fees			
1	Minimum fee for Development application of \$20,000 or less.	230.00	260.00	Based on \$20,000 value. Regulated fee is \$230.
2	All development with an estimated cost of \$100,000 or less.	455.00	455.00	Set by EPA Reg. 2000. Cls 247
3	All development with an estimated cost between \$100,000 & \$300,000.	900.00	800.00	Based on \$250,000 value Regulated fee is \$1080. Discounted by Council's community service commitment
4	Development involving the erection of a hospital, school or police station by a public authority.	Table to Clause 246B of EPA Regulation 2000.	Table to Clause 246B of EPA Regulation 2000.	Set by EPA Reg. 2000. Cls 246B
5	Development application fees generally.	Table to Clause 246B of EPA Regulation 2000.	Table to Clause 246B of EPA Regulation 2000.	Set by EPA Reg. 2000. Cls 246B
6	Development not involving the erection of a building, the carrying out of a work, the subdivision of land, or the demolition of a building or work. (eg. change of use)	285.00	285.00	Set by EPA Reg. 2000. Cls 250
7	Development involving the erection of an Advertisement or Advertising structure.	250.00	250.00	Based on Regulated fee of \$285. Discounted by Council's community service commitment. EPA Reg. 2000. Cls. 246B
8	Plus for each additional advertisement or advertising structure.	93.00	93.00	Set by EPA Reg. 2000. Cls 246B
9	Combined Development Application/Construction Certificate for Garage, Carport, Shed and similar outbuildings (pergola, greenhouse, etc) that cannot be approved as a CDC	420.00	405.00	Discounted by Council, community service commitment.
10	Designated Development. Despite any other provision for charging of fees.	920.00	920.00	Set by EPA Reg. 2000. Cls 251
11	Processing fee for development that is either Integrated Development or requires concurrence.	140.00	140.00	Set by EPA Reg. 2000. Cls 252A & 253
12	State Government Planning Levy. Where development exceeds \$50,000 in value	0.64 / \$1,000 above \$50,000 value of work	0.64 / \$1,000 above \$50,000 value of work	Set by EPA Reg. 2000. Cls 256A
13	Developer Contributions – s.94A Contribution Plan	Up to 1.0% of the value of the development in accordance with Council's s94A contribution plan.	Up to 1.0% of the value of the development in accordance with Council's s94A contribution plan.	Council availing itself of the provision in s94A of EP&A Act 1979

JUNEE SHIRE COUNCIL

	Development Fees and Charges	2013/2014	2012/2013	% of cost recovery
	Heritage Conservation Area			
14	Complying Development consisting of detached outbuildings (see definition) and swimming pools	315.00	305.00	Discounted by Council, community service commitment.
15	Combined Development Application/Construction Certificate for Garage, Carport, Shed and similar outbuildings (pergola, greenhouse, etc) that cannot be approved as a CDC	420.00	405.00	Discounted by Council, community service commitment.
16	All other work	See items 1, 2, 3, 4, 5 & 6 above	See items 1, 2, 3, 4, 5 & 6 above	Discounted by Council, community service commitment.
	Additional fees for advertising Development			
17	Designated Development.	2,220.00	2,220.00	Set by EPA Reg. 2000. Cls 252
18	Advertised Development (written notification to adjoining or adjacent owners)	130.00	125.00	Based on Cls 252 of the EPA Reg 2000, the fee is \$1105. Discounted by Council
19	Prohibited Development	1105.00	1105.00	Set by EPA Reg. 2000. Cls 252
20	Where environmental planning instrument or development control plan requires other notice to be given or other advertised development.	130.00	125.00	Based on Cls 252 of the EPA Reg 2000, the fee is \$1105. Discounted by Council
	Fees applying to other Government Agencies			
21	Integrated Development. Per approval body.	320.00	320.00	Set by EPA Reg. 2000. Cls 253
22	Development application that require concurrence from approval bodies	320.00	320.00	Set by EPA Reg. 2000. Cls 252A
23	Initial Fire Safety Reports - from NSW Fire and Rescue	As per Schedule 2 of Fire Brigades Regulation 2008	As per Schedule 2 of Fire Brigades Regulation 2008	Set by Fire Brigades Regulation 2008. Schedule 2
24	Inspection of Premises for Final Fire Safety Report - NSW Fire and Rescue	As per Schedule 3 of Fire Brigades Regulation 2008	As per Schedule 3 of Fire Brigades Regulation 2008	Set by Fire Brigades Regulation 2008. Schedule 3
25	Fire Safety Meetings Relating to a Development Proposal	As per Fire Brigades Regulation 2008	As per Fire Brigades Regulation 2008	Set by Fire Brigade Regulation 2008.
26	Provision of Advice, Assessment or Consultancy Services for - Major Infrastructure Works - Designated Development, Integrated Development, etc - Any other Fire Safety Meeting	As per Fire Brigades Regulation 2008	As per Fire Brigades Regulation 2008	Set by Fire Brigade Regulation 2008.
27	Building Work Specifications	Cost Price	Cost Price	As a Community Service
	Modification of a consent/Review of determination.			
28	Modification involving minor error/misdescription or miscalculation ; (Sec 96(1))	71.00	71.00	Set by EPA Reg. 2000. Cls 258(1)
29	Minimal environmental impact: 50% of the original application or \$645, whichever is the less. (Sec 96(1A))	\$645 or 50% of original DA fee whichever is the lesser	\$645 or 50% of original DA fee whichever is the lesser	Set by EPA Reg. 2000. Cls 258(1A)
	Other modifications Cls 258(2) of the Regulation:			
30	Is not of minimal environmental impact (Section 96(2))	Clause 258(2) EPA Regulation 2000	Clause 258(2) EPA Regulation 2000	Set by EPA Reg. 2000. Cls 258(2)
31	Request to review Council's determination. ie. S. 82A	Clause 257A EPA Regulation 2000	Clause 257A EPA Regulation 2000	Set by EPA Reg. 2000. Cls 257
32	Request to review decision to reject a DA	Clause 257 EPA Regulation 2000	Clause 257 EPA Regulation 2000	Set by EPA Reg. 2000. Cls 257A

JUNEE SHIRE COUNCIL

	Development Fees and Charges	2013/2014	2012/2013	% of cost recovery
	Subdivision of Land:			
33	Land Subdivision with new Road;	665.00	665.00	Set by EPA Reg. 2000. Cls 249
34	Plus for each additional lot;	65.00	65.00	
35	Land Subdivision with no new Road;	330.00	330.00	
36	Plus for each additional lot;	53.00	53.00	
37	Strata subdivision;	330.00	330.00	
38	Plus for each additional lot.	65.00	65.00	
	Planning Certificates			
39	s.149(2) Planning Certificate. For an assessment with up to 5 allotments. For an assessment with more than 5 and up to 15 allotments. For an assessment with more than 15 allotments.	53.00 253.00 413.00	53.00 253.00 413.00	Set by EPA Reg. 2000. Cls 259 Fee discounted by Council Fee discounted by Council
40	s.149(2) & s.149(5) Planning Certificate (Combined) For an assessment with up to 5 allotments. For an assessment with more than 5 and up to 15 allotments. For an assessment with more than 15 allotments.	113.00 413.00 613.00	113.00 413.00 613.00	Set by EPA Reg. 2000. Cls 259 Fee discounted by Council Fee discounted by Council
41	s.121ZP - EPA 1979 & s.735A - LGA 1993 or Food Act. Outstanding Orders Certificate.	65.00	60.00	
42	Certificate under s 88G Conveyancing Act	65.00	60.00	
43	Drainage Diagram.	35.00	35.00	100% Full Cost Recovery
	s.149B Building Certificate:			
44	Class one building.	250.00	250.00	Set by EPA Reg. 2000. Cls 260
	For any other class of building:			
45	Not exceeding 200m ² ;	250.00	250.00	Set by EPA Reg. 2000. Cls 260, 261, 262 and 263
46	Exceeding 200m ² but not exceeding 2,000m ² ;	\$250 + 50 ^c /m ² over 200m ²	\$250 + 50 ^c /m ² over 200m ²	
47	Exceeding 2,000m ² ;	\$1165 + 7.5 ^c /m ² over 2000m ²	\$1165 + 7.5 ^c /m ² over 2000m ²	
48	Application relating to part of a building;	250.00	250.00	
49	s.149G(3) Copy of building certificate	13.00	13.00	
50	Certified copy of document, map or plan	53.00	53.00	
51	Request for zoning certification	53.00	53.00	Set by EPA Reg. 2000 Cls 262
52	Certified copy of document, map or plan - admissible as evidence	53.00	53.00	Set by EPA Reg. 2000 Cls 262

JUNEE SHIRE COUNCIL

	Development Fees and Charges	2013/2014	2012/2013	% of cost recovery
	Fees that are not set by regulation			
53	Request to determine existing holding status.	180.00	180.00	Set by JSC
	Part 4A Certificates			
54	Compliance certificate New roads & services.	105.00	100.00	Discounted by Council, community service commitment.
55	Compliance certificate Services only.	105.00	100.00	
56	Compliance certificate - Strata.	105.00	100.00	
57	Subdivision certificate - Land or Strata.	105.00	100.00	
58	Occupation Certificate.	105.00	100.00	
59	Complying Development Certificate.	315.00	305.00	
60	Construction Certificate - Value of work <\$15,000.	290.00	280.00	Discounted by Council, community service commitment.
61	Construction Certificate - Value of work >\$15,000 < \$300,000.	470.00	450.00	Discounted by Council, community service commitment.
62	Construction Certificate - Value of work >\$300,000.	\$470.00 + 0.1% of value of development	\$450.00 + 0.1% of value of development	Cost recovery
	Other			
63	Building inspection fee per inspection	88.00	85.00	Discounted by Council, community service commitment.
64	Plumbing & drainage inspections - not for Alternative Solutions or Recycled Water Supply Systems	88.00		Maximum set by Plumbing & Drainage Reg. 2012. Discounted by Council, community service commitment.
65	Pre-lodgement advice	No Charge	No Charge	Discounted by Council, community service commitment.
66	Registering Complying Development Certificate and Part 4A certificates	40.00	36.00	Discounted by Council, community service commitment.
67	Submission of plumbers Notice of Work or Certificate of Compliance for works not requiring a DA / CDC / CC	20.00		Discounted by Council, community service commitment.
	Miscellaneous Development Related Fees			
68	Stamping of additional plans and specification. Up to four copies - no charge. Each additional copy.	10.00	10.00	Cost Recovery
69	Application to occupy unfinished residential building	100.00	100.00	Discounted by Council, community service commitment.
70	Application for temporary On-site accommodation whilst building a private residence. Bond only.	2000.00	2000.00	NA
71	Refund of withdrawn Development Application prior to determination.	50% of the fee.	50% of the fee.	100%
72	Refund of withdrawn Construction Certificate Application prior to determination.	50% of the fee.	50% of the fee.	100%
73	Waiving of fees for Development Application and Construction Certificates for local organisations such as: schools; charitable; religious and community groups.	As per Council Policy	As per Council Policy	Discounted by Council, community service commitment.
74	Application to extend lapsing date of Development Consent	200.00	200.00	100%
75	Development Application and Construction Certificate Application for certain work in the Heritage Conservation area that would be Exempt Development outside the Heritage Conservation Area. This does not apply to Heritage Listed Items.	Waive fee.	Waive fee.	Discounted by Council, community service commitment.

JUNEE SHIRE COUNCIL

	Development Fees and Charges	2013/2014	2012/2013	% of cost recovery
	Application for amendment to Council Environmental Planning Instrument			
76	Application to amend LEP.	Min. of \$800 + \$60/hr after 10 hour worktime.	Min. of \$800 + \$60/hr after 10 hour worktime.	100%
77	SEPP No.1 - Application to NSW Planning for concurrence under State Environmental Planning Policy No. 1. An amount of \$100 will be refunded if Council does not support the application.	400.00	400.00	100%
78	Application to amend Development Control Plan	400.00 + \$60/hr after 10 hours worktime	400.00 + \$60/hr after 10 hours worktime	100%
	Publication			
79	Council LEP, DPCs or public policies. Freely available on Council Website www.junee.nsw.gov.au	20.00	20.00	100%
	Structures and Public Entertainment Licence Part A s. 68 LGA 1993			
80	Install a manufactured home, moveable dwelling or associated structure on land	Requires Development Application and/or Section 68 Approval	Requires Development Application and/or Section 68 Approval	NA
81	Install a temporary structure on land	No fee if forming part of a Development application. Otherwise \$80.	No fee if forming part of a Development application. Otherwise \$80.	Discounted by Council, community service commitment.
	Water Supply, Sewerage and stormwater drainage work. Part B s.68 LGA 1993			
82	Carry out sewerage work or alteration to sewerage work.	100.00	95.00	Discounted by Council, community service commitment.
	Community Land Part D s.68 LGA 1993			
83	Engage in a trade or business	No fee. Council approval required. Application needs to be lodged.	No fee. Council approval required. Application needs to be lodged.	Discounted by Council, community service commitment.
84	Direct or procure a theatrical, musical or other entertainment for the public.	No fee. Council approval required. Application needs to be lodged.	No fee. Council approval required. Application needs to be lodged.	Discounted by Council, community service commitment.
85	Construct a temporary enclosure for the purpose of entertainment.	No fee. Council approval required. Application needs to be lodged.	No fee. Council approval required. Application needs to be lodged.	Discounted by Council, community service commitment.
86	For fee or reward, play a musical instrument or sing (including busking).	No fee. Council approval required. Application needs to be lodged.	No fee. Council approval required. Application needs to be lodged.	Discounted by Council, community service commitment.
87	Set up, operate or use a loud speaker or sound amplifying device	No fee. Council approval required. Application needs to be lodged.	No fee. Council approval required. Application needs to be lodged.	Discounted by Council, community service commitment.
88	Deliver a public address or hold a religious service or public meeting	No fee. Council approval required. Application needs to be lodged.	No fee. Council approval required. Application needs to be lodged.	Discounted by Council, community service commitment.

JUNEE SHIRE COUNCIL

	Development Fees and Charges	2013/2014	2012/2013	% of cost recovery
	Public Roads Part E s.68 LGA 1993			
89	Swing or hoist goods across or over any part of a public road by means of lift, hoist or tackle projecting over footway.	Require Development Application and/or Section 68 Approval	Require Development Application and/or Section 68 Approval	NA
90	Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window abutting the road, or hang an article beneath an awning over a road.	No fee if complying with Exempt development criteria. Otherwise \$65.00	No fee if complying with Exempt development criteria. Otherwise \$65.00	Discounted by Council, community service commitment.
	Other Activities Part F s.68 LGA 1993			
91	Operate a caravan park or camping ground	160.00	160.00	100%
92	Operate a manufactured home estate	160.00	160.00	100%
93	Install a domestic oil or solid fuel heating appliance, other than a portable appliance.	No fee if complying with Exempt development criteria. Otherwise Approval required \$115.00	No fee if complying with Exempt development criteria. Otherwise Approval required \$115.00	100%
94	Install or operate amusement devices (within the meaning of the Construction Safety Act 1912)	No fee	No fee	Discounted by Council, community service commitment.
95	Use a standing vehicle or any article for the purpose of selling any article in a public place. (Fee waived for charitable organisations.)	\$100 and compliance with Council's Policy	\$100 and compliance with Council's Policy	Discounted by Council, community service commitment.
96	Operate an Undertaker business	145.00	140.00	100%
97	Operate a mortuary	145.00	140.00	100%
98	Septic Tank / AWTS Applications	152.00	147.00	100%
99	Amended Septic Tank / AWTS Applications	31.00	30.00	100%
	Inspection Fees			
100	Inspection of food premises, mobile food premises, skin preparation premises.	No longer applicable - see new charges below	No longer applicable - see new charges below	100%
101	Food Premises - Inspection & Administration Charge - Annual Charge (Mandatory 6 monthly inspection under the Food Act)	\$130.00 per annum - Employees 0 - 5.	\$125.00 per annum - Employees 0 - 5.	The charge includes one food premises inspection per premises per financial year and administration for compliance with the Food Act.
102	Food Premises - Inspection & Administration Charge - Annual Charge	\$310.00 per annum - Employees > 5	\$305.00 per annum - Employees > 5	The charge includes one food premises inspection per premises per financial year and administration for compliance with the Food Act.
103	Food Premises & Skin Penetration Premises-Additional inspections resulting from food or hygiene complaints or rectification instruction from original Council inspection.	\$150.00 per visit	\$150.00 per visit	100%
104	Skin Penetration premises. Inspection & Administration Charge - Annual Charge	\$75.00 per annum - Employees 0 - 5.	\$75.00 per annum - Employees 0 - 5.	100%
105	Inspection of Home Modification and Maintenance Works - Exempt Development Works	Nil.	Nil.	
106	Inspection of Home Modification and Maintenance Works - requiring a DA / CC	60.00	60.00	100%
107	Inspection of Home Modification and Maintenance Works - requiring a CDC	30.00	30.00	100%
108	Inspection of Boarding Houses	105.00		100%
109	Inspection of Swimming Pools and issue of Certificate of Compliance (S.22D of Swimming Pools Act)	100.00		Maximum fee set by Cl. 18A of Swimming Pool Reg. Discounted by Council, community service commitment.

JUNEE SHIRE COUNCIL

PRIVATE WORKS / PLANT HIRE RATES	2013-2014		2012-2013	
Vehicle Type	/Hour	/Km	/Hour	/Km
	Excluding GST	Ex GST	Excluding GST	Ex GST
Truck D/Cab, Tipper	74.00		72.00	
Tippers, 5m3	89.00		86.00	
U.D. Nissan Tipper, 8m	128.00		124.00	
U.D. Nissan Tipper, 8m ,plus pig trailer 8m	140.00		135.00	
Water Truck 10,000 litres	128.00		124.00	
Tar Patching	89.00		86.00	
Street Sweeper	124.00		120.00	
Rollers (towed by Tractor)	30.00		29.00	
Grader	146.00		141.00	
Excavator - Volvo EC210B	140.00		135.00	
Backhoe - Caterpillar 432E	107.00		103.00	
Loader - Hitachi LX-150	165.00		160.00	
Self Propelled Rubber Tyred Roller - Multipac VP2400	112.00		108.00	
Tractors - John Deere, Chamberlain, Ford	94.00		91.00	
Combination Roller	35.00		34.00	
Ingersol-Rand Roller (double drum)	75.00		73.00	
HAMM Smooth Drum Roller (self-propelled)	117.00		113.00	
John Deers 1145 Mowers	100.00		97.00	
Mower - Walker	90.00		87.00	
Slashers	22.00		21.00	
Sewer Jetter	165.00		160.00	
Minor Plant ie: Chainsaws, mowers, compactors, pumps, slashers	64.00		62.00	
Ancillary Plant ie: P90 Cabin, small mowers, Wippersnippers etc.	64.00		62.00	
Light Vehicles (operator to be added at hourly rate)		0.77		0.74
Low Loader less than 100 KM	145.00		140.00	
Low Loader greater than 100 KM add KM rate - One Way		5.00		4.00

Note : Council Private Hire Policy is for all Plant to include Council Operators.

Any work carried out on with staff overtime will be charged an additional \$17.00 per hour

JUNEE SHIRE COUNCIL

PROPOSED BORROWINGS

Borrowings are funds that a Council may obtain from external & internal sources either by overdraft or loan or by other means approved by the Minister. Details of borrowings proposed for the period 2013-2017 are as follows:-

Period	Amount to be Borrowed \$	Purpose	Source	Security
2013-2014				
2014-2015	510,000	Land Development - Loughan Road area	Bank	Income of the Council
2015-2016				
2016-2017				

SPECIAL VARIATION TO GENERAL INCOME APPLICATION

LIST OF RESEAL WORKS TO BE COMPLETED FOR THE FIVE YEAR PERIOD COMMENCING 2009-2010

SPECIAL VARIATION APPLICATION WILL INITIALLY GENERATE AN ADDITIONAL \$214,000 OF GENERAL INCOME

Approved Variation 2009/10	9.60%	\$214,023
Rate Peg since 2009/10		
2010/11	2.60%	\$219,588
2011/12	2.80%	\$225,736
2012/13	3.60%	\$233,862
2013/14	3.40%	\$241,813
Total for 5 year period		\$1,135,022

Year	Age of Seal (Yrs)	Road/Street	Area (m ²)	Cost (@\$3/m ²) (\$)
2009-2010	17	Combaning Road	66,400	232,400
Total				232,400
2010/2011	24	Anzac Avenue	5,000	20,000
	21	Kitchener Street	1,200	4,800
	18	French Street	3,700	14,800
	7	John Potts Drive	7,350	29,400
	25	Pretoria Lane, French Street Lane, Anzac Avenue Lane	2,400	9,600
	20	Pretoria Street	3,000	12,000
	22	Gallipoli Street	3,200	12,800
	21	Vaughan Street	1,050	4,200
	25	Joffre Street	3,250	13,000
Total				120,600

SPECIAL VARIATION TO GENERAL INCOME APPLICATION

LIST OF RESEAL WORKS TO BE COMPLETED FOR THE FIVE YEAR PERIOD COMMENCING 2009-2010

SPECIAL VARIATION APPLICATION WILL GENERATE AN ADDITIONAL \$214,000 OF GENERAL INCOME

RESEAL WORKS (Cont.)

Year	Age of Seal (Yrs)	Road/Street	Area (m ²)	Cost (@\$3/m ²) (\$)
2011/2012	7	Dirnaseer Road	61,600	246,400
	8	Byrnes Road	32,850	131,400
	3	Old Sydney Road	7,000	28,000
	22	Peel Street	2,500	10,000
	25	Waratah Street	2,400	9,600
	25	Dagmar Lane	1,880	7,520
	24	Lisgar Street	5,395	21,580
			Total	454,500
2012-2013	8	Marina Road	25,025	100,101
	24	Harefield Road	29,111	116,444
			Total	216,545
2013-2014	21	Hammond Street	7,725	30,900
	25	Beach Street	3,920	15,680
	18	Harold Street	4,406	17,624
	26	Illabo Road	2,730	10,920
	26	George Street	7,504	30,016
	22	Cedric Street	3,240	9,720
	20	Gloucester Street	4,800	19,200
	28	Orr Street	5,000	20,000
	20	Robert Street	1,960	7,840
	18	Thomas Street Lane	2,160	8,640
	18	Wardle Street Lane	2,160	8,640
	22	Cross Street	3,240	9,720
	23	King Street	7,000	21,000
	21	Lydia Street	960	3,840
			Total	213,740

Junee Shire Council	Special Rates Variation Application for 2013/14
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Program of Works of Expenditure

		Year 1 2013/14	Year 2 2014/15	Year 3 2015/16	Year 4 2016/17	Year 5 2017/18	Year 6 2018/19	Year 7 2019/20	Year 8 2020/21	Year 9 2021/22	Year 10 2022/23	Sum of years of SV period Ongoing	Sum of 10 years
PROPOSED EXPENDITURE													
Road	Treatment												
Dollarvale Rd	Renew or Reseal	100,800											100,800
Stanyer Rd	Renew or Reseal	123,200											123,200
Bethungra Rd	Renew or Reseal		137,200										137,200
Blackgate Rd	Renew or Reseal		140,000										140,000
Strathmore Rd	Renew or Reseal			173,600									173,600
Pikedale Rd	Renew or Reseal			135,200									135,200
Allawah Rd	Renew or Reseal				141,400								141,400
Coursing Park Rd	Renew or Reseal				75,100								75,100
Eurongilly Rd	Renew or Reseal					224,700							224,700
Wantiool Rd	Renew or Reseal						103,600						103,600
Old Sydney Rd	Renew or Reseal						134,700						134,700
Old Cootamundra Rd	Renew or Reseal							161,700					161,700
Coffin Rock Rd	Renew or Reseal							96,900					96,900
SRV Component for other roads requiring a reseal. ie. having existing seals with an age of at least 20 years and a condition rated as requiring resealing.	Renew or Reseal								227,323	234,143	241,167	241,167	702,633
Sum of total spending		224,000	277,200	308,800	216,500	224,700	238,300	258,600	227,323	234,143	241,167	241,167	2,450,733
Sum of total spending (SRV Component)		184,835	190,380	196,091	201,974	208,033	214,724	220,702	227,323	234,143	241,167	241,167	2,119,372
Difference between total spending & additional SRV income (Existing rate revenue component)		39,165	86,820	112,709	14,526	16,667	23,576	37,898	0	0	0	0	331,361
Sum of total spending		224,000	277,200	308,800	216,500	224,700	238,300	258,600	227,323	234,143	241,167	241,167	2,450,733



JUNEE SHIRE COUNCIL

LONG TERM FINANCIAL PLAN

2013-14 to 2023-24

ATTACHMENT 10





JUNEE SHIRE COUNCIL

**Long Term Financial Plan
2013-14 to 2023-24**

a component of
Junee Shire Council's
Resourcing Strategy

21 January 2014

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Introduction

Junee Shire Council has prepared a number of *Long Term Financial Plans* (LTFP) as part of its development and implementation of the requirements of the Integrated Planning and Reporting framework.

This Long Term Financial Plan updates the plan adopted in July 2013 and covers the financial period 2013-14 to 2023-24. It contains three scenarios: DECLINE, MAINTAIN and IMPROVE. These scenarios are those that the Council consulted with the community in November and December 2013. The consultation process included public meetings at various locations throughout the shire, a newsletter entitled “Paying More Attention to Shire Roads” and a phone survey conducted by IRIS. More information about each scenario and the Community Engagement process is contained later in this plan.

History

The *Planning & Reporting Manual for Local Government, 2010* (refer page 60) produced by the Division of Local Government provides a good introduction to the role and purpose of long term financial planning:

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. It is also where Council and the community may decide what resources councils need to influence and work with other parties so that they might deliver on responsibilities.

The Community Strategic Planning process will provide Council with valuable information about the future. From the exercise, both Council and the community will have a better understanding of:

- *Expected pressures that will affect the community socially, environmentally and economically and the drivers behind this change*
- *Expected economic growth rates*
- *The community's aspirations and priorities for improving its economic, environmental and social outcomes*
- *The community's priorities in terms of expected levels of service and community projects.*

The Long Term Financial Plan will seek to answer the questions:

- *Can we survive the pressures of the future?*
- *What are the opportunities for future income and economic growth?*
- *Can we afford what the community wants?*
- *How can we go about achieving these outcomes?*

The Long Term Financial Plan (LTFP) is a decision-making and problem-solving tool. It is not intended that the LTFP 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 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.

June Shire Council has had a Long Term Financial Plan for a number of years now to assist it with its strategic financial planning. The first version of the plan was presented to the Ordinary Meeting of Council held on 20 March 2007. It showed sizeable deficits across all 15 years of the LTFP and gave a strong signal to the Council that it needed to

consider significant reductions in expenditure and/or increases in operating revenue in order to achieve long term financial sustainability. In broad terms at that time, the Council needed to make adjustments in the order of \$550,000 to \$700,000 per year in its operating revenue and operating expenditure to achieve this sustainability.

In the intervening years, not much has changed. The MAINTAIN Scenario and the IMPROVE Scenario seek to address this sustainability issue by gradually increasing the rate base rather than reducing services.

Community Engagement

The Council is committed to an engagement process with its community regarding proposed Special Rate Variations.

Over the last ten years the Council has been consulting with the community in various ways about the assets, infrastructure and services it values most and more importantly about the Council's capacity to fund these things.

This process is ongoing. In February 2014 the Council will consider applying for an additional Special Rate Variation (SRV) above the annual rate pegging figure set by the State Government each year.

In 2007, a Long Term Financial Plan was prepared and identified a revenue or income gap of around 39%. Subsequent Financial Plans, and Management Plans (budgets) have made it very clear that Council has to do what we do better and at the same time seek future Special Rate Variations to provide services and maintain assets and infrastructure for the residents of Junee Shire.

You, the residents, tell us that the following is considered very important, indeed crucial, for the future of our Shire:-

- maintenance of roads and sporting fields;
- town and village appearance, parks and gardens, public buildings and facilities; and
- economic development, town pride and promotion, and jobs growth.

Like you, and everyone else, the Council has been experiencing increasing costs for some time now. We now face a significant challenge. We need to either raise rates or reduce what we do. Rate increases of any kind are never welcome! We understand that. However we believe a sustainable and affordable increase in rates is the only means by which we can continue to meet the community's needs and expectations.

Three scenario options have been prepared; two with the Special Rates Variation increases (MAINTAIN and IMPROVE Scenarios) and one (DECLINE Scenario) with the NSW Government limited rate increases. The latter includes reducing rate revenue by approximately \$257k because a previously approved Special Rate variation expires. The first two options will include asking for the \$257k to be reinstated.

The MAINTAIN option sees a rate increase to a level that will see the existing services the Council provides maintained at current levels.

A slightly more optimistic option called the IMPROVE option, will form part of the consultation phase to see if the community would like to see other public buildings maintain good condition.

We have made ongoing efficiency improvements over the last decade and while we will continue to find ways to be more efficient and productive those efforts will not close the financial gap we are faced with. If the majority view from the community doesn't support Special Rate rises then service reductions will have to occur.

As a result of a review into the engagement process used for the 2013 SRV application the 2014 Special Rates Variation Application engagement process has been refined and strengthened, including:

- New provisions in the Council Rate and Hardship Policy to account for residents expiring genuine hardship resulting from rate rises.
- Community surveys regarding Special Rate Variations will be undertaken by independent research company.
- Consultation period will be lengthen to provide additional opportunity for community comments to be received.

- Detailed information regarding the types of service level reduction being proposed will be included in community a newsletter to be sent out to every house and business across the shire.

The MAINTAIN option that includes the proposed average Special Rates Variation with rate pegging is summarized in the follow table. It is this option that is recommended for Council to use as a basis of its Section 508A SRV application. Additional Information is available on the website.

Rating sub categories	2013/14 Average General Land Rate	2014/15 SRV Increase from previous year 13.2% *	2015/16 SRV Increase from previous year 9.5%	2016/17 SRV Increase from previous year 9%	2014-17 SRV Gross Total including rate peg
Village	\$ 416	\$ 16	\$ 41	\$ 43	\$ 99
Residential	\$ 705	\$ 27	\$ 70	\$ 72	\$ 168
Farmland	\$ 2,092	\$ 79	\$ 206	\$ 214	\$ 499
Business	\$ 1,935	\$ 73	\$ 191	\$ 198	\$ 462

*The increase of 13.2% in 2014/15 is the gross increase after the value of the expiring special rate variation from 2009 is removed. In net terms the average increase for June ratepayers in 2014/15 is only 3.78%.

The rationale for the proposed Special Rate Variation increases in line with the MAINTAIN Scenario, is to secure a financially sustainable financial position which will be used to support funding work on shire roads. Special Rate Variation approvals in the MAINTAIN Scenario above the annual rate cap will be solely dedicated to road work expenditure.

A series of consultation measures have been held to provide a variety of opportunities for people to engage in this process. They were:

- A detailed Special Rates Variation newsletter was sent to every house and business across the shire. The newsletter explained the financial position the

Council is in, the three Special Rate Variation scenarios, what services may be cut or reduced if the Special Rates Variation does not go ahead, the efficiency and productivity improvements that have occurred over the last decade and how people can make alternative payment arrangement in cases of financial hardship.

- Town Hall style public meetings across the shire with Councillor and staff in attendance.
 - o Monday, 25 November 2013
Junee Library - 5.30pm-6.30pm
Junee Library - 7.00pm to 8.00pm
 - o Wednesday, 27 November 2013
Junee Ex-Services Club – Function Room – 7.00pm to 8.00pm
 - o Monday, 2 December 2013
Illabo Uniting Church Hall – 7.00pm to 8.00pm.
 - o Tuesday, 3 December 2013
Old Junee Hall – 7.00pm
 - o Wednesday, 4 December 2013
Bethungra- Hotel Shirley
- Stakeholder group meetings including service clubs, senior citizens, chamber of commerce and village progress associations.
- Social media, webpage information and newspaper articles informing the public of events and information.
- Invitation for individuals to meet with staff for clarification on issues relating at their premises if a rural constituent or otherwise at the civic chambers.

- Independent survey company to conduct a random telephone survey across the shire to ask people how they feel about the proposed increases or reducing service levels and nominate one of the options available in the newsletter.
- Invite individual submissions on the matter.

A final report to Council on the result of engagement process will be submitted prior to the Special Rates Variation application.

Long Term Financial Plan Scenario Modelling

Background

In order to get a proper view of the Council's financial future three scenarios of the Long Term Financial Plan have been modelled; DECLINE, MAINTAIN and IMPROVE. The primary difference between each scenario is the amount of General Rates to be levied. Then based on the available income, expenditure levels both Operating and Capital have been determined for each scenario.

There are some common features of each scenario. They all share the following common starting points:

- Junee Shire Council was informed in early June 2013 that it was successful in its application for a 10.0% Special Rates Variation (SRV) in 2013-14.
- All scenarios have the actual financial result at 30 June 2013 as a starting point.
- Additionally, the revised financial results at the Quarterly Budget Review at 30 September 2013 have been used for the 2013-14 financial year rather than the original budget adopted by the Council in June 2013.
- Each scenario also incorporates \$1M of road renewal works in 2014-15 to be funded by a loan with that loan in turn subsidised through the Local Infrastructure Renewal Scheme (LIRS). This decision was taken by the Council in December 2013. The LIRS application has now been submitted and is awaiting determination.

The following are the road renewal works to be funded by the LIRS subsidised loan:

- | | | |
|----|--------------------------------------|-----------|
| I. | Brabins Road – Renew and upgrade 1km | \$120,000 |
|----|--------------------------------------|-----------|

- | | | |
|----|---|-----------|
| 2. | Combaning Road – Renew and upgrade 1.2km | \$140,000 |
| 3. | Marina Road – Renew and upgrade 1km | \$120,000 |
| 4. | Wantabadgery Road – Renew and upgrade 1.6km | \$500,000 |
| 5. | Old Sydney Road – Renew and upgrade 1km | \$120,000 |

The roads listed above were identified in the Council's Roads Asset Management Plan as "backlog" works.

The loan interest rate used is 5.616%; a figure quoted by a major bank in November 2013. Adjustments were made to the following expenditure areas to achieve an average of \$115,000 per year to accommodate the repayment over 10 years of the subsidised \$1M loan.

Service Area	<i>per annum reduction for 10 years</i>
Engineering Works Planning and Coordination	\$15,000
Engineering Services expenses	\$25,000
Corporate Services expenses	\$15,000
Environmental Protection expenses	\$20,000
Community Development expenses	\$15,000
Junee Junction RAC expenses	\$25,000

DECLINE Scenario

The DECLINE Scenario has at its core, no renewal of an expiring SRV approved in 2009 and no SRV approvals in future years. (Just rate revenue increasing by an estimated 3% rate peg limits) It shows a massive downgrading of Council services across a range of functional areas.

The following sets out the areas where services could be reduced if this scenario became a reality. It is based on the newsletter sent to Junee residents in November 2013.

Overview - Key Features

- Maintenance Program reduced
- Services reduced to fund infrastructure renewal
- Conditions of our assets would decline with average moving from satisfactory to poor
- Average residential rate increase by 3% rate peg, set by IPART

Rates

- Rate maintained at rate pegging

Infrastructure & Services

- Reduced

Options & impacts considered in the DECLINE scenario

Rural sealed & Unsealed Road Network

- Reduction in expenditure over 10 years – gradual deterioration to poor condition
- Some rural bitumen roads return to gravel

LTFP budget implications – low to major reductions in operational and capital budgets – but still designed to meet Roads to Recovery reference rate obligations.

Town Roads

- Reduction in expenditure over 10 years gradual deterioration to poor condition

LTFP budget implications – 20% reduction in street cleaning expenditure from 2014-15

Public Toilets

- The frequency of cleaning would be reduced
- Maintenance of conveniences would decline

LTFP budget implications – 20% reduction in public toilet expenditure from 2014-15

Community Buildings, eg. Athenium & Broadway Museum

- Reduction in level of service and maintenance.

LTFP budget implications – no capital expenditure.

Sporting Fields

- The frequency of mowing would need to be reduced.
- Reduced over-sowing & fertilizer application.

LTFP budget implications – 20% reduction in sporting fields expenditure from 2014-15; no capital expenditure.

Parks & Playgrounds

- Less frequent mowing & the condition of playground equipment would deteriorate with some likely to be removed due to safety concerns.

LTFP budget implications – 20% reduction in parks & playgrounds expenditure from 2014-15; no capital expenditure.

Recreation Centre

- The condition of the existing facility would deteriorate
- Possible pool closure in winter

LTFP budget implications – \$50K reduction in operational expenditure from 2014-15 to 2017-18; then jumps to a \$200K reduction in operational expenditure thereafter.

Library

- Possibility of reducing opening hours

LTFP budget implications – 20% reduction in salaries operational expenditure from 2014-15 to 2017-18; then jumps to a 50% in salaries operational expenditure thereafter. No Riverina Regional Library membership (contribution) from 2017-18.

Donations

- Removing donation to not for profit organisations & charities

LTFP budget implications – removal of \$5000 donations budget.

Town Promotion & Economic Development

- Removed Entirely from Council's operation budget

LTFP budget implications – removal of \$70K budget.

Organisational Staffing Levels

- Deliberate reduction with reduced service

Other reductions in expenditure and revenue measures – not included in community newsletter

- Cemetery expenditure

LTFP budget implications – 20% reduction in cemeteries operational expenditure from 2014-15

- Sale of 33 John Potts Drive in 2015-16

LTFP budget implications – cash injection to temporarily offset operational cuts

- Sale of 3 Pike Place in 2016-17

LTFP budget implications – cash injection to temporarily offset operational cuts

- Employees Leave Entitlement Reserve

LTFP budget implications – no reserve to fund employees leave entitlements. Not a recommended position but reserve used to offset operational expenditure

- Gravel Pits Reserve

LTFP budget implications – no reserve to fund gravel pits restorations. Not a recommended position but reserve used to offset operational expenditure

The DECLINE Scenario, without substantial cuts in operating and capital expenditure would have produced operating deficits and a quick depletion of cash.

OPERATING INCOME

Rates and Annual Charges

General Rate Revenue

The DECLINE Scenario assumes the rate peg limits set by IPART will be the basis of rate revenue.

So even though Junee Shire Council proposes to submit further SRV application in the next few years, this scenario allows for no approval of these applications. Still further it allows for the cessation of the 2009-10 SRV when it expires on 30 June 2014. This involves the “winding back” of \$257,249 in rate revenue in 2014-15.

This BASE scenario allows for rate incomes as set out in the table below:

2014-15	3.0% - applied after expiring SRV rate income deducted (\$257,249) Effectively reduces rate income in 2014-15 and all years beyond.
2015-16	3.0%
2016-17	3.0%
Years beyond	3.0%

Waste Management Charges

Waste Management Charges have been increased by 3.0%. This models revenue increases of the same order as the General Rate Revenues above.

The Waste Management service area is shown separately and is financially sustainable under this DECLINE Scenario.

Sewer Charges

Sewerage charges have been increased by 3.0% increase. This models revenue increases of the same order as the General Rate Revenues above.

This scenario will be reflected in the next iteration of the Sewerage Asset Management Plan. The Sewerage Fund is shown separately and is financially sustainable under this DECLINE Scenario.

User Charges and Fees

The majority of Council's fees and charges have been indexed by 3.0% in each of the next ten financial years.

Financial Assistance Grants

Grant revenue from the Financial Assistance Grants Scheme has been increased by 3.0% in each of the next ten financial years.

Operating Grants

Generally, operating grants have been indexed by 3.0%. In some cases they have been kept at 2013-14 levels either because of current information or because of a lack of information about expected increases.

Interest Revenues

Interest on investments attributed to the General Fund are estimated to be \$45K in 2013-14 and then they have been fixed at \$50K per year over the remaining years of the LTFP with the view that available funds for investment will be relatively similar over those years.

Other Revenue

Other revenue sources have been individually modelled in the LTFP.

OPERATING EXPENDITURE

Employee Costs

Employee costs include salaries, wages and employee leave entitlements. A worksheet is used to determine 2013-14 employee costs. It allows for a 3.25% increase for most staff with an allowance for a step adjustment of 3% for some employees.

For the next nine financial years an increase of 3.2% has been allowed.

Materials and Contractor Costs

Generally, budget items identified as Materials and Contracts have been indexed by 3.2% for the ten years of the LTFP.

Depreciation

Depreciation expenses have been based on the 2012-2013 levels.

Other Expenses

The model makes allowance of 3.0% increase for insurances in the LTFP.

Borrowing Costs

Specific modelling for the repayment of Interest on Loans has occurred.

For loans associated with Land Development, this is based on the estimated amount of the borrowing, the year in which it occurred and at an interest rate of 7%.

Council's other major loan is an Indexed Annuity Bond with a 30 year life. The interest rate used for this form of borrowing is based on CPI movements each quarter. The annual CPI rate assumed in this calculation is 2.5%.

In the Rural Sealed roads service area of the LTFP loan interest at 5.616% with an interest subsidy of 3% has been allowed for. The Council believes it has additional capacity to catchup road renewals backlog by borrowing and this is especially the case

with a LIRS interest subsidy. The TCorp Report for Junee Shire Council dated 5 April 2013 also indicated some capacity for further borrowings.

CAPITAL EXPENDITURE AND INCOME

There are no new assets planned for construction during the ten year life of this LTFP under this scenario. Indeed this DECLINE Scenario LTFP sees reductions in capital works as set out earlier in the description of this plan.

MAINTAIN Scenario

The MAINTAIN Scenario allows for the renewal of the expiring 2009 SRV in 2014-15 and then the approval of SRVs in 2015-16 of 9.5% and in 2016-17 of 9.0%. Both increases include the estimated rate peg limit of 3%. This scenario, in simple terms, sees the maintenance of existing service levels for Junee Shire residents.

The MAINTAIN Scenario does have some budget cuts but they are minor compared to the substantial cuts made under the MAINTAIN Scenario. The following sets out the position of services so that a comparison can be made to the DECLINE Scenario. It is based on the newsletter sent to Junee residents in November 2013.

It is this Scenario (and indeed the IMPROVE Scenario) that the Junee community has expressed a preference for over the last few months of consultation and why the Junee Shire Council should consider submitting a Special Rate Variation application covering the 2014-15, 2015-16 and 2016-17 financial years.

Key Features

- Road assets would be sustained
- Condition of other assets would be maintained
- Service delivery would be maintained
- General rates increased by 3.78% in 2015, 9.5% in 2016 & 9% in 2017 (Includes rate peg)

Rates

- Rate levels to accommodate infrastructure sustainability

Infrastructure & Services

- Maintained with road renewals to bring those road assets to satisfactory condition.

Options & impacts considered in the MAINTAIN scenario

Rural sealed & Unsealed Road Network

- Proposed SRV increase (excluding rate peg) dedicated to road renewal & reseal program

Town Roads

- Proposed SRV increase (excluding rate peg) dedicated to road renewal & reseal program

Public Toilets

- Status Quo

Community Buildings, eg. Athenium & Broadway Museum

- Levels of service maintained
- Consideration of existing capital works program being carried out

Sporting Fields

- Level of service maintained

Parks & Playgrounds

- Level of service maintained

Recreation Centre

- Consideration of existing capital works program being maintained.
- Consideration of pool closure in winter
- Investigate efficiency gain through alternative energy solutions to reduce long term operational costs

Library

- Level of service maintained

Donations

- Review donation to not for profit organisation & charities

Town Promotion & Economic Development

- Level of service maintained

Organisational Staffing Levels

- Maintain existing staffing levels with period of review

OPERATING INCOME

Rates and Annual Charges

General Rate Revenue

The MAINTAIN Scenario is based on Special Rate Variations being approved as set out in the table below:

2014-15	13.2% - applied after expiring SRV rate income deducted (\$257,249) – net increase is 3.78%
2015-16	9.5%
2016-17	9.0%
Years beyond	3.0%

Waste Management Charges

No increase is modelled in the years 2013-14, 2014-15, 2015-16 and 2016-17 in order to soften the financial impact on residential and business ratepayers due to the proposed increase in general rates. In the years, 2017-18, 2018-19 and 2019-20 a 5% increase has been made. Thereafter a 3.0% increase has been allowed for.

The LTFP models the Waste Management service area separately and shows it is financially sustainable under this MAINTAIN Scenario.

Sewer Charges

No increase is modelled in the years 2013-14, 2014-15, 2015-16 and 2016-17 in order to soften the financial impact on residential and business ratepayers due to the proposed increase in general rates. Thereafter a 3.0% increase has been allowed for.

This scenario will be reflected in the next iteration of the Sewerage Asset Management Plan. The LTFP models the Sewerage Fund separately and shows it is financially sustainable under this MAINTAIN Scenario.

User Charges and Fees

The majority of Council's fees and charges have been indexed by 3% in each of the next ten financial years.

Financial Assistance Grants

Grant revenue from the Financial Assistance Grants Scheme has been increased by 3% in each of the next ten financial years.

Operating Grants

Generally, operating grants have been indexed by 3%. In some cases they have been kept at 2012-13 levels either because of current information or because of a lack of information about expected increases.

Interest Revenues

Interest on investments attributed to the General Fund are estimated to be \$45K in 2013-14 and then they have been fixed at \$50K per year over the remaining years of the LTFP with the view that available funds for investment will be relatively similar over those years.

Other Revenue

Other revenue sources have been individually modelled in the LTFP.

OPERATING EXPENDITURE

Employee Costs

Employee costs include salaries, wages and employee leave entitlements. A worksheet is used to determine 2013-14 employee costs. It allows for a 3.25% increase for most staff with an allowance for a step adjustment of 3% for some employees.

For the next nine financial years an increase of 3.2% has been allowed. No increase or decrease in staff numbers has been factored in.

Materials and Contractor Costs

Generally, budget items identified as Materials and Contracts have been indexed by 3.2% for the ten years of the LTFP.

Depreciation

Depreciation expenses have been based on the 2012-13 levels.

Other Expenses

The model makes allowance of 3.0% increase for insurances in the LTFP.

Borrowing Costs

Specific modelling for the repayment of Interest on Loans has occurred. For loans associated with Land Development, this is based on the estimated amount of the borrowing, the year in which it occurred and at an interest rate of 7%.

Council's other major loan is an Indexed Annuity Bond with a 30 year life. The interest rate used for this form of borrowing is based on CPI movements each quarter. The annual CPI rate assumed in this calculation is 2.5%.

In the Rural Sealed roads service area of the LTFP loan interest at 5.616% with an interest subsidy of 3% has been allowed for. The Council believes it has additional capacity to catchup road renewals backlog by borrowing and this is especially the case

with a LIRS interest subsidy. The TCorp Report for Junee Shire Council dated 5 April 2013 also indicated some capacity for further borrowings.

CAPITAL EXPENDITURE AND INCOME

A Capital Works Program has been determined with decisions made as to what are the priority assets to renew. There are no new assets planned for construction during the ten year life of this LTFP. The MAINTAIN Scenario has an asset renewal plan that has been integrated with the Council's Asset Management Plans.

IMPROVE Scenario

The IMPROVE Scenario allows for the renewal of the expiring 2009 SRV in 2014-15 plus an additional 8.6% increase. Then it allows for the approval of SRVs in 2015-16 of 17.93% and in 2016-17 of 16.69%. Both increases include the estimated rate peg limit of 3%. This scenario is the maintenance of existing service levels for Junee Shire residents.

This Scenario seeks to raise additional revenue of \$810,000 over the three year period of 2014-15, 2015-16 and 2017-18, in order to do specific works. These works are:

- | | |
|--|-----------|
| 1. Capital renewal works at the Athenium Theatre and Broadway Museum | \$150,000 |
| 2. Amenities block – Stages 2 & 3 at Laurie Daley Oval | \$500,000 |
| 3. Capital Works at the Recreation Centre – including energy efficiency work | \$100,000 |
| 4. Improved playground equipment | \$60,000 |

Then rating levels return to those of the MAINTAIN Scenario for the remainder of the plan. In other words this Scenario only seeks to raise additional revenue over a three year period in order to do specific works in that three year period.

It is this Scenario together with the MAINTAIN Scenario that the Junee community has expressed a preference for over the last few months of consultation. The Council intends to make a SRV application based on the MAINTAIN Scenario covering the 2014-15, 2015-16 and 2016-17 financial years.

The following sets out the position of services so that a comparison can be made to the MAINTAIN and DECLINE Scenarios. It is based on the newsletter sent to Junee residents in November 2013.

Key Features

- An increase program of infrastructure renewal & upgrade to assets other than roads.
- Capacity for energy efficient capital work to be implemented on public buildings
- Estimated value would be in the vicinity of an additional \$270,000 per year for three years.

Rates

- Rate levels for infrastructure improvements

Infrastructure & Services

- Upgrades, building & service functions

Options & impacts considered in the IMPROVE scenario

Rural sealed & Unsealed Road Network

- Maintained to a satisfactory condition

Town Roads

- Maintained to a satisfactory condition

Public Toilets

- Status Quo

Community Buildings, eg. Athenium & Broadway Museum

- Level of services improved
- Asset renewal implemented over 10 year cycle

Sporting Fields

- Level of service maintained
- Funding of Laurie Daley Oval amenities stages 2 & 3

Parks & Playgrounds

- Level of Service maintained
- Improvement to Asset renewal program over 10 year cycle

Recreation Centre

- Access to & level of service improved
- Improvement to Asset renewal program over 10 year cycle

Library

- Level of service maintained

Donations

- Status Quo

Town Promotion & Economic Development

- Level of service improved

Organisational Staffing Levels

- Maintain existing staffing levels with period of review

OPERATING INCOME

Rates and Annual Charges

General Rate Revenue

The IMPROVE Scenario is based on Special Rate Variations being approved as set out in the table below:

2014-15	13.2% - applied after expiring SRV rate income deducted (\$257,249) plus an additional 8.6% – net increase is 12.38%
2015-16	17.93%
2016-17	16.69%
Years beyond	3.0% - but based on lowered rate revenue as IMPROVE Scenario raises additional revenue for three years only.

Waste Management Charges

No increase is modelled in the years 2013-2014, 2014-2015, 2015-2016 and 2016-17 in order to soften the financial impact on residential and business ratepayers due to the

proposed increase in general rates. In the years, 2017-18, 2018-19 and 2019-20 a 5% increase has been made. Thereafter a 3.0% increase has been allowed for.

The LTFP models the Waste Management service area separately and shows it is financially sustainable under this IMPROVE Scenario.

Sewer Charges

No increase is modelled in the years 2013-2014, 2014-2015, 2015-2016 and 2016-17 in order to soften the financial impact on residential and business ratepayers due to the proposed increase in general rates. Thereafter a 3.0% increase has been allowed for.

This scenario will be reflected in the next iteration of the Sewerage Asset Management Plan. The LTFP models the Sewerage Fund separately and shows it is financially sustainable under this IMPROVE Scenario.

User Charges and Fees

Generally the majority of Council's fees and charges have been indexed by 3% in each of the next ten financial years.

Financial Assistance Grants

Grant revenue from the Financial Assistance Grants Scheme has been increased by 3% in each of the next ten financial years.

Operating Grants

Generally, operating grants have been indexed by 3%. In some cases they have been kept at 2012-13 levels either because of current information or because of a lack of information about expected increases.

Interest Revenues

Interest on investments attributed to the General Fund are estimated to be \$45K in 2013-14 and then they have been fixed at \$50K per year over the remaining years of the

LTFP with the view that available funds for investment will be relatively similar over those years.

Other Revenue

Other revenue sources have been individually modelled in the LTFP.

OPERATING EXPENDITURE

Employee Costs

Employee costs include salaries, wages and employee leave entitlements. A worksheet is used to determine 2013-14 employee costs. It allows for a 3.25% increase for most staff with an allowance for a step adjustment of 3% for some employees.

For the next nine financial years an increase of 3.2% has been allowed. No increase or decrease in staff numbers has been factored in.

Materials and Contractor Costs

Generally, budget items identified as Materials and Contracts have been indexed by 3.2% for the ten years of the LTFP.

Depreciation

Depreciation expenses have been based on the 2012-13 levels.

Other Expenses

The model makes allowance of 3.0% increase for insurances in the LTFP.

Borrowing Costs

Specific modelling for the repayment of Interest on Loans has occurred. For loans associated with Land Development, this is based on the estimated amount of the borrowing, the year in which it occurred and at an interest rate of 7%.

Council's other major loan is an Indexed Annuity Bond with a 30 year life. The interest rate used for this form of borrowing is based on CPI movements each quarter. The annual CPI rate assumed in this calculation is 2.5%.

In the Rural Sealed roads service area of the LTFP loan interest at 5.616% with an interest subsidy of 3% has been allowed for. The Council believes it has additional capacity to catchup road renewals backlog by borrowing and this is especially the case with a LIRS interest subsidy. The TCorp Report for Junee Shire Council dated 5 April 2013 also indicated some capacity for further borrowings.

CAPITAL EXPENDITURE AND INCOME

A Capital Works Program has been determined with decisions made as to what are the priority assets to renew. This IMPROVE Scenario has an asset renewal plan that has been integrated with the Council's Asset Management Plans.

There are new assets planned for construction during the ten year life of this LTFP in this Scenario and there are additional renewal works. They are funded by the additional \$810,000 in rate revenue raised above that of the revenue in the MAINTAIN Scenario.

They are:

- | | |
|--|-----------|
| 1. Capital renewal works at the Athenium Theatre and Broadway Museum | \$150,000 |
| 2. Amenities block – Stages 2 & 3 at Laurie Daley Oval | \$500,000 |
| 3. Capital Works at the Recreation Centre – including energy efficiency work | \$100,000 |
| 4. Improved playground equipment | \$60,000 |

SUMMARY OF SCENARIOS

All three scenarios show a financially sustainable result achieved. However for the DECLINE Scenario, it comes with the cost of a substantial lowering of existing services.

There are no new major Capital Works projects in the DECLINE or MAINTAIN Scenarios.

The MAINTAIN Scenario focuses on maintaining current service levels and renewing and maintaining existing assets.

The IMPROVE Scenario allows for maintaining current service levels and renewing and maintaining existing assets as well as renewal works at the Athenium Theatre and Broadway Museum, the Recreation Centre and new playground equipment and the completion of Stages 2 & 3 of the amenities at Laurie Daley Oval.

Demographic Changes

Junee Shire has experienced a small population growth over the last decade. See the table below for details:

ERP at 30 June									
2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
5905	5921	5903	5906	5953	6057	6073	6134	6277	6298

Source: ABS 3218.0 Regional Population Growth, Australia, 2009-10

For the purposes of the modelling of the Long Term Financial Plan this growth is not considered to have a material effect on the forecasts of revenue growth. And in any case does not necessarily mean that growth of this nature will continue into the future.

Capacity of the Community to absorb Rate Increase

Junee Shire Council is considering the difficult decision to seek a Special Rate Variation (SRV) from the NSW Independent Pricing and Regulatory Tribunal (IPART). The MAINTAIN Scenario is recommended as the basis of the SRV. One of the important considerations in the Council application is to assess the community's capacity to pay the proposed rate increases.

The Council will undertake additional research in preparing its final application in terms of the community's capacity to absorb rate rises before making its submission. It has already assessed the community's willingness to pay through an independent telephone survey.

In respect of capacity to absorb rate increases, an initial assessment has involved comparative data with similar sized councils. The data is released by the Division of Local Government each year; the most recent data is for 2011/12 year. The 2012/13 data is yet to be released. NSW councils have been put into 11 groups or categories; each group is representative of Council with similar characteristics. Junee Shire Council is a group 10 Council. The following graphs are provided to assist the community in their assessment of relativity with other Councils within group 10.

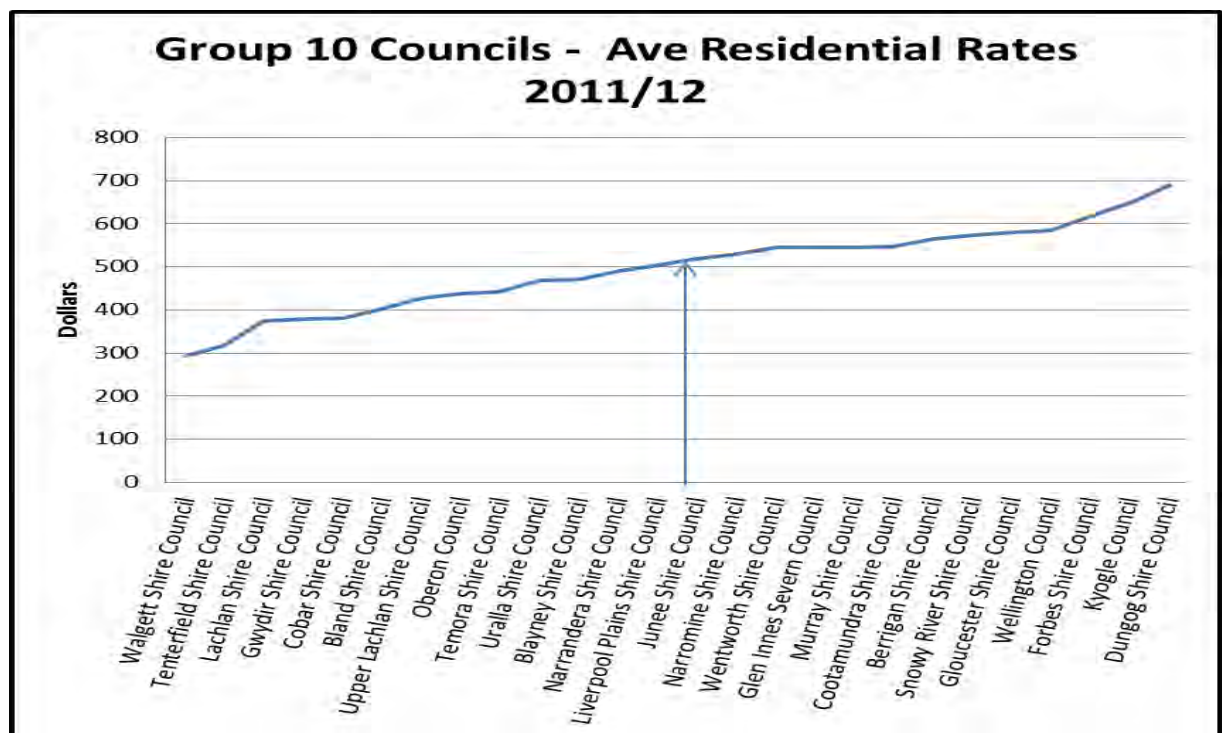


Figure 1 - DLG Comparative Local Government timeline series data.
The Council's average residential rate is within the middle range for like Councils.

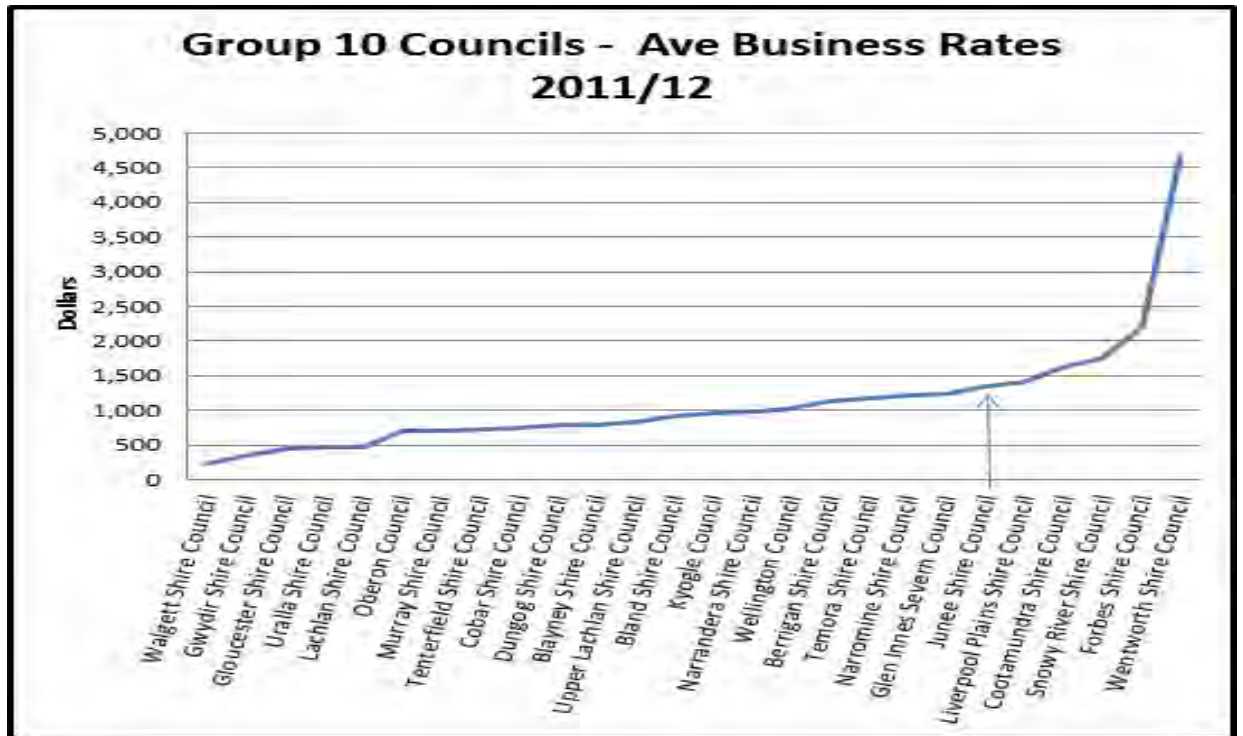


Figure 2 - DLG Comparative Local Government time line series data.

The Council's average business rate is towards the higher end for like Councils.

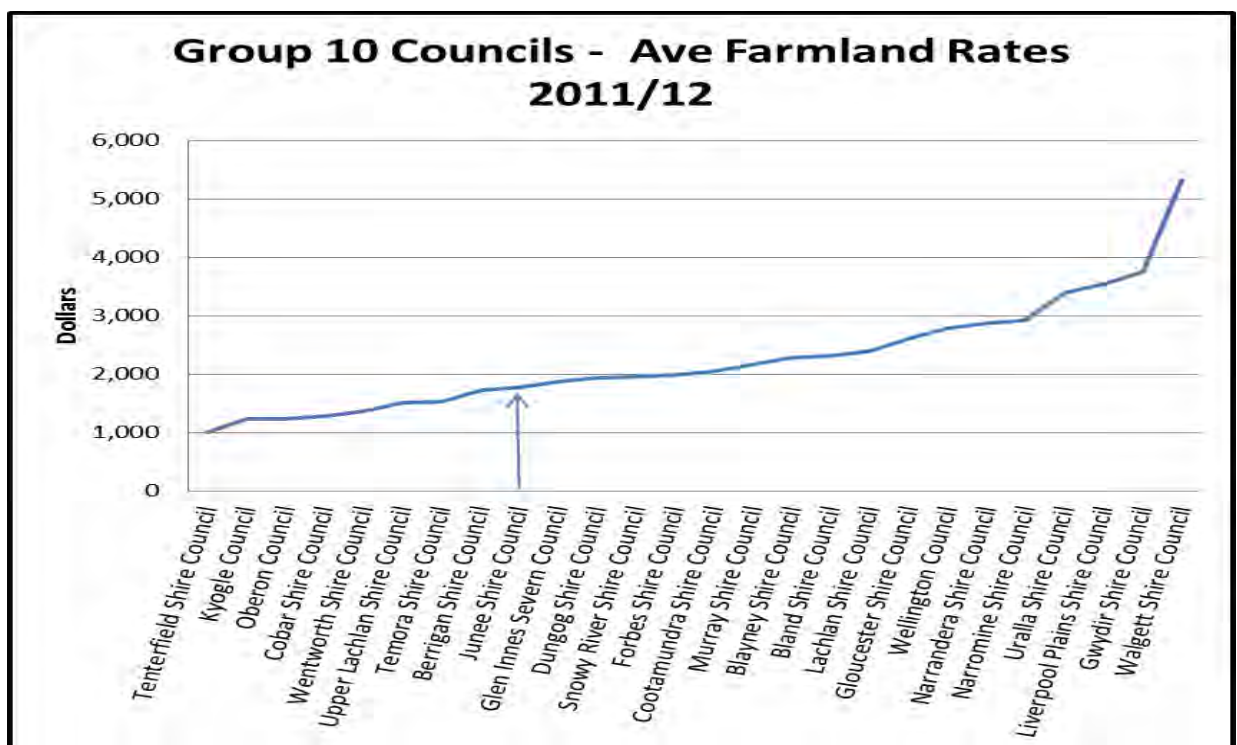
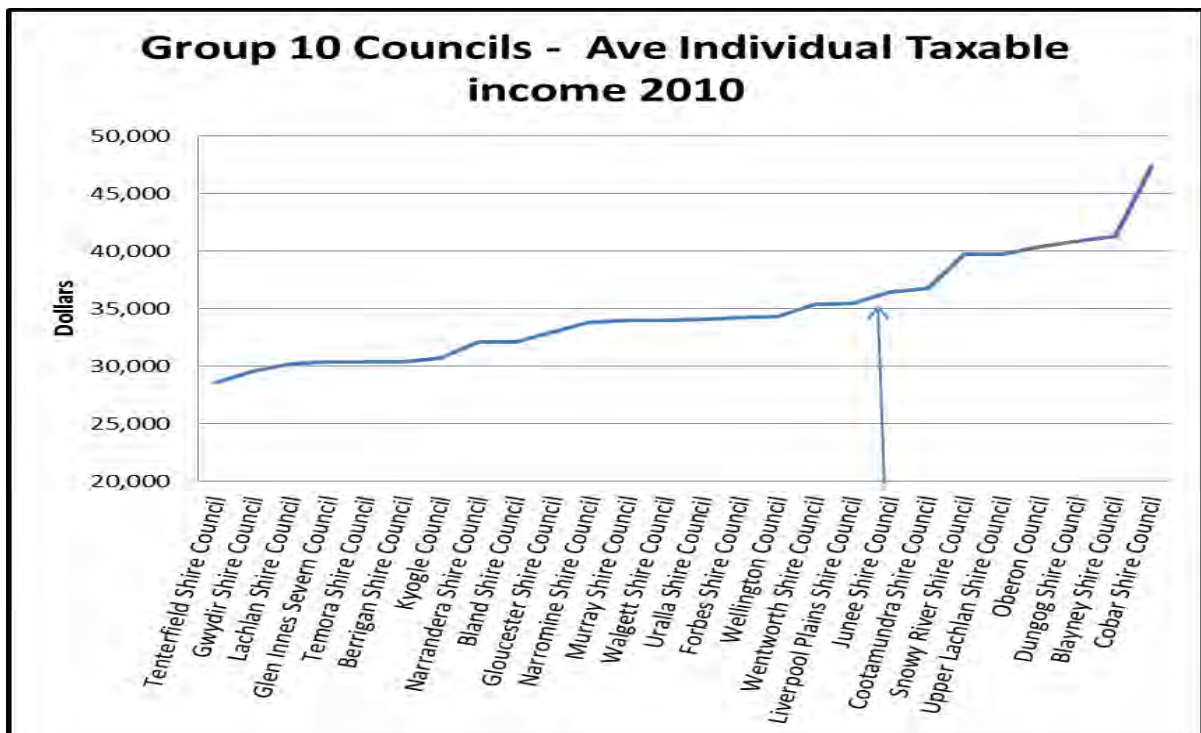


Figure 3 - DLG Comparative Local Government time line series data.



The Council's average farmland rate is lower than the majority of like Councils.

Figure 4 - DLG Comparative Local Government time line series data.

The average taxable income is relatively higher than other like Councils which suggest there maybe capacity to absorb some increases to household expenditure.

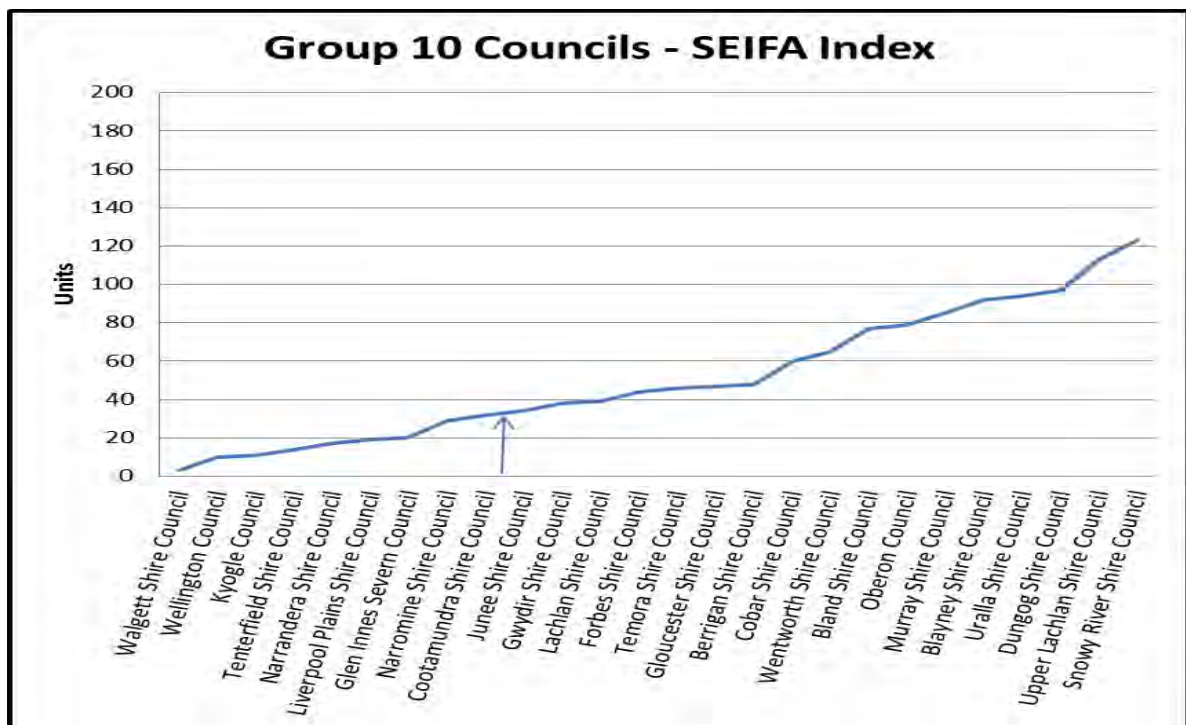


Figure 5 - DLG Comparative Local Government time line series data.

Socio-Economic Indexes for Areas (SEIFA) is a product developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage. Junee ranks one third along the scale for group 10 Councils.

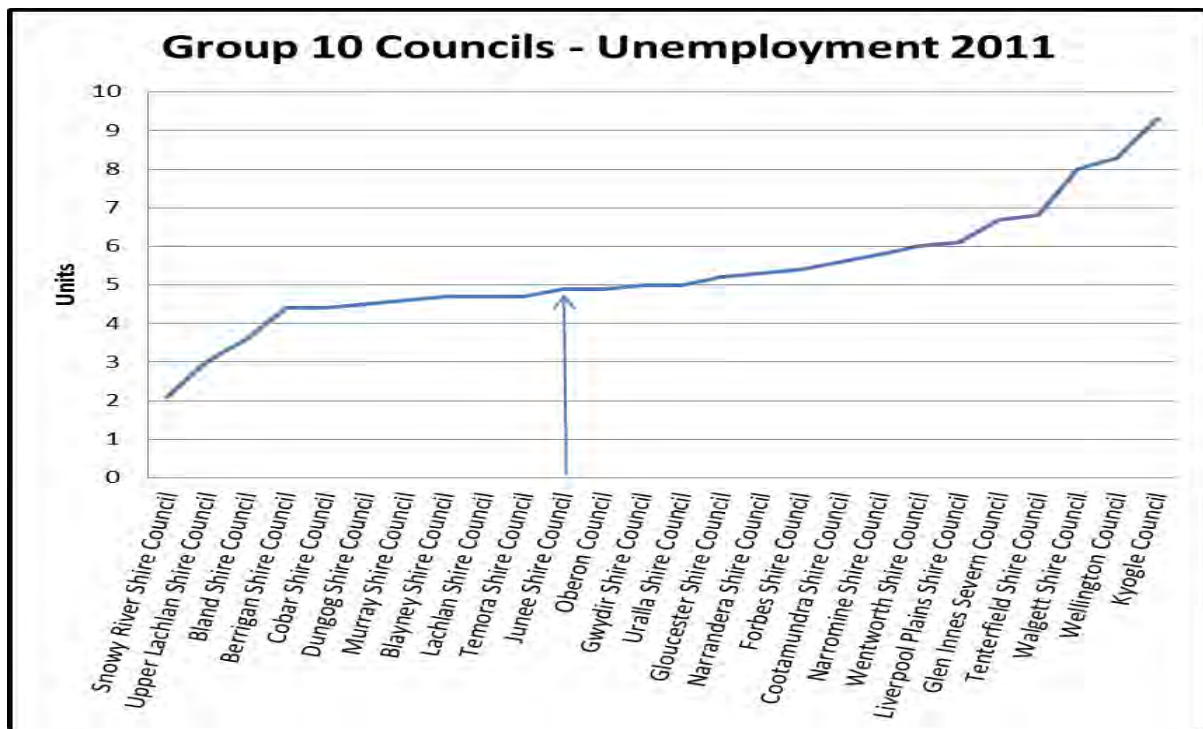


Figure 6- DLG Comparative Local Government time line series data.

The unemployment rate is relatively low compared to like Councils.

On the whole the preliminary assessment suggests there is some capacity to absorb rate increases. Junee Shire Council rates when compared to similar councils are not excessive and sit around the midpoint for residential, lower for farmland and higher for business. Although it should be pointed out that the impact of the 2013/14 SRV approval is not reflected in these figures.

A more thorough assessment of the capacity to absorb rate increases will be developed to support the final SRV application.

Performance Monitoring

Council will review the LTFP each year as part of the development of the Operational Plan. This review will include an assessment of the previous year's performance in terms of the accuracy of the projections made in the LTFP compared to the actual results.

- Were the estimates accurate?
- Were the assumptions underpinning the estimates appropriate? The assumptions may need to be adjusted to improve the accuracy of the LTFP over the longer term.

Major differences between budget and actual figures in the Operational Plan will be documented with an explanation.

This review process is also conducted every four years, so that it is aligned with the latest iteration of the Community Strategic Plan. The LTFP will need to be adjusted if there are any substantial changes to the Community Strategic Plan.

An enhanced suite of performance measures to assess its long-term financial sustainability will be developed and added to this LTFP over the next twelve months. These will include reference to standard indicators such as debt service ratio, unrestricted current ratio, net current assets, and capital expenditure ratio. A number of these performance measures are in accordance with Note 13 – Statement of Performance Measures of the current Accounting Code. The performance measures in the recent TCorp Report for Council will also be considered for inclusion in the refinement of this LTFP.

Recommendation

Based on the feedback received through the community engagement process the Council's preferred Long Term Financial Plan Scenario is **MAINTAIN**. It is on this basis that the Council should make application to IPART for a Section 508A application to increase its rates in 2014-15 (13.2% gross), 2015-16 (9.5%) and 2016-17 (9.0%).

DECLINE Scenario

Long Term Financial Plan for the Financial Years 2013-2014 to 2023-2024

- Income Statement – General Fund
- Cash Flow Statement – General Fund
- Balance Sheet – General Fund
- Income Statement – Sewerage Fund
- Cash Flow Statement – Sewerage Fund
- Balance Sheet – Sewerage Fund
- Restricted Asset balances
- Budget Summary – showing both Operating Result by Department and Capital Items

Graphs for:

- Total Cash Assets
- Net Increase (Decrease) in Cash Held
- Financial Performance – Operating Revenue, Operating Expenditure & Operating Result
- Total Cash & Restricted Assets

JUNEE SHIRE COUNCIL						
	Projected Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Income Statement	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18
GENERAL FUND						
Income from continuing operations						
Revenue:						
Rates & Annual Charges	-3,620,496	-3,620,496	-3,483,644	-3,591,754	-3,703,108	-3,817,801
User Charges & Fees	-2,762,700	-2,752,700	-2,770,907	-2,789,767	-2,806,676	-2,824,091
Interest & Investment Revenue	-82,000	-82,000	-87,000	-87,000	-87,000	-87,000
Other Operating Revenues	-367,950	-337,950	-374,406	-370,778	-366,135	-374,576
Grants & Cont's provided for Operating Purposes	-3,124,772	-3,051,000	-4,468,121	-4,565,924	-4,668,512	-4,774,177
Grants & Cont's provided for Capital Purposes	-525,736	-35,600	-25,600	-25,600	-25,600	-25,600
Other Income:						
Net gain from the disposal of assets	-58,367	-58,367	-85,172	-71,938	-53,542	-142,538
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Income from continuing operations	-10,542,021	-9,938,113	-11,294,850	-11,502,761	-11,710,573	-12,045,783
Expenses from continuing operations						
Employee Benefits & On-Costs	4,215,738	4,215,738	4,171,938	4,202,772	4,285,519	4,320,271
Borrowing Costs	460,148	460,148	491,522	483,527	464,197	443,700
Materials & Contracts	4,162,717	4,111,534	3,933,391	3,930,338	4,063,672	4,005,912
Depreciation & Amortisation	1,893,000	1,893,000	1,893,000	1,893,000	1,893,000	1,893,000
Impairment	0	0	0	0	0	0
Other Operating Expenses	603,392	603,392	610,886	632,815	690,416	575,566
Interest & Investment Losses	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Expenses from continuing operations	11,334,995	11,283,812	11,100,737	11,142,452	11,396,804	11,238,449
Operating Result from continuing operations	-792,974	-1,345,699	194,113	360,309	313,769	807,334
Share Attributable to Minority Interests	0	0	0	0	0	0
Net Operating Result before capital grants & contributions	-1,318,710	-1,381,299	168,513	334,709	288,169	781,734

JUNEE SHIRE COUNCIL						
	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Income Statement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
GENERAL FUND						
Income from continuing operations						
Revenue:						
Rates & Annual Charges	-3,935,934	-4,057,611	-4,182,940	-4,312,029	-4,444,990	-4,581,941
User Charges & Fees	-2,842,032	-2,860,509	-2,879,542	-2,899,143	-2,919,332	-2,940,127
Interest & Investment Revenue	-87,000	-87,000	-87,000	-87,000	-87,000	-87,000
Other Operating Revenues	-383,270	-392,223	-401,446	-410,946	-420,729	-430,807
Grants & Cont's provided for Operating Purposes	-4,883,012	-4,995,112	-5,110,575	-5,229,503	-5,351,998	-5,478,168
Grants & Cont's provided for Capital Purposes	-25,600	-25,600	-25,600	-25,600	-25,600	-25,600
Other Income:						
Net gain from the disposal of assets	-115,142	-128,606	-100,410	-174,666	-147,270	-176,266
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Income from continuing operations	-12,271,990	-12,546,661	-12,787,513	-13,138,887	-13,396,919	-13,719,909
Expenses from continuing operations						
Employee Benefits & On-Costs	4,400,600	4,483,500	4,569,053	4,657,341	4,748,455	4,842,485
Borrowing Costs	421,738	401,119	391,893	383,471	354,755	324,598
Materials & Contracts	4,113,769	4,234,361	4,388,818	4,487,257	4,629,806	4,756,589
Depreciation & Amortisation	1,893,000	1,893,000	1,893,000	1,893,000	1,893,000	1,893,000
Impairment	0	0	0	0	0	0
Other Operating Expenses	596,276	617,616	674,607	662,268	685,619	709,683
Interest & Investment Losses	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Expenses from continuing operations	11,425,383	11,629,596	11,917,371	12,083,337	12,311,635	12,526,355
Operating Result from continuing operations	846,607	917,065	870,142	1,055,550	1,085,284	1,193,554
Share Attributable to Minority Interests	0	0	0	0	0	0
Net Operating Result before capital grants & contributions	821,007	891,465	844,542	1,029,950	1,059,684	1,167,954

JUNEE SHIRE COUNCIL						
	Projected Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Income Statement	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18
SEWERAGE FUND						
Income from continuing operations						
Revenue:						
Rates & Annual Charges	-570,775	-570,775	-588,954	-607,679	-626,965	-646,830
User Charges & Fees	-85,946	-85,946	-88,350	-90,827	-93,378	-96,005
Interest & Investment Revenue	-80,000	-80,000	-80,000	-80,000	-80,000	-83,000
Other Operating Revenues	0	0	0	0	0	0
Grants & Cont's provided for Operating Purposes	-19,900	-19,900	-19,900	-19,900	-19,900	-19,900
Grants & Cont's provided for Capital Purposes	0	0	0	0	0	0
Other Income:						
Net gain from the disposal of assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Income from continuing operations	-756,621	-756,621	-777,204	-798,406	-820,243	-845,735
Expenses from continuing operations						
Employee Benefits & On-Costs	171,000	171,000	173,592	176,267	179,028	181,877
Borrowing Costs	0	0	0	0	0	0
Materials & Contracts	178,900	178,900	189,793	203,029	216,686	230,778
Depreciation & Amortisation	280,000	280,000	280,000	280,000	280,000	280,000
Impairment	0	0	0	0	0	0
Other Operating Expenses	134,000	134,000	136,000	136,000	136,000	136,000
Interest & Investment Losses	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Expenses from continuing operations	763,900	763,900	779,385	795,296	811,714	828,655
Operating Result from continuing operations	-7,279	-7,279	-2,181	3,110	8,529	17,080
Share Attributable to Minority Interests	0	0	0	0	0	0
Net Operating Result before capital grants & contributions	-7,279	-7,279	-2,181	3,110	8,529	17,080

JUNEE SHIRE COUNCIL						
	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Income Statement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
SEWERAGE FUND						
Income from continuing operations						
Revenue:						
Rates & Annual Charges	-667,291	-688,366	-710,073	-732,431	-755,460	-779,180
User Charges & Fees	-98,711	-101,498	-104,369	-107,326	-110,372	-113,509
Interest & Investment Revenue	-86,000	-90,000	-80,000	-75,000	-70,000	-70,000
Other Operating Revenues	0	0	0	0	0	0
Grants & Cont's provided for Operating Purposes	-19,900	-19,900	-19,900	-19,900	-19,900	-19,900
Grants & Cont's provided for Capital Purposes	0	0	0	0	0	0
Other Income:						
Net gain from the disposal of assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Income from continuing operations	-871,902	-899,764	-914,342	-934,657	-955,732	-982,589
Expenses from continuing operations						
Employee Benefits & On-Costs	184,817	187,851	190,982	194,213	197,548	200,990
Borrowing Costs	0	0	187,691	184,703	181,499	178,064
Materials & Contracts	245,318	260,321	275,802	291,776	308,258	325,265
Depreciation & Amortisation	280,000	280,000	280,000	280,000	280,000	280,000
Impairment	0	0	0	0	0	0
Other Operating Expenses	136,000	136,000	136,000	136,000	136,000	136,000
Interest & Investment Losses	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Expenses from continuing operations	846,135	864,172	1,070,475	1,086,692	1,103,305	1,120,319
Operating Result from continuing operations	25,767	35,592	-156,133	-152,035	-147,573	-137,730
Share Attributable to Minority Interests	0	0	0	0	0	0
Net Operating Result before capital grants & contributions	25,767	35,592	-156,133	-152,035	-147,573	-137,730

JUNEE SHIRE COUNCIL						
Cash Flow Statement	Projected Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18
GENERAL FUND						
CASH FLOWS FROM OPERATING ACTIVITIES						
<u>Receipts</u>						
Rates & Annual Charges	3,620,496	3,620,496	3,483,644	3,591,754	3,703,108	3,817,801
User Charges & Fees	2,762,700	2,752,700	2,770,907	2,789,767	2,806,676	2,824,091
Interest Received	82,000	82,000	87,000	87,000	87,000	87,000
Grants & Contributions	4,350,508	3,086,600	4,493,721	4,591,524	4,694,112	4,799,777
Other Operating Receipts	367,950	337,950	374,406	370,778	366,135	374,576
<u>Payments</u>						
Employee Costs	-4,015,738	-4,015,738	-3,971,938	-4,002,772	-4,085,519	-4,120,271
Materials & Contracts	-4,341,117	-4,259,934	-4,110,139	-4,106,341	-4,241,609	-4,185,845
Interest Paid	-450,601	-450,601	-485,087	-499,033	-488,562	-479,766
Other Operating Payments	-603,392	-603,392	-610,886	-632,815	-690,416	-575,566
Net Cash Provided by (used in) Operating Activities	1,772,806	550,081	2,031,628	2,189,862	2,150,925	2,541,797
CASH FLOWS FROM INVESTING ACTIVITIES						
<u>Receipts</u>						
Proceeds from sale of Investments	0	0	0	0	0	0
Proceeds from sale of Assets	384,000	384,000	284,000	707,000	835,000	370,000
Proceeds from sale of Real Estate	353,236	353,236	416,872	416,872	416,872	416,872
Proceeds from sale of Shares in Companies	0	0	0	0	0	0
Repayments from Deferred Debtors	0	0	0	0	0	0
Contributions to joint ventures by minority interests	0	0	0	0	0	0
Distribution received from associated entities	0	0	0	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Purchase of Investments	0	0	0	0	0	0
Purchase of Assets	-3,437,279	-2,513,705	-3,545,760	-2,773,859	-2,889,684	-3,013,311
Purchase of Real Estate	-60,600	-60,600	-557,000	-71,800	-71,000	-70,200
Purchase of Shares in Companies	0	0	0	0	0	0
Loans to Deferred Debtors	0	0	0	0	0	0
Distributions from joint ventures to minority interests	0	0	0	0	0	0
Capital contributed to associated entities	0	0	0	0	0	0
Net Cash provided by (used in) Investing Activities	-2,760,643	-1,837,069	-3,401,888	-1,721,787	-1,708,812	-2,296,639
CASH FLOWS FROM FINANCING ACTIVITIES						
<u>Receipts</u>						
Proceeds from Borrowings & Advances	0	0	1,510,000	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Repayments of Borrowings & Advances	-162,674	-162,674	-306,668	-395,293	-351,026	-369,113
Repayment of Finance Lease Liabilities	0	0	0	0	0	0
Net Cash provided by (used in) Financing Activities	-162,674	-162,674	1,203,332	-395,293	-351,026	-369,113
Net Increase (Decrease) in Cash Held	-1,150,511	-1,449,662	-166,928	72,782	91,087	-123,955
Adj due to Accounting Standard Changes						
Cash Assets at Beginning of Reporting Period	1,670,979	2,342,675	520,468	353,539	426,321	517,408
Cash Assets at End of Reporting Period	520,468	893,013	353,539	426,321	517,408	393,453

JUNEE SHIRE COUNCIL						
Cash Flow Statement	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
GENERAL FUND						
CASH FLOWS FROM OPERATING ACTIVITIES						
<u>Receipts</u>						
Rates & Annual Charges	3,935,934	4,057,611	4,182,940	4,312,029	4,444,990	4,581,941
User Charges & Fees	2,842,032	2,860,509	2,879,542	2,899,143	2,919,332	2,940,127
Interest Received	87,000	87,000	87,000	87,000	87,000	87,000
Grants & Contributions	4,908,612	5,020,712	5,136,175	5,255,103	5,377,598	5,503,768
Other Operating Receipts	383,270	392,223	401,446	410,946	420,729	430,807
<u>Payments</u>						
Employee Costs	-4,200,600	-4,283,500	-4,369,053	-4,457,341	-4,548,455	-4,642,485
Materials & Contracts	-4,295,762	-4,418,480	-4,575,131	-4,675,834	-4,820,720	-4,949,915
Interest Paid	-442,781	-401,119	-391,893	-383,471	-354,755	-324,598
Other Operating Payments	-596,276	-617,616	-674,607	-662,268	-685,619	-709,683
Net Cash Provided by (used in) Operating Activities	2,621,429	2,697,340	2,676,419	2,785,307	2,840,100	2,916,962
CASH FLOWS FROM INVESTING ACTIVITIES						
<u>Receipts</u>						
Proceeds from sale of Investments	0	0	0	0	0	0
Proceeds from sale of Assets	334,000	370,000	334,000	370,000	334,000	370,000
Proceeds from sale of Real Estate	416,872	353,236	353,236	480,508	480,508	480,508
Proceeds from sale of Shares in Companies	0	0	0	0	0	0
Repayments from Deferred Debtors	0	0	0	0	0	0
Contributions to joint ventures by minority interests	0	0	0	0	0	0
Distribution received from associated entities	0	0	0	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Purchase of Investments	0	0	0	0	0	0
Purchase of Assets	-2,861,047	-3,010,447	-2,895,562	-3,037,445	-2,896,151	-2,977,740
Purchase of Real Estate	-69,400	-55,000	-535,000	-79,800	-79,000	-78,200
Purchase of Shares in Companies	0	0	0	0	0	0
Loans to Deferred Debtors	0	0	0	0	0	0
Distributions from joint ventures to minority interests	0	0	0	0	0	0
Capital contributed to associated entities	0	0	0	0	0	0
Net Cash provided by (used in) Investing Activities	-2,179,575	-2,342,211	-2,743,326	-2,266,737	-2,160,643	-2,205,432
CASH FLOWS FROM FINANCING ACTIVITIES						
<u>Receipts</u>						
Proceeds from Borrowings & Advances	0	0	480,000	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Repayments of Borrowings & Advances	-388,555	-409,444	-431,874	-485,947	-511,547	-539,037
Repayment of Finance Lease Liabilities	0	0	0	0	0	0
Net Cash provided by (used in) Financing Activities	-388,555	-409,444	48,126	-485,947	-511,547	-539,037
Net Increase (Decrease) in Cash Held	53,299	-54,315	-18,781	32,623	167,910	172,493
Adj due to Accounting Standard Changes						
Cash Assets at Beginning of Reporting Period	393,453	446,752	392,437	373,656	406,279	574,189
Cash Assets at End of Reporting Period	446,752	392,437	373,656	406,279	574,189	746,682

JUNEE SHIRE COUNCIL						
Cash Flow Statement	Projected Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18
SEWERAGE FUND						
CASH FLOWS FROM OPERATING ACTIVITIES						
<u>Receipts</u>						
Rates & Annual Charges	570,775	570,775	588,954	607,679	626,965	646,830
User Charges & Fees	85,946	85,946	88,350	90,827	93,378	96,005
Interest Received	80,000	80,000	80,000	80,000	80,000	83,000
Grants & Contributions	19,900	19,900	19,900	19,900	19,900	19,900
Other Operating Receipts	0	0	0	0	0	0
<u>Payments</u>						
Employee Costs	-171,000	-171,000	-173,592	-176,267	-179,028	-181,877
Materials & Contracts	-178,900	-178,900	-189,793	-203,029	-216,686	-230,778
Interest Paid	0	0	0	0	0	0
Other Operating Payments	-134,000	-134,000	-136,000	-136,000	-136,000	-136,000
Net Cash Provided by (used in) Operating Activities	272,721	272,721	277,819	283,110	288,529	297,080
CASH FLOWS FROM INVESTING ACTIVITIES						
<u>Receipts</u>						
Proceeds from sale of Investments	0	0	0	0	0	0
Proceeds from sale of Assets	0	0	0	0	0	0
Proceeds from sale of Real Estate	0	0	0	0	0	0
Proceeds from sale of Shares in Companies	0	0	0	0	0	0
Repayments from Deferred Debtors	0	0	0	0	0	0
Contributions to joint ventures by minority interests	0	0	0	0	0	0
Distribution received from associated entities						
Other Proceeds						
<u>Payments</u>						
Purchase of Investments	0	0	0	0	0	0
Purchase of Assets	-355,000	-355,000	-120,000	-70,000	-145,000	-270,000
Purchase of Real Estate	0	0	0	0	0	0
Purchase of Shares in Companies	0	0	0	0	0	0
Loans to Deferred Debtors	0	0	0	0	0	0
Distributions from joint ventures to minority interests	0	0	0	0	0	0
Capital contributed to associated entities	0	0	0	0	0	0
Net Cash provided by (used in) Investing Activities	-355,000	-355,000	-120,000	-70,000	-145,000	-270,000
CASH FLOWS FROM FINANCING ACTIVITIES						
<u>Receipts</u>						
Proceeds from Borrowings & Advances	0	0	0	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Repayments of Borrowings & Advances	0	0	0	0	0	0
Repayment of Finance Lease Liabilities	0	0	0	0	0	0
Net Cash provided by (used in) Financing Activities	0	0	0	0	0	0
Net Increase (Decrease) in Cash Held	-82,279	-82,279	157,819	213,110	143,529	27,080
Adj due to Accounting Standard Changes						
Cash Assets at Beginning of Reporting Period	1,472,021	1,472,021	1,389,742	1,547,561	1,760,671	1,904,200
Cash Assets at End of Reporting Period	1,389,742	1,389,742	1,547,561	1,760,671	1,904,200	1,931,280

JUNEE SHIRE COUNCIL						
Cash Flow Statement	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
SEWERAGE FUND						
CASH FLOWS FROM OPERATING ACTIVITIES						
<u>Receipts</u>						
Rates & Annual Charges	667,291	688,366	710,073	732,431	755,460	779,180
User Charges & Fees	98,711	101,498	104,369	107,326	110,372	113,509
Interest Received	86,000	90,000	80,000	75,000	70,000	70,000
Grants & Contributions	19,900	19,900	19,900	19,900	19,900	19,900
Other Operating Receipts	0	0	0	0	0	0
<u>Payments</u>						
Employee Costs	-184,817	-187,851	-190,982	-194,213	-197,548	-200,990
Materials & Contracts	-245,318	-260,321	-275,802	-291,776	-308,258	-325,265
Interest Paid	0	0	-187,691	-184,703	-181,499	-178,064
Other Operating Payments	-136,000	-136,000	-136,000	-136,000	-136,000	-136,000
Net Cash Provided by (used in) Operating Activities	305,767	315,592	123,867	127,965	132,427	142,270
CASH FLOWS FROM INVESTING ACTIVITIES						
<u>Receipts</u>						
Proceeds from sale of Investments	0	0	0	0	0	0
Proceeds from sale of Assets	0	0	0	0	0	0
Proceeds from sale of Real Estate	0	0	0	0	0	0
Proceeds from sale of Shares in Companies	0	0	0	0	0	0
Repayments from Deferred Debtors	0	0	0	0	0	0
Contributions to joint ventures by minority interests	0	0	0	0	0	0
Distribution received from associated entities						
Other Proceeds						
<u>Payments</u>						
Purchase of Investments	0	0	0	0	0	0
Purchase of Assets	-60,000	-3,785,300	-60,000	-270,000	-60,000	-70,000
Purchase of Real Estate	0	0	0	0	0	0
Purchase of Shares in Companies	0	0	0	0	0	0
Loans to Deferred Debtors	0	0	0	0	0	0
Distributions from joint ventures to minority interests	0	0	0	0	0	0
Capital contributed to associated entities	0	0	0	0	0	0
Net Cash provided by (used in) Investing Activities	-60,000	-3,785,300	-60,000	-270,000	-60,000	-70,000
CASH FLOWS FROM FINANCING ACTIVITIES						
<u>Receipts</u>						
Proceeds from Borrowings & Advances	0	2,700,000	0	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Repayments of Borrowings & Advances	0	0	-41,329	-44,316	-47,520	-50,956
Repayment of Finance Lease Liabilities	0	0	0	0	0	0
Net Cash provided by (used in) Financing Activities	0	2,700,000	-41,329	-44,316	-47,520	-50,956
Net Increase (Decrease) in Cash Held	245,767	-769,708	22,538	-186,351	24,907	21,314
Adj due to Accounting Standard Changes						
Cash Assets at Beginning of Reporting Period	1,931,280	2,177,047	1,407,339	1,429,877	1,243,526	1,268,433
Cash Assets at End of Reporting Period	2,177,047	1,407,339	1,429,877	1,243,526	1,268,433	1,289,747

JUNEE SHIRE COUNCIL						
Balance Sheet	Projected Budget 2013/14	Original Budget 2013/14	Original Budget 2014/15	Original Budget 2015/16	Original Budget 2016/17	Original Budget 2017/18
GENERAL FUND						
ASSETS						
Current Assets						
Cash & Cash Equivalents	433,788	893,013	353,539	426,321	517,408	393,453
Investments	0	0	0	0	0	0
Receivables	835,153	807,606	828,718	844,224	868,589	904,655
Inventories - Land Development	299,068	299,068	328,004	300,434	299,634	298,834
Inventories - Other	481,000	363,000	481,000	481,000	481,000	481,000
Other	88,000	124,000	88,000	88,000	88,000	88,000
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Total Current Assets	2,137,009	2,486,687	2,079,261	2,139,979	2,254,631	2,165,942
Non-Current Assets						
Investments	0	0	0	0	0	0
Receivables	0	2,000	0	0	0	0
Inventories - Land Development	1,351,464	1,318,599	1,551,524	1,350,460	1,122,626	894,792
Inventories - Other	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	124,217,571	119,592,067	125,484,383	125,589,745	125,665,670	126,420,414
Investments Accounted for using the equity method	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Non-Current Assets	125,569,035	120,912,666	127,035,907	126,940,205	126,788,296	127,315,206
TOTAL ASSETS	127,706,044	123,399,353	129,115,168	129,080,184	129,042,927	129,481,148
LIABILITIES						
Current Liabilities						
Payables	786,000	812,000	786,000	786,000	786,000	786,000
Borrowings	162,674	162,674	306,668	395,293	351,026	369,113
Provisions	1,593,000	1,506,000	1,593,000	1,593,000	1,593,000	1,593,000
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Current Liabilities	2,541,674	2,480,674	2,685,668	2,774,293	2,730,026	2,748,113
Non-Current Liabilities	0	0	0	0	0	0
Payables	37,000	37,000	37,000	37,000	37,000	37,000
Interest Bearing Liabilities	6,861,978	6,862,326	7,921,316	7,437,398	7,130,639	6,743,439
Provisions	7,000	12,000	7,000	7,000	7,000	7,000
Investments Accounted for using the equity method	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Non-Current Liabilities	6,905,978	6,911,326	7,965,316	7,481,398	7,174,639	6,787,439
TOTAL LIABILITIES	9,447,652	9,392,000	10,650,984	10,255,691	9,904,665	9,535,552
Net Assets	118,258,392	114,007,353	118,464,184	118,824,493	119,138,262	119,945,596

JUNEE SHIRE COUNCIL						
Balance Sheet	Original Budget 2018/19	Original Budget 2019/20	Original Budget 2020/21	Original Budget 2021/22	Original Budget 2022/23	Original Budget 2023/24
GENERAL FUND						
ASSETS						
Current Assets						
Cash & Cash Equivalents	446,752	392,437	373,656	406,279	574,189	746,682
Investments	0	0	0	0	0	0
Receivables	925,698	925,698	925,698	925,698	925,698	925,698
Inventories - Land Development	298,034	249,130	249,130	330,342	329,542	328,742
Inventories - Other	481,000	481,000	481,000	481,000	481,000	481,000
Other	88,000	88,000	88,000	88,000	88,000	88,000
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Total Current Assets	2,239,484	2,136,265	2,117,484	2,231,319	2,398,429	2,570,122
Non-Current Assets						
Investments	0	0	0	0	0	0
Receivables	0	0	0	0	0	0
Inventories - Land Development	666,958	521,732	807,602	475,848	226,106	-23,636
Inventories - Other	0	0	0	0	0	0
Infrastructure, Property, Plant & Equip't	127,032,758	127,788,824	128,440,003	129,227,525	129,883,894	130,616,460
Investments Accounted for using the equity method	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Non-Current Assets	127,699,716	128,310,556	129,247,605	129,703,373	130,110,000	130,592,824
TOTAL ASSETS	129,939,200	130,446,821	131,365,089	131,934,692	132,508,429	133,162,946
LIABILITIES						
Current Liabilities						
Payables	786,000	786,000	786,000	786,000	786,000	786,000
Borrowings	388,555	409,444	473,203	530,263	559,067	589,993
Provisions	1,593,000	1,593,000	1,593,000	1,593,000	1,593,000	1,593,000
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Current Liabilities	2,767,555	2,788,444	2,852,203	2,909,263	2,938,067	2,968,993
Non-Current Liabilities						
Payables	37,000	37,000	37,000	37,000	37,000	37,000
Interest Bearing Liabilities	6,335,442	8,605,109	8,548,147	7,960,824	7,372,953	6,752,034
Provisions	7,000	7,000	7,000	7,000	7,000	7,000
Investments Accounted for using the equity method	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Non-Current Liabilities	6,379,442	8,649,109	8,592,147	8,004,824	7,416,953	6,796,034
TOTAL LIABILITIES	9,146,997	11,437,553	11,444,350	10,914,087	10,355,020	9,765,027
Net Assets	120,792,203	119,009,268	119,920,739	121,020,605	122,153,409	123,397,919

JUNEE SHIRE COUNCIL						
Balance Sheet	Projected Budget 2013/14	Original Budget 2013/14	Original Budget 2014/15	Original Budget 2015/16	Original Budget 2016/17	Original Budget 2017/18
SEWERAGE FUND						
ASSETS						
Current Assets						
Cash & Cash Equivalents	1,476,422	1,389,742	1,547,561	1,760,671	1,904,200	1,931,280
Investments	0	0	0	0	0	0
Receivables	83,300	83,300	83,300	83,300	83,300	83,300
Inventories - Land Development	0	0	0	0	0	0
Inventories - Other	0	0	0	0	0	0
Other						
Non-current assets classified as "held for sale"						
Total Current Assets	1,559,722	1,473,042	1,630,861	1,843,971	1,987,500	2,014,580
Non-Current Assets						
Investments	0	0	0	0	0	0
Receivables	0	0	0	0	0	0
Inventories - Land Development	0	0	0	0	0	0
Inventories - Other	0	0	0	0	0	0
Infrastructure, Property, Plant & Equip't	10,208,307	10,283,307	10,123,307	9,913,307	9,778,307	9,768,307
Investments Accounted for using the equity m	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Non-Current Assets	10,208,307	10,283,307	10,123,307	9,913,307	9,778,307	9,768,307
TOTAL ASSETS	11,768,029	11,756,349	11,754,168	11,757,278	11,765,807	11,782,887
LIABILITIES						
Current Liabilities						
Payables	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0
Provisions	0	0	0	0	0	0
Liabilities associated with assets classified as	0	0	0	0	0	0
Total Current Liabilities	0	0	0	0	0	0
Non-Current Liabilities						
Payables	0	0	0	0	0	0
Interest Bearing Liabilities	0	0	0	0	0	0
Provisions	0	0	0	0	0	0
Investments Accounted for using the equity m	0	0	0	0	0	0
Liabilities associated with assets classified as	0	0	0	0	0	0
Total Non-Current Liabilities	0	0	0	0	0	0
TOTAL LIABILITIES	0	0	0	0	0	0
Net Assets	11,768,029	11,756,349	11,754,168	11,757,278	11,765,807	11,782,887

JUNEE SHIRE COUNCIL						
	Original Budget 2018/19	Original Budget 2019/20	Original Budget 2020/21	Original Budget 2021/22	Original Budget 2022/23	Original Budget 2023/24
Balance Sheet						
SEWERAGE FUND						
ASSETS						
Current Assets						
Cash & Cash Equivalents	2,177,047	1,407,339	1,429,877	1,243,526	1,268,433	1,289,747
Investments	0	0	0	0	0	0
Receivables	83,300	83,300	83,300	83,300	83,300	83,300
Inventories - Land Development	0	0	0	0	0	0
Inventories - Other	0	0	0	0	0	0
Other						
Non-current assets classified as "held for sale"						
Total Current Assets	2,260,347	1,490,639	1,513,177	1,326,826	1,351,733	1,373,047
Non-Current Assets						
Investments	0	0	0	0	0	0
Receivables	0	0	0	0	0	0
Inventories - Land Development	0	0	0	0	0	0
Inventories - Other	0	0	0	0	0	0
Infrastructure, Property, Plant & Equip't	9,548,307	13,053,607	12,833,607	12,823,607	12,603,607	12,393,607
Investments Accounted for using the equity method	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Non-Current Assets	9,548,307	13,053,607	12,833,607	12,823,607	12,603,607	12,393,607
TOTAL ASSETS	11,808,654	14,544,246	14,346,784	14,150,433	13,955,340	13,766,654
LIABILITIES						
Current Liabilities						
Payables	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0
Provisions	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Current Liabilities	0	0	0	0	0	0
Non-Current Liabilities						
Payables	0	0	0	0	0	0
Interest Bearing Liabilities	0	0	0	0	0	0
Provisions	0	0	0	0	0	0
Investments Accounted for using the equity method	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Non-Current Liabilities	0	0	0	0	0	0
TOTAL LIABILITIES	0	0	0	0	0	0
Net Assets	11,808,654	14,544,246	14,346,784	14,150,433	13,955,340	13,766,654

Junee Shire Council						
	Projected					
Restricted Asset Balances	Budget	Budget	Budget	Budget	Budget	Budget
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18
Sewer Services	1,476,422	1,389,742	1,547,561	1,760,671	1,904,200	1,931,280
Internal Loan - Sewer Fund to General Fund						
Waste Services	110,901	132,035	163,483	165,141	189,676	214,114
Unspent Grants	220,000	220,000	220,000	220,000	220,000	220,000
Unspent Loans	0	0	0	0	0	0
Crown Reserves Reserves	15,674	11,017	14,082	17,213	20,411	23,677
Developer Contributions	0	0	0	0	0	0
Total External Restrictions	1,822,997	1,752,794	1,945,126	2,163,025	2,334,287	2,389,071
FDC Reserve	-27,455	-30,172	-13,036	2,167	17,384	32,598
ELE Reserve	0	280,000	0	0	0	0
Asset Management Reserve	0	0	0	0	0	0
Gravel Pit restoration	0	26,848	0	0	0	0
CTP - Community Transport Program	87,661	62,231	94,369	72,494	80,041	59,014
RFS Plant & Equipment Replacement	0	9,567	0	0	0	0
FAG Grant	0	0	0			
GAP Project	20,163	20,163	0	0	0	0
GAP SDU Project	0	0	0	0	0	0
Property Development	0	0	0	0	0	0
Junee Historical Society - Sale Old Museum site	15,866	13,906	15,866	15,866	15,866	15,866
Total Internal Restrictions	96,235	382,543	97,199	90,527	113,291	107,478
Total Restricted Assets	1,919,232	2,135,337	2,042,325	2,253,552	2,447,578	2,496,549
Cash as per Cash Flow Statement	1,910,210	2,282,755	1,901,100	2,186,992	2,421,608	2,324,733
Shortfall (+ve = Surplus)	-9,022	147,418	-141,225	-66,560	-25,970	-171,816

Junee Shire Council						
Restricted Asset Balances	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Sewer Services	2,177,047	1,407,339	1,429,877	1,243,526	1,268,433	1,289,747
Internal Loan - Sewer Fund to General Fund						
Waste Services	238,409	252,511	276,366	299,919	323,109	335,876
Unspent Grants	220,000	220,000	220,000	220,000	220,000	220,000
Unspent Loans	0	0	0	0	0	0
Crown Reserves Reserves	27,012	30,418	33,896	37,447	41,072	44,773
Developer Contributions	0	0	0	0	0	0
Total External Restrictions	2,662,468	1,910,268	1,960,139	1,800,892	1,852,614	1,890,396
FDC Reserve	41,793	56,951	72,054	87,083	102,016	110,831
ELE Reserve	0	0	0	0	0	0
Asset Management Reserve	0	0	0	0	0	0
Gravel Pit restoration	0	0	0	0	0	0
CTP - Community Transport Program	67,419	47,261	56,545	37,276	47,457	29,092
RFS Plant & Equipment Replacement	0	0	0	0	0	0
FAG Grant						
GAP Project	0	0	0	0	0	0
GAP SDU Project	0	0	0	0	0	0
Property Development	0	0	0	0	0	0
Junee Historical Society - Sale Old Museum site	15,866	15,866	15,866	15,866	15,866	15,866
Total Internal Restrictions	125,078	120,078	144,465	140,225	165,339	155,789
Total Restricted Assets	2,787,546	2,030,346	2,104,604	1,941,117	2,017,953	2,046,185
Cash as per Cash Flow Statement	2,623,799	1,799,776	1,803,533	1,649,805	1,842,622	2,036,429
Shortfall (+ve = Surplus)	-163,747	-230,570	-301,071	-291,312	-175,331	-9,756

Department		PROJECTED BUDGET SUMMARY 2013/14		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	551,792	-551,792
1.2	Fire Control Services	-106,957	243,500	-136,543
1.3	Economic Development	0	75,200	-75,200
1.4	GAP	0	38,226	-38,226
Corporate & Community Services				
2.1	Finance	-4,441,379	17,000	4,424,379
2.2	Corporate Services	-132,150	1,193,664	-1,061,514
2.3	Administration Building	0	68,122	-68,122
2.4	Family Day Care	-749,700	737,762	11,938
2.5	Community Transport	-197,750	187,255	10,495
2.6	Public Library	-28,300	373,760	-345,460
2.7	Recreation Centre	-271,000	1,053,725	-782,725
2.8	Caravan Park	-9,500	13,536	-4,036
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-5,700	102,421	-96,721
3.2	Noxious Plant Control	-43,000	104,900	-61,900
3.3	Animal Control & LG Regulations	-10,300	28,900	-18,600
3.4	Community Development & Services	-46,896	113,135	-66,239
3.5	Housing	-32,400	64,058	-31,658
3.6	Town Planning & Building Control	-121,500	223,972	-102,472
3.7	Environmental Protection	-1,500	60,347	-58,847
3.8	Garbage	-657,405	632,198	25,207
3.9	Public Halls and Buildings	-600	59,910	-59,310
3.10	Business Undertakings	-51,750	80,782	-29,032
Engineering Services				
4.1	Engineering Infrastructure	-6,800	299,645	-292,845
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-371,000	516,000	-145,000
4.4	Public Cemeteries	-87,500	105,500	-18,000
4.5	Public Conveniences	0	58,000	-58,000
4.6	Sewerage	-756,621	763,900	-7,279
4.7	Sporting Grounds	0	178,520	-178,520
4.8	Parks and Gardens	-28,000	280,450	-252,450
4.9	Urban Sealed & Unsealed Roads	0	683,790	-683,790
4.10	Rural Sealed Roads	-783,660	1,005,600	-221,940
4.11	Rural Unsealed Roads	0	533,800	-533,800
4.12	Drainage Infrastructure	-52,171	53,345	-1,174
4.13	Street Lighting	0	80,900	-80,900
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-353,236	424,149	-70,913
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-11,451,775	12,777,764	-1,325,989

Department	PROJECTED BUDGET SUMMARY 2013/14		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	908,718	-801,761
Corporate & Community Services	-5,829,779	3,644,824	2,184,955
Development & Environmental Services	-971,051	1,470,623	-499,572
Engineering Services	-4,543,988	6,753,599	-2,209,611
OPERATING RESULT-Before Capital Amounts	-11,451,775	12,777,764	-1,325,989
Capital Grants & Contributions	-525,736		-525,736
OPERATING RESULT	-11,977,511	12,777,764	-800,253
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			379,801
Cost of Real Estate Assets Sold			299,068
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			1,933,424
Plant Profit utilised			21,600
			2,633,893
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,792,279
Development of Real Estate			60,600
Advance to Deferred Debtors			0
Repayment of Loans			162,674
Repayment of Other Debts			0
Transfer to Restricted Assets			40,145
			4,055,698
Budget Surplus / (Deficit)			-49,058

Department		ORIGINAL BUDGET SUMMARY 2013/14		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	538,125	-538,125
1.2	Fire Control Services	-106,957	243,500	-136,543
1.3	Economic Development	0	75,200	-75,200
1.4	GAP	0	38,226	-38,226
Corporate & Community Services				
2.1	Finance	-4,393,523	17,000	4,376,523
2.2	Corporate Services	-132,150	1,193,664	-1,061,514
2.3	Administration Building	0	68,122	-68,122
2.4	Family Day Care	-749,700	737,762	11,938
2.5	Community Transport	-181,750	171,255	10,495
2.6	Public Library	-28,300	373,760	-345,460
2.7	Recreation Centre	-271,000	1,044,654	-773,654
2.8	Caravan Park	-9,500	13,536	-4,036
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-5,700	102,421	-96,721
3.2	Noxious Plant Control	-43,000	104,900	-61,900
3.3	Animal Control & LG Regulations	-10,300	28,900	-18,600
3.4	Community Development & Services	-46,896	113,135	-66,239
3.5	Housing	-32,400	64,058	-31,658
3.6	Town Planning & Building Control	-121,500	223,972	-102,472
3.7	Environmental Protection	-1,500	60,347	-58,847
3.8	Garbage	-657,405	632,198	25,207
3.9	Public Halls and Buildings	-600	59,910	-59,310
3.10	Business Undertakings	-51,750	80,782	-29,032
Engineering Services				
4.1	Engineering Infrastructure	-6,800	299,645	-292,845
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-341,000	516,000	-175,000
4.4	Public Cemeteries	-77,500	105,500	-28,000
4.5	Public Conveniences	0	58,000	-58,000
4.6	Sewerage	-756,621	763,900	-7,279
4.7	Sporting Grounds	0	178,520	-178,520
4.8	Parks and Gardens	-24,050	276,500	-252,450
4.9	Urban Sealed & Unsealed Roads	0	683,790	-683,790
4.10	Rural Sealed Roads	-783,660	1,005,600	-221,940
4.11	Rural Unsealed Roads	0	533,800	-533,800
4.12	Drainage Infrastructure	-46,205	44,850	1,355
4.13	Street Lighting	0	80,900	-80,900
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-353,236	424,149	-70,913
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-11,338,003	12,726,581	-1,388,578

Department	ORIGINAL BUDGET SUMMARY 2013/14		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	895,051	-788,094
Corporate & Community Services	-5,765,923	3,619,753	2,146,170
Development & Environmental Services	-971,051	1,470,623	-499,572
Engineering Services	-4,494,072	6,741,154	-2,247,082
OPERATING RESULT-Before Capital Amounts	-11,338,003	12,726,581	-1,388,578
Capital Grants & Contributions	-35,600		-35,600
OPERATING RESULT	-11,373,603	12,726,581	-1,352,978
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			379,801
Cost of Real Estate Assets Sold			299,068
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			1,560,515
Plant Profit utilised			51,600
			2,290,984
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			2,868,705
Development of Real Estate			60,600
Advance to Deferred Debtors			0
Repayment of Loans			162,674
Repayment of Other Debts			0
Transfer to Restricted Assets			40,145
			3,132,124
Budget Surplus / (Deficit)			-21,118

Department		BUDGET SUMMARY 2014/2015		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	522,065	-522,065
1.2	Fire Control Services	-106,957	249,335	-142,378
1.3	Economic Development	0	5,308	-5,308
1.4	GAP	0	38,226	-38,226
Corporate & Community Services				
2.1	Finance	-5,634,496	17,000	5,617,496
2.2	Corporate Services	-133,192	1,214,418	-1,081,226
2.3	Administration Building	0	69,661	-69,661
2.4	Family Day Care	-762,441	745,305	17,136
2.5	Community Transport	-176,793	173,781	3,012
2.6	Public Library	-28,459	363,988	-335,529
2.7	Recreation Centre	-279,130	995,188	-716,058
2.8	Caravan Park	-9,785	12,829	-3,044
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-5,872	105,699	-99,827
3.2	Noxious Plant Control	-44,290	108,257	-63,967
3.3	Animal Control & LG Regulations	-10,609	29,825	-19,216
3.4	Community Development & Services	-47,121	96,403	-49,282
3.5	Housing	-33,372	64,194	-30,822
3.6	Town Planning & Building Control	-123,900	231,010	-107,110
3.7	Environmental Protection	-1,500	42,263	-40,763
3.8	Garbage	-677,570	652,122	25,448
3.9	Public Halls and Buildings	-600	60,430	-59,830
3.10	Business Undertakings	-53,303	80,879	-27,576
Engineering Services				
4.1	Engineering Infrastructure	-7,004	284,234	-277,230
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-280,000	425,000	-145,000
4.4	Public Cemeteries	-79,825	87,275	-7,450
4.5	Public Conveniences	0	47,885	-47,885
4.6	Sewerage	-777,204	779,385	-2,181
4.7	Sporting Grounds	0	160,748	-160,748
4.8	Parks and Gardens	-24,772	208,426	-183,654
4.9	Urban Sealed & Unsealed Roads	-100,000	679,016	-579,016
4.10	Rural Sealed Roads	-694,496	1,046,534	-352,038
4.11	Rural Unsealed Roads	0	538,946	-538,946
4.12	Drainage Infrastructure	-47,591	45,213	2,378
4.13	Street Lighting	0	83,489	-83,489
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	461,485	-44,613
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-12,662,154	12,495,822	166,332

Department	BUDGET SUMMARY 2014/2015		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	814,934	-707,977
Corporate & Community Services	-7,024,296	3,592,170	3,432,126
Development & Environmental Services	-998,137	1,471,082	-472,945
Engineering Services	-4,532,764	6,617,636	-2,084,872
OPERATING RESULT-Before Capital Amounts	-12,662,154	12,495,822	166,332
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-12,687,754	12,495,822	191,932
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			287,696
Cost of Real Estate Assets Sold			328,004
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			1,510,000
Transfer from Restricted Assets			13,456
Plant Profit utilised			23,252
			2,162,408
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,665,760
Development of Real Estate			557,000
Advance to Deferred Debtors			0
Repayment of Loans			306,668
Repayment of Other Debts			0
Transfer to Restricted Assets			209,468
			4,738,896
Budget Surplus / (Deficit)			-211,556

Department		BUDGET SUMMARY 2015/2016		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	538,291	-538,291
1.2	Fire Control Services	-106,957	255,345	-148,388
1.3	Economic Development	0	5,419	-5,419
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-5,801,596	17,000	5,784,596
2.2	Corporate Services	-136,825	1,248,299	-1,111,474
2.3	Administration Building	0	71,243	-71,243
2.4	Family Day Care	-768,294	753,091	15,203
2.5	Community Transport	-216,957	185,332	31,625
2.6	Public Library	-28,623	366,523	-337,900
2.7	Recreation Centre	-287,503	971,287	-683,784
2.8	Caravan Park	-10,079	12,823	-2,744
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,049	109,082	-103,033
3.2	Noxious Plant Control	-45,619	111,722	-66,103
3.3	Animal Control & LG Regulations	-10,927	30,779	-19,852
3.4	Community Development & Services	-47,353	105,026	-57,673
3.5	Housing	-341,536	449,527	-107,991
3.6	Town Planning & Building Control	-126,372	238,274	-111,902
3.7	Environmental Protection	-1,500	44,240	-42,740
3.8	Garbage	-698,449	672,791	25,658
3.9	Public Halls and Buildings	-600	60,938	-60,338
3.10	Business Undertakings	-54,902	80,858	-25,956
Engineering Services				
4.1	Engineering Infrastructure	-7,214	294,130	-286,916
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-347,000	492,000	-145,000
4.4	Public Cemeteries	-82,220	90,036	-7,816
4.5	Public Conveniences	0	49,417	-49,417
4.6	Sewerage	-798,406	795,296	3,110
4.7	Sporting Grounds	0	163,460	-163,460
4.8	Parks and Gardens	-25,515	213,304	-187,789
4.9	Urban Sealed & Unsealed Roads	-100,000	689,259	-589,259
4.10	Rural Sealed Roads	-706,114	1,016,107	-309,993
4.11	Rural Unsealed Roads	0	527,130	-527,130
4.12	Drainage Infrastructure	-49,019	45,588	3,431
4.13	Street Lighting	0	86,161	-86,161
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	429,904	-13,032
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-13,327,501	12,989,682	337,819

Department	BUDGET SUMMARY 2015/2016		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	799,055	-692,098
Corporate & Community Services	-7,249,877	3,625,598	3,624,279
Development & Environmental Services	-1,333,307	1,903,237	-569,930
Engineering Services	-4,637,360	6,661,792	-2,024,432
OPERATING RESULT-Before Capital Amounts	-13,327,501	12,989,682	337,819
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-13,353,101	12,989,682	363,419
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			751,500
Cost of Real Estate Assets Sold			300,434
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			21,875
Plant Profit utilised			23,997
			1,097,806
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			2,843,859
Development of Real Estate			71,800
Advance to Deferred Debtors			0
Repayment of Loans			395,293
Repayment of Other Debts			0
Transfer to Restricted Assets			233,102
			3,544,054
Budget Surplus / (Deficit)			90,171

Department		BUDGET SUMMARY 2016/2017		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	620,036	-620,036
1.2	Fire Control Services	-106,957	261,535	-154,578
1.3	Economic Development	0	5,534	-5,534
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-5,973,709	17,000	5,956,709
2.2	Corporate Services	-140,076	1,276,856	-1,136,780
2.3	Administration Building	0	72,870	-72,870
2.4	Family Day Care	-776,343	761,126	15,217
2.5	Community Transport	-185,246	181,395	3,851
2.6	Public Library	-28,623	373,852	-345,229
2.7	Recreation Centre	-296,128	992,954	-696,826
2.8	Caravan Park	-10,381	13,090	-2,709
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,230	112,572	-106,342
3.2	Noxious Plant Control	-46,988	115,297	-68,309
3.3	Animal Control & LG Regulations	-11,255	31,764	-20,509
3.4	Community Development & Services	-47,592	118,255	-70,663
3.5	Housing	-328,960	436,539	-107,579
3.6	Town Planning & Building Control	-126,372	245,771	-119,399
3.7	Environmental Protection	-1,500	46,279	-44,779
3.8	Garbage	-719,954	701,419	18,535
3.9	Public Halls and Buildings	-600	61,432	-60,832
3.10	Business Undertakings	-56,549	80,729	-24,180
Engineering Services				
4.1	Engineering Infrastructure	-7,430	304,343	-296,913
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-511,000	656,000	-145,000
4.4	Public Cemeteries	-84,687	92,885	-8,198
4.5	Public Conveniences	0	50,998	-50,998
4.6	Sewerage	-820,243	811,714	8,529
4.7	Sporting Grounds	0	166,258	-166,258
4.8	Parks and Gardens	-26,280	218,338	-192,058
4.9	Urban Sealed & Unsealed Roads	-100,000	699,831	-599,831
4.10	Rural Sealed Roads	-718,081	1,028,817	-310,736
4.11	Rural Unsealed Roads	0	532,062	-532,062
4.12	Drainage Infrastructure	-50,490	45,975	4,515
4.13	Street Lighting	0	88,918	-88,918
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	414,404	2,468
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-13,703,546	13,406,848	296,698

Department	BUDGET SUMMARY 2016/2017		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	887,105	-780,148
Corporate & Community Services	-7,410,506	3,689,143	3,721,363
Development & Environmental Services	-1,346,000	1,950,057	-604,057
Engineering Services	-4,840,083	6,880,543	-2,040,460
OPERATING RESULT-Before Capital Amounts	-13,703,546	13,406,848	296,698
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-13,729,146	13,406,848	322,298
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			898,696
Cost of Real Estate Assets Sold			299,634
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			-7,547
Plant Profit utilised			22,063
			1,212,846
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,034,684
Development of Real Estate			71,000
Advance to Deferred Debtors			0
Repayment of Loans			351,026
Repayment of Other Debts			0
Transfer to Restricted Assets			186,479
			3,643,189
Budget Surplus / (Deficit)			64,955

Department		BUDGET SUMMARY 2017/2018		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	572,318	-572,318
1.2	Fire Control Services	-106,957	267,911	-160,954
1.3	Economic Development	0	5,652	-5,652
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-6,150,985	17,000	6,133,985
2.2	Corporate Services	-143,424	1,324,765	-1,181,341
2.3	Administration Building	0	74,544	-74,544
2.4	Family Day Care	-784,633	769,419	15,214
2.5	Community Transport	-225,663	193,190	32,473
2.6	Public Library	-28,623	249,269	-220,646
2.7	Recreation Centre	-305,013	868,430	-563,417
2.8	Caravan Park	-10,692	13,142	-2,450
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,416	116,175	-109,759
3.2	Noxious Plant Control	-48,398	118,987	-70,589
3.3	Animal Control & LG Regulations	-11,593	32,780	-21,187
3.4	Community Development & Services	-47,838	106,847	-59,009
3.5	Housing	-9,229	56,182	-46,953
3.6	Town Planning & Building Control	-126,372	253,507	-127,135
3.7	Environmental Protection	-1,500	48,384	-46,884
3.8	Garbage	-742,103	723,665	18,438
3.9	Public Halls and Buildings	-600	61,911	-61,311
3.10	Business Undertakings	-58,245	80,486	-22,241
Engineering Services				
4.1	Engineering Infrastructure	-7,653	314,883	-307,230
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-87,228	95,825	-8,597
4.5	Public Conveniences	0	52,630	-52,630
4.6	Sewerage	-845,735	828,655	17,080
4.7	Sporting Grounds	0	169,146	-169,146
4.8	Parks and Gardens	-27,068	223,533	-196,465
4.9	Urban Sealed & Unsealed Roads	-100,000	710,740	-610,740
4.10	Rural Sealed Roads	-730,407	1,042,268	-311,861
4.11	Rural Unsealed Roads	0	537,153	-537,153
4.12	Drainage Infrastructure	-52,005	46,374	5,631
4.13	Street Lighting	0	91,763	-91,763
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	398,904	17,968
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-13,510,252	12,711,438	798,814

Department	BUDGET SUMMARY 2017/2018		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	845,881	-738,924
Corporate & Community Services	-7,649,033	3,509,759	4,139,274
Development & Environmental Services	-1,052,294	1,598,924	-546,630
Engineering Services	-4,701,968	6,756,874	-2,054,906
OPERATING RESULT-Before Capital Amounts	-13,510,252	12,711,438	798,814
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-13,535,852	12,711,438	824,414
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			298,834
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			21,027
Plant Profit utilised			20,067
			685,428
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,283,311
Development of Real Estate			70,200
Advance to Deferred Debtors			0
Repayment of Loans			369,113
Repayment of Other Debts			0
Transfer to Restricted Assets			69,998
			3,792,622
Budget Surplus / (Deficit)			-109,780

Department		BUDGET SUMMARY 2018/2019		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	590,151	-590,151
1.2	Fire Control Services	-106,957	274,477	-167,520
1.3	Economic Development	0	5,774	-5,774
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-6,333,579	17,000	6,316,579
2.2	Corporate Services	-146,872	1,355,900	-1,209,028
2.3	Administration Building	0	76,262	-76,262
2.4	Family Day Care	-793,172	777,977	15,195
2.5	Community Transport	-194,213	189,504	4,709
2.6	Public Library	-28,623	252,671	-224,048
2.7	Recreation Centre	-314,165	894,426	-580,261
2.8	Caravan Park	-11,013	12,758	-1,745
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,608	119,892	-113,284
3.2	Noxious Plant Control	-49,850	122,794	-72,944
3.3	Animal Control & LG Regulations	-11,941	33,828	-21,887
3.4	Community Development & Services	-48,091	110,554	-62,463
3.5	Housing	-9,506	55,721	-46,215
3.6	Town Planning & Building Control	-126,372	261,491	-135,119
3.7	Environmental Protection	-1,500	50,556	-49,056
3.8	Garbage	-764,917	746,622	18,295
3.9	Public Halls and Buildings	-600	62,371	-61,771
3.10	Business Undertakings	-59,992	80,116	-20,124
Engineering Services				
4.1	Engineering Infrastructure	-7,883	325,759	-317,876
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-89,846	98,859	-9,013
4.5	Public Conveniences	0	54,314	-54,314
4.6	Sewerage	-871,902	846,135	25,767
4.7	Sporting Grounds	0	172,127	-172,127
4.8	Parks and Gardens	-27,880	228,895	-201,015
4.9	Urban Sealed & Unsealed Roads	-100,000	721,999	-621,999
4.10	Rural Sealed Roads	-743,103	1,056,020	-312,917
4.11	Rural Unsealed Roads	0	542,406	-542,406
4.12	Drainage Infrastructure	-53,565	46,786	6,779
4.13	Street Lighting	0	94,699	-94,699
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	383,404	33,468
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-13,754,022	12,907,248	846,774

Department	BUDGET SUMMARY 2018/2019		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	870,402	-763,445
Corporate & Community Services	-7,821,637	3,576,498	4,245,139
Development & Environmental Services	-1,079,377	1,643,945	-564,568
Engineering Services	-4,746,051	6,816,403	-2,070,352
OPERATING RESULT-Before Capital Amounts	-13,754,022	12,907,248	846,774
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-13,779,622	12,907,248	872,374
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			298,034
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			-8,405
Plant Profit utilised			18,007
			645,332
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			2,921,047
Development of Real Estate			69,400
Advance to Deferred Debtors			0
Repayment of Loans			388,555
Repayment of Other Debts			0
Transfer to Restricted Assets			282,592
			3,661,594
Budget Surplus / (Deficit)			29,112

Department		BUDGET SUMMARY 2019/2020		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	608,556	-608,556
1.2	Fire Control Services	-106,957	281,241	-174,284
1.3	Economic Development	0	5,899	-5,899
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-6,521,651	17,000	6,504,651
2.2	Corporate Services	-150,423	1,397,301	-1,246,878
2.3	Administration Building	0	78,031	-78,031
2.4	Family Day Care	-801,966	786,808	15,158
2.5	Community Transport	-234,899	201,557	33,342
2.6	Public Library	-28,623	256,010	-227,387
2.7	Recreation Centre	-323,591	920,936	-597,345
2.8	Caravan Park	-11,343	12,729	-1,386
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,806	123,728	-116,922
3.2	Noxious Plant Control	-51,346	126,723	-75,377
3.3	Animal Control & LG Regulations	-12,299	34,910	-22,611
3.4	Community Development & Services	-48,352	114,379	-66,027
3.5	Housing	-9,791	55,144	-45,353
3.6	Town Planning & Building Control	-126,372	269,731	-143,359
3.7	Environmental Protection	-1,500	52,797	-51,297
3.8	Garbage	-788,415	770,313	18,102
3.9	Public Halls and Buildings	-600	62,811	-62,211
3.10	Business Undertakings	-61,792	79,610	-17,818
Engineering Services				
4.1	Engineering Infrastructure	-8,119	336,984	-328,865
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-92,542	101,990	-9,448
4.5	Public Conveniences	0	56,053	-56,053
4.6	Sewerage	-899,764	864,172	35,592
4.7	Sporting Grounds	0	175,202	-175,202
4.8	Parks and Gardens	-28,716	234,427	-205,711
4.9	Urban Sealed & Unsealed Roads	-100,000	733,617	-633,617
4.10	Rural Sealed Roads	-756,180	1,070,072	-313,892
4.11	Rural Unsealed Roads	0	547,827	-547,827
4.12	Drainage Infrastructure	-55,172	47,211	7,961
4.13	Street Lighting	0	97,729	-97,729
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-353,236	321,900	31,336
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-14,015,455	13,088,398	927,057

Department	BUDGET SUMMARY 2019/2020		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	895,696	-788,739
Corporate & Community Services	-8,072,496	3,670,372	4,402,124
Development & Environmental Services	-1,107,273	1,690,146	-582,873
Engineering Services	-4,728,729	6,832,184	-2,103,455
OPERATING RESULT-Before Capital Amounts	-14,015,455	13,088,398	927,057
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-14,041,055	13,088,398	952,657
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			249,130
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			2,700,000
Transfer from Restricted Assets			789,866
Plant Profit utilised			15,881
			4,100,377
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			6,795,747
Development of Real Estate			55,000
Advance to Deferred Debtors			0
Repayment of Loans			409,444
Repayment of Other Debts			0
Transfer to Restricted Assets			32,666
			7,292,857
Budget Surplus / (Deficit)			-66,823

Department		BUDGET SUMMARY 2020/2021		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	692,550	-692,550
1.2	Fire Control Services	-106,957	288,208	-181,251
1.3	Economic Development	0	6,028	-6,028
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-6,715,366	17,000	6,698,366
2.2	Corporate Services	-154,081	1,440,006	-1,285,925
2.3	Administration Building	0	79,847	-79,847
2.4	Family Day Care	-811,025	795,922	15,103
2.5	Community Transport	-203,727	198,139	5,588
2.6	Public Library	-28,623	259,275	-230,652
2.7	Recreation Centre	-333,298	947,961	-614,663
2.8	Caravan Park	-11,683	12,695	-1,012
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-7,011	127,687	-120,676
3.2	Noxious Plant Control	-52,886	130,778	-77,892
3.3	Animal Control & LG Regulations	-12,668	36,027	-23,359
3.4	Community Development & Services	-48,621	118,327	-69,706
3.5	Housing	-10,085	54,444	-44,359
3.6	Town Planning & Building Control	-126,372	278,235	-151,863
3.7	Environmental Protection	-1,500	55,111	-53,611
3.8	Garbage	-812,619	794,764	17,855
3.9	Public Halls and Buildings	-600	63,228	-62,628
3.10	Business Undertakings	-63,646	78,955	-15,309
Engineering Services				
4.1	Engineering Infrastructure	-8,363	348,568	-340,205
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-95,319	105,222	-9,903
4.5	Public Conveniences	0	57,846	-57,846
4.6	Sewerage	-914,342	1,070,475	-156,133
4.7	Sporting Grounds	0	178,377	-178,377
4.8	Parks and Gardens	-29,577	240,137	-210,560
4.9	Urban Sealed & Unsealed Roads	-100,000	745,607	-645,607
4.10	Rural Sealed Roads	-769,649	1,084,426	-314,777
4.11	Rural Unsealed Roads	0	553,421	-553,421
4.12	Drainage Infrastructure	-56,827	47,650	9,177
4.13	Street Lighting	0	100,856	-100,856
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-353,236	321,900	31,336
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-14,263,081	13,574,672	688,409

Department	BUDGET SUMMARY 2020/2021		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	986,786	-879,829
Corporate & Community Services	-8,257,803	3,750,845	4,506,958
Development & Environmental Services	-1,136,008	1,737,556	-601,548
Engineering Services	-4,762,313	7,099,485	-2,337,172
OPERATING RESULT-Before Capital Amounts	-14,263,081	13,574,672	688,409
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-14,288,681	13,574,672	714,009
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			249,130
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			480,000
Transfer from Restricted Assets			-9,284
Plant Profit utilised			13,687
			1,071,229
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			2,955,562
Development of Real Estate			535,000
Advance to Deferred Debtors			0
Repayment of Loans			473,203
Repayment of Other Debts			0
Transfer to Restricted Assets			64,974
			4,028,739
Budget Surplus / (Deficit)			-70,501

Department		BUDGET SUMMARY 2021/2022		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	647,150	-647,150
1.2	Fire Control Services	-106,957	295,384	-188,427
1.3	Economic Development	0	6,161	-6,161
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-6,914,892	17,000	6,897,892
2.2	Corporate Services	-157,849	1,484,060	-1,326,211
2.3	Administration Building	0	81,714	-81,714
2.4	Family Day Care	-820,356	805,327	15,029
2.5	Community Transport	-244,699	210,468	34,231
2.6	Public Library	-28,623	262,451	-233,828
2.7	Recreation Centre	-343,297	975,499	-632,202
2.8	Caravan Park	-12,033	12,655	-622
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-7,221	131,773	-124,552
3.2	Noxious Plant Control	-54,473	134,963	-80,490
3.3	Animal Control & LG Regulations	-13,048	37,180	-24,132
3.4	Community Development & Services	-48,898	122,400	-73,502
3.5	Housing	-10,388	53,611	-43,223
3.6	Town Planning & Building Control	-126,372	287,011	-160,639
3.7	Environmental Protection	-1,500	57,499	-55,999
3.8	Garbage	-837,549	819,996	17,553
3.9	Public Halls and Buildings	-600	63,618	-63,018
3.10	Business Undertakings	-65,555	78,140	-12,585
Engineering Services				
4.1	Engineering Infrastructure	-8,614	360,521	-351,907
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-98,179	108,558	-10,379
4.5	Public Conveniences	0	59,698	-59,698
4.6	Sewerage	-934,657	1,086,692	-152,035
4.7	Sporting Grounds	0	181,653	-181,653
4.8	Parks and Gardens	-30,464	246,029	-215,565
4.9	Urban Sealed & Unsealed Roads	-100,000	757,981	-657,981
4.10	Rural Sealed Roads	-783,522	1,099,086	-315,564
4.11	Rural Unsealed Roads	0	559,195	-559,195
4.12	Drainage Infrastructure	-58,532	48,103	10,429
4.13	Street Lighting	0	104,083	-104,083
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-480,508	405,212	75,296
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-14,723,786	13,845,871	877,915

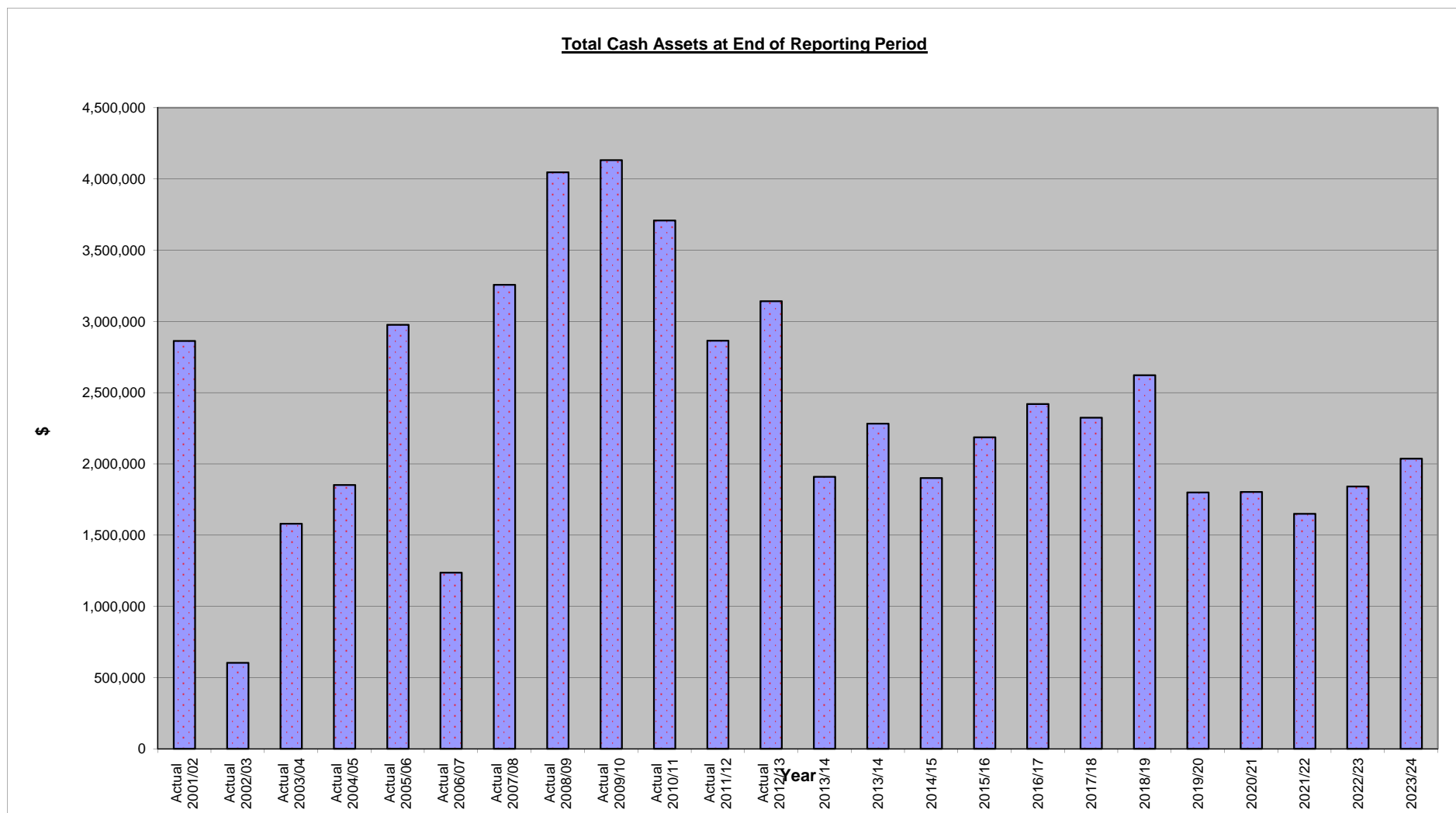
Department	BUDGET SUMMARY 2021/2022		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	948,695	-841,738
Corporate & Community Services	-8,521,749	3,849,174	4,672,575
Development & Environmental Services	-1,165,604	1,786,191	-620,587
Engineering Services	-4,929,476	7,261,811	-2,332,335
OPERATING RESULT-Before Capital Amounts	-14,723,786	13,845,871	877,915
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-14,749,386	13,845,871	903,515
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			330,342
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			205,620
Plant Profit utilised			11,423
			892,885
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,307,445
Development of Real Estate			79,800
Advance to Deferred Debtors			0
Repayment of Loans			530,263
Repayment of Other Debts			0
Transfer to Restricted Assets			42,133
			3,959,641
Budget Surplus / (Deficit)			9,759

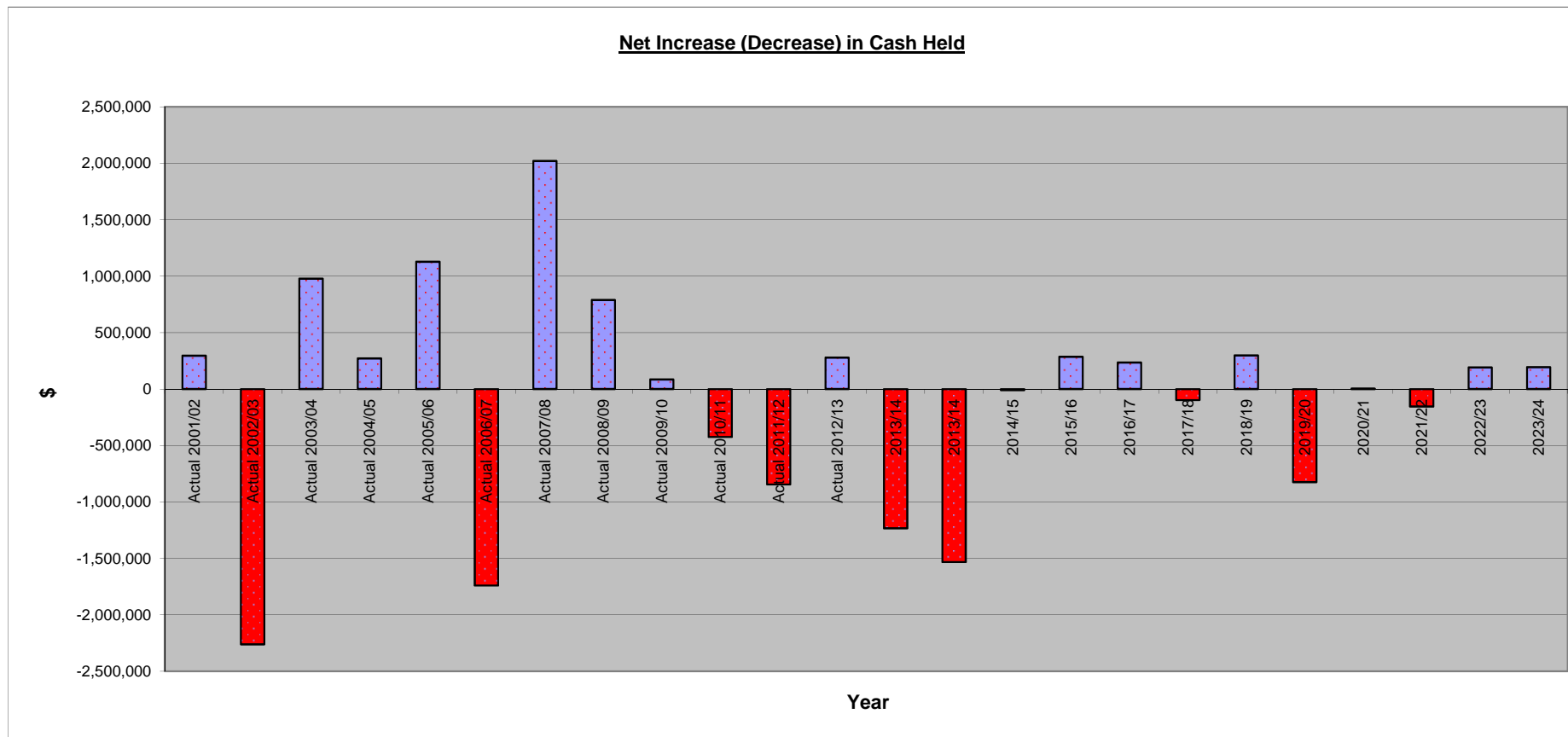
Department		BUDGET SUMMARY 2022/2023		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	667,380	-667,380
1.2	Fire Control Services	-106,957	302,775	-195,818
1.3	Economic Development	0	6,298	-6,298
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-7,120,403	17,000	7,103,403
2.2	Corporate Services	-161,729	1,539,502	-1,377,773
2.3	Administration Building	0	83,633	-83,633
2.4	Family Day Care	-829,967	815,034	14,933
2.5	Community Transport	-213,820	207,335	6,485
2.6	Public Library	-28,623	265,525	-236,902
2.7	Recreation Centre	-353,595	1,003,544	-649,949
2.8	Caravan Park	-12,394	12,609	-215
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-7,438	135,990	-128,552
3.2	Noxious Plant Control	-56,107	139,283	-83,176
3.3	Animal Control & LG Regulations	-13,439	38,369	-24,930
3.4	Community Development & Services	-49,183	126,605	-77,422
3.5	Housing	-10,700	52,634	-41,934
3.6	Town Planning & Building Control	-126,372	296,067	-169,695
3.7	Environmental Protection	-1,500	59,963	-58,463
3.8	Garbage	-863,227	846,037	17,190
3.9	Public Halls and Buildings	-600	63,980	-63,380
3.10	Business Undertakings	-67,522	77,151	-9,629
Engineering Services				
4.1	Engineering Infrastructure	-8,872	372,857	-363,985
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-101,124	111,999	-10,875
4.5	Public Conveniences	0	61,608	-61,608
4.6	Sewerage	-955,732	1,103,305	-147,573
4.7	Sporting Grounds	0	185,033	-185,033
4.8	Parks and Gardens	-31,378	252,111	-220,733
4.9	Urban Sealed & Unsealed Roads	-100,000	770,752	-670,752
4.10	Rural Sealed Roads	-797,811	1,114,050	-316,239
4.11	Rural Unsealed Roads	0	565,153	-565,153
4.12	Drainage Infrastructure	-60,288	48,570	11,718
4.13	Street Lighting	0	107,414	-107,414
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-480,508	387,612	92,896
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-14,994,289	14,082,178	912,111

Department	BUDGET SUMMARY 2022/2023		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	976,453	-869,496
Corporate & Community Services	-8,720,531	3,944,182	4,776,349
Development & Environmental Services	-1,196,088	1,836,079	-639,991
Engineering Services	-4,970,713	7,325,464	-2,354,751
OPERATING RESULT-Before Capital Amounts	-14,994,289	14,082,178	912,111
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-15,019,889	14,082,178	937,711
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			329,542
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			-10,181
Plant Profit utilised			9,086
			666,143
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			2,956,151
Development of Real Estate			79,000
Advance to Deferred Debtors			0
Repayment of Loans			559,067
Repayment of Other Debts			0
Transfer to Restricted Assets			66,655
			3,660,873
Budget Surplus / (Deficit)			115,981

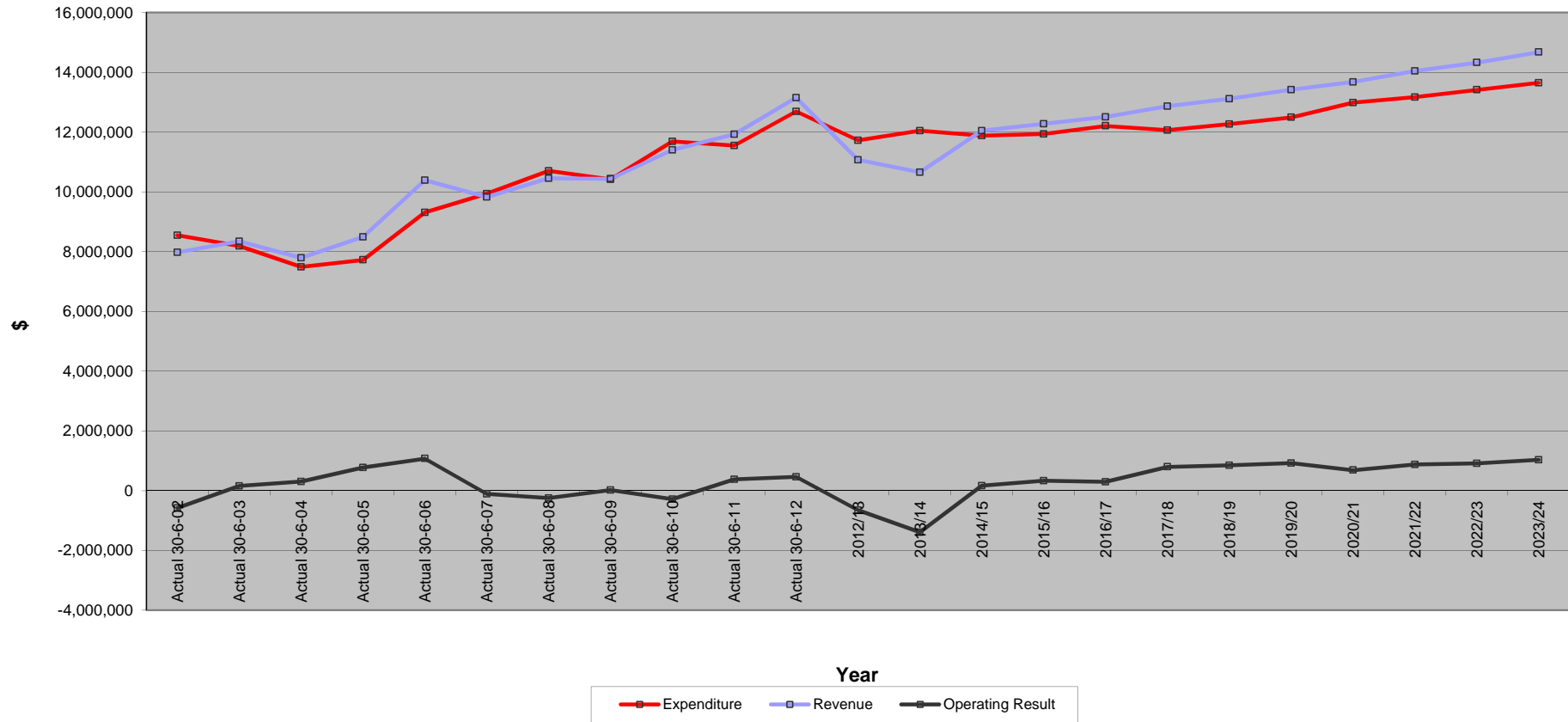
Department		BUDGET SUMMARY 2023/2024		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	688,254	-688,254
1.2	Fire Control Services	-106,957	310,389	-203,432
1.3	Economic Development	0	6,439	-6,439
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-7,332,080	17,000	7,315,080
2.2	Corporate Services	-165,726	1,576,378	-1,410,652
2.3	Administration Building	0	85,604	-85,604
2.4	Family Day Care	-839,866	825,051	14,815
2.5	Community Transport	-255,094	219,959	35,135
2.6	Public Library	-28,623	268,544	-239,921
2.7	Recreation Centre	-364,203	1,032,093	-667,890
2.8	Caravan Park	-12,766	12,556	210
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-7,662	140,342	-132,680
3.2	Noxious Plant Control	-57,790	143,740	-85,950
3.3	Animal Control & LG Regulations	-13,842	39,596	-25,754
3.4	Community Development & Services	-49,477	130,945	-81,468
3.5	Housing	-11,021	51,502	-40,481
3.6	Town Planning & Building Control	-126,372	305,413	-179,041
3.7	Environmental Protection	-1,500	62,505	-61,005
3.8	Garbage	-889,675	872,908	16,767
3.9	Public Halls and Buildings	-600	64,307	-63,707
3.10	Business Undertakings	-69,548	75,975	-6,427
Engineering Services				
4.1	Engineering Infrastructure	-9,138	385,589	-376,451
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-104,157	115,550	-11,393
4.5	Public Conveniences	0	63,579	-63,579
4.6	Sewerage	-982,589	1,120,319	-137,730
4.7	Sporting Grounds	0	188,522	-188,522
4.8	Parks and Gardens	-32,320	258,387	-226,067
4.9	Urban Sealed & Unsealed Roads	-100,000	783,933	-683,933
4.10	Rural Sealed Roads	-812,529	1,129,321	-316,792
4.11	Rural Unsealed Roads	0	571,301	-571,301
4.12	Drainage Infrastructure	-62,097	49,052	13,045
4.13	Street Lighting	0	110,851	-110,851
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-480,508	370,012	110,496
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-15,351,140	14,320,916	1,030,224

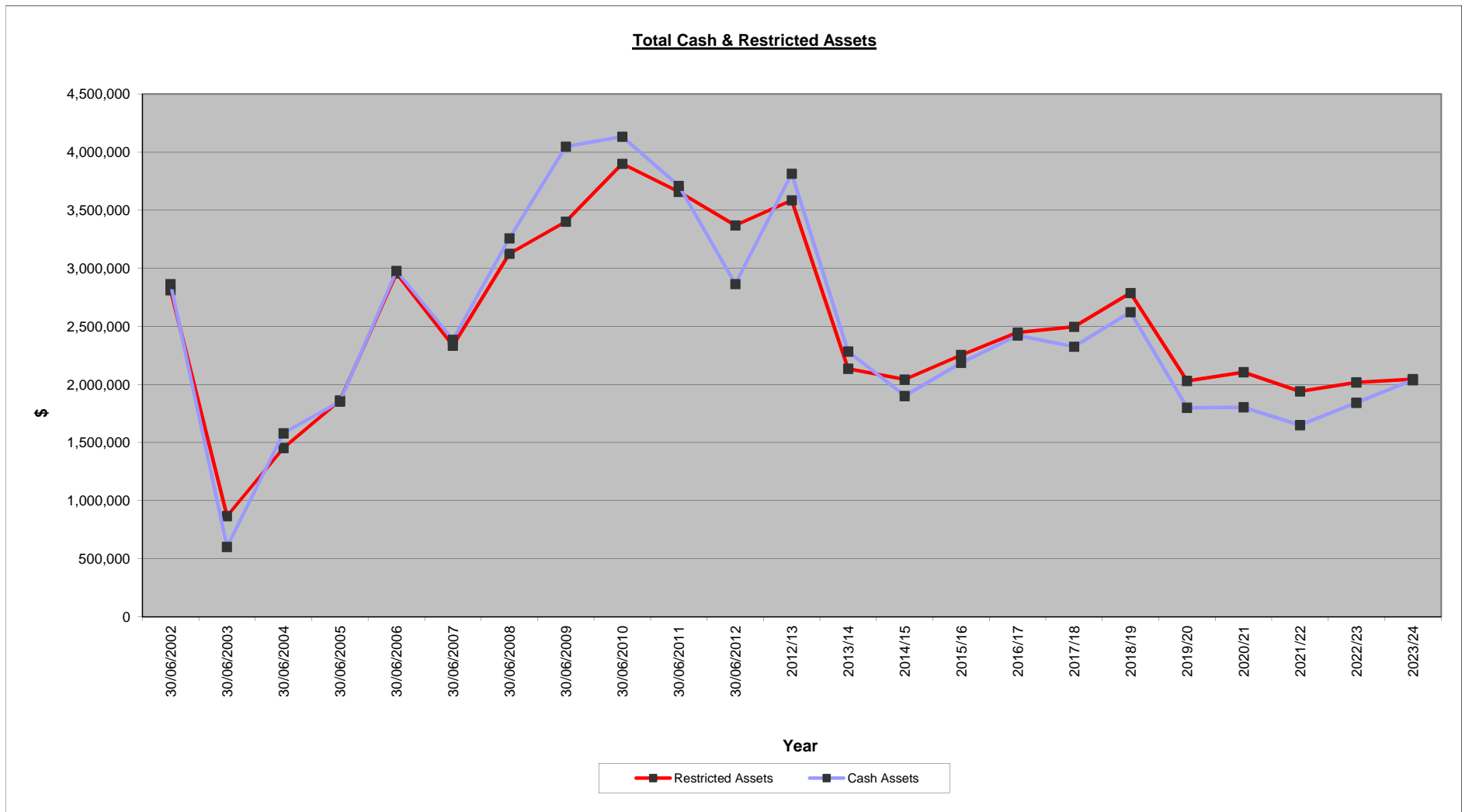
Department	BUDGET SUMMARY 2023/2024		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	1,005,082	-898,125
Corporate & Community Services	-8,998,358	4,037,185	4,961,173
Development & Environmental Services	-1,227,487	1,887,233	-659,746
Engineering Services	-5,018,338	7,391,416	-2,373,078
OPERATING RESULT-Before Capital Amounts	-15,351,140	14,320,916	1,030,224
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-15,376,740	14,320,916	1,055,824
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			328,742
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			18,365
Plant Profit utilised			6,674
			699,281
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,047,740
Development of Real Estate			78,200
Advance to Deferred Debtors			0
Repayment of Loans			589,993
Repayment of Other Debts			0
Transfer to Restricted Assets			46,597
			3,762,530
Budget Surplus / (Deficit)			165,575





Financial Performance
Operating Revenue, operating Expenditure & Operating Result





MAINTAIN Scenario

Long Term Financial Plan for the Financial Years 2013-2014 to 2023-2024

- Income Statement – General Fund
- Cash Flow Statement – General Fund
- Balance Sheet – General Fund
- Income Statement – Sewerage Fund
- Cash Flow Statement – Sewerage Fund
- Balance Sheet – Sewerage Fund
- Restricted Asset balances
- Budget Summary – showing both Operating Result by Department and Capital Items

Graphs for:

- Total Cash Assets
- Net Increase (Decrease) in Cash Held
- Financial Performance – Operating Revenue, Operating Expenditure & Operating Result
- Total Cash & Restricted Assets

JUNEE SHIRE COUNCIL						
	Projected Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Income Statement	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18
GENERAL FUND						
Income from continuing operations						
Revenue:						
Rates & Annual Charges	-3,620,496	-3,620,496	-3,738,554	-4,044,325	-4,361,512	-4,508,106
User Charges & Fees	-2,762,700	-2,752,700	-2,770,907	-2,789,705	-2,806,550	-2,824,002
Interest & Investment Revenue	-82,000	-82,000	-87,000	-87,000	-87,000	-87,000
Other Operating Revenues	-367,950	-337,950	-374,406	-383,615	-392,579	-401,814
Grants & Cont's provided for Operating Purposes	-3,124,772	-3,051,000	-4,468,121	-4,565,924	-4,668,512	-4,774,177
Grants & Cont's provided for Capital Purposes	-525,736	-35,600	-25,600	-25,600	-25,600	-25,600
Other Income:						
Net gain from the disposal of assets	-58,367	-58,367	-85,172	-140,938	-113,542	-142,538
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Income from continuing operations	-10,542,021	-9,938,113	-11,549,760	-12,037,107	-12,455,295	-12,763,237
Expenses from continuing operations						
Employee Benefits & On-Costs	4,215,738	4,215,738	4,189,521	4,220,917	4,304,245	4,368,584
Borrowing Costs	460,148	460,148	491,522	483,527	464,197	443,700
Materials & Contracts	4,162,717	4,111,534	4,198,284	4,203,595	4,345,681	4,443,105
Depreciation & Amortisation	1,893,000	1,893,000	1,893,000	1,893,000	1,893,000	1,893,000
Impairment	0	0	0	0	0	0
Other Operating Expenses	603,392	603,392	615,886	637,815	695,416	683,712
Interest & Investment Losses	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Expenses from continuing operations	11,334,995	11,283,812	11,388,213	11,438,854	11,702,539	11,832,101
Operating Result from continuing operations	-792,974	-1,345,699	161,547	598,253	752,756	931,136
Share Attributable to Minority Interests	0	0	0	0	0	0
Net Operating Result before capital grants & contributions	-1,318,710	-1,381,299	135,947	572,653	727,156	905,536

JUNEE SHIRE COUNCIL						
	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Income Statement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
GENERAL FUND						
Income from continuing operations						
Revenue:						
Rates & Annual Charges	-4,659,704	-4,816,487	-4,964,582	-5,117,120	-5,274,234	-5,436,061
User Charges & Fees	-2,841,983	-2,860,503	-2,879,536	-2,899,137	-2,919,326	-2,940,121
Interest & Investment Revenue	-87,000	-87,000	-87,000	-87,000	-87,000	-87,000
Other Operating Revenues	-411,326	-421,121	-431,210	-441,602	-452,305	-463,331
Grants & Cont's provided for Operating Purposes	-4,883,012	-4,995,112	-5,110,575	-5,229,503	-5,351,998	-5,478,168
Grants & Cont's provided for Capital Purposes	-25,600	-25,600	-25,600	-25,600	-25,600	-25,600
Other Income:						
Net gain from the disposal of assets	-115,142	-128,606	-100,410	-174,666	-147,270	-176,266
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Income from continuing operations	-13,023,767	-13,334,429	-13,598,913	-13,974,628	-14,257,733	-14,606,547
Expenses from continuing operations						
Employee Benefits & On-Costs	4,450,459	4,534,955	4,622,154	4,712,141	4,805,009	4,900,848
Borrowing Costs	421,738	401,119	391,893	383,471	354,755	324,598
Materials & Contracts	4,556,311	4,682,425	4,842,579	4,946,899	5,095,517	5,228,563
Depreciation & Amortisation	1,893,000	1,893,000	1,893,000	1,893,000	1,893,000	1,893,000
Impairment	0	0	0	0	0	0
Other Operating Expenses	707,723	732,469	792,975	784,264	811,359	839,287
Interest & Investment Losses	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Expenses from continuing operations	12,029,231	12,243,968	12,542,601	12,719,775	12,959,640	13,186,296
Operating Result from continuing operations	994,536	1,090,461	1,056,312	1,254,853	1,298,093	1,420,251
Share Attributable to Minority Interests	0	0	0	0	0	0
Net Operating Result before capital grants & contributions	968,936	1,064,861	1,030,712	1,229,253	1,272,493	1,394,651

JUNEE SHIRE COUNCIL						
	Projected Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Income Statement	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18
SEWERAGE FUND						
Income from continuing operations						
Revenue:						
Rates & Annual Charges	-570,775	-570,775	-570,775	-570,775	-570,775	-588,954
User Charges & Fees	-85,946	-85,946	-85,946	-85,946	-85,946	-88,350
Interest & Investment Revenue	-80,000	-80,000	-80,000	-80,000	-80,000	-83,000
Other Operating Revenues	0	0	0	0	0	0
Grants & Cont's provided for Operating Purposes	-19,900	-19,900	-19,900	-19,900	-19,900	-19,900
Grants & Cont's provided for Capital Purposes	0	0	0	0	0	0
Other Income:						
Net gain from the disposal of assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Income from continuing operations	-756,621	-756,621	-756,621	-756,621	-756,621	-780,204
Expenses from continuing operations						
Employee Benefits & On-Costs	171,000	171,000	173,592	176,267	179,028	181,877
Borrowing Costs	0	0	0	0	0	0
Materials & Contracts	178,900	178,900	189,793	203,029	216,686	230,778
Depreciation & Amortisation	280,000	280,000	280,000	280,000	280,000	280,000
Impairment	0	0	0	0	0	0
Other Operating Expenses	134,000	134,000	136,000	136,000	136,000	136,000
Interest & Investment Losses	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Expenses from continuing operations	763,900	763,900	779,385	795,296	811,714	828,655
Operating Result from continuing operations	-7,279	-7,279	-22,764	-38,675	-55,093	-48,451
Share Attributable to Minority Interests	0	0	0	0	0	0
Net Operating Result before capital grants & contributions	-7,279	-7,279	-22,764	-38,675	-55,093	-48,451

JUNEE SHIRE COUNCIL						
	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Income Statement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
SEWERAGE FUND						
Income from continuing operations						
Revenue:						
Rates & Annual Charges	-607,679	-626,965	-646,830	-667,291	-688,366	-710,073
User Charges & Fees	-90,827	-93,378	-96,005	-98,711	-101,498	-104,369
Interest & Investment Revenue	-86,000	-90,000	-80,000	-75,000	-70,000	-70,000
Other Operating Revenues	0	0	0	0	0	0
Grants & Cont's provided for Operating Purposes	-19,900	-19,900	-19,900	-19,900	-19,900	-19,900
Grants & Cont's provided for Capital Purposes	0	0	0	0	0	0
Other Income:						
Net gain from the disposal of assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Income from continuing operations	-804,406	-830,243	-842,735	-860,902	-879,764	-904,342
Expenses from continuing operations						
Employee Benefits & On-Costs	184,817	187,851	190,982	194,213	197,548	200,990
Borrowing Costs	0	0	187,691	184,703	181,499	178,064
Materials & Contracts	245,318	260,321	275,802	291,776	308,258	325,265
Depreciation & Amortisation	280,000	280,000	280,000	280,000	280,000	280,000
Impairment	0	0	0	0	0	0
Other Operating Expenses	136,000	136,000	136,000	136,000	136,000	136,000
Interest & Investment Losses	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Expenses from continuing operations	846,135	864,172	1,070,475	1,086,692	1,103,305	1,120,319
Operating Result from continuing operations	-41,729	-33,929	-227,740	-225,790	-223,541	-215,977
Share Attributable to Minority Interests	0	0	0	0	0	0
Net Operating Result before capital grants & contributions	-41,729	-33,929	-227,740	-225,790	-223,541	-215,977

JUNEE SHIRE COUNCIL						
	Projected Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Cash Flow Statement	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18
GENERAL FUND						
CASH FLOWS FROM OPERATING ACTIVITIES						
<u>Receipts</u>						
Rates & Annual Charges	3,620,496	3,620,496	3,738,554	4,044,325	4,361,512	4,508,106
User Charges & Fees	2,762,700	2,752,700	2,770,907	2,789,705	2,806,550	2,824,002
Interest Received	82,000	82,000	87,000	87,000	87,000	87,000
Grants & Contributions	4,350,508	3,086,600	4,493,721	4,591,524	4,694,112	4,799,777
Other Operating Receipts	367,950	337,950	374,406	383,615	392,579	401,814
<u>Payments</u>						
Employee Costs	-4,015,738	-4,015,738	-3,989,521	-4,020,917	-4,104,245	-4,168,584
Materials & Contracts	-4,341,117	-4,259,934	-4,375,032	-4,379,598	-4,523,618	-4,623,038
Interest Paid	-450,601	-450,601	-485,087	-499,033	-488,562	-479,766
Other Operating Payments	-603,392	-603,392	-615,886	-637,815	-695,416	-683,712
Net Cash Provided by (used in) Operating Activities	1,772,806	550,081	1,999,062	2,358,806	2,529,912	2,665,599
CASH FLOWS FROM INVESTING ACTIVITIES						
<u>Receipts</u>						
Proceeds from sale of Investments	0	0	0	0	0	0
Proceeds from sale of Assets	384,000	384,000	284,000	387,000	515,000	370,000
Proceeds from sale of Real Estate	353,236	353,236	416,872	416,872	416,872	416,872
Proceeds from sale of Shares in Companies	0	0	0	0	0	0
Repayments from Deferred Debtors	0	0	0	0	0	0
Contributions to joint ventures by minority interests	0	0	0	0	0	0
Distribution received from associated entities	0	0	0	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Purchase of Investments	0	0	0	0	0	0
Purchase of Assets	-3,437,279	-2,513,705	-3,545,760	-2,773,859	-2,889,684	-3,063,311
Purchase of Real Estate	-60,600	-60,600	-557,000	-71,800	-71,000	-70,200
Purchase of Shares in Companies	0	0	0	0	0	0
Loans to Deferred Debtors	0	0	0	0	0	0
Distributions from joint ventures to minority interests	0	0	0	0	0	0
Capital contributed to associated entities	0	0	0	0	0	0
Net Cash provided by (used in) Investing Activities	-2,760,643	-1,837,069	-3,401,888	-2,041,787	-2,028,812	-2,346,639
CASH FLOWS FROM FINANCING ACTIVITIES						
<u>Receipts</u>						
Proceeds from Borrowings & Advances	0	0	1,510,000	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Repayments of Borrowings & Advances	-162,674	-162,674	-306,668	-395,293	-351,026	-369,113
Repayment of Finance Lease Liabilities	0	0	0	0	0	0
Net Cash provided by (used in) Financing Activities	-162,674	-162,674	1,203,332	-395,293	-351,026	-369,113
Net Increase (Decrease) in Cash Held	-1,150,511	-1,449,662	-199,494	-78,274	150,074	-50,153
Adj due to Accounting Standard Changes						
Cash Assets at Beginning of Reporting Period	1,670,979	2,342,675	520,468	320,973	242,699	392,773
Cash Assets at End of Reporting Period	520,468	893,013	320,973	242,699	392,773	342,620

JUNEE SHIRE COUNCIL						
	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Cash Flow Statement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
GENERAL FUND						
CASH FLOWS FROM OPERATING ACTIVITIES						
<u>Receipts</u>						
Rates & Annual Charges	4,659,704	4,816,487	4,964,582	5,117,120	5,274,234	5,436,061
User Charges & Fees	2,841,983	2,860,503	2,879,536	2,899,137	2,919,326	2,940,121
Interest Received	87,000	87,000	87,000	87,000	87,000	87,000
Grants & Contributions	4,908,612	5,020,712	5,136,175	5,255,103	5,377,598	5,503,768
Other Operating Receipts	411,326	421,121	431,210	441,602	452,305	463,331
<u>Payments</u>						
Employee Costs	-4,250,459	-4,334,955	-4,422,154	-4,512,141	-4,605,009	-4,700,848
Materials & Contracts	-4,738,304	-4,866,544	-5,028,892	-5,135,476	-5,286,431	-5,421,889
Interest Paid	-442,781	-401,119	-391,893	-383,471	-354,755	-324,598
Other Operating Payments	-707,723	-732,469	-792,975	-784,264	-811,359	-839,287
Net Cash Provided by (used in) Operating Activities	2,769,358	2,870,736	2,862,589	2,984,610	3,052,909	3,143,659
CASH FLOWS FROM INVESTING ACTIVITIES						
<u>Receipts</u>						
Proceeds from sale of Investments	0	0	0	0	0	0
Proceeds from sale of Assets	334,000	370,000	334,000	370,000	334,000	370,000
Proceeds from sale of Real Estate	416,872	353,236	353,236	480,508	480,508	480,508
Proceeds from sale of Shares in Companies	0	0	0	0	0	0
Repayments from Deferred Debtors	0	0	0	0	0	0
Contributions to joint ventures by minority interests	0	0	0	0	0	0
Distribution received from associated entities	0	0	0	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Purchase of Investments	0	0	0	0	0	0
Purchase of Assets	-2,981,047	-3,140,447	-3,075,562	-3,277,445	-3,216,151	-3,367,740
Purchase of Real Estate	-69,400	-55,000	-535,000	-79,800	-79,000	-78,200
Purchase of Shares in Companies	0	0	0	0	0	0
Loans to Deferred Debtors	0	0	0	0	0	0
Distributions from joint ventures to minority interests	0	0	0	0	0	0
Capital contributed to associated entities	0	0	0	0	0	0
Net Cash provided by (used in) Investing Activities	-2,299,575	-2,472,211	-2,923,326	-2,506,737	-2,480,643	-2,595,432
CASH FLOWS FROM FINANCING ACTIVITIES						
<u>Receipts</u>						
Proceeds from Borrowings & Advances	0	0	480,000	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Repayments of Borrowings & Advances	-388,555	-409,444	-431,874	-485,947	-511,547	-539,037
Repayment of Finance Lease Liabilities	0	0	0	0	0	0
Net Cash provided by (used in) Financing Activities	-388,555	-409,444	48,126	-485,947	-511,547	-539,037
Net Increase (Decrease) in Cash Held	81,228	-10,919	-12,611	-8,074	60,719	9,190
Adj due to Accounting Standard Changes						
Cash Assets at Beginning of Reporting Period	342,620	423,848	412,929	400,318	392,244	452,963
Cash Assets at End of Reporting Period	423,848	412,929	400,318	392,244	452,963	462,153

JUNEE SHIRE COUNCIL						
	Projected Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Cash Flow Statement	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18
SEWERAGE FUND						
CASH FLOWS FROM OPERATING ACTIVITIES						
<u>Receipts</u>						
Rates & Annual Charges	570,775	570,775	570,775	570,775	570,775	588,954
User Charges & Fees	85,946	85,946	85,946	85,946	85,946	88,350
Interest Received	80,000	80,000	80,000	80,000	80,000	83,000
Grants & Contributions	19,900	19,900	19,900	19,900	19,900	19,900
Other Operating Receipts	0	0	0	0	0	0
<u>Payments</u>						
Employee Costs	-171,000	-171,000	-173,592	-176,267	-179,028	-181,877
Materials & Contracts	-178,900	-178,900	-189,793	-203,029	-216,686	-230,778
Interest Paid	0	0	0	0	0	0
Other Operating Payments	-134,000	-134,000	-136,000	-136,000	-136,000	-136,000
Net Cash Provided by (used in) Operating Activities	272,721	272,721	257,236	241,325	224,907	231,549
CASH FLOWS FROM INVESTING ACTIVITIES						
<u>Receipts</u>						
Proceeds from sale of Investments	0	0	0	0	0	0
Proceeds from sale of Assets	0	0	0	0	0	0
Proceeds from sale of Real Estate	0	0	0	0	0	0
Proceeds from sale of Shares in Companies	0	0	0	0	0	0
Repayments from Deferred Debtors	0	0	0	0	0	0
Contributions to joint ventures by minority interests	0	0	0	0	0	0
Distribution received from associated entities						
Other Proceeds						
<u>Payments</u>						
Purchase of Investments	0	0	0	0	0	0
Purchase of Assets	-355,000	-355,000	-120,000	-70,000	-145,000	-270,000
Purchase of Real Estate	0	0	0	0	0	0
Purchase of Shares in Companies	0	0	0	0	0	0
Loans to Deferred Debtors	0	0	0	0	0	0
Distributions from joint ventures to minority interests	0	0	0	0	0	0
Capital contributed to associated entities	0	0	0	0	0	0
Net Cash provided by (used in) Investing Activities	-355,000	-355,000	-120,000	-70,000	-145,000	-270,000
CASH FLOWS FROM FINANCING ACTIVITIES						
<u>Receipts</u>						
Proceeds from Borrowings & Advances	0	0	0	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Repayments of Borrowings & Advances	0	0	0	0	0	0
Repayment of Finance Lease Liabilities	0	0	0	0	0	0
Net Cash provided by (used in) Financing Activities	0	0	0	0	0	0
Net Increase (Decrease) in Cash Held	-82,279	-82,279	137,236	171,325	79,907	-38,451
Adj due to Accounting Standard Changes						
Cash Assets at Beginning of Reporting Period	1,472,021	1,472,021	1,389,742	1,526,978	1,698,303	1,778,210
Cash Assets at End of Reporting Period	1,389,742	1,389,742	1,526,978	1,698,303	1,778,210	1,739,759

JUNEE SHIRE COUNCIL						
	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Cash Flow Statement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
SEWERAGE FUND						
CASH FLOWS FROM OPERATING ACTIVITIES						
<u>Receipts</u>						
Rates & Annual Charges	607,679	626,965	646,830	667,291	688,366	710,073
User Charges & Fees	90,827	93,378	96,005	98,711	101,498	104,369
Interest Received	86,000	90,000	80,000	75,000	70,000	70,000
Grants & Contributions	19,900	19,900	19,900	19,900	19,900	19,900
Other Operating Receipts	0	0	0	0	0	0
<u>Payments</u>						
Employee Costs	-184,817	-187,851	-190,982	-194,213	-197,548	-200,990
Materials & Contracts	-245,318	-260,321	-275,802	-291,776	-308,258	-325,265
Interest Paid	0	0	-187,691	-184,703	-181,499	-178,064
Other Operating Payments	-136,000	-136,000	-136,000	-136,000	-136,000	-136,000
Net Cash Provided by (used in) Operating Activities	238,271	246,071	52,260	54,210	56,459	64,023
CASH FLOWS FROM INVESTING ACTIVITIES						
<u>Receipts</u>						
Proceeds from sale of Investments	0	0	0	0	0	0
Proceeds from sale of Assets	0	0	0	0	0	0
Proceeds from sale of Real Estate	0	0	0	0	0	0
Proceeds from sale of Shares in Companies	0	0	0	0	0	0
Repayments from Deferred Debtors	0	0	0	0	0	0
Contributions to joint ventures by minority interests	0	0	0	0	0	0
Distribution received from associated entities						
Other Proceeds						
<u>Payments</u>						
Purchase of Investments	0	0	0	0	0	0
Purchase of Assets	-60,000	-3,785,300	-60,000	-270,000	-60,000	-70,000
Purchase of Real Estate	0	0	0	0	0	0
Purchase of Shares in Companies	0	0	0	0	0	0
Loans to Deferred Debtors	0	0	0	0	0	0
Distributions from joint ventures to minority interests	0	0	0	0	0	0
Capital contributed to associated entities	0	0	0	0	0	0
Net Cash provided by (used in) Investing Activities	-60,000	-3,785,300	-60,000	-270,000	-60,000	-70,000
CASH FLOWS FROM FINANCING ACTIVITIES						
<u>Receipts</u>						
Proceeds from Borrowings & Advances	0	2,700,000	0	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Repayments of Borrowings & Advances	0	0	-41,329	-44,316	-47,520	-50,956
Repayment of Finance Lease Liabilities	0	0	0	0	0	0
Net Cash provided by (used in) Financing Activities	0	2,700,000	-41,329	-44,316	-47,520	-50,956
Net Increase (Decrease) in Cash Held	178,271	-839,229	-49,069	-260,106	-51,061	-56,933
Adj due to Accounting Standard Changes						
Cash Assets at Beginning of Reporting Period	1,739,759	1,918,030	1,078,801	1,029,732	769,626	718,565
Cash Assets at End of Reporting Period	1,918,030	1,078,801	1,029,732	769,626	718,565	661,632

JUNEE SHIRE COUNCIL						
Balance Sheet						
	Projected Budget 2013/14	Original Budget 2013/14	Original Budget 2014/15	Original Budget 2015/16	Original Budget 2016/17	Original Budget 2017/18
GENERAL FUND						
ASSETS						
Current Assets						
Cash & Cash Equivalents	433,788	893,013	320,973	242,699	392,773	342,620
Investments	0	0	0	0	0	0
Receivables	835,153	807,606	828,718	844,224	868,589	904,655
Inventories - Land Development	299,068	299,068	328,004	300,434	299,634	298,834
Inventories - Other	481,000	363,000	481,000	481,000	481,000	481,000
Other	88,000	124,000	88,000	88,000	88,000	88,000
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Total Current Assets	2,137,009	2,486,687	2,046,695	1,956,357	2,129,996	2,115,109
Non-Current Assets						
Investments	0	0	0	0	0	0
Receivables	0	2,000	0	0	0	0
Inventories - Land Development	1,351,464	1,318,599	1,551,524	1,350,460	1,122,626	894,792
Inventories - Other	0	0	0	0	0	0
Infrastructure, Property, Plant & Equipment	124,217,571	119,592,067	125,484,383	125,978,745	126,434,670	127,239,414
Investments Accounted for using the equity method	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Non-Current Assets	125,569,035	120,912,666	127,035,907	127,329,205	127,557,296	128,134,206
TOTAL ASSETS	127,706,044	123,399,353	129,082,602	129,285,562	129,687,292	130,249,315
LIABILITIES						
Current Liabilities						
Payables	786,000	812,000	786,000	786,000	786,000	786,000
Borrowings	162,674	162,674	306,668	395,293	351,026	369,113
Provisions	1,593,000	1,506,000	1,593,000	1,593,000	1,593,000	1,593,000
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Current Liabilities	2,541,674	2,480,674	2,685,668	2,774,293	2,730,026	2,748,113
Non-Current Liabilities	0	0	0	0	0	0
Payables	37,000	37,000	37,000	37,000	37,000	37,000
Interest Bearing Liabilities	6,861,978	6,862,326	7,921,316	7,437,398	7,130,639	6,743,439
Provisions	7,000	12,000	7,000	7,000	7,000	7,000
Investments Accounted for using the equity method	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Non-Current Liabilities	6,905,978	6,911,326	7,965,316	7,481,398	7,174,639	6,787,439
TOTAL LIABILITIES	9,447,652	9,392,000	10,650,984	10,255,691	9,904,665	9,535,552
Net Assets	118,258,392	114,007,353	118,431,618	119,029,871	119,782,627	120,713,763

JUNEE SHIRE COUNCIL						
Balance Sheet						
	Original Budget 2018/19	Original Budget 2019/20	Original Budget 2020/21	Original Budget 2021/22	Original Budget 2022/23	Original Budget 2023/24
GENERAL FUND						
ASSETS						
Current Assets						
Cash & Cash Equivalents	423,848	412,929	400,318	392,244	452,963	462,153
Investments	0	0	0	0	0	0
Receivables	925,698	925,698	925,698	925,698	925,698	925,698
Inventories - Land Development	298,034	249,130	249,130	330,342	329,542	328,742
Inventories - Other	481,000	481,000	481,000	481,000	481,000	481,000
Other	88,000	88,000	88,000	88,000	88,000	88,000
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Total Current Assets	2,216,580	2,156,757	2,144,146	2,217,284	2,277,203	2,285,593
Non-Current Assets						
Investments	0	0	0	0	0	0
Receivables	0	0	0	0	0	0
Inventories - Land Development	666,958	521,732	807,602	475,848	226,106	-23,636
Inventories - Other	0	0	0	0	0	0
Infrastructure, Property, Plant & Equip't	127,971,758	128,857,824	129,689,003	130,716,525	131,692,894	132,815,460
Investments Accounted for using the equity method	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Non-Current Assets	128,638,716	129,379,556	130,496,605	131,192,373	131,919,000	132,791,824
TOTAL ASSETS	130,855,296	131,536,313	132,640,751	133,409,657	134,196,203	135,077,417
LIABILITIES						
Current Liabilities						
Payables	786,000	786,000	786,000	786,000	786,000	786,000
Borrowings	388,555	409,444	473,203	530,263	559,067	589,993
Provisions	1,593,000	1,593,000	1,593,000	1,593,000	1,593,000	1,593,000
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Current Liabilities	2,767,555	2,788,444	2,852,203	2,909,263	2,938,067	2,968,993
Non-Current Liabilities	0	0	0	0	0	0
Payables	37,000	37,000	37,000	37,000	37,000	37,000
Interest Bearing Liabilities	6,335,442	8,605,109	8,548,147	7,960,824	7,372,953	6,752,034
Provisions	7,000	7,000	7,000	7,000	7,000	7,000
Investments Accounted for using the equity method	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Non-Current Liabilities	6,379,442	8,649,109	8,592,147	8,004,824	7,416,953	6,796,034
TOTAL LIABILITIES	9,146,997	11,437,553	11,444,350	10,914,087	10,355,020	9,765,027
Net Assets	121,708,299	120,098,760	121,196,401	122,495,570	123,841,183	125,312,390

JUNEE SHIRE COUNCIL						
Balance Sheet						
	Projected Budget 2013/14	Original Budget 2013/14	Original Budget 2014/15	Original Budget 2015/16	Original Budget 2016/17	Original Budget 2017/18
SEWERAGE FUND						
ASSETS						
Current Assets						
Cash & Cash Equivalents	1,476,422	1,389,742	1,526,978	1,698,303	1,778,210	1,739,759
Investments	0	0	0	0	0	0
Receivables	83,300	83,300	83,300	83,300	83,300	83,300
Inventories - Land Development	0	0	0	0	0	0
Inventories - Other	0	0	0	0	0	0
Other						
Non-current assets classified as "held for sale"						
Total Current Assets	1,559,722	1,473,042	1,610,278	1,781,603	1,861,510	1,823,059
Non-Current Assets						
Investments	0	0	0	0	0	0
Receivables	0	0	0	0	0	0
Inventories - Land Development	0	0	0	0	0	0
Inventories - Other	0	0	0	0	0	0
Infrastructure, Property, Plant & Equip't	10,208,307	10,283,307	10,123,307	9,913,307	9,778,307	9,768,307
Investments Accounted for using the equity m	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Non-Current Assets	10,208,307	10,283,307	10,123,307	9,913,307	9,778,307	9,768,307
TOTAL ASSETS	11,768,029	11,756,349	11,733,585	11,694,910	11,639,817	11,591,366
LIABILITIES						
Current Liabilities						
Payables	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0
Provisions	0	0	0	0	0	0
Liabilities associated with assets classified as	0	0	0	0	0	0
Total Current Liabilities	0	0	0	0	0	0
Non-Current Liabilities						
Payables	0	0	0	0	0	0
Interest Bearing Liabilities	0	0	0	0	0	0
Provisions	0	0	0	0	0	0
Investments Accounted for using the equity m	0	0	0	0	0	0
Liabilities associated with assets classified as	0	0	0	0	0	0
Total Non-Current Liabilities	0	0	0	0	0	0
TOTAL LIABILITIES	0	0	0	0	0	0
Net Assets	11,768,029	11,756,349	11,733,585	11,694,910	11,639,817	11,591,366

JUNEE SHIRE COUNCIL						
Balance Sheet						
	Original Budget 2018/19	Original Budget 2019/20	Original Budget 2020/21	Original Budget 2021/22	Original Budget 2022/23	Original Budget 2023/24
SEWERAGE FUND						
ASSETS						
Current Assets						
Cash & Cash Equivalents	1,918,030	1,078,801	1,029,732	769,626	718,565	661,632
Investments	0	0	0	0	0	0
Receivables	83,300	83,300	83,300	83,300	83,300	83,300
Inventories - Land Development	0	0	0	0	0	0
Inventories - Other	0	0	0	0	0	0
Other						
Non-current assets classified as "held for sale"						
Total Current Assets	2,001,330	1,162,101	1,113,032	852,926	801,865	744,932
Non-Current Assets						
Investments	0	0	0	0	0	0
Receivables	0	0	0	0	0	0
Inventories - Land Development	0	0	0	0	0	0
Inventories - Other	0	0	0	0	0	0
Infrastructure, Property, Plant & Equip't	9,548,307	13,053,607	12,833,607	12,823,607	12,603,607	12,393,607
Investments Accounted for using the equity method	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Non-Current Assets	9,548,307	13,053,607	12,833,607	12,823,607	12,603,607	12,393,607
TOTAL ASSETS	11,549,637	14,215,708	13,946,639	13,676,533	13,405,472	13,138,539
LIABILITIES						
Current Liabilities						
Payables	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0
Provisions	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Current Liabilities	0	0	0	0	0	0
Non-Current Liabilities						
Payables	0	0	0	0	0	0
Interest Bearing Liabilities	0	0	0	0	0	0
Provisions	0	0	0	0	0	0
Investments Accounted for using the equity method	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Non-Current Liabilities	0	0	0	0	0	0
TOTAL LIABILITIES	0	0	0	0	0	0
Net Assets	11,549,637	14,215,708	13,946,639	13,676,533	13,405,472	13,138,539

Junee Shire Council						
	Projected					
Restricted Asset Balances	Budget	Budget	Budget	Budget	Budget	Budget
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18
Sewer Services	1,476,422	1,389,742	1,526,978	1,698,303	1,778,210	1,739,759
Internal Loan - Sewer Fund to General Fund						
Waste Services	110,901	132,035	145,262	109,869	77,958	56,446
Unspent Grants	220,000	220,000	220,000	220,000	220,000	220,000
Unspent Loans	0	0	0	0	0	0
Crown Reserves Reserves	15,674	11,017	14,082	17,213	20,411	23,677
Developer Contributions	0	0	0	0	0	0
Total External Restrictions	1,822,997	1,752,794	1,906,322	2,045,385	2,096,579	2,039,882
FDC Reserve	-27,455	-30,172	-13,036	2,167	17,384	32,598
ELE Reserve	0	280,000	130,000	130,000	280,000	280,000
Asset Management Reserve	0	0	0	0	0	0
Gravel Pit restoration	0	26,848	26,848	26,848	26,848	26,848
CTP - Community Transport Program	87,661	62,231	94,369	72,494	80,041	59,014
RFS Plant & Equipment Replacement	0	9,567	0	0	0	0
FAG Grant	0	0	0			
GAP Project	20,163	20,163	0	0	0	0
GAP SDU Project	0	0	0	0	0	0
Property Development	0	0	0	0	0	0
Junee Historical Society - Sale Old Museum site	15,866	13,906	15,866	15,866	15,866	15,866
Total Internal Restrictions	96,235	382,543	254,047	247,375	420,139	414,326
Total Restricted Assets	1,919,232	2,135,337	2,160,369	2,292,760	2,516,718	2,454,208
Cash as per Cash Flow Statement	1,910,210	2,282,755	1,847,951	1,941,002	2,170,983	2,082,379
Shortfall (+ve = Surplus)	-9,022	147,418	-312,418	-351,758	-345,735	-371,829

June Shire Council						
Restricted Asset Balances	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Sewer Services	1,918,030	1,078,801	1,029,732	769,626	718,565	661,632
Internal Loan - Sewer Fund to General Fund						
Waste Services	46,211	38,184	39,246	39,322	38,331	26,190
Unspent Grants	220,000	220,000	220,000	220,000	220,000	220,000
Unspent Loans	0	0	0	0	0	0
Crown Reserves Reserves	27,012	30,418	33,896	37,447	41,072	44,773
Developer Contributions	0	0	0	0	0	0
Total External Restrictions	2,211,253	1,367,403	1,322,874	1,066,395	1,017,968	952,595
FDC Reserve	41,793	56,951	72,054	87,083	102,016	110,831
ELE Reserve	330,000	330,000	330,000	330,000	330,000	330,000
Asset Management Reserve	0	0	0	0	0	0
Gravel Pit restoration	26,848	26,848	26,848	26,848	26,848	26,848
CTP - Community Transport Program	67,419	47,261	56,545	37,276	47,457	29,092
RFS Plant & Equipment Replacement	0	0	0	0	0	0
FAG Grant						
GAP Project	0	0	0	0	0	0
GAP SDU Project	0	0	0	0	0	0
Property Development	0	0	0	0	0	0
June Shire Historical Society - Sale Old Museum site	15,866	15,866	15,866	15,866	15,866	15,866
Total Internal Restrictions	481,926	476,926	501,313	497,073	522,187	512,637
Total Restricted Assets	2,693,179	1,844,329	1,824,187	1,563,468	1,540,155	1,465,232
Cash as per Cash Flow Statement	2,341,878	1,491,730	1,430,050	1,161,870	1,171,528	1,123,785
Shortfall (+ve = Surplus)	-351,301	-352,599	-394,137	-401,598	-368,627	-341,447

Department		PROJECTED BUDGET SUMMARY 2013/14		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	551,792	-551,792
1.2	Fire Control Services	-106,957	243,500	-136,543
1.3	Economic Development	0	75,200	-75,200
1.4	GAP	0	38,226	-38,226
Corporate & Community Services				
2.1	Finance	-4,441,379	17,000	4,424,379
2.2	Corporate Services	-132,150	1,193,664	-1,061,514
2.3	Administration Building	0	68,122	-68,122
2.4	Family Day Care	-749,700	737,762	11,938
2.5	Community Transport	-197,750	187,255	10,495
2.6	Public Library	-28,300	373,760	-345,460
2.7	Recreation Centre	-271,000	1,053,725	-782,725
2.8	Caravan Park	-9,500	13,536	-4,036
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-5,700	102,421	-96,721
3.2	Noxious Plant Control	-43,000	104,900	-61,900
3.3	Animal Control & LG Regulations	-10,300	28,900	-18,600
3.4	Community Development & Services	-46,896	113,135	-66,239
3.5	Housing	-32,400	64,058	-31,658
3.6	Town Planning & Building Control	-121,500	223,972	-102,472
3.7	Environmental Protection	-1,500	60,347	-58,847
3.8	Garbage	-657,405	632,198	25,207
3.9	Public Halls and Buildings	-600	59,910	-59,310
3.10	Business Undertakings	-51,750	80,782	-29,032
Engineering Services				
4.1	Engineering Infrastructure	-6,800	299,645	-292,845
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-371,000	516,000	-145,000
4.4	Public Cemeteries	-87,500	105,500	-18,000
4.5	Public Conveniences	0	58,000	-58,000
4.6	Sewerage	-756,621	763,900	-7,279
4.7	Sporting Grounds	0	178,520	-178,520
4.8	Parks and Gardens	-28,000	280,450	-252,450
4.9	Urban Sealed & Unsealed Roads	0	683,790	-683,790
4.10	Rural Sealed Roads	-783,660	1,005,600	-221,940
4.11	Rural Unsealed Roads	0	533,800	-533,800
4.12	Drainage Infrastructure	-52,171	53,345	-1,174
4.13	Street Lighting	0	80,900	-80,900
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-353,236	424,149	-70,913
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-11,451,775	12,777,764	-1,325,989

Department	PROJECTED BUDGET SUMMARY 2013/14		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	908,718	-801,761
Corporate & Community Services	-5,829,779	3,644,824	2,184,955
Development & Environmental Services	-971,051	1,470,623	-499,572
Engineering Services	-4,543,988	6,753,599	-2,209,611
OPERATING RESULT-Before Capital Amounts	-11,451,775	12,777,764	-1,325,989
Capital Grants & Contributions	-525,736		-525,736
OPERATING RESULT	-11,977,511	12,777,764	-800,253
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			379,801
Cost of Real Estate Assets Sold			299,068
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			1,933,424
Plant Profit utilised			21,600
			2,633,893
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,792,279
Development of Real Estate			60,600
Advance to Deferred Debtors			0
Repayment of Loans			162,674
Repayment of Other Debts			0
Transfer to Restricted Assets			40,145
			4,055,698
Budget Surplus / (Deficit)			-49,058

Department		ORIGINAL BUDGET SUMMARY 2013/14		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	538,125	-538,125
1.2	Fire Control Services	-106,957	243,500	-136,543
1.3	Economic Development	0	75,200	-75,200
1.4	GAP	0	38,226	-38,226
Corporate & Community Services				
2.1	Finance	-4,393,523	17,000	4,376,523
2.2	Corporate Services	-132,150	1,193,664	-1,061,514
2.3	Administration Building	0	68,122	-68,122
2.4	Family Day Care	-749,700	737,762	11,938
2.5	Community Transport	-181,750	171,255	10,495
2.6	Public Library	-28,300	373,760	-345,460
2.7	Recreation Centre	-271,000	1,044,654	-773,654
2.8	Caravan Park	-9,500	13,536	-4,036
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-5,700	102,421	-96,721
3.2	Noxious Plant Control	-43,000	104,900	-61,900
3.3	Animal Control & LG Regulations	-10,300	28,900	-18,600
3.4	Community Development & Services	-46,896	113,135	-66,239
3.5	Housing	-32,400	64,058	-31,658
3.6	Town Planning & Building Control	-121,500	223,972	-102,472
3.7	Environmental Protection	-1,500	60,347	-58,847
3.8	Garbage	-657,405	632,198	25,207
3.9	Public Halls and Buildings	-600	59,910	-59,310
3.10	Business Undertakings	-51,750	80,782	-29,032
Engineering Services				
4.1	Engineering Infrastructure	-6,800	299,645	-292,845
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-341,000	516,000	-175,000
4.4	Public Cemeteries	-77,500	105,500	-28,000
4.5	Public Conveniences	0	58,000	-58,000
4.6	Sewerage	-756,621	763,900	-7,279
4.7	Sporting Grounds	0	178,520	-178,520
4.8	Parks and Gardens	-24,050	276,500	-252,450
4.9	Urban Sealed & Unsealed Roads	0	683,790	-683,790
4.10	Rural Sealed Roads	-783,660	1,005,600	-221,940
4.11	Rural Unsealed Roads	0	533,800	-533,800
4.12	Drainage Infrastructure	-46,205	44,850	1,355
4.13	Street Lighting	0	80,900	-80,900
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-353,236	424,149	-70,913
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-11,338,003	12,726,581	-1,388,578

Department	ORIGINAL BUDGET SUMMARY 2013/14		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	895,051	-788,094
Corporate & Community Services	-5,765,923	3,619,753	2,146,170
Development & Environmental Services	-971,051	1,470,623	-499,572
Engineering Services	-4,494,072	6,741,154	-2,247,082
OPERATING RESULT-Before Capital Amounts	-11,338,003	12,726,581	-1,388,578
Capital Grants & Contributions	-35,600		-35,600
OPERATING RESULT	-11,373,603	12,726,581	-1,352,978
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			379,801
Cost of Real Estate Assets Sold			299,068
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			1,560,515
Plant Profit utilised			51,600
			2,290,984
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			2,868,705
Development of Real Estate			60,600
Advance to Deferred Debtors			0
Repayment of Loans			162,674
Repayment of Other Debts			0
Transfer to Restricted Assets			40,145
			3,132,124
Budget Surplus / (Deficit)			-21,118

Department		BUDGET SUMMARY 2014/2015		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	522,065	-522,065
1.2	Fire Control Services	-106,957	249,335	-142,378
1.3	Economic Development	0	75,308	-75,308
1.4	GAP	0	38,226	-38,226
Corporate & Community Services				
2.1	Finance	-5,907,627	17,000	5,890,627
2.2	Corporate Services	-133,192	1,214,418	-1,081,226
2.3	Administration Building	0	69,661	-69,661
2.4	Family Day Care	-762,441	745,305	17,136
2.5	Community Transport	-176,793	173,781	3,012
2.6	Public Library	-28,459	381,571	-353,112
2.7	Recreation Centre	-279,130	1,045,188	-766,058
2.8	Caravan Park	-9,785	12,829	-3,044
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-5,872	105,699	-99,827
3.2	Noxious Plant Control	-44,290	108,257	-63,967
3.3	Animal Control & LG Regulations	-10,609	29,825	-19,216
3.4	Community Development & Services	-47,121	101,403	-54,282
3.5	Housing	-33,372	64,194	-30,822
3.6	Town Planning & Building Control	-123,900	231,010	-107,110
3.7	Environmental Protection	-1,500	42,263	-40,763
3.8	Garbage	-659,349	652,122	7,227
3.9	Public Halls and Buildings	-600	60,430	-59,830
3.10	Business Undertakings	-53,303	80,879	-27,576
Engineering Services				
4.1	Engineering Infrastructure	-7,004	284,234	-277,230
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-280,000	425,000	-145,000
4.4	Public Cemeteries	-79,825	108,844	-29,019
4.5	Public Conveniences	0	59,856	-59,856
4.6	Sewerage	-756,621	779,385	-22,764
4.7	Sporting Grounds	0	181,801	-181,801
4.8	Parks and Gardens	-24,772	283,556	-258,784
4.9	Urban Sealed & Unsealed Roads	-100,000	694,186	-594,186
4.10	Rural Sealed Roads	-694,496	1,046,534	-352,038
4.11	Rural Unsealed Roads	0	538,946	-538,946
4.12	Drainage Infrastructure	-47,591	45,213	2,378
4.13	Street Lighting	0	83,489	-83,489
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	461,485	-44,613
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-12,896,481	12,783,298	113,183

Department	BUDGET SUMMARY 2014/2015		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	884,934	-777,977
Corporate & Community Services	-7,297,427	3,659,753	3,637,674
Development & Environmental Services	-979,916	1,476,082	-496,166
Engineering Services	-4,512,181	6,762,529	-2,250,348
OPERATING RESULT-Before Capital Amounts	-12,896,481	12,783,298	113,183
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-12,922,081	12,783,298	138,783
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			287,696
Cost of Real Estate Assets Sold			328,004
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			1,510,000
Transfer from Restricted Assets			13,456
Plant Profit utilised			23,252
			2,162,408
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,665,760
Development of Real Estate			557,000
Advance to Deferred Debtors			0
Repayment of Loans			306,668
Repayment of Other Debts			0
Transfer to Restricted Assets			170,664
			4,700,092
Budget Surplus / (Deficit)			-225,901

Department		BUDGET SUMMARY 2015/2016		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	538,291	-538,291
1.2	Fire Control Services	-106,957	255,345	-148,388
1.3	Economic Development	0	75,419	-75,419
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-6,291,156	17,000	6,274,156
2.2	Corporate Services	-136,825	1,248,299	-1,111,474
2.3	Administration Building	0	71,243	-71,243
2.4	Family Day Care	-768,294	753,091	15,203
2.5	Community Transport	-216,957	185,332	31,625
2.6	Public Library	-28,623	384,668	-356,045
2.7	Recreation Centre	-287,503	1,021,287	-733,784
2.8	Caravan Park	-10,079	12,823	-2,744
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,049	109,082	-103,033
3.2	Noxious Plant Control	-45,619	111,722	-66,103
3.3	Animal Control & LG Regulations	-10,927	30,779	-19,852
3.4	Community Development & Services	-47,353	110,026	-62,673
3.5	Housing	-34,373	64,255	-29,882
3.6	Town Planning & Building Control	-126,372	238,274	-111,902
3.7	Environmental Protection	-1,500	44,240	-42,740
3.8	Garbage	-661,398	672,791	-11,393
3.9	Public Halls and Buildings	-600	60,938	-60,338
3.10	Business Undertakings	-54,902	80,858	-25,956
Engineering Services				
4.1	Engineering Infrastructure	-7,214	294,130	-286,916
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-347,000	492,000	-145,000
4.4	Public Cemeteries	-82,220	112,295	-30,075
4.5	Public Conveniences	0	61,771	-61,771
4.6	Sewerage	-756,621	795,296	-38,675
4.7	Sporting Grounds	0	185,186	-185,186
4.8	Parks and Gardens	-25,515	290,838	-265,323
4.9	Urban Sealed & Unsealed Roads	-100,000	704,915	-604,915
4.10	Rural Sealed Roads	-706,114	1,016,107	-309,993
4.11	Rural Unsealed Roads	0	527,130	-527,130
4.12	Drainage Infrastructure	-49,019	45,588	3,431
4.13	Street Lighting	0	86,161	-86,161
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	429,904	-13,032
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-13,431,062	12,897,084	533,978

Department	BUDGET SUMMARY 2015/2016		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	869,055	-762,098
Corporate & Community Services	-7,739,437	3,693,743	4,045,694
Development & Environmental Services	-989,093	1,522,965	-533,872
Engineering Services	-4,595,575	6,811,321	-2,215,746
OPERATING RESULT-Before Capital Amounts	-13,431,062	12,897,084	533,978
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-13,456,662	12,897,084	559,578
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			362,500
Cost of Real Estate Assets Sold			300,434
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			57,268
Plant Profit utilised			23,997
			744,199
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			2,843,859
Development of Real Estate			71,800
Advance to Deferred Debtors			0
Repayment of Loans			395,293
Repayment of Other Debts			0
Transfer to Restricted Assets			189,659
			3,500,611
Budget Surplus / (Deficit)			-23,834

Department		BUDGET SUMMARY 2016/2017		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	620,036	-620,036
1.2	Fire Control Services	-106,957	261,535	-154,578
1.3	Economic Development	0	75,534	-75,534
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-6,688,433	17,000	6,671,433
2.2	Corporate Services	-140,076	1,276,856	-1,136,780
2.3	Administration Building	0	72,870	-72,870
2.4	Family Day Care	-776,343	761,126	15,217
2.5	Community Transport	-185,246	181,395	3,851
2.6	Public Library	-28,623	392,578	-363,955
2.7	Recreation Centre	-296,128	1,042,954	-746,826
2.8	Caravan Park	-10,381	13,090	-2,709
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,230	112,572	-106,342
3.2	Noxious Plant Control	-46,988	115,297	-68,309
3.3	Animal Control & LG Regulations	-11,255	31,764	-20,509
3.4	Community Development & Services	-47,592	123,255	-75,663
3.5	Housing	-35,404	64,233	-28,829
3.6	Town Planning & Building Control	-126,372	245,771	-119,399
3.7	Environmental Protection	-1,500	46,279	-44,779
3.8	Garbage	-663,508	701,419	-37,911
3.9	Public Halls and Buildings	-600	61,432	-60,832
3.10	Business Undertakings	-56,549	80,729	-24,180
Engineering Services				
4.1	Engineering Infrastructure	-7,430	304,343	-296,913
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-511,000	656,000	-145,000
4.4	Public Cemeteries	-84,687	115,856	-31,169
4.5	Public Conveniences	0	63,748	-63,748
4.6	Sewerage	-756,621	811,714	-55,093
4.7	Sporting Grounds	0	188,680	-188,680
4.8	Parks and Gardens	-26,280	298,353	-272,073
4.9	Urban Sealed & Unsealed Roads	-100,000	715,988	-615,988
4.10	Rural Sealed Roads	-718,081	1,028,817	-310,736
4.11	Rural Unsealed Roads	0	532,062	-532,062
4.12	Drainage Infrastructure	-50,490	45,975	4,515
4.13	Street Lighting	0	88,918	-88,918
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	414,404	2,468
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-14,004,646	13,332,583	672,063

Department	BUDGET SUMMARY 2016/2017		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	957,105	-850,148
Corporate & Community Services	-8,125,230	3,757,869	4,367,361
Development & Environmental Services	-995,998	1,582,751	-586,753
Engineering Services	-4,776,461	7,034,858	-2,258,397
OPERATING RESULT-Before Capital Amounts	-14,004,646	13,332,583	672,063
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-14,030,246	13,332,583	697,663
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			518,696
Cost of Real Estate Assets Sold			299,634
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			24,364
Plant Profit utilised			22,063
			864,757
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,034,684
Development of Real Estate			71,000
Advance to Deferred Debtors			0
Repayment of Loans			351,026
Repayment of Other Debts			0
Transfer to Restricted Assets			98,322
			3,555,032
Budget Surplus / (Deficit)			180,388

Department		BUDGET SUMMARY 2017/2018		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	572,318	-572,318
1.2	Fire Control Services	-106,957	267,911	-160,954
1.3	Economic Development	0	75,652	-75,652
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-6,887,151	17,000	6,870,151
2.2	Corporate Services	-143,424	1,324,765	-1,181,341
2.3	Administration Building	0	74,544	-74,544
2.4	Family Day Care	-784,633	769,419	15,214
2.5	Community Transport	-225,663	193,190	32,473
2.6	Public Library	-28,623	400,728	-372,105
2.7	Recreation Centre	-305,013	1,068,430	-763,417
2.8	Caravan Park	-10,692	13,142	-2,450
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,416	116,175	-109,759
3.2	Noxious Plant Control	-48,398	118,987	-70,589
3.3	Animal Control & LG Regulations	-11,593	32,780	-21,187
3.4	Community Development & Services	-47,838	111,847	-64,009
3.5	Housing	-36,467	64,122	-27,655
3.6	Town Planning & Building Control	-126,372	253,507	-127,135
3.7	Environmental Protection	-1,500	48,384	-46,884
3.8	Garbage	-696,153	723,665	-27,512
3.9	Public Halls and Buildings	-600	61,911	-61,311
3.10	Business Undertakings	-58,245	80,486	-22,241
Engineering Services				
4.1	Engineering Infrastructure	-7,653	314,883	-307,230
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-87,228	119,531	-32,303
4.5	Public Conveniences	0	65,788	-65,788
4.6	Sewerage	-780,204	828,655	-48,451
4.7	Sporting Grounds	0	192,285	-192,285
4.8	Parks and Gardens	-27,068	306,109	-279,041
4.9	Urban Sealed & Unsealed Roads	-100,000	727,414	-627,414
4.10	Rural Sealed Roads	-730,407	1,042,268	-311,861
4.11	Rural Unsealed Roads	0	537,153	-537,153
4.12	Drainage Infrastructure	-52,005	46,374	5,631
4.13	Street Lighting	0	91,763	-91,763
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	398,904	17,968
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-14,162,175	13,305,090	857,085

Department	BUDGET SUMMARY 2017/2018		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	915,881	-808,924
Corporate & Community Services	-8,385,199	3,861,218	4,523,981
Development & Environmental Services	-1,033,582	1,611,864	-578,282
Engineering Services	-4,636,437	6,916,127	-2,279,690
OPERATING RESULT-Before Capital Amounts	-14,162,175	13,305,090	857,085
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-14,187,775	13,305,090	882,685
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			298,834
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			80,990
Plant Profit utilised			20,067
			745,391
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,333,311
Development of Real Estate			70,200
Advance to Deferred Debtors			0
Repayment of Loans			369,113
Repayment of Other Debts			0
Transfer to Restricted Assets			18,480
			3,791,104
Budget Surplus / (Deficit)			9,972

Department		BUDGET SUMMARY 2018/2019		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	590,151	-590,151
1.2	Fire Control Services	-106,957	274,477	-167,520
1.3	Economic Development	0	75,774	-75,774
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-7,091,830	17,000	7,074,830
2.2	Corporate Services	-146,872	1,355,900	-1,209,028
2.3	Administration Building	0	76,262	-76,262
2.4	Family Day Care	-793,172	777,977	15,195
2.5	Community Transport	-194,213	189,504	4,709
2.6	Public Library	-28,623	408,977	-380,354
2.7	Recreation Centre	-314,165	1,094,426	-780,261
2.8	Caravan Park	-11,013	12,758	-1,745
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,608	119,892	-113,284
3.2	Noxious Plant Control	-49,850	122,794	-72,944
3.3	Animal Control & LG Regulations	-11,941	33,828	-21,887
3.4	Community Development & Services	-48,091	115,554	-67,463
3.5	Housing	-37,562	63,915	-26,353
3.6	Town Planning & Building Control	-126,372	261,491	-135,119
3.7	Environmental Protection	-1,500	50,556	-49,056
3.8	Garbage	-730,387	746,622	-16,235
3.9	Public Halls and Buildings	-600	62,371	-61,771
3.10	Business Undertakings	-59,992	80,116	-20,124
Engineering Services				
4.1	Engineering Infrastructure	-7,883	325,759	-317,876
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-89,846	123,324	-33,478
4.5	Public Conveniences	0	67,893	-67,893
4.6	Sewerage	-804,406	846,135	-41,729
4.7	Sporting Grounds	0	196,006	-196,006
4.8	Parks and Gardens	-27,880	314,113	-286,233
4.9	Urban Sealed & Unsealed Roads	-100,000	739,206	-639,206
4.10	Rural Sealed Roads	-743,103	1,056,020	-312,917
4.11	Rural Unsealed Roads	0	542,406	-542,406
4.12	Drainage Infrastructure	-53,565	46,786	6,779
4.13	Street Lighting	0	94,699	-94,699
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	383,404	33,468
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-14,438,303	13,511,096	927,207

Department	BUDGET SUMMARY 2018/2019		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	940,402	-833,445
Corporate & Community Services	-8,579,888	3,932,804	4,647,084
Development & Environmental Services	-1,072,903	1,657,139	-584,236
Engineering Services	-4,678,555	6,980,751	-2,302,196
OPERATING RESULT-Before Capital Amounts	-14,438,303	13,511,096	927,207
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-14,463,903	13,511,096	952,807
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			298,034
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			1,830
Plant Profit utilised			18,007
			655,567
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,041,047
Development of Real Estate			69,400
Advance to Deferred Debtors			0
Repayment of Loans			388,555
Repayment of Other Debts			0
Transfer to Restricted Assets			190,801
			3,689,803
Budget Surplus / (Deficit)			91,571

Department		BUDGET SUMMARY 2019/2020		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	608,556	-608,556
1.2	Fire Control Services	-106,957	281,241	-174,284
1.3	Economic Development	0	75,899	-75,899
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-7,302,650	17,000	7,285,650
2.2	Corporate Services	-150,423	1,397,301	-1,246,878
2.3	Administration Building	0	78,031	-78,031
2.4	Family Day Care	-801,966	786,808	15,158
2.5	Community Transport	-234,899	201,557	33,342
2.6	Public Library	-28,623	417,318	-388,695
2.7	Recreation Centre	-323,591	1,120,936	-797,345
2.8	Caravan Park	-11,343	12,729	-1,386
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,806	123,728	-116,922
3.2	Noxious Plant Control	-51,346	126,723	-75,377
3.3	Animal Control & LG Regulations	-12,299	34,910	-22,611
3.4	Community Development & Services	-48,352	119,379	-71,027
3.5	Housing	-38,689	63,600	-24,911
3.6	Town Planning & Building Control	-126,372	269,731	-143,359
3.7	Environmental Protection	-1,500	52,797	-51,297
3.8	Garbage	-766,286	770,313	-4,027
3.9	Public Halls and Buildings	-600	62,811	-62,211
3.10	Business Undertakings	-61,792	79,610	-17,818
Engineering Services				
4.1	Engineering Infrastructure	-8,119	336,984	-328,865
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-92,542	127,238	-34,696
4.5	Public Conveniences	0	70,066	-70,066
4.6	Sewerage	-830,243	864,172	-33,929
4.7	Sporting Grounds	0	199,846	-199,846
4.8	Parks and Gardens	-28,716	322,372	-293,656
4.9	Urban Sealed & Unsealed Roads	-100,000	751,375	-651,375
4.10	Rural Sealed Roads	-756,180	1,070,072	-313,892
4.11	Rural Unsealed Roads	0	547,827	-547,827
4.12	Drainage Infrastructure	-55,172	47,211	7,961
4.13	Street Lighting	0	97,729	-97,729
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-353,236	321,900	31,336
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-14,733,702	13,702,770	1,030,932

Department	BUDGET SUMMARY 2019/2020		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	965,696	-858,739
Corporate & Community Services	-8,853,495	4,031,680	4,821,815
Development & Environmental Services	-1,114,042	1,703,602	-589,560
Engineering Services	-4,659,208	7,001,792	-2,342,584
OPERATING RESULT-Before Capital Amounts	-14,733,702	13,702,770	1,030,932
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-14,759,302	13,702,770	1,056,532
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			249,130
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			2,700,000
Transfer from Restricted Assets			867,414
Plant Profit utilised			15,881
			4,177,925
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			6,925,747
Development of Real Estate			55,000
Advance to Deferred Debtors			0
Repayment of Loans			409,444
Repayment of Other Debts			0
Transfer to Restricted Assets			18,564
			7,408,755
Budget Surplus / (Deficit)			-1,298

Department		BUDGET SUMMARY 2020/2021		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	692,550	-692,550
1.2	Fire Control Services	-106,957	288,208	-181,251
1.3	Economic Development	0	76,028	-76,028
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-7,519,795	17,000	7,502,795
2.2	Corporate Services	-154,081	1,440,006	-1,285,925
2.3	Administration Building	0	79,847	-79,847
2.4	Family Day Care	-811,025	795,922	15,103
2.5	Community Transport	-203,727	198,139	5,588
2.6	Public Library	-28,623	425,744	-397,121
2.7	Recreation Centre	-333,298	1,147,961	-814,663
2.8	Caravan Park	-11,683	12,695	-1,012
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-7,011	127,687	-120,676
3.2	Noxious Plant Control	-52,886	130,778	-77,892
3.3	Animal Control & LG Regulations	-12,668	36,027	-23,359
3.4	Community Development & Services	-48,621	123,327	-74,706
3.5	Housing	-39,849	63,170	-23,321
3.6	Town Planning & Building Control	-126,372	278,235	-151,863
3.7	Environmental Protection	-1,500	55,111	-53,611
3.8	Garbage	-789,826	794,764	-4,938
3.9	Public Halls and Buildings	-600	63,228	-62,628
3.10	Business Undertakings	-63,646	78,955	-15,309
Engineering Services				
4.1	Engineering Infrastructure	-8,363	348,568	-340,205
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-95,319	131,278	-35,959
4.5	Public Conveniences	0	72,308	-72,308
4.6	Sewerage	-842,735	1,070,475	-227,740
4.7	Sporting Grounds	0	203,809	-203,809
4.8	Parks and Gardens	-29,577	330,896	-301,319
4.9	Urban Sealed & Unsealed Roads	-100,000	763,933	-663,933
4.10	Rural Sealed Roads	-769,649	1,084,426	-314,777
4.11	Rural Unsealed Roads	0	553,421	-553,421
4.12	Drainage Infrastructure	-56,827	47,650	9,177
4.13	Street Lighting	0	100,856	-100,856
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-353,236	321,900	31,336
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-15,002,874	14,199,902	802,972

Department	BUDGET SUMMARY 2020/2021		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	1,056,786	-949,829
Corporate & Community Services	-9,062,232	4,117,314	4,944,918
Development & Environmental Services	-1,142,979	1,751,282	-608,303
Engineering Services	-4,690,706	7,274,520	-2,583,814
OPERATING RESULT-Before Capital Amounts	-15,002,874	14,199,902	802,972
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-15,028,474	14,199,902	828,572
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			249,130
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			480,000
Transfer from Restricted Assets			39,785
Plant Profit utilised			13,687
			1,120,298
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,135,562
Development of Real Estate			535,000
Advance to Deferred Debtors			0
Repayment of Loans			473,203
Repayment of Other Debts			0
Transfer to Restricted Assets			19,643
			4,163,408
Budget Surplus / (Deficit)			-41,538

Department		BUDGET SUMMARY 2021/2022		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	647,150	-647,150
1.2	Fire Control Services	-106,957	295,384	-188,427
1.3	Economic Development	0	76,161	-76,161
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-7,743,454	17,000	7,726,454
2.2	Corporate Services	-157,849	1,484,060	-1,326,211
2.3	Administration Building	0	81,714	-81,714
2.4	Family Day Care	-820,356	805,327	15,029
2.5	Community Transport	-244,699	210,468	34,231
2.6	Public Library	-28,623	434,247	-405,624
2.7	Recreation Centre	-343,297	1,175,499	-832,202
2.8	Caravan Park	-12,033	12,655	-622
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-7,221	131,773	-124,552
3.2	Noxious Plant Control	-54,473	134,963	-80,490
3.3	Animal Control & LG Regulations	-13,048	37,180	-24,132
3.4	Community Development & Services	-48,898	127,400	-78,502
3.5	Housing	-41,044	62,617	-21,573
3.6	Town Planning & Building Control	-126,372	287,011	-160,639
3.7	Environmental Protection	-1,500	57,499	-55,999
3.8	Garbage	-814,072	819,996	-5,924
3.9	Public Halls and Buildings	-600	63,618	-63,018
3.10	Business Undertakings	-65,555	78,140	-12,585
Engineering Services				
4.1	Engineering Infrastructure	-8,614	360,521	-351,907
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-98,179	135,447	-37,268
4.5	Public Conveniences	0	74,622	-74,622
4.6	Sewerage	-860,902	1,086,692	-225,790
4.7	Sporting Grounds	0	207,899	-207,899
4.8	Parks and Gardens	-30,464	339,693	-309,229
4.9	Urban Sealed & Unsealed Roads	-100,000	776,894	-676,894
4.10	Rural Sealed Roads	-783,522	1,099,086	-315,564
4.11	Rural Unsealed Roads	0	559,195	-559,195
4.12	Drainage Infrastructure	-58,532	48,103	10,429
4.13	Street Lighting	0	104,083	-104,083
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-480,508	405,212	75,296
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-15,485,772	14,482,309	1,003,463

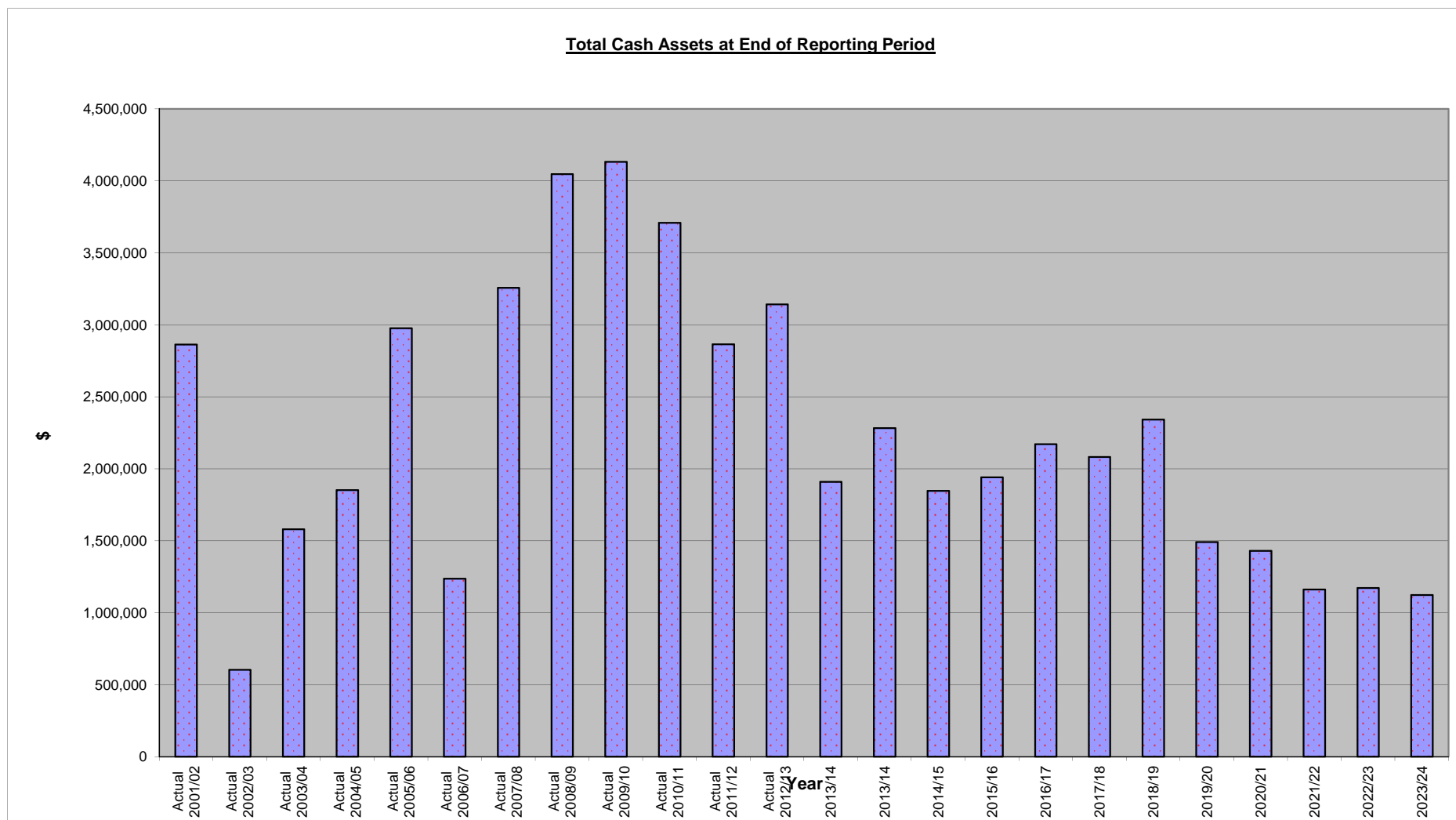
Department	BUDGET SUMMARY 2021/2022		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	1,018,695	-911,738
Corporate & Community Services	-9,350,311	4,220,970	5,129,341
Development & Environmental Services	-1,172,783	1,800,197	-627,414
Engineering Services	-4,855,721	7,442,447	-2,586,726
OPERATING RESULT-Before Capital Amounts	-15,485,772	14,482,309	1,003,463
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-15,511,372	14,482,309	1,029,063
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			330,342
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			279,375
Plant Profit utilised			11,423
			966,640
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,547,445
Development of Real Estate			79,800
Advance to Deferred Debtors			0
Repayment of Loans			530,263
Repayment of Other Debts			0
Transfer to Restricted Assets			18,656
			4,176,164
Budget Surplus / (Deficit)			-7,461

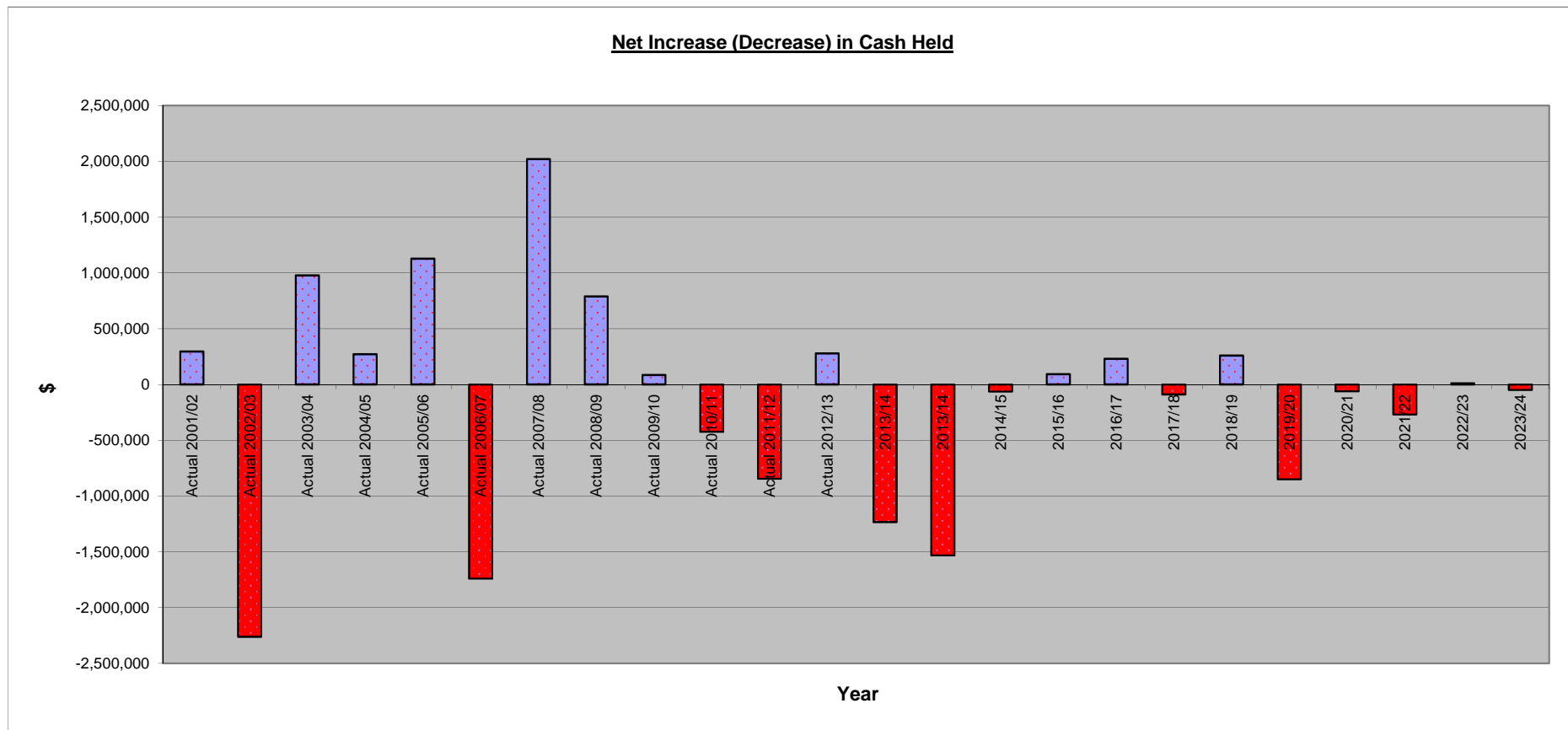
Department		BUDGET SUMMARY 2022/2023		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	667,380	-667,380
1.2	Fire Control Services	-106,957	302,775	-195,818
1.3	Economic Development	0	76,298	-76,298
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-7,973,822	17,000	7,956,822
2.2	Corporate Services	-161,729	1,539,502	-1,377,773
2.3	Administration Building	0	83,633	-83,633
2.4	Family Day Care	-829,967	815,034	14,933
2.5	Community Transport	-213,820	207,335	6,485
2.6	Public Library	-28,623	442,819	-414,196
2.7	Recreation Centre	-353,595	1,203,544	-849,949
2.8	Caravan Park	-12,394	12,609	-215
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-7,438	135,990	-128,552
3.2	Noxious Plant Control	-56,107	139,283	-83,176
3.3	Animal Control & LG Regulations	-13,439	38,369	-24,930
3.4	Community Development & Services	-49,183	131,605	-82,422
3.5	Housing	-42,276	61,928	-19,652
3.6	Town Planning & Building Control	-126,372	296,067	-169,695
3.7	Environmental Protection	-1,500	59,963	-58,463
3.8	Garbage	-839,046	846,037	-6,991
3.9	Public Halls and Buildings	-600	63,980	-63,380
3.10	Business Undertakings	-67,522	77,151	-9,629
Engineering Services				
4.1	Engineering Infrastructure	-8,872	372,857	-363,985
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-101,124	139,749	-38,625
4.5	Public Conveniences	0	77,010	-77,010
4.6	Sewerage	-879,764	1,103,305	-223,541
4.7	Sporting Grounds	0	212,119	-212,119
4.8	Parks and Gardens	-31,378	348,772	-317,394
4.9	Urban Sealed & Unsealed Roads	-100,000	790,270	-690,270
4.10	Rural Sealed Roads	-797,811	1,114,050	-316,239
4.11	Rural Unsealed Roads	0	565,153	-565,153
4.12	Drainage Infrastructure	-60,288	48,570	11,718
4.13	Street Lighting	0	107,414	-107,414
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-480,508	387,612	92,896
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-15,779,135	14,730,183	1,048,952

Department	BUDGET SUMMARY 2022/2023		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	1,046,453	-939,496
Corporate & Community Services	-9,573,950	4,321,476	5,252,474
Development & Environmental Services	-1,203,483	1,850,373	-646,890
Engineering Services	-4,894,745	7,511,881	-2,617,136
OPERATING RESULT-Before Capital Amounts	-15,779,135	14,730,183	1,048,952
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-15,804,735	14,730,183	1,074,552
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			329,542
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			41,871
Plant Profit utilised			9,086
			718,195
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,276,151
Development of Real Estate			79,000
Advance to Deferred Debtors			0
Repayment of Loans			559,067
Repayment of Other Debts			0
Transfer to Restricted Assets			18,558
			3,932,776
Budget Surplus / (Deficit)			32,971

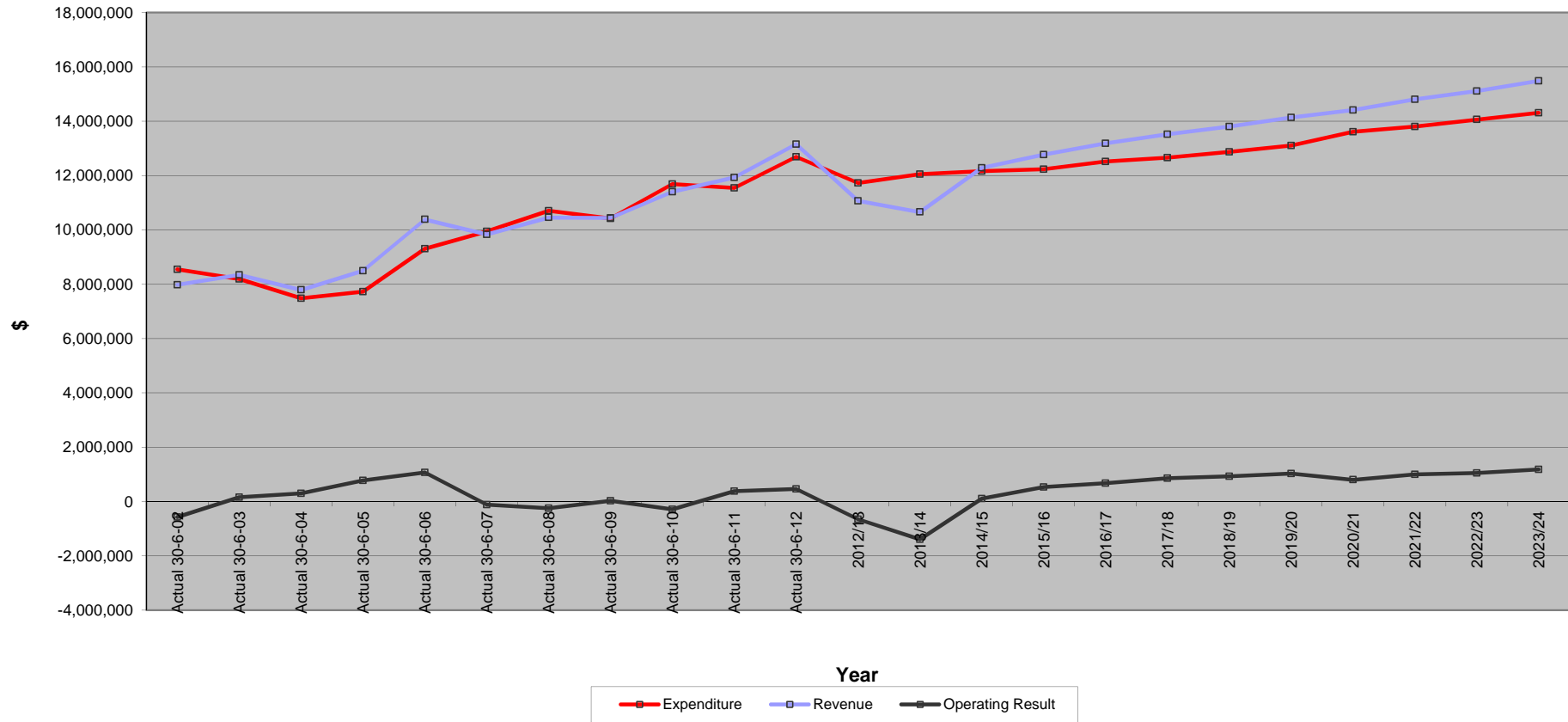
Department		BUDGET SUMMARY 2023/2024		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	688,254	-688,254
1.2	Fire Control Services	-106,957	310,389	-203,432
1.3	Economic Development	0	76,439	-76,439
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-8,211,102	17,000	8,194,102
2.2	Corporate Services	-165,726	1,576,378	-1,410,652
2.3	Administration Building	0	85,604	-85,604
2.4	Family Day Care	-839,866	825,051	14,815
2.5	Community Transport	-255,094	219,959	35,135
2.6	Public Library	-28,623	451,511	-422,888
2.7	Recreation Centre	-364,203	1,232,093	-867,890
2.8	Caravan Park	-12,766	12,556	210
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-7,662	140,342	-132,680
3.2	Noxious Plant Control	-57,790	143,740	-85,950
3.3	Animal Control & LG Regulations	-13,842	39,596	-25,754
3.4	Community Development & Services	-49,477	135,945	-86,468
3.5	Housing	-43,545	61,094	-17,549
3.6	Town Planning & Building Control	-126,372	305,413	-179,041
3.7	Environmental Protection	-1,500	62,505	-61,005
3.8	Garbage	-864,767	872,908	-8,141
3.9	Public Halls and Buildings	-600	64,307	-63,707
3.10	Business Undertakings	-69,548	75,975	-6,427
Engineering Services				
4.1	Engineering Infrastructure	-9,138	385,589	-376,451
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-104,157	144,188	-40,031
4.5	Public Conveniences	0	79,474	-79,474
4.6	Sewerage	-904,342	1,120,319	-215,977
4.7	Sporting Grounds	0	216,475	-216,475
4.8	Parks and Gardens	-32,320	358,141	-325,821
4.9	Urban Sealed & Unsealed Roads	-100,000	804,075	-704,075
4.10	Rural Sealed Roads	-812,529	1,129,321	-316,792
4.11	Rural Unsealed Roads	0	571,301	-571,301
4.12	Drainage Infrastructure	-62,097	49,052	13,045
4.13	Street Lighting	0	110,851	-110,851
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-480,508	370,012	110,496
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-16,159,531	14,980,857	1,178,674

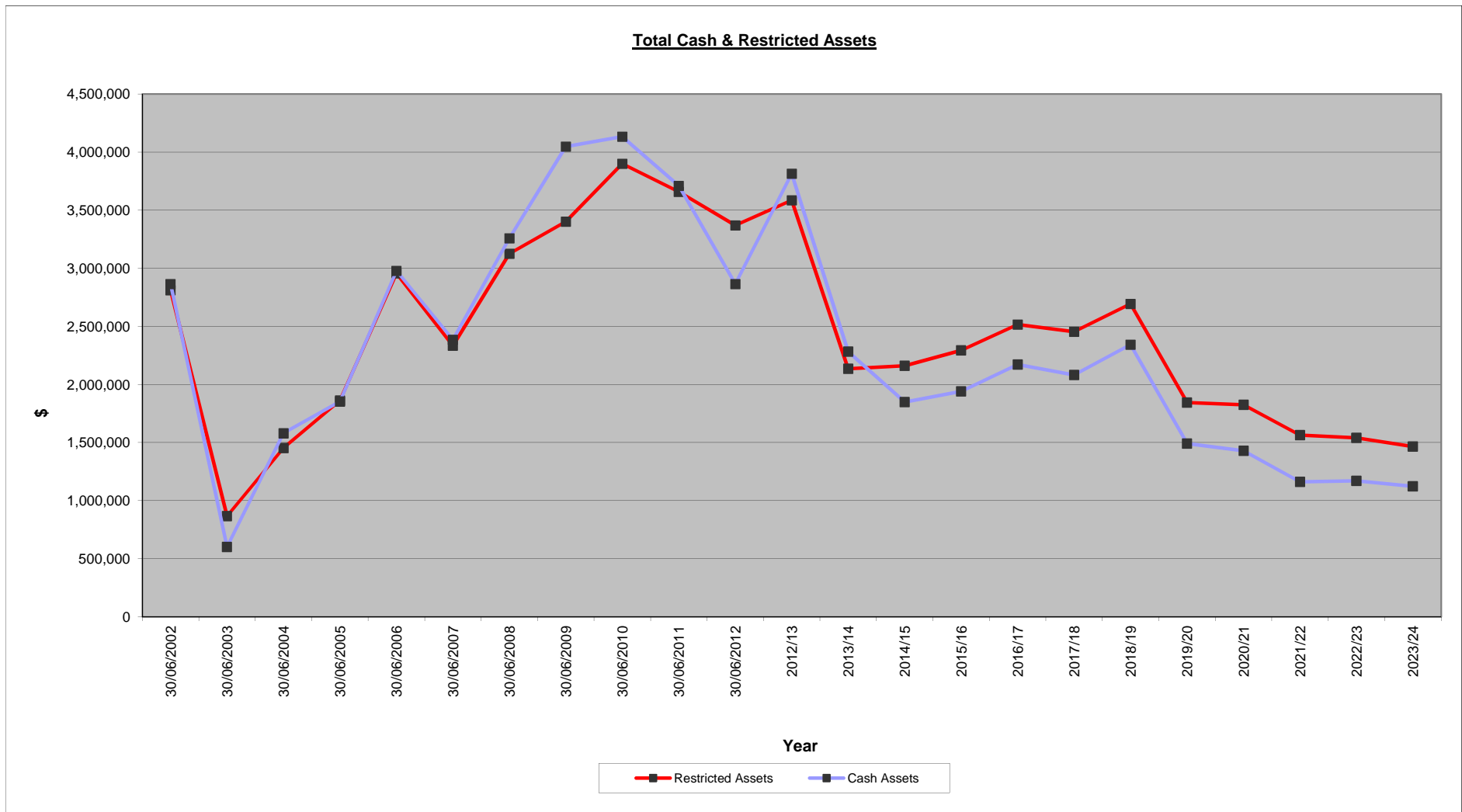
Department	BUDGET SUMMARY 2023/2024		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	1,075,082	-968,125
Corporate & Community Services	-9,877,380	4,420,152	5,457,228
Development & Environmental Services	-1,235,103	1,901,825	-666,722
Engineering Services	-4,940,091	7,583,798	-2,643,707
OPERATING RESULT-Before Capital Amounts	-16,159,531	14,980,857	1,178,674
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-16,185,131	14,980,857	1,204,274
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			328,742
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			87,439
Plant Profit utilised			6,674
			768,355
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,437,740
Development of Real Estate			78,200
Advance to Deferred Debtors			0
Repayment of Loans			589,993
Repayment of Other Debts			0
Transfer to Restricted Assets			12,516
			4,118,449
Budget Surplus / (Deficit)			27,180





Financial Performance
Operating Revenue, Operating Expenditure & Operating Result





IMPROVE Scenario

Long Term Financial Plan for the Financial Years 2013-2014 to 2023-2024

- Income Statement – General Fund
- Cash Flow Statement – General Fund
- Balance Sheet – General Fund
- Income Statement – Sewerage Fund
- Cash Flow Statement – Sewerage Fund
- Balance Sheet – Sewerage Fund
- Restricted Asset balances
- Budget Summary – showing both Operating Result by Department and Capital Items

Graphs for:

- Total Cash Assets
- Net Increase (Decrease) in Cash Held
- Financial Performance – Operating Revenue, Operating Expenditure & Operating Result
- Total Cash & Restricted Assets

JUNEE SHIRE COUNCIL						
	Projected Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Income Statement	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18
GENERAL FUND						
Income from continuing operations						
Revenue:						
Rates & Annual Charges	-3,620,496	-3,620,496	-4,008,720	-4,314,389	-4,631,273	-4,508,106
User Charges & Fees	-2,762,700	-2,752,700	-2,770,907	-2,789,705	-2,806,550	-2,824,002
Interest & Investment Revenue	-82,000	-82,000	-87,000	-87,000	-87,000	-87,000
Other Operating Revenues	-367,950	-337,950	-374,406	-383,615	-392,579	-401,814
Grants & Cont's provided for Operating Purposes	-3,124,772	-3,051,000	-4,468,121	-4,565,924	-4,668,512	-4,774,177
Grants & Cont's provided for Capital Purposes	-525,736	-35,600	-25,600	-25,600	-25,600	-25,600
Other Income:						
Net gain from the disposal of assets	-58,367	-58,367	-85,172	-140,938	-113,542	-142,538
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Income from continuing operations	-10,542,021	-9,938,113	-11,819,926	-12,307,171	-12,725,056	-12,763,237
Expenses from continuing operations						
Employee Benefits & On-Costs	4,215,738	4,215,738	4,189,521	4,220,917	4,304,245	4,368,584
Borrowing Costs	460,148	460,148	491,522	483,527	464,197	443,700
Materials & Contracts	4,162,717	4,111,534	4,198,284	4,203,595	4,345,681	4,443,105
Depreciation & Amortisation	1,893,000	1,893,000	1,893,000	1,893,000	1,893,000	1,893,000
Impairment	0	0	0	0	0	0
Other Operating Expenses	603,392	603,392	615,886	637,815	695,416	683,712
Interest & Investment Losses	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Expenses from continuing operations	11,334,995	11,283,812	11,388,213	11,438,854	11,702,539	11,832,101
Operating Result from continuing operations	-792,974	-1,345,699	431,713	868,317	1,022,517	931,136
Share Attributable to Minority Interests	0	0	0	0	0	0
Net Operating Result before capital grants & contributions	-1,318,710	-1,381,299	406,113	842,717	996,917	905,536

JUNEE SHIRE COUNCIL						
	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Income Statement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
GENERAL FUND						
Income from continuing operations						
Revenue:						
Rates & Annual Charges	-4,659,704	-4,816,487	-4,964,582	-5,117,120	-5,274,234	-5,436,061
User Charges & Fees	-2,841,983	-2,860,503	-2,879,536	-2,899,137	-2,919,326	-2,940,121
Interest & Investment Revenue	-87,000	-87,000	-87,000	-87,000	-87,000	-87,000
Other Operating Revenues	-411,326	-421,121	-431,210	-441,602	-452,305	-463,331
Grants & Cont's provided for Operating Purposes	-4,883,012	-4,995,112	-5,110,575	-5,229,503	-5,351,998	-5,478,168
Grants & Cont's provided for Capital Purposes	-25,600	-25,600	-25,600	-25,600	-25,600	-25,600
Other Income:						
Net gain from the disposal of assets	-115,142	-128,606	-100,410	-174,666	-147,270	-176,266
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Income from continuing operations	-13,023,767	-13,334,429	-13,598,913	-13,974,628	-14,257,733	-14,606,547
Expenses from continuing operations						
Employee Benefits & On-Costs	4,450,459	4,534,955	4,622,154	4,712,141	4,805,009	4,900,848
Borrowing Costs	421,738	401,119	391,893	383,471	354,755	324,598
Materials & Contracts	4,556,311	4,682,425	4,842,579	4,946,899	5,095,517	5,228,563
Depreciation & Amortisation	1,893,000	1,893,000	1,893,000	1,893,000	1,893,000	1,893,000
Impairment	0	0	0	0	0	0
Other Operating Expenses	707,723	732,469	792,975	784,264	811,359	839,287
Interest & Investment Losses	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Expenses from continuing operations	12,029,231	12,243,968	12,542,601	12,719,775	12,959,640	13,186,296
Operating Result from continuing operations	994,536	1,090,461	1,056,312	1,254,853	1,298,093	1,420,251
Share Attributable to Minority Interests	0	0	0	0	0	0
Net Operating Result before capital grants & contributions	968,936	1,064,861	1,030,712	1,229,253	1,272,493	1,394,651

JUNEE SHIRE COUNCIL						
	Projected Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Income Statement	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18
SEWERAGE FUND						
Income from continuing operations						
Revenue:						
Rates & Annual Charges	-570,775	-570,775	-570,775	-570,775	-570,775	-588,954
User Charges & Fees	-85,946	-85,946	-85,946	-85,946	-85,946	-88,350
Interest & Investment Revenue	-80,000	-80,000	-80,000	-80,000	-80,000	-83,000
Other Operating Revenues	0	0	0	0	0	0
Grants & Cont's provided for Operating Purposes	-19,900	-19,900	-19,900	-19,900	-19,900	-19,900
Grants & Cont's provided for Capital Purposes	0	0	0	0	0	0
Other Income:						
Net gain from the disposal of assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Income from continuing operations	-756,621	-756,621	-756,621	-756,621	-756,621	-780,204
Expenses from continuing operations						
Employee Benefits & On-Costs	171,000	171,000	173,592	176,267	179,028	181,877
Borrowing Costs	0	0	0	0	0	0
Materials & Contracts	178,900	178,900	189,793	203,029	216,686	230,778
Depreciation & Amortisation	280,000	280,000	280,000	280,000	280,000	280,000
Impairment	0	0	0	0	0	0
Other Operating Expenses	134,000	134,000	136,000	136,000	136,000	136,000
Interest & Investment Losses	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Expenses from continuing operations	763,900	763,900	779,385	795,296	811,714	828,655
Operating Result from continuing operations	-7,279	-7,279	-22,764	-38,675	-55,093	-48,451
Share Attributable to Minority Interests	0	0	0	0	0	0
Net Operating Result before capital grants & contributions	-7,279	-7,279	-22,764	-38,675	-55,093	-48,451

JUNEE SHIRE COUNCIL						
	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Income Statement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
SEWERAGE FUND						
Income from continuing operations						
Revenue:						
Rates & Annual Charges	-607,679	-626,965	-646,830	-667,291	-688,366	-710,073
User Charges & Fees	-90,827	-93,378	-96,005	-98,711	-101,498	-104,369
Interest & Investment Revenue	-86,000	-90,000	-80,000	-75,000	-70,000	-70,000
Other Operating Revenues	0	0	0	0	0	0
Grants & Cont's provided for Operating Purposes	-19,900	-19,900	-19,900	-19,900	-19,900	-19,900
Grants & Cont's provided for Capital Purposes	0	0	0	0	0	0
Other Income:						
Net gain from the disposal of assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Income from continuing operations	-804,406	-830,243	-842,735	-860,902	-879,764	-904,342
Expenses from continuing operations						
Employee Benefits & On-Costs	184,817	187,851	190,982	194,213	197,548	200,990
Borrowing Costs	0	0	187,691	184,703	181,499	178,064
Materials & Contracts	245,318	260,321	275,802	291,776	308,258	325,265
Depreciation & Amortisation	280,000	280,000	280,000	280,000	280,000	280,000
Impairment	0	0	0	0	0	0
Other Operating Expenses	136,000	136,000	136,000	136,000	136,000	136,000
Interest & Investment Losses	0	0	0	0	0	0
Net Losses from the Disposal of Assets	0	0	0	0	0	0
Share of interests in Joint Ventures & Associated Entities using the Equity Method	0	0	0	0	0	0
Total Expenses from continuing operations	846,135	864,172	1,070,475	1,086,692	1,103,305	1,120,319
Operating Result from continuing operations	-41,729	-33,929	-227,740	-225,790	-223,541	-215,977
Share Attributable to Minority Interests	0	0	0	0	0	0
Net Operating Result before capital grants & contributions	-41,729	-33,929	-227,740	-225,790	-223,541	-215,977

JUNEE SHIRE COUNCIL						
	Projected Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Cash Flow Statement	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18
GENERAL FUND						
CASH FLOWS FROM OPERATING ACTIVITIES						
<u>Receipts</u>						
Rates & Annual Charges	3,620,496	3,620,496	4,008,720	4,314,389	4,631,273	4,508,106
User Charges & Fees	2,762,700	2,752,700	2,770,907	2,789,705	2,806,550	2,824,002
Interest Received	82,000	82,000	87,000	87,000	87,000	87,000
Grants & Contributions	4,350,508	3,086,600	4,493,721	4,591,524	4,694,112	4,799,777
Other Operating Receipts	367,950	337,950	374,406	383,615	392,579	401,814
<u>Payments</u>						
Employee Costs	-4,015,738	-4,015,738	-3,989,521	-4,020,917	-4,104,245	-4,168,584
Materials & Contracts	-4,341,117	-4,259,934	-4,375,032	-4,379,598	-4,523,618	-4,623,038
Interest Paid	-450,601	-450,601	-485,087	-499,033	-488,562	-479,766
Other Operating Payments	-603,392	-603,392	-615,886	-637,815	-695,416	-683,712
Net Cash Provided by (used in) Operating Activities	1,772,806	550,081	2,269,228	2,628,870	2,799,673	2,665,599
CASH FLOWS FROM INVESTING ACTIVITIES						
<u>Receipts</u>						
Proceeds from sale of Investments	0	0	0	0	0	0
Proceeds from sale of Assets	384,000	384,000	284,000	387,000	515,000	370,000
Proceeds from sale of Real Estate	353,236	353,236	416,872	416,872	416,872	416,872
Proceeds from sale of Shares in Companies	0	0	0	0	0	0
Repayments from Deferred Debtors	0	0	0	0	0	0
Contributions to joint ventures by minority interests	0	0	0	0	0	0
Distribution received from associated entities	0	0	0	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Purchase of Investments	0	0	0	0	0	0
Purchase of Assets	-3,437,279	-2,513,705	-3,814,760	-3,043,859	-3,160,684	-3,063,311
Purchase of Real Estate	-60,600	-60,600	-557,000	-71,800	-71,000	-70,200
Purchase of Shares in Companies	0	0	0	0	0	0
Loans to Deferred Debtors	0	0	0	0	0	0
Distributions from joint ventures to minority interests	0	0	0	0	0	0
Capital contributed to associated entities	0	0	0	0	0	0
Net Cash provided by (used in) Investing Activities	-2,760,643	-1,837,069	-3,670,888	-2,311,787	-2,299,812	-2,346,639
CASH FLOWS FROM FINANCING ACTIVITIES						
<u>Receipts</u>						
Proceeds from Borrowings & Advances	0	0	1,510,000	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Repayments of Borrowings & Advances	-162,674	-162,674	-306,668	-395,293	-351,026	-369,113
Repayment of Finance Lease Liabilities	0	0	0	0	0	0
Net Cash provided by (used in) Financing Activities	-162,674	-162,674	1,203,332	-395,293	-351,026	-369,113
Net Increase (Decrease) in Cash Held	-1,150,511	-1,449,662	-198,328	-78,210	148,835	-50,153
Adj due to Accounting Standard Changes						
Cash Assets at Beginning of Reporting Period	1,670,979	2,342,675	520,468	322,139	243,929	392,764
Cash Assets at End of Reporting Period	520,468	893,013	322,139	243,929	392,764	342,611

JUNEE SHIRE COUNCIL						
	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Cash Flow Statement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
GENERAL FUND						
CASH FLOWS FROM OPERATING ACTIVITIES						
<u>Receipts</u>						
Rates & Annual Charges	4,659,704	4,816,487	4,964,582	5,117,120	5,274,234	5,436,061
User Charges & Fees	2,841,983	2,860,503	2,879,536	2,899,137	2,919,326	2,940,121
Interest Received	87,000	87,000	87,000	87,000	87,000	87,000
Grants & Contributions	4,908,612	5,020,712	5,136,175	5,255,103	5,377,598	5,503,768
Other Operating Receipts	411,326	421,121	431,210	441,602	452,305	463,331
<u>Payments</u>						
Employee Costs	-4,250,459	-4,334,955	-4,422,154	-4,512,141	-4,605,009	-4,700,848
Materials & Contracts	-4,738,304	-4,866,544	-5,028,892	-5,135,476	-5,286,431	-5,421,889
Interest Paid	-442,781	-401,119	-391,893	-383,471	-354,755	-324,598
Other Operating Payments	-707,723	-732,469	-792,975	-784,264	-811,359	-839,287
Net Cash Provided by (used in) Operating Activities	2,769,358	2,870,736	2,862,589	2,984,610	3,052,909	3,143,659
CASH FLOWS FROM INVESTING ACTIVITIES						
<u>Receipts</u>						
Proceeds from sale of Investments	0	0	0	0	0	0
Proceeds from sale of Assets	334,000	370,000	334,000	370,000	334,000	370,000
Proceeds from sale of Real Estate	416,872	353,236	353,236	480,508	480,508	480,508
Proceeds from sale of Shares in Companies	0	0	0	0	0	0
Repayments from Deferred Debtors	0	0	0	0	0	0
Contributions to joint ventures by minority interests	0	0	0	0	0	0
Distribution received from associated entities	0	0	0	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Purchase of Investments	0	0	0	0	0	0
Purchase of Assets	-2,981,047	-3,140,447	-3,075,562	-3,277,445	-3,216,151	-3,367,740
Purchase of Real Estate	-69,400	-55,000	-535,000	-79,800	-79,000	-78,200
Purchase of Shares in Companies	0	0	0	0	0	0
Loans to Deferred Debtors	0	0	0	0	0	0
Distributions from joint ventures to minority interests	0	0	0	0	0	0
Capital contributed to associated entities	0	0	0	0	0	0
Net Cash provided by (used in) Investing Activities	-2,299,575	-2,472,211	-2,923,326	-2,506,737	-2,480,643	-2,595,432
CASH FLOWS FROM FINANCING ACTIVITIES						
<u>Receipts</u>						
Proceeds from Borrowings & Advances	0	0	480,000	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Repayments of Borrowings & Advances	-388,555	-409,444	-431,874	-485,947	-511,547	-539,037
Repayment of Finance Lease Liabilities	0	0	0	0	0	0
Net Cash provided by (used in) Financing Activities	-388,555	-409,444	48,126	-485,947	-511,547	-539,037
Net Increase (Decrease) in Cash Held	81,228	-10,919	-12,611	-8,074	60,719	9,190
Adj due to Accounting Standard Changes						
Cash Assets at Beginning of Reporting Period	342,611	423,839	412,920	400,309	392,235	452,954
Cash Assets at End of Reporting Period	423,839	412,920	400,309	392,235	452,954	462,144

JUNEE SHIRE COUNCIL						
	Projected Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Cash Flow Statement	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18
SEWERAGE FUND						
CASH FLOWS FROM OPERATING ACTIVITIES						
<u>Receipts</u>						
Rates & Annual Charges	570,775	570,775	570,775	570,775	570,775	588,954
User Charges & Fees	85,946	85,946	85,946	85,946	85,946	88,350
Interest Received	80,000	80,000	80,000	80,000	80,000	83,000
Grants & Contributions	19,900	19,900	19,900	19,900	19,900	19,900
Other Operating Receipts	0	0	0	0	0	0
<u>Payments</u>						
Employee Costs	-171,000	-171,000	-173,592	-176,267	-179,028	-181,877
Materials & Contracts	-178,900	-178,900	-189,793	-203,029	-216,686	-230,778
Interest Paid	0	0	0	0	0	0
Other Operating Payments	-134,000	-134,000	-136,000	-136,000	-136,000	-136,000
Net Cash Provided by (used in) Operating Activities	272,721	272,721	257,236	241,325	224,907	231,549
CASH FLOWS FROM INVESTING ACTIVITIES						
<u>Receipts</u>						
Proceeds from sale of Investments	0	0	0	0	0	0
Proceeds from sale of Assets	0	0	0	0	0	0
Proceeds from sale of Real Estate	0	0	0	0	0	0
Proceeds from sale of Shares in Companies	0	0	0	0	0	0
Repayments from Deferred Debtors	0	0	0	0	0	0
Contributions to joint ventures by minority interests	0	0	0	0	0	0
Distribution received from associated entities						
Other Proceeds						
<u>Payments</u>						
Purchase of Investments	0	0	0	0	0	0
Purchase of Assets	-355,000	-355,000	-120,000	-70,000	-145,000	-270,000
Purchase of Real Estate	0	0	0	0	0	0
Purchase of Shares in Companies	0	0	0	0	0	0
Loans to Deferred Debtors	0	0	0	0	0	0
Distributions from joint ventures to minority interests	0	0	0	0	0	0
Capital contributed to associated entities	0	0	0	0	0	0
Net Cash provided by (used in) Investing Activities	-355,000	-355,000	-120,000	-70,000	-145,000	-270,000
CASH FLOWS FROM FINANCING ACTIVITIES						
<u>Receipts</u>						
Proceeds from Borrowings & Advances	0	0	0	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Repayments of Borrowings & Advances	0	0	0	0	0	0
Repayment of Finance Lease Liabilities	0	0	0	0	0	0
Net Cash provided by (used in) Financing Activities	0	0	0	0	0	0
Net Increase (Decrease) in Cash Held	-82,279	-82,279	137,236	171,325	79,907	-38,451
Adj due to Accounting Standard Changes						
Cash Assets at Beginning of Reporting Period	1,472,021	1,472,021	1,389,742	1,526,978	1,698,303	1,778,210
Cash Assets at End of Reporting Period	1,389,742	1,389,742	1,526,978	1,698,303	1,778,210	1,739,759

JUNEE SHIRE COUNCIL						
	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget	Original Budget
Cash Flow Statement	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
SEWERAGE FUND						
CASH FLOWS FROM OPERATING ACTIVITIES						
<u>Receipts</u>						
Rates & Annual Charges	607,679	626,965	646,830	667,291	688,366	710,073
User Charges & Fees	90,827	93,378	96,005	98,711	101,498	104,369
Interest Received	86,000	90,000	80,000	75,000	70,000	70,000
Grants & Contributions	19,900	19,900	19,900	19,900	19,900	19,900
Other Operating Receipts	0	0	0	0	0	0
<u>Payments</u>						
Employee Costs	-184,817	-187,851	-190,982	-194,213	-197,548	-200,990
Materials & Contracts	-245,318	-260,321	-275,802	-291,776	-308,258	-325,265
Interest Paid	0	0	-187,691	-184,703	-181,499	-178,064
Other Operating Payments	-136,000	-136,000	-136,000	-136,000	-136,000	-136,000
Net Cash Provided by (used in) Operating Activities	238,271	246,071	52,260	54,210	56,459	64,023
CASH FLOWS FROM INVESTING ACTIVITIES						
<u>Receipts</u>						
Proceeds from sale of Investments	0	0	0	0	0	0
Proceeds from sale of Assets	0	0	0	0	0	0
Proceeds from sale of Real Estate	0	0	0	0	0	0
Proceeds from sale of Shares in Companies	0	0	0	0	0	0
Repayments from Deferred Debtors	0	0	0	0	0	0
Contributions to joint ventures by minority interests	0	0	0	0	0	0
Distribution received from associated entities						
Other Proceeds						
<u>Payments</u>						
Purchase of Investments	0	0	0	0	0	0
Purchase of Assets	-60,000	-3,785,300	-60,000	-270,000	-60,000	-70,000
Purchase of Real Estate	0	0	0	0	0	0
Purchase of Shares in Companies	0	0	0	0	0	0
Loans to Deferred Debtors	0	0	0	0	0	0
Distributions from joint ventures to minority interests	0	0	0	0	0	0
Capital contributed to associated entities	0	0	0	0	0	0
Net Cash provided by (used in) Investing Activities	-60,000	-3,785,300	-60,000	-270,000	-60,000	-70,000
CASH FLOWS FROM FINANCING ACTIVITIES						
<u>Receipts</u>						
Proceeds from Borrowings & Advances	0	2,700,000	0	0	0	0
Other Proceeds	0	0	0	0	0	0
<u>Payments</u>						
Repayments of Borrowings & Advances	0	0	-41,329	-44,316	-47,520	-50,956
Repayment of Finance Lease Liabilities	0	0	0	0	0	0
Net Cash provided by (used in) Financing Activities	0	2,700,000	-41,329	-44,316	-47,520	-50,956
Net Increase (Decrease) in Cash Held	178,271	-839,229	-49,069	-260,106	-51,061	-56,933
Adj due to Accounting Standard Changes						
Cash Assets at Beginning of Reporting Period	1,739,759	1,918,030	1,078,801	1,029,732	769,626	718,565
Cash Assets at End of Reporting Period	1,918,030	1,078,801	1,029,732	769,626	718,565	661,632

JUNEE SHIRE COUNCIL						
	Projected Budget 2013/14	Original Budget 2013/14	Original Budget 2014/15	Original Budget 2015/16	Original Budget 2016/17	Original Budget 2017/18
Balance Sheet						
GENERAL FUND						
ASSETS						
Current Assets						
Cash & Cash Equivalents	433,788	893,013	322,139	243,929	392,764	342,611
Investments	0	0	0	0	0	0
Receivables	835,153	807,606	828,718	844,224	868,589	904,655
Inventories - Land Development	299,068	299,068	328,004	300,434	299,634	298,834
Inventories - Other	481,000	363,000	481,000	481,000	481,000	481,000
Other	88,000	124,000	88,000	88,000	88,000	88,000
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Total Current Assets	2,137,009	2,486,687	2,047,861	1,957,587	2,129,987	2,115,100
Non-Current Assets						
Investments	0	0	0	0	0	0
Receivables	0	2,000	0	0	0	0
Inventories - Land Development	1,351,464	1,318,599	1,551,524	1,350,460	1,122,626	894,792
Inventories - Other	0	0	0	0	0	0
Infrastructure, Property, Plant & Equip't	124,217,571	119,592,067	125,753,383	126,517,745	127,244,670	128,049,414
Investments Accounted for using the equity method	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Non-Current Assets	125,569,035	120,912,666	127,304,907	127,868,205	128,367,296	128,944,206
TOTAL ASSETS	127,706,044	123,399,353	129,352,768	129,825,792	130,497,283	131,059,306
LIABILITIES						
Current Liabilities						
Payables	786,000	812,000	786,000	786,000	786,000	786,000
Borrowings	162,674	162,674	306,668	395,293	351,026	369,113
Provisions	1,593,000	1,506,000	1,593,000	1,593,000	1,593,000	1,593,000
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Current Liabilities	2,541,674	2,480,674	2,685,668	2,774,293	2,730,026	2,748,113
Non-Current Liabilities						
Payables	37,000	37,000	37,000	37,000	37,000	37,000
Interest Bearing Liabilities	6,861,978	6,862,326	7,921,316	7,437,398	7,130,639	6,743,439
Provisions	7,000	12,000	7,000	7,000	7,000	7,000
Investments Accounted for using the equity method	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Non-Current Liabilities	6,905,978	6,911,326	7,965,316	7,481,398	7,174,639	6,787,439
TOTAL LIABILITIES	9,447,652	9,392,000	10,650,984	10,255,691	9,904,665	9,535,552
Net Assets	118,258,392	114,007,353	118,701,784	119,570,101	120,592,618	121,523,754

JUNEE SHIRE COUNCIL						
	Original Budget 2018/19	Original Budget 2019/20	Original Budget 2020/21	Original Budget 2021/22	Original Budget 2022/23	Original Budget 2023/24
Balance Sheet						
GENERAL FUND						
ASSETS						
Current Assets						
Cash & Cash Equivalents	423,839	412,920	400,309	392,235	452,954	462,144
Investments	0	0	0	0	0	0
Receivables	925,698	925,698	925,698	925,698	925,698	925,698
Inventories - Land Development	298,034	249,130	249,130	330,342	329,542	328,742
Inventories - Other	481,000	481,000	481,000	481,000	481,000	481,000
Other	88,000	88,000	88,000	88,000	88,000	88,000
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Total Current Assets	2,216,571	2,156,748	2,144,137	2,217,275	2,277,194	2,285,584
Non-Current Assets						
Investments	0	0	0	0	0	0
Receivables	0	0	0	0	0	0
Inventories - Land Development	666,958	521,732	807,602	475,848	226,106	-23,636
Inventories - Other	0	0	0	0	0	0
Infrastructure, Property, Plant & Equip't	128,781,758	129,667,824	130,499,003	131,526,525	132,502,894	133,625,460
Investments Accounted for using the equity method	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Non-Current Assets	129,448,716	130,189,556	131,306,605	132,002,373	132,729,000	133,601,824
TOTAL ASSETS	131,665,287	132,346,304	133,450,742	134,219,648	135,006,194	135,887,408
LIABILITIES						
Current Liabilities						
Payables	786,000	786,000	786,000	786,000	786,000	786,000
Borrowings	388,555	409,444	473,203	530,263	559,067	589,993
Provisions	1,593,000	1,593,000	1,593,000	1,593,000	1,593,000	1,593,000
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Current Liabilities	2,767,555	2,788,444	2,852,203	2,909,263	2,938,067	2,968,993
Non-Current Liabilities						
Payables	37,000	37,000	37,000	37,000	37,000	37,000
Interest Bearing Liabilities	6,335,442	8,605,109	8,548,147	7,960,824	7,372,953	6,752,034
Provisions	7,000	7,000	7,000	7,000	7,000	7,000
Investments Accounted for using the equity method	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Non-Current Liabilities	6,379,442	8,649,109	8,592,147	8,004,824	7,416,953	6,796,034
TOTAL LIABILITIES	9,146,997	11,437,553	11,444,350	10,914,087	10,355,020	9,765,027
Net Assets	122,518,290	120,908,751	122,006,392	123,305,561	124,651,174	126,122,381

JUNEE SHIRE COUNCIL						
	Projected Budget 2013/14	Original Budget 2013/14	Original Budget 2014/15	Original Budget 2015/16	Original Budget 2016/17	Original Budget 2017/18
Balance Sheet						
SEWERAGE FUND						
ASSETS						
Current Assets						
Cash & Cash Equivalents	1,476,422	1,389,742	1,526,978	1,698,303	1,778,210	1,739,759
Investments	0	0	0	0	0	0
Receivables	83,300	83,300	83,300	83,300	83,300	83,300
Inventories - Land Development	0	0	0	0	0	0
Inventories - Other	0	0	0	0	0	0
Other						
Non-current assets classified as "held for sale"						
Total Current Assets	1,559,722	1,473,042	1,610,278	1,781,603	1,861,510	1,823,059
Non-Current Assets						
Investments	0	0	0	0	0	0
Receivables	0	0	0	0	0	0
Inventories - Land Development	0	0	0	0	0	0
Inventories - Other	0	0	0	0	0	0
Infrastructure, Property, Plant & Equip't	10,208,307	10,283,307	10,123,307	9,913,307	9,778,307	9,768,307
Investments Accounted for using the equity method	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Non-Current Assets	10,208,307	10,283,307	10,123,307	9,913,307	9,778,307	9,768,307
TOTAL ASSETS	11,768,029	11,756,349	11,733,585	11,694,910	11,639,817	11,591,366
LIABILITIES						
Current Liabilities						
Payables	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0
Provisions	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Current Liabilities	0	0	0	0	0	0
Non-Current Liabilities						
Payables	0	0	0	0	0	0
Interest Bearing Liabilities	0	0	0	0	0	0
Provisions	0	0	0	0	0	0
Investments Accounted for using the equity method	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Non-Current Liabilities	0	0	0	0	0	0
TOTAL LIABILITIES	0	0	0	0	0	0
Net Assets	11,768,029	11,756,349	11,733,585	11,694,910	11,639,817	11,591,366

JUNEE SHIRE COUNCIL						
	Original Budget 2018/19	Original Budget 2019/20	Original Budget 2020/21	Original Budget 2021/22	Original Budget 2022/23	Original Budget 2023/24
Balance Sheet						
SEWERAGE FUND						
ASSETS						
Current Assets						
Cash & Cash Equivalents	1,918,030	1,078,801	1,029,732	769,626	718,565	661,632
Investments	0	0	0	0	0	0
Receivables	83,300	83,300	83,300	83,300	83,300	83,300
Inventories - Land Development	0	0	0	0	0	0
Inventories - Other	0	0	0	0	0	0
Other						
Non-current assets classified as "held for sale"						
Total Current Assets	2,001,330	1,162,101	1,113,032	852,926	801,865	744,932
Non-Current Assets						
Investments	0	0	0	0	0	0
Receivables	0	0	0	0	0	0
Inventories - Land Development	0	0	0	0	0	0
Inventories - Other	0	0	0	0	0	0
Infrastructure, Property, Plant & Equip't	9,548,307	13,053,607	12,833,607	12,823,607	12,603,607	12,393,607
Investments Accounted for using the equity method	0	0	0	0	0	0
Investment Property	0	0	0	0	0	0
Intangible Assets	0	0	0	0	0	0
Non-current assets classified as "held for sale"	0	0	0	0	0	0
Other	0	0	0	0	0	0
Total Non-Current Assets	9,548,307	13,053,607	12,833,607	12,823,607	12,603,607	12,393,607
TOTAL ASSETS	11,549,637	14,215,708	13,946,639	13,676,533	13,405,472	13,138,539
LIABILITIES						
Current Liabilities						
Payables	0	0	0	0	0	0
Borrowings	0	0	0	0	0	0
Provisions	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Current Liabilities	0	0	0	0	0	0
Non-Current Liabilities						
Payables	0	0	0	0	0	0
Interest Bearing Liabilities	0	0	0	0	0	0
Provisions	0	0	0	0	0	0
Investments Accounted for using the equity method	0	0	0	0	0	0
Liabilities associated with assets classified as "held for sale"	0	0	0	0	0	0
Total Non-Current Liabilities	0	0	0	0	0	0
TOTAL LIABILITIES	0	0	0	0	0	0
Net Assets	11,549,637	14,215,708	13,946,639	13,676,533	13,405,472	13,138,539

June Shire Council						
	Projected					
Restricted Asset Balances	Budget	Budget	Budget	Budget	Budget	Budget
	2013/14	2013/14	2014/15	2015/16	2016/17	2017/18
Sewer Services	1,476,422	1,389,742	1,526,978	1,698,303	1,778,210	1,739,759
Internal Loan - Sewer Fund to General Fund						
Waste Services	110,901	132,035	145,262	109,869	77,958	56,446
Unspent Grants	220,000	220,000	220,000	220,000	220,000	220,000
Unspent Loans	0	0	0	0	0	0
Crown Reserves Reserves	15,674	11,017	14,082	17,213	20,411	23,677
Developer Contributions	0	0	0	0	0	0
Total External Restrictions	1,822,997	1,752,794	1,906,322	2,045,385	2,096,579	2,039,882
FDC Reserve	-27,455	-30,172	-13,036	2,167	17,384	32,598
ELE Reserve	0	280,000	130,000	130,000	280,000	280,000
Asset Management Reserve	0	0	0	0	0	0
Gravel Pit restoration	0	26,848	26,848	26,848	26,848	26,848
CTP - Community Transport Program	87,661	62,231	94,369	72,494	80,041	59,014
RFS Plant & Equipment Replacement	0	9,567	0	0	0	0
FAG Grant	0	0	0			
GAP Project	20,163	20,163	0	0	0	0
GAP SDU Project	0	0	0	0	0	0
Property Development	0	0	0	0	0	0
June Shire Historical Society - Sale Old Museum site	15,866	13,906	15,866	15,866	15,866	15,866
Total Internal Restrictions	96,235	382,543	254,047	247,375	420,139	414,326
Total Restricted Assets	1,919,232	2,135,337	2,160,369	2,292,760	2,516,718	2,454,208
Cash as per Cash Flow Statement	1,910,210	2,282,755	1,849,117	1,942,232	2,170,974	2,082,370
Shortfall (+ve = Surplus)	-9,022	147,418	-311,252	-350,528	-345,744	-371,838

June Shire Council						
Restricted Asset Balances	Budget 2018/19	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24
Sewer Services	1,918,030	1,078,801	1,029,732	769,626	718,565	661,632
Internal Loan - Sewer Fund to General Fund						
Waste Services	46,211	38,184	39,246	39,322	38,331	26,190
Unspent Grants	220,000	220,000	220,000	220,000	220,000	220,000
Unspent Loans	0	0	0	0	0	0
Crown Reserves Reserves	27,012	30,418	33,896	37,447	41,072	44,773
Developer Contributions	0	0	0	0	0	0
Total External Restrictions	2,211,253	1,367,403	1,322,874	1,066,395	1,017,968	952,595
FDC Reserve	41,793	56,951	72,054	87,083	102,016	110,831
ELE Reserve	330,000	330,000	330,000	330,000	330,000	330,000
Asset Management Reserve	0	0	0	0	0	0
Gravel Pit restoration	26,848	26,848	26,848	26,848	26,848	26,848
CTP - Community Transport Program	67,419	47,261	56,545	37,276	47,457	29,092
RFS Plant & Equipment Replacement	0	0	0	0	0	0
FAG Grant						
GAP Project	0	0	0	0	0	0
GAP SDU Project	0	0	0	0	0	0
Property Development	0	0	0	0	0	0
June Shire Historical Society - Sale Old Museum site	15,866	15,866	15,866	15,866	15,866	15,866
Total Internal Restrictions	481,926	476,926	501,313	497,073	522,187	512,637
Total Restricted Assets	2,693,179	1,844,329	1,824,187	1,563,468	1,540,155	1,465,232
Cash as per Cash Flow Statement	2,341,869	1,491,721	1,430,041	1,161,861	1,171,519	1,123,776
Shortfall (+ve = Surplus)	-351,310	-352,608	-394,146	-401,607	-368,636	-341,456

Department		PROJECTED BUDGET SUMMARY 2013/14		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	551,792	-551,792
1.2	Fire Control Services	-106,957	243,500	-136,543
1.3	Economic Development	0	75,200	-75,200
1.4	GAP	0	38,226	-38,226
Corporate & Community Services				
2.1	Finance	-4,441,379	17,000	4,424,379
2.2	Corporate Services	-132,150	1,193,664	-1,061,514
2.3	Administration Building	0	68,122	-68,122
2.4	Family Day Care	-749,700	737,762	11,938
2.5	Community Transport	-197,750	187,255	10,495
2.6	Public Library	-28,300	373,760	-345,460
2.7	Recreation Centre	-271,000	1,053,725	-782,725
2.8	Caravan Park	-9,500	13,536	-4,036
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-5,700	102,421	-96,721
3.2	Noxious Plant Control	-43,000	104,900	-61,900
3.3	Animal Control & LG Regulations	-10,300	28,900	-18,600
3.4	Community Development & Services	-46,896	113,135	-66,239
3.5	Housing	-32,400	64,058	-31,658
3.6	Town Planning & Building Control	-121,500	223,972	-102,472
3.7	Environmental Protection	-1,500	60,347	-58,847
3.8	Garbage	-657,405	632,198	25,207
3.9	Public Halls and Buildings	-600	59,910	-59,310
3.10	Business Undertakings	-51,750	80,782	-29,032
Engineering Services				
4.1	Engineering Infrastructure	-6,800	299,645	-292,845
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-371,000	516,000	-145,000
4.4	Public Cemeteries	-87,500	105,500	-18,000
4.5	Public Conveniences	0	58,000	-58,000
4.6	Sewerage	-756,621	763,900	-7,279
4.7	Sporting Grounds	0	178,520	-178,520
4.8	Parks and Gardens	-28,000	280,450	-252,450
4.9	Urban Sealed & Unsealed Roads	0	683,790	-683,790
4.10	Rural Sealed Roads	-783,660	1,005,600	-221,940
4.11	Rural Unsealed Roads	0	533,800	-533,800
4.12	Drainage Infrastructure	-52,171	53,345	-1,174
4.13	Street Lighting	0	80,900	-80,900
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-353,236	424,149	-70,913
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-11,451,775	12,777,764	-1,325,989

Department	PROJECTED BUDGET SUMMARY 2013/14		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	908,718	-801,761
Corporate & Community Services	-5,829,779	3,644,824	2,184,955
Development & Environmental Services	-971,051	1,470,623	-499,572
Engineering Services	-4,543,988	6,753,599	-2,209,611
OPERATING RESULT-Before Capital Amounts	-11,451,775	12,777,764	-1,325,989
Capital Grants & Contributions	-525,736		-525,736
OPERATING RESULT	-11,977,511	12,777,764	-800,253
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			379,801
Cost of Real Estate Assets Sold			299,068
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			1,933,424
Plant Profit utilised			21,600
			2,633,893
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,792,279
Development of Real Estate			60,600
Advance to Deferred Debtors			0
Repayment of Loans			162,674
Repayment of Other Debts			0
Transfer to Restricted Assets			40,145
			4,055,698
Budget Surplus / (Deficit)			-49,058

Department		ORIGINAL BUDGET SUMMARY 2013/14		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	538,125	-538,125
1.2	Fire Control Services	-106,957	243,500	-136,543
1.3	Economic Development	0	75,200	-75,200
1.4	GAP	0	38,226	-38,226
Corporate & Community Services				
2.1	Finance	-4,393,523	17,000	4,376,523
2.2	Corporate Services	-132,150	1,193,664	-1,061,514
2.3	Administration Building	0	68,122	-68,122
2.4	Family Day Care	-749,700	737,762	11,938
2.5	Community Transport	-181,750	171,255	10,495
2.6	Public Library	-28,300	373,760	-345,460
2.7	Recreation Centre	-271,000	1,044,654	-773,654
2.8	Caravan Park	-9,500	13,536	-4,036
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-5,700	102,421	-96,721
3.2	Noxious Plant Control	-43,000	104,900	-61,900
3.3	Animal Control & LG Regulations	-10,300	28,900	-18,600
3.4	Community Development & Services	-46,896	113,135	-66,239
3.5	Housing	-32,400	64,058	-31,658
3.6	Town Planning & Building Control	-121,500	223,972	-102,472
3.7	Environmental Protection	-1,500	60,347	-58,847
3.8	Garbage	-657,405	632,198	25,207
3.9	Public Halls and Buildings	-600	59,910	-59,310
3.10	Business Undertakings	-51,750	80,782	-29,032
Engineering Services				
4.1	Engineering Infrastructure	-6,800	299,645	-292,845
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-341,000	516,000	-175,000
4.4	Public Cemeteries	-77,500	105,500	-28,000
4.5	Public Conveniences	0	58,000	-58,000
4.6	Sewerage	-756,621	763,900	-7,279
4.7	Sporting Grounds	0	178,520	-178,520
4.8	Parks and Gardens	-24,050	276,500	-252,450
4.9	Urban Sealed & Unsealed Roads	0	683,790	-683,790
4.10	Rural Sealed Roads	-783,660	1,005,600	-221,940
4.11	Rural Unsealed Roads	0	533,800	-533,800
4.12	Drainage Infrastructure	-46,205	44,850	1,355
4.13	Street Lighting	0	80,900	-80,900
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-353,236	424,149	-70,913
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-11,338,003	12,726,581	-1,388,578

Department	ORIGINAL BUDGET SUMMARY 2013/14		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	895,051	-788,094
Corporate & Community Services	-5,765,923	3,619,753	2,146,170
Development & Environmental Services	-971,051	1,470,623	-499,572
Engineering Services	-4,494,072	6,741,154	-2,247,082
OPERATING RESULT-Before Capital Amounts	-11,338,003	12,726,581	-1,388,578
Capital Grants & Contributions	-35,600		-35,600
OPERATING RESULT	-11,373,603	12,726,581	-1,352,978
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			379,801
Cost of Real Estate Assets Sold			299,068
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			1,560,515
Plant Profit utilised			51,600
			2,290,984
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			2,868,705
Development of Real Estate			60,600
Advance to Deferred Debtors			0
Repayment of Loans			162,674
Repayment of Other Debts			0
Transfer to Restricted Assets			40,145
			3,132,124
Budget Surplus / (Deficit)			-21,118

Department		BUDGET SUMMARY 2014/2015		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	522,065	-522,065
1.2	Fire Control Services	-106,957	249,335	-142,378
1.3	Economic Development	0	75,308	-75,308
1.4	GAP	0	38,226	-38,226
Corporate & Community Services				
2.1	Finance	-6,177,793	17,000	6,160,793
2.2	Corporate Services	-133,192	1,214,418	-1,081,226
2.3	Administration Building	0	69,661	-69,661
2.4	Family Day Care	-762,441	745,305	17,136
2.5	Community Transport	-176,793	173,781	3,012
2.6	Public Library	-28,459	381,571	-353,112
2.7	Recreation Centre	-279,130	1,045,188	-766,058
2.8	Caravan Park	-9,785	12,829	-3,044
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-5,872	105,699	-99,827
3.2	Noxious Plant Control	-44,290	108,257	-63,967
3.3	Animal Control & LG Regulations	-10,609	29,825	-19,216
3.4	Community Development & Services	-47,121	101,403	-54,282
3.5	Housing	-33,372	64,194	-30,822
3.6	Town Planning & Building Control	-123,900	231,010	-107,110
3.7	Environmental Protection	-1,500	42,263	-40,763
3.8	Garbage	-659,349	652,122	7,227
3.9	Public Halls and Buildings	-600	60,430	-59,830
3.10	Business Undertakings	-53,303	80,879	-27,576
Engineering Services				
4.1	Engineering Infrastructure	-7,004	284,234	-277,230
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-280,000	425,000	-145,000
4.4	Public Cemeteries	-79,825	108,844	-29,019
4.5	Public Conveniences	0	59,856	-59,856
4.6	Sewerage	-756,621	779,385	-22,764
4.7	Sporting Grounds	0	181,801	-181,801
4.8	Parks and Gardens	-24,772	283,556	-258,784
4.9	Urban Sealed & Unsealed Roads	-100,000	694,186	-594,186
4.10	Rural Sealed Roads	-694,496	1,046,534	-352,038
4.11	Rural Unsealed Roads	0	538,946	-538,946
4.12	Drainage Infrastructure	-47,591	45,213	2,378
4.13	Street Lighting	0	83,489	-83,489
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	461,485	-44,613
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-13,166,647	12,783,298	383,349

Department	BUDGET SUMMARY 2014/2015		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	884,934	-777,977
Corporate & Community Services	-7,567,593	3,659,753	3,907,840
Development & Environmental Services	-979,916	1,476,082	-496,166
Engineering Services	-4,512,181	6,762,529	-2,250,348
OPERATING RESULT-Before Capital Amounts	-13,166,647	12,783,298	383,349
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-13,192,247	12,783,298	408,949
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			287,696
Cost of Real Estate Assets Sold			328,004
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			1,510,000
Transfer from Restricted Assets			13,456
Plant Profit utilised			23,252
			2,162,408
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,934,760
Development of Real Estate			557,000
Advance to Deferred Debtors			0
Repayment of Loans			306,668
Repayment of Other Debts			0
Transfer to Restricted Assets			170,664
			4,969,092
Budget Surplus / (Deficit)			-224,735

Department		BUDGET SUMMARY 2015/2016		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	538,291	-538,291
1.2	Fire Control Services	-106,957	255,345	-148,388
1.3	Economic Development	0	75,419	-75,419
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-6,561,220	17,000	6,544,220
2.2	Corporate Services	-136,825	1,248,299	-1,111,474
2.3	Administration Building	0	71,243	-71,243
2.4	Family Day Care	-768,294	753,091	15,203
2.5	Community Transport	-216,957	185,332	31,625
2.6	Public Library	-28,623	384,668	-356,045
2.7	Recreation Centre	-287,503	1,021,287	-733,784
2.8	Caravan Park	-10,079	12,823	-2,744
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,049	109,082	-103,033
3.2	Noxious Plant Control	-45,619	111,722	-66,103
3.3	Animal Control & LG Regulations	-10,927	30,779	-19,852
3.4	Community Development & Services	-47,353	110,026	-62,673
3.5	Housing	-34,373	64,255	-29,882
3.6	Town Planning & Building Control	-126,372	238,274	-111,902
3.7	Environmental Protection	-1,500	44,240	-42,740
3.8	Garbage	-661,398	672,791	-11,393
3.9	Public Halls and Buildings	-600	60,938	-60,338
3.10	Business Undertakings	-54,902	80,858	-25,956
Engineering Services				
4.1	Engineering Infrastructure	-7,214	294,130	-286,916
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-347,000	492,000	-145,000
4.4	Public Cemeteries	-82,220	112,295	-30,075
4.5	Public Conveniences	0	61,771	-61,771
4.6	Sewerage	-756,621	795,296	-38,675
4.7	Sporting Grounds	0	185,186	-185,186
4.8	Parks and Gardens	-25,515	290,838	-265,323
4.9	Urban Sealed & Unsealed Roads	-100,000	704,915	-604,915
4.10	Rural Sealed Roads	-706,114	1,016,107	-309,993
4.11	Rural Unsealed Roads	0	527,130	-527,130
4.12	Drainage Infrastructure	-49,019	45,588	3,431
4.13	Street Lighting	0	86,161	-86,161
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	429,904	-13,032
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-13,701,126	12,897,084	804,042

Department	BUDGET SUMMARY 2015/2016		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	869,055	-762,098
Corporate & Community Services	-8,009,501	3,693,743	4,315,758
Development & Environmental Services	-989,093	1,522,965	-533,872
Engineering Services	-4,595,575	6,811,321	-2,215,746
OPERATING RESULT-Before Capital Amounts	-13,701,126	12,897,084	804,042
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-13,726,726	12,897,084	829,642
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			362,500
Cost of Real Estate Assets Sold			300,434
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			57,268
Plant Profit utilised			23,997
			744,199
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,113,859
Development of Real Estate			71,800
Advance to Deferred Debtors			0
Repayment of Loans			395,293
Repayment of Other Debts			0
Transfer to Restricted Assets			189,659
			3,770,611
Budget Surplus / (Deficit)			-23,770

Department		BUDGET SUMMARY 2016/2017		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	620,036	-620,036
1.2	Fire Control Services	-106,957	261,535	-154,578
1.3	Economic Development	0	75,534	-75,534
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-6,958,194	17,000	6,941,194
2.2	Corporate Services	-140,076	1,276,856	-1,136,780
2.3	Administration Building	0	72,870	-72,870
2.4	Family Day Care	-776,343	761,126	15,217
2.5	Community Transport	-185,246	181,395	3,851
2.6	Public Library	-28,623	392,578	-363,955
2.7	Recreation Centre	-296,128	1,042,954	-746,826
2.8	Caravan Park	-10,381	13,090	-2,709
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,230	112,572	-106,342
3.2	Noxious Plant Control	-46,988	115,297	-68,309
3.3	Animal Control & LG Regulations	-11,255	31,764	-20,509
3.4	Community Development & Services	-47,592	123,255	-75,663
3.5	Housing	-35,404	64,233	-28,829
3.6	Town Planning & Building Control	-126,372	245,771	-119,399
3.7	Environmental Protection	-1,500	46,279	-44,779
3.8	Garbage	-663,508	701,419	-37,911
3.9	Public Halls and Buildings	-600	61,432	-60,832
3.10	Business Undertakings	-56,549	80,729	-24,180
Engineering Services				
4.1	Engineering Infrastructure	-7,430	304,343	-296,913
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-511,000	656,000	-145,000
4.4	Public Cemeteries	-84,687	115,856	-31,169
4.5	Public Conveniences	0	63,748	-63,748
4.6	Sewerage	-756,621	811,714	-55,093
4.7	Sporting Grounds	0	188,680	-188,680
4.8	Parks and Gardens	-26,280	298,353	-272,073
4.9	Urban Sealed & Unsealed Roads	-100,000	715,988	-615,988
4.10	Rural Sealed Roads	-718,081	1,028,817	-310,736
4.11	Rural Unsealed Roads	0	532,062	-532,062
4.12	Drainage Infrastructure	-50,490	45,975	4,515
4.13	Street Lighting	0	88,918	-88,918
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	414,404	2,468
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-14,274,407	13,332,583	941,824

Department	BUDGET SUMMARY 2016/2017		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	957,105	-850,148
Corporate & Community Services	-8,394,991	3,757,869	4,637,122
Development & Environmental Services	-995,998	1,582,751	-586,753
Engineering Services	-4,776,461	7,034,858	-2,258,397
OPERATING RESULT-Before Capital Amounts	-14,274,407	13,332,583	941,824
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-14,300,007	13,332,583	967,424
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			518,696
Cost of Real Estate Assets Sold			299,634
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			24,364
Plant Profit utilised			22,063
			864,757
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,305,684
Development of Real Estate			71,000
Advance to Deferred Debtors			0
Repayment of Loans			351,026
Repayment of Other Debts			0
Transfer to Restricted Assets			98,322
			3,826,032
Budget Surplus / (Deficit)			179,149

Department		BUDGET SUMMARY 2017/2018		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	572,318	-572,318
1.2	Fire Control Services	-106,957	267,911	-160,954
1.3	Economic Development	0	75,652	-75,652
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-6,887,151	17,000	6,870,151
2.2	Corporate Services	-143,424	1,324,765	-1,181,341
2.3	Administration Building	0	74,544	-74,544
2.4	Family Day Care	-784,633	769,419	15,214
2.5	Community Transport	-225,663	193,190	32,473
2.6	Public Library	-28,623	400,728	-372,105
2.7	Recreation Centre	-305,013	1,068,430	-763,417
2.8	Caravan Park	-10,692	13,142	-2,450
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,416	116,175	-109,759
3.2	Noxious Plant Control	-48,398	118,987	-70,589
3.3	Animal Control & LG Regulations	-11,593	32,780	-21,187
3.4	Community Development & Services	-47,838	111,847	-64,009
3.5	Housing	-36,467	64,122	-27,655
3.6	Town Planning & Building Control	-126,372	253,507	-127,135
3.7	Environmental Protection	-1,500	48,384	-46,884
3.8	Garbage	-696,153	723,665	-27,512
3.9	Public Halls and Buildings	-600	61,911	-61,311
3.10	Business Undertakings	-58,245	80,486	-22,241
Engineering Services				
4.1	Engineering Infrastructure	-7,653	314,883	-307,230
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-87,228	119,531	-32,303
4.5	Public Conveniences	0	65,788	-65,788
4.6	Sewerage	-780,204	828,655	-48,451
4.7	Sporting Grounds	0	192,285	-192,285
4.8	Parks and Gardens	-27,068	306,109	-279,041
4.9	Urban Sealed & Unsealed Roads	-100,000	727,414	-627,414
4.10	Rural Sealed Roads	-730,407	1,042,268	-311,861
4.11	Rural Unsealed Roads	0	537,153	-537,153
4.12	Drainage Infrastructure	-52,005	46,374	5,631
4.13	Street Lighting	0	91,763	-91,763
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	398,904	17,968
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-14,162,175	13,305,090	857,085

Department	BUDGET SUMMARY 2017/2018		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	915,881	-808,924
Corporate & Community Services	-8,385,199	3,861,218	4,523,981
Development & Environmental Services	-1,033,582	1,611,864	-578,282
Engineering Services	-4,636,437	6,916,127	-2,279,690
OPERATING RESULT-Before Capital Amounts	-14,162,175	13,305,090	857,085
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-14,187,775	13,305,090	882,685
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			298,834
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			80,990
Plant Profit utilised			20,067
			745,391
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,333,311
Development of Real Estate			70,200
Advance to Deferred Debtors			0
Repayment of Loans			369,113
Repayment of Other Debts			0
Transfer to Restricted Assets			18,480
			3,791,104
Budget Surplus / (Deficit)			9,972

Department		BUDGET SUMMARY 2018/2019		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	590,151	-590,151
1.2	Fire Control Services	-106,957	274,477	-167,520
1.3	Economic Development	0	75,774	-75,774
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-7,091,830	17,000	7,074,830
2.2	Corporate Services	-146,872	1,355,900	-1,209,028
2.3	Administration Building	0	76,262	-76,262
2.4	Family Day Care	-793,172	777,977	15,195
2.5	Community Transport	-194,213	189,504	4,709
2.6	Public Library	-28,623	408,977	-380,354
2.7	Recreation Centre	-314,165	1,094,426	-780,261
2.8	Caravan Park	-11,013	12,758	-1,745
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,608	119,892	-113,284
3.2	Noxious Plant Control	-49,850	122,794	-72,944
3.3	Animal Control & LG Regulations	-11,941	33,828	-21,887
3.4	Community Development & Services	-48,091	115,554	-67,463
3.5	Housing	-37,562	63,915	-26,353
3.6	Town Planning & Building Control	-126,372	261,491	-135,119
3.7	Environmental Protection	-1,500	50,556	-49,056
3.8	Garbage	-730,387	746,622	-16,235
3.9	Public Halls and Buildings	-600	62,371	-61,771
3.10	Business Undertakings	-59,992	80,116	-20,124
Engineering Services				
4.1	Engineering Infrastructure	-7,883	325,759	-317,876
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-89,846	123,324	-33,478
4.5	Public Conveniences	0	67,893	-67,893
4.6	Sewerage	-804,406	846,135	-41,729
4.7	Sporting Grounds	0	196,006	-196,006
4.8	Parks and Gardens	-27,880	314,113	-286,233
4.9	Urban Sealed & Unsealed Roads	-100,000	739,206	-639,206
4.10	Rural Sealed Roads	-743,103	1,056,020	-312,917
4.11	Rural Unsealed Roads	0	542,406	-542,406
4.12	Drainage Infrastructure	-53,565	46,786	6,779
4.13	Street Lighting	0	94,699	-94,699
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-416,872	383,404	33,468
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-14,438,303	13,511,096	927,207

Department	BUDGET SUMMARY 2018/2019		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	940,402	-833,445
Corporate & Community Services	-8,579,888	3,932,804	4,647,084
Development & Environmental Services	-1,072,903	1,657,139	-584,236
Engineering Services	-4,678,555	6,980,751	-2,302,196
OPERATING RESULT-Before Capital Amounts	-14,438,303	13,511,096	927,207
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-14,463,903	13,511,096	952,807
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			298,034
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			1,830
Plant Profit utilised			18,007
			655,567
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,041,047
Development of Real Estate			69,400
Advance to Deferred Debtors			0
Repayment of Loans			388,555
Repayment of Other Debts			0
Transfer to Restricted Assets			190,801
			3,689,803
Budget Surplus / (Deficit)			91,571

Department		BUDGET SUMMARY 2019/2020		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	608,556	-608,556
1.2	Fire Control Services	-106,957	281,241	-174,284
1.3	Economic Development	0	75,899	-75,899
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-7,302,650	17,000	7,285,650
2.2	Corporate Services	-150,423	1,397,301	-1,246,878
2.3	Administration Building	0	78,031	-78,031
2.4	Family Day Care	-801,966	786,808	15,158
2.5	Community Transport	-234,899	201,557	33,342
2.6	Public Library	-28,623	417,318	-388,695
2.7	Recreation Centre	-323,591	1,120,936	-797,345
2.8	Caravan Park	-11,343	12,729	-1,386
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-6,806	123,728	-116,922
3.2	Noxious Plant Control	-51,346	126,723	-75,377
3.3	Animal Control & LG Regulations	-12,299	34,910	-22,611
3.4	Community Development & Services	-48,352	119,379	-71,027
3.5	Housing	-38,689	63,600	-24,911
3.6	Town Planning & Building Control	-126,372	269,731	-143,359
3.7	Environmental Protection	-1,500	52,797	-51,297
3.8	Garbage	-766,286	770,313	-4,027
3.9	Public Halls and Buildings	-600	62,811	-62,211
3.10	Business Undertakings	-61,792	79,610	-17,818
Engineering Services				
4.1	Engineering Infrastructure	-8,119	336,984	-328,865
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-92,542	127,238	-34,696
4.5	Public Conveniences	0	70,066	-70,066
4.6	Sewerage	-830,243	864,172	-33,929
4.7	Sporting Grounds	0	199,846	-199,846
4.8	Parks and Gardens	-28,716	322,372	-293,656
4.9	Urban Sealed & Unsealed Roads	-100,000	751,375	-651,375
4.10	Rural Sealed Roads	-756,180	1,070,072	-313,892
4.11	Rural Unsealed Roads	0	547,827	-547,827
4.12	Drainage Infrastructure	-55,172	47,211	7,961
4.13	Street Lighting	0	97,729	-97,729
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-353,236	321,900	31,336
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-14,733,702	13,702,770	1,030,932

Department	BUDGET SUMMARY 2019/2020		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	965,696	-858,739
Corporate & Community Services	-8,853,495	4,031,680	4,821,815
Development & Environmental Services	-1,114,042	1,703,602	-589,560
Engineering Services	-4,659,208	7,001,792	-2,342,584
OPERATING RESULT-Before Capital Amounts	-14,733,702	13,702,770	1,030,932
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-14,759,302	13,702,770	1,056,532
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			249,130
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			2,700,000
Transfer from Restricted Assets			867,414
Plant Profit utilised			15,881
			4,177,925
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			6,925,747
Development of Real Estate			55,000
Advance to Deferred Debtors			0
Repayment of Loans			409,444
Repayment of Other Debts			0
Transfer to Restricted Assets			18,564
			7,408,755
Budget Surplus / (Deficit)			-1,298

Department		BUDGET SUMMARY 2020/2021		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	692,550	-692,550
1.2	Fire Control Services	-106,957	288,208	-181,251
1.3	Economic Development	0	76,028	-76,028
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-7,519,795	17,000	7,502,795
2.2	Corporate Services	-154,081	1,440,006	-1,285,925
2.3	Administration Building	0	79,847	-79,847
2.4	Family Day Care	-811,025	795,922	15,103
2.5	Community Transport	-203,727	198,139	5,588
2.6	Public Library	-28,623	425,744	-397,121
2.7	Recreation Centre	-333,298	1,147,961	-814,663
2.8	Caravan Park	-11,683	12,695	-1,012
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-7,011	127,687	-120,676
3.2	Noxious Plant Control	-52,886	130,778	-77,892
3.3	Animal Control & LG Regulations	-12,668	36,027	-23,359
3.4	Community Development & Services	-48,621	123,327	-74,706
3.5	Housing	-39,849	63,170	-23,321
3.6	Town Planning & Building Control	-126,372	278,235	-151,863
3.7	Environmental Protection	-1,500	55,111	-53,611
3.8	Garbage	-789,826	794,764	-4,938
3.9	Public Halls and Buildings	-600	63,228	-62,628
3.10	Business Undertakings	-63,646	78,955	-15,309
Engineering Services				
4.1	Engineering Infrastructure	-8,363	348,568	-340,205
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-95,319	131,278	-35,959
4.5	Public Conveniences	0	72,308	-72,308
4.6	Sewerage	-842,735	1,070,475	-227,740
4.7	Sporting Grounds	0	203,809	-203,809
4.8	Parks and Gardens	-29,577	330,896	-301,319
4.9	Urban Sealed & Unsealed Roads	-100,000	763,933	-663,933
4.10	Rural Sealed Roads	-769,649	1,084,426	-314,777
4.11	Rural Unsealed Roads	0	553,421	-553,421
4.12	Drainage Infrastructure	-56,827	47,650	9,177
4.13	Street Lighting	0	100,856	-100,856
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-353,236	321,900	31,336
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-15,002,874	14,199,902	802,972

Department	BUDGET SUMMARY 2020/2021		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	1,056,786	-949,829
Corporate & Community Services	-9,062,232	4,117,314	4,944,918
Development & Environmental Services	-1,142,979	1,751,282	-608,303
Engineering Services	-4,690,706	7,274,520	-2,583,814
OPERATING RESULT-Before Capital Amounts	-15,002,874	14,199,902	802,972
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-15,028,474	14,199,902	828,572
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			249,130
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			480,000
Transfer from Restricted Assets			39,785
Plant Profit utilised			13,687
			1,120,298
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,135,562
Development of Real Estate			535,000
Advance to Deferred Debtors			0
Repayment of Loans			473,203
Repayment of Other Debts			0
Transfer to Restricted Assets			19,643
			4,163,408
Budget Surplus / (Deficit)			-41,538

Department		BUDGET SUMMARY 2021/2022		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	647,150	-647,150
1.2	Fire Control Services	-106,957	295,384	-188,427
1.3	Economic Development	0	76,161	-76,161
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-7,743,454	17,000	7,726,454
2.2	Corporate Services	-157,849	1,484,060	-1,326,211
2.3	Administration Building	0	81,714	-81,714
2.4	Family Day Care	-820,356	805,327	15,029
2.5	Community Transport	-244,699	210,468	34,231
2.6	Public Library	-28,623	434,247	-405,624
2.7	Recreation Centre	-343,297	1,175,499	-832,202
2.8	Caravan Park	-12,033	12,655	-622
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-7,221	131,773	-124,552
3.2	Noxious Plant Control	-54,473	134,963	-80,490
3.3	Animal Control & LG Regulations	-13,048	37,180	-24,132
3.4	Community Development & Services	-48,898	127,400	-78,502
3.5	Housing	-41,044	62,617	-21,573
3.6	Town Planning & Building Control	-126,372	287,011	-160,639
3.7	Environmental Protection	-1,500	57,499	-55,999
3.8	Garbage	-814,072	819,996	-5,924
3.9	Public Halls and Buildings	-600	63,618	-63,018
3.10	Business Undertakings	-65,555	78,140	-12,585
Engineering Services				
4.1	Engineering Infrastructure	-8,614	360,521	-351,907
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-98,179	135,447	-37,268
4.5	Public Conveniences	0	74,622	-74,622
4.6	Sewerage	-860,902	1,086,692	-225,790
4.7	Sporting Grounds	0	207,899	-207,899
4.8	Parks and Gardens	-30,464	339,693	-309,229
4.9	Urban Sealed & Unsealed Roads	-100,000	776,894	-676,894
4.10	Rural Sealed Roads	-783,522	1,099,086	-315,564
4.11	Rural Unsealed Roads	0	559,195	-559,195
4.12	Drainage Infrastructure	-58,532	48,103	10,429
4.13	Street Lighting	0	104,083	-104,083
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-480,508	405,212	75,296
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-15,485,772	14,482,309	1,003,463

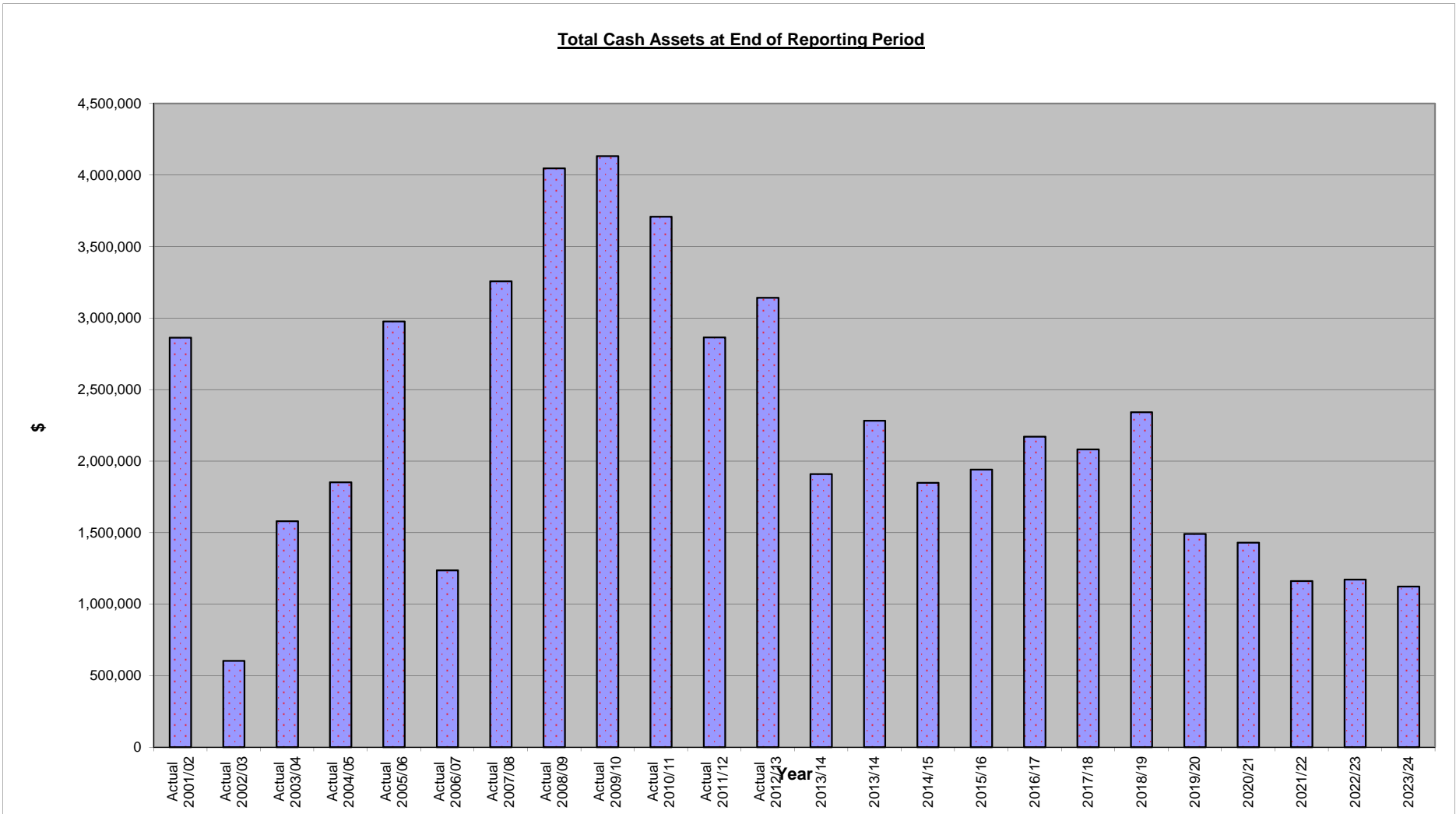
Department	BUDGET SUMMARY 2021/2022		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	1,018,695	-911,738
Corporate & Community Services	-9,350,311	4,220,970	5,129,341
Development & Environmental Services	-1,172,783	1,800,197	-627,414
Engineering Services	-4,855,721	7,442,447	-2,586,726
OPERATING RESULT-Before Capital Amounts	-15,485,772	14,482,309	1,003,463
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-15,511,372	14,482,309	1,029,063
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			330,342
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			279,375
Plant Profit utilised			11,423
			966,640
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,547,445
Development of Real Estate			79,800
Advance to Deferred Debtors			0
Repayment of Loans			530,263
Repayment of Other Debts			0
Transfer to Restricted Assets			18,656
			4,176,164
Budget Surplus / (Deficit)			-7,461

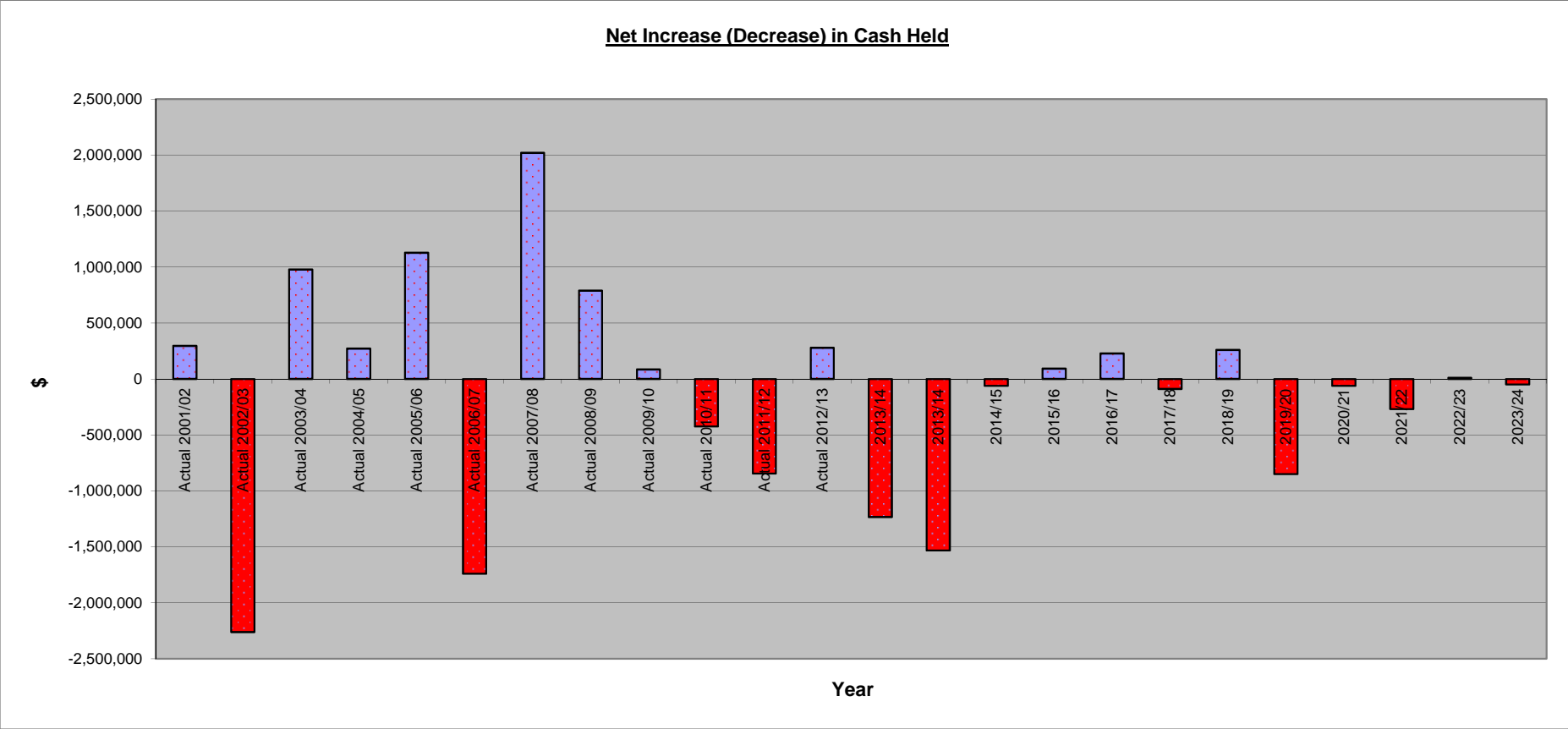
Department		BUDGET SUMMARY 2022/2023		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	667,380	-667,380
1.2	Fire Control Services	-106,957	302,775	-195,818
1.3	Economic Development	0	76,298	-76,298
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-7,973,822	17,000	7,956,822
2.2	Corporate Services	-161,729	1,539,502	-1,377,773
2.3	Administration Building	0	83,633	-83,633
2.4	Family Day Care	-829,967	815,034	14,933
2.5	Community Transport	-213,820	207,335	6,485
2.6	Public Library	-28,623	442,819	-414,196
2.7	Recreation Centre	-353,595	1,203,544	-849,949
2.8	Caravan Park	-12,394	12,609	-215
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-7,438	135,990	-128,552
3.2	Noxious Plant Control	-56,107	139,283	-83,176
3.3	Animal Control & LG Regulations	-13,439	38,369	-24,930
3.4	Community Development & Services	-49,183	131,605	-82,422
3.5	Housing	-42,276	61,928	-19,652
3.6	Town Planning & Building Control	-126,372	296,067	-169,695
3.7	Environmental Protection	-1,500	59,963	-58,463
3.8	Garbage	-839,046	846,037	-6,991
3.9	Public Halls and Buildings	-600	63,980	-63,380
3.10	Business Undertakings	-67,522	77,151	-9,629
Engineering Services				
4.1	Engineering Infrastructure	-8,872	372,857	-363,985
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-101,124	139,749	-38,625
4.5	Public Conveniences	0	77,010	-77,010
4.6	Sewerage	-879,764	1,103,305	-223,541
4.7	Sporting Grounds	0	212,119	-212,119
4.8	Parks and Gardens	-31,378	348,772	-317,394
4.9	Urban Sealed & Unsealed Roads	-100,000	790,270	-690,270
4.10	Rural Sealed Roads	-797,811	1,114,050	-316,239
4.11	Rural Unsealed Roads	0	565,153	-565,153
4.12	Drainage Infrastructure	-60,288	48,570	11,718
4.13	Street Lighting	0	107,414	-107,414
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-480,508	387,612	92,896
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-15,779,135	14,730,183	1,048,952

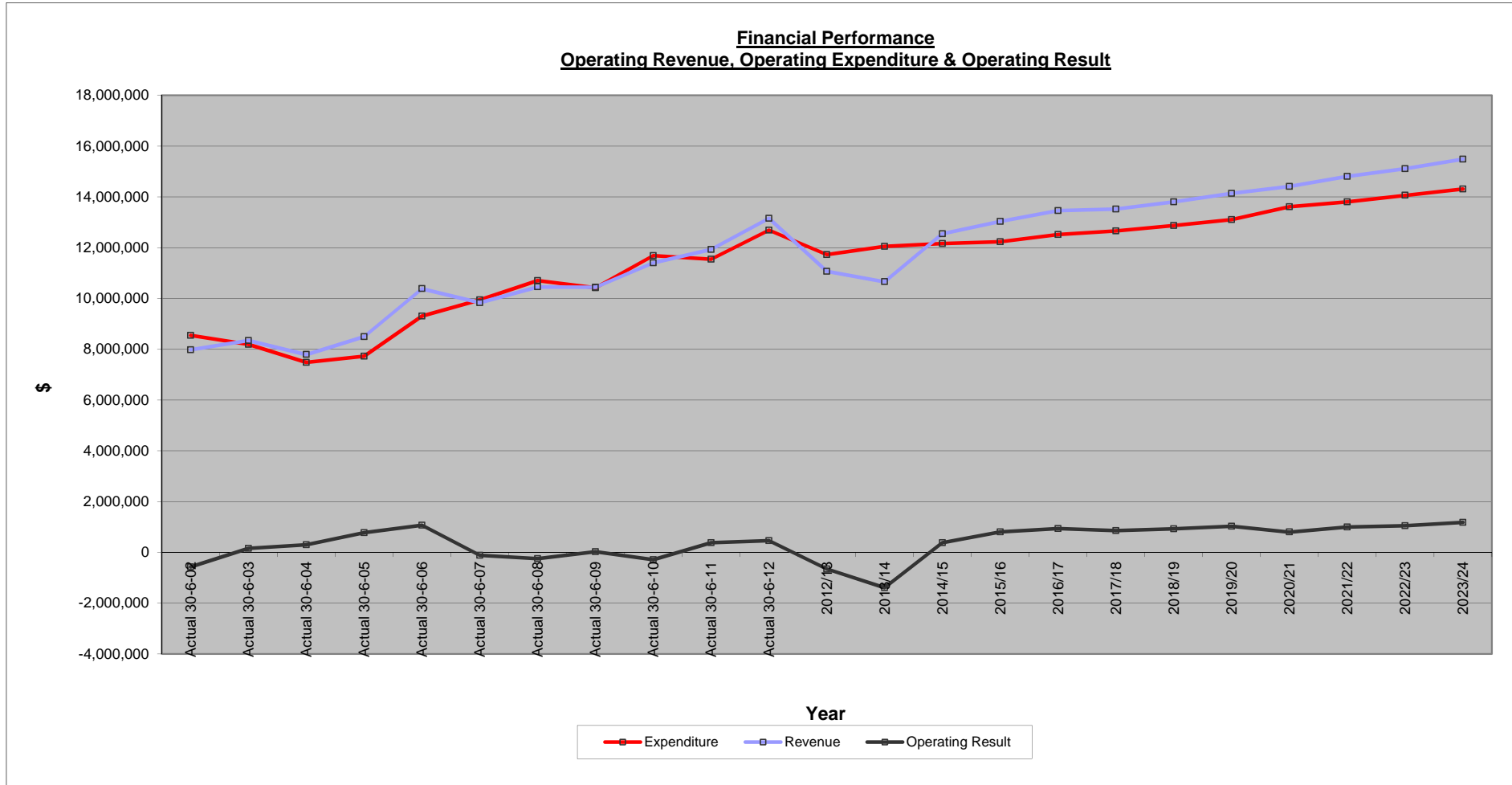
Department	BUDGET SUMMARY 2022/2023		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	1,046,453	-939,496
Corporate & Community Services	-9,573,950	4,321,476	5,252,474
Development & Environmental Services	-1,203,483	1,850,373	-646,890
Engineering Services	-4,894,745	7,511,881	-2,617,136
OPERATING RESULT-Before Capital Amounts	-15,779,135	14,730,183	1,048,952
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-15,804,735	14,730,183	1,074,552
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			337,696
Cost of Real Estate Assets Sold			329,542
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			41,871
Plant Profit utilised			9,086
			718,195
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,276,151
Development of Real Estate			79,000
Advance to Deferred Debtors			0
Repayment of Loans			559,067
Repayment of Other Debts			0
Transfer to Restricted Assets			18,558
			3,932,776
Budget Surplus / (Deficit)			32,971

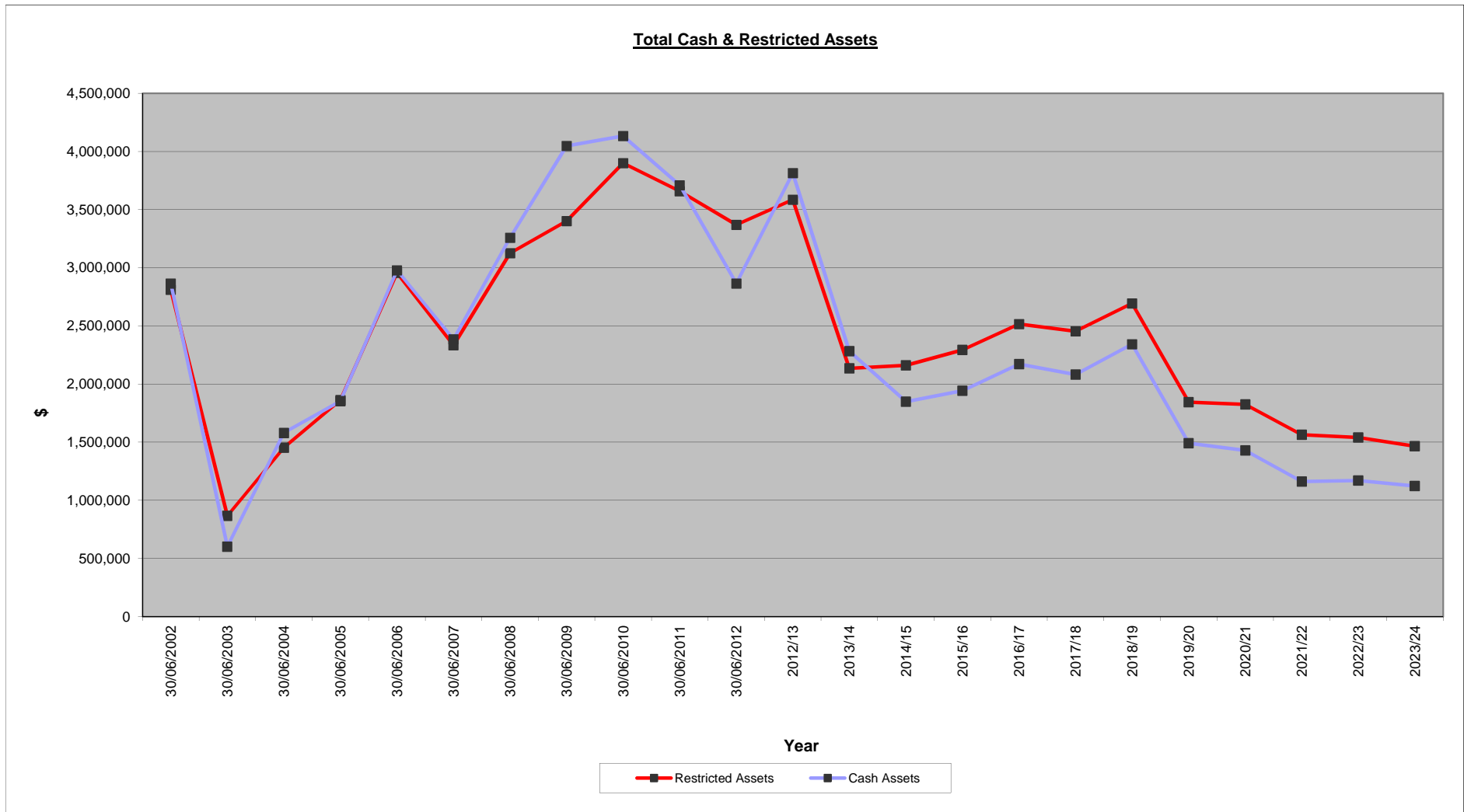
Department		BUDGET SUMMARY 2023/2024		
		OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services				
1.1	Governance & General Manager	0	688,254	-688,254
1.2	Fire Control Services	-106,957	310,389	-203,432
1.3	Economic Development	0	76,439	-76,439
1.4	GAP	0	0	0
Corporate & Community Services				
2.1	Finance	-8,211,102	17,000	8,194,102
2.2	Corporate Services	-165,726	1,576,378	-1,410,652
2.3	Administration Building	0	85,604	-85,604
2.4	Family Day Care	-839,866	825,051	14,815
2.5	Community Transport	-255,094	219,959	35,135
2.6	Public Library	-28,623	451,511	-422,888
2.7	Recreation Centre	-364,203	1,232,093	-867,890
2.8	Caravan Park	-12,766	12,556	210
Development & Environmental Services				
3.1	Building control, Public Health & Food Control	-7,662	140,342	-132,680
3.2	Noxious Plant Control	-57,790	143,740	-85,950
3.3	Animal Control & LG Regulations	-13,842	39,596	-25,754
3.4	Community Development & Services	-49,477	135,945	-86,468
3.5	Housing	-43,545	61,094	-17,549
3.6	Town Planning & Building Control	-126,372	305,413	-179,041
3.7	Environmental Protection	-1,500	62,505	-61,005
3.8	Garbage	-864,767	872,908	-8,141
3.9	Public Halls and Buildings	-600	64,307	-63,707
3.10	Business Undertakings	-69,548	75,975	-6,427
Engineering Services				
4.1	Engineering Infrastructure	-9,138	385,589	-376,451
4.2	Operational Services Provision	-5,000	20,000	-15,000
4.3	Plant & Equipment	-330,000	475,000	-145,000
4.4	Public Cemeteries	-104,157	144,188	-40,031
4.5	Public Conveniences	0	79,474	-79,474
4.6	Sewerage	-904,342	1,120,319	-215,977
4.7	Sporting Grounds	0	216,475	-216,475
4.8	Parks and Gardens	-32,320	358,141	-325,821
4.9	Urban Sealed & Unsealed Roads	-100,000	804,075	-704,075
4.10	Rural Sealed Roads	-812,529	1,129,321	-316,792
4.11	Rural Unsealed Roads	0	571,301	-571,301
4.12	Drainage Infrastructure	-62,097	49,052	13,045
4.13	Street Lighting	0	110,851	-110,851
4.14	RTA Works	-1,650,000	1,400,000	250,000
4.15	Property Development	-480,508	370,012	110,496
4.16	Private Works	-450,000	350,000	100,000
OPERATING RESULT-Before Capital Amounts		-16,159,531	14,980,857	1,178,674

Department	BUDGET SUMMARY 2023/2024		
	OPERATING INCOME	OPERATING EXPENDITURE	OPERATING SURPLUS (DEFICIT)
Executive Services	-106,957	1,075,082	-968,125
Corporate & Community Services	-9,877,380	4,420,152	5,457,228
Development & Environmental Services	-1,235,103	1,901,825	-666,722
Engineering Services	-4,940,091	7,583,798	-2,643,707
OPERATING RESULT-Before Capital Amounts	-16,159,531	14,980,857	1,178,674
Capital Grants & Contributions	-25,600		-25,600
OPERATING RESULT	-16,185,131	14,980,857	1,204,274
ADD Expenses not involving flows of Funds			
Depreciation			2,173,000
ADD Non-Operating Funds employed			
Carrying Amount of Assets Sold			345,500
Cost of Real Estate Assets Sold			328,742
Other Debt Finance			0
Repayments by Deferred Debtors			0
Loan Funds used			0
Transfer from Restricted Assets			87,439
Plant Profit utilised			6,674
			768,355
SUBTRACT Funds deployed for Non-Op Purposes			
Acquisition of Assets			3,437,740
Development of Real Estate			78,200
Advance to Deferred Debtors			0
Repayment of Loans			589,993
Repayment of Other Debts			0
Transfer to Restricted Assets			12,516
			4,118,449
Budget Surplus / (Deficit)			27,180











JUNEE SHIRE COUNCIL

TCORP REPORT

April 2013

ATTACHMENT II





New South Wales
Treasury Corporation

Junee Shire Council

Financial Assessment, Sustainability and Benchmarking Report

05 April 2013

Prepared by NSW Treasury Corporation for Junee Shire Council, the Division of Local Government and the Independent Local Government Review Panel.

Disclaimer

This report has been prepared by New South Wales Treasury Corporation (TCorp) in accordance with the appointment of TCorp by the Division of Local Government (DLG) as detailed in TCorp's letters of 22 December 2011 and 28 May 2012. The report has been prepared to assist the DLG and the Independent Local Government Review Panel in its consideration of the Sustainability of each local government area in NSW.

The report has been prepared based on information provided to TCorp as set out in Section 2.2 of this report. TCorp has relied on this information and has not verified or audited the accuracy, reliability or currency of the information provided to it for the purpose of preparation of the report. TCorp and its directors, officers and employees make no representation as to the accuracy, reliability or completeness of the information contained in the report.

In addition, TCorp does not warrant or guarantee the outcomes or projections contained in this report. The projections and outcomes contained in the report do not necessarily take into consideration the commercial risks, various external factors or the possibility of poor performance by the Council all of which may negatively impact the financial capability and sustainability of the Council. The TCorp report focuses on whether the Council has reasonable capacity, based on the information provided to TCorp, to take on additional borrowings, and Council's future Sustainability, within prudent risk parameters and the limits of its financial projections.

The report has been prepared for Junee Shire Council, the DLG and the Independent Local Government Review Panel. TCorp shall not be liable to Junee Shire Council or have any liability to any third party under the law of contract, tort and the principles of restitution or unjust enrichment or otherwise for any loss, expense or damage which may arise from or be incurred or suffered as a result of reliance on anything contained in this report.

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Section 1 Executive Summary

This report provides an independent assessment of Junee Shire Council's (the Council) financial capacity, and its future Sustainability. The analysis is based on a review of the historical performance, current financial position, and long term financial forecasts. It also benchmarks the Council against its peers using key ratios.

TCorp's approach has been to:

- Review the most recent four years of Council's consolidated financial results
- Conduct a detailed review of the Council's 10 year financial forecasts, with a particular focus on a council's General Fund. Where a council operates a Water or other Fund the financial capacity of these other Funds may be reviewed where considered necessary.

The Council has been well managed over the review period based on the following observations:

- Council has achieved operating surpluses in three of the four review years. The prepayment of the Financial Assistance Grants has assisted this position in 2011 and 2012
- The Unrestricted Current Ratio, Cash Expense Ratio and the level of cash and investments indicate that Council had sufficient liquidity but there is a downward trend
- Council's DSCR and Interest Cover Ratio demonstrate that it could repay its debt obligations and had capacity to manage further borrowings
- Council has managed to keep employee expenses relatively static in the past three years

The Council reported \$7.8m of Infrastructure Backlog in 2012 which represents 9.8% of its infrastructure asset value of \$79.3m. Other observations include:

- Council's backlog has reduced from \$9.6m in 2009 and from \$25.7m in 2011 due to a change in the interpretation of assets classified as a satisfactory standard
- Council has spent adequate amounts on asset renewal and capital expenditure over the review period but has not spent enough on asset maintenance

The key observations from our review of Council's 10 year forecasts for its General Fund are:

- Council's current LTFP has been prepared based on four years of nominal numbers and six years of real numbers. TCorp recommends that Council use nominal numbers for all 10 years of the LTFP which in our view will assist Council in their assessment of their future financial position and be consistent with the approach taken by the majority of councils
- Council's LTFP includes a proposed SRV above the rate peg in three consecutive years from 2014 at rates between 9.0% and 10.0% inclusive of the rate peg along with a permanent extension of an existing SRV that expires in 2015
- If the SRVs are not approved as sought, Council's ability to achieve a break even position will be impacted, resulting in Council having to amend the LTFP, review service levels, and/ or revise scheduled capital programs
- Council is forecast to retain sufficient liquidity throughout the review period
- Council will be able to spend sufficiently on capital expenditure throughout the review period only if the SRVs are approved

In our view, if Council are successful with the proposed SRV applications then they may have the capacity to undertake further borrowings in addition to the \$1.0m Council has already forecast to be utilised for land development within the LTFP. Once the details of any approved SRV's are available the capacity for further borrowings can be considered.

In respect of the long term sustainability of the Council our key observations are:

- Council's long term Sustainability can be better assessed once the LTFP is calculated on a consistent nominal dollar basis
- The outcome of the proposed SRV applications is key to the future financial Sustainability of Council as without the increase in rates revenue, expense growth is likely to outpace revenue growth with Council's position deteriorating in each year
- Council is currently operating close to its efficiency limit and therefore there are limited opportunities to reduce the expense base
- Council is heavily reliant on the provision of operating and capital grants from other areas of government and would not be sustainable without the continued provision of these grants
- Council's LTFP includes sufficient levels of capital expenditure to maintain its assets but the funding for this investment is dependent on the approval of the SRV's. In the event that the SRV's are not approved, Council will need to amend its LTFP which may adversely impact its Sustainability

In respect of the Benchmarking analysis TCorp has compared the Council's key ratios with other councils in DLG Group 10. The key observations are:

- The Council has moderate financial flexibility with its Operating Ratio above benchmark and the group's average. Council is reliant on grants with its Own Source Operating Revenue Ratio below the benchmark level
- The Council's liquidity position is trending downwards even though the Cash Expense Ratio and the Unrestricted Current Ratio are both above benchmark and can pose liquidity problems in the medium to long term should the trend continue
- The Council should have debt capacity to service existing debts with both the DSCR and the Interest Cover Ratio remaining close to benchmark level
- The Council's Capital Expenditure Ratio and its Building and Infrastructure Renewal Ratio are above the benchmark and average. However, renewals are trending downwards like asset maintenance and should this continue, Council's Infrastructure Backlog could rise higher above the benchmark level

Section 2 Introduction

2.1: Purpose of Report

This report provides the Council with an independent assessment of their financial capacity, Sustainability and performance measured against a peer group of councils. It will complement Council's internal due diligence, the IP&R system of the Council and the DLG, together with the work being undertaken by the Independent Local Government Review Panel.

The report is to be provided to the DLG and the Independent Local Government Review Panel.

The key areas focused on are:

- The financial capacity of the Council
- The long term Sustainability of the Council
- The financial performance of the Council in comparison to a range of similar councils and measured against prudent benchmarks

2.2: Scope and Methodology

TCorp's approach was to:

- Review the most recent four years of the Council's consolidated audited accounts using financial ratio analysis. In undertaking the ratio analysis TCorp has utilised ratio's substantially consistent with those used by Queensland Treasury Corporation (QTC) initially in its review of Queensland Local Government (2008), and subsequently updated in 2011
- Conduct a detailed review of the Council's 10 year financial forecasts including a review of the key assumptions that underpin the financial forecasts. The review of the financial forecasts focused on the Council's General Fund
- Identify significant changes to future financial forecasts from existing financial performance and highlight risks associated with such forecasts, including those that could impact Council's Sustainability
- Conduct a benchmark review of a Council's performance against its peer group
- Prepare a report that provides an overview of the Council's existing and forecast financial position and its capacity to meet increased debt commitments and achieve long term Sustainability
- Conduct a high level review of the Council's IP&R documents for factors which could impact the Council's financial capacity, performance and Sustainability

In undertaking its work, TCorp relied on:

- Council's audited financial statements (2008/09 to 2011/12)
- Council's financial forecast model
- Council's IP&R documents
- Discussions with Council officers
- Other publicly available information such as information published on the IPART website

Definition of Sustainability

In conducting our reviews, TCorp has relied upon the following definition of sustainability to provide guidance:

"A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community."

Benchmark Ratios

In conducting our review of the Councils' financial performance, forecasts and Sustainability we have measured performance against a set of benchmarks. These benchmarks are listed below. Benchmarks do not necessarily represent a pass or fail in respect of any particular area. One-off projects or events can impact a council's performance against a benchmark for a short period. Other factors such as the trends in results against the benchmarks are critical as well as the overall performance against all the benchmarks. As councils can have significant differences in their size and population densities, it is important to note that one benchmark does not fit all.

For example, the Cash Expense Ratio should be greater for smaller councils than larger councils as a protection against variation in performance and financial shocks.

Therefore these benchmarks are intended as a guide to performance.

The Glossary attached to this report explains how each ratio is calculated.

Ratio	Benchmark
Operating Ratio	> (4.0%)
Cash Expense Ratio	> 3.0 months
Unrestricted Current Ratio	> 1.50x
Own Source Operating Revenue Ratio	> 60.0%
Debt Service Cover Ratio (DSCR)	> 2.00x
Interest Cover Ratio	> 4.00x
Building and Infrastructure Backlog Ratio	< 0.02x
Asset Maintenance Ratio	> 1.00x
Building and Infrastructure Asset Renewal Ratio	> 1.00x
Capital Expenditure Ratio	> 1.10x

2.3: Overview of the Local Government Area

Junee Shire Council	
Locality and Size	
Locality	Murrumbidgee
Area	2,031 km ²
DLG Group No.	10
Demographics	
Population as at 30 June 2011	5,878
% under 20	25%
% between 20 and 59	54%
% over 60	21%
Expected population in 2021	5,900
Operations	
Number of employees (FTE)	75
Annual revenue	\$13.2m
Infrastructure	
Roads	843 km
Bridges	8
Infrastructure backlog value	\$7.8m
Total infrastructure value	\$79.3m

Junee Shire Council Local Government Area (LGA) is located approximately 40km north of Wagga Wagga, a five hour drive from either Sydney or Melbourne.

Agriculture is the main economic sector with the LGA and is known for its lamb and crops of wheat, oats, barley, canola and tritcale. It is also home of the Junee Correctional Centre, a privately run prison that houses approximately 750 inmates.

The LGA has been impacted by flooding in recent years with the latest natural disaster declaration being received after the floods in February and March 2012. This has had an adverse effect on Council's infrastructure assets.

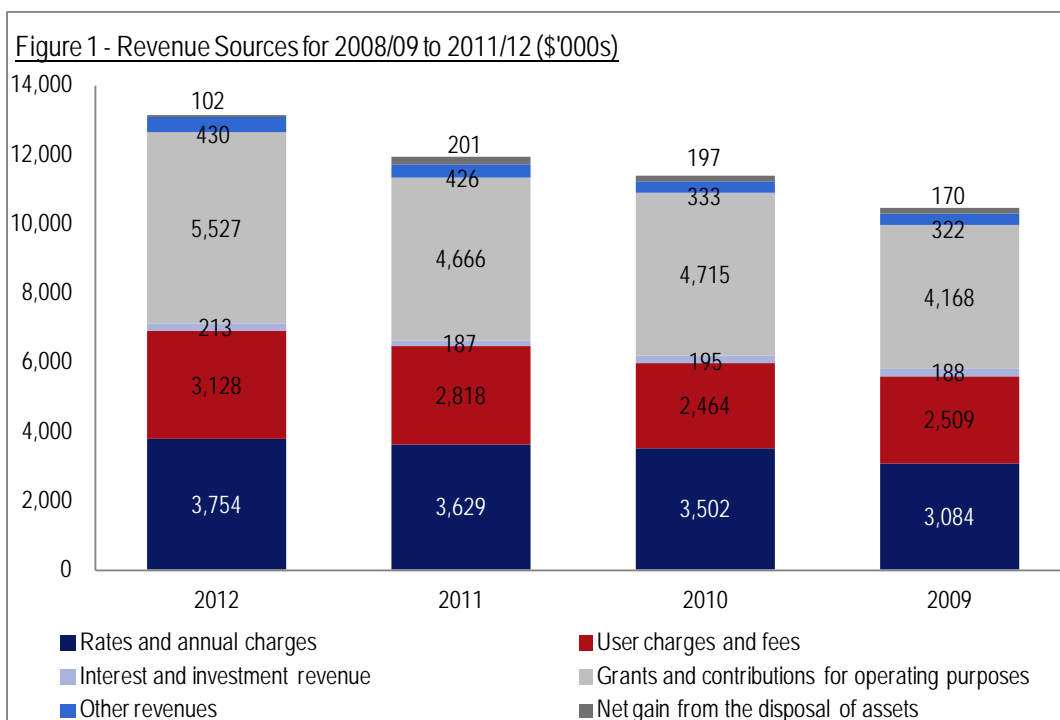
Within Council's Infrastructure, Property, Plant and Equipment (IPP&E) at 30 June 2012 there was:

- \$51.5m of roads, bridges and footpaths
- \$10.2m of sewerage infrastructure
- \$9.6m of specialised buildings
- \$3.1m of other structures
- \$3.0m of stormwater drainage
- \$1.9m of non specialised buildings

Section 3 Review of Financial Performance and Position

In reviewing the financial performance of the Council, TCorp has based its review on the annual audited accounts of the Council unless otherwise stated.

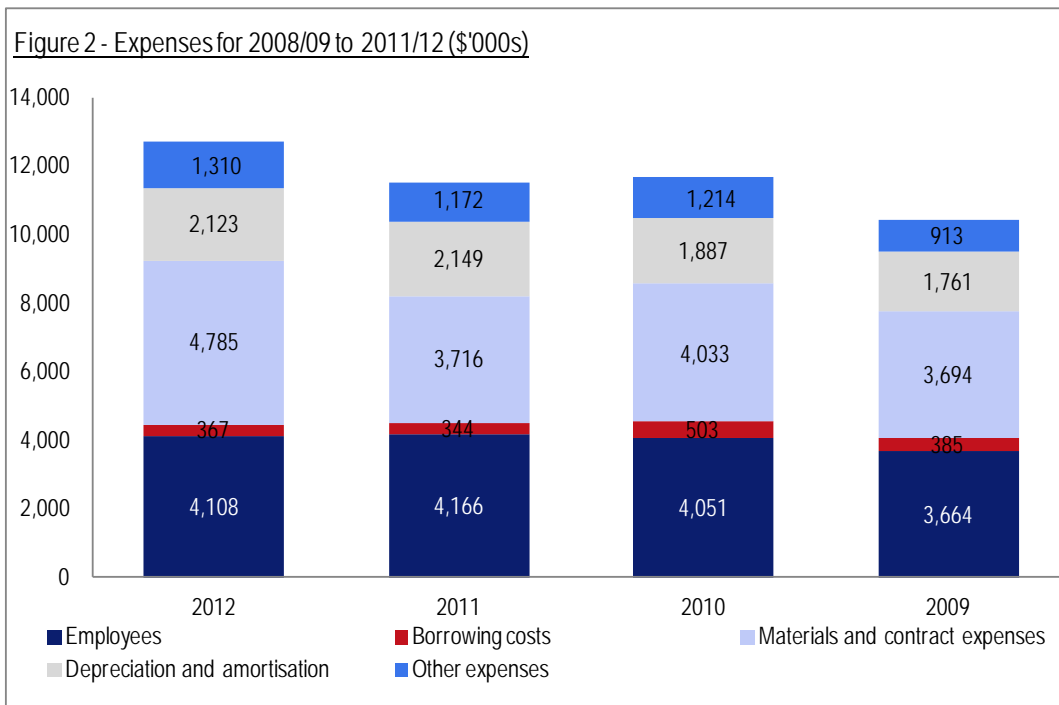
3.1: Revenue



Key Observations

- Total operating revenues have increased by \$2.7m (26.0%) over the review period to \$13.2m in 2012.
- Rates and annual charges benefitted from a SRV for five years that began in 2010 in respect of road resealing. In 2010, the SRV was 10% above the 3.5% rate peg.
- Of the \$2.6m received in ordinary rates in 2012, \$1.3m related to farmland, \$1.0m to residential and \$0.3m to business. The sewerage services charge of \$0.6m was the largest annual charge in 2012.
- User fees and charges have been on an upward trend since 2010 with the main contributor being RMS charges of \$2.0m in 2012.
- Operating grants and contributions have seen large increases over the period due to the receipt of the first quarter's general purpose Financial Assistance Grant for 2013 being received in 2012. This increased the grant to \$3.2m. The largest specific purpose grants in 2012 were for family day care of \$0.6m and transport \$0.8m.
- Other revenues have also been on an upward trend with property rental income and commissions and agency fees of \$0.1m each being the largest items in 2012.
- In each year Council has made a gain on the disposal of assets, either from real estate, property, and plant and equipment. Council has forecast these gains to continue within their LTFP 10 year forecast.

3.2: Expenses



Key Observations

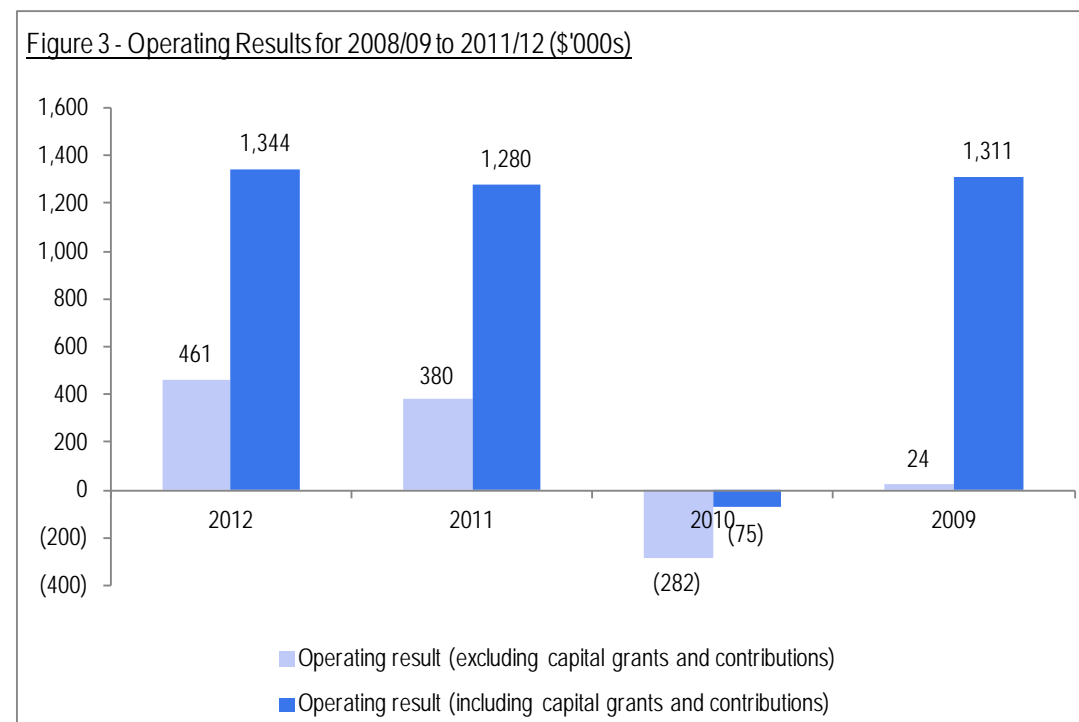
- Total operating expenses have increased by \$2.3m (21.9%) over the review period to \$12.7m in 2012.
- Employee costs have remained consistent over the last three years, with equivalent full time employee numbers remaining at 75 throughout the review period. The 10.6% annual increase in 2010 was mainly due to increased defined benefit superannuation payments. This decreased slightly, along with employee leave entitlements, from 2011 to 2012.
- Materials and contract expenses have increased to be Council's largest expense in 2012 due to an increase of \$0.8m in raw materials and consumables and \$0.2m in contractor and consultancy costs that led to a 28.8% annual increase. This was partly due to increased State road maintenance related to resealing State highways.
- Depreciation expenses have increased over the review period with the main increase of \$0.3m in 2011 linked to the Asset Revaluations process for roads, bridges and footpath depreciation that grew to \$1.3m.
- Other expenses have been on an upward trend with electricity and insurance the largest costs in 2012 of \$0.3m each.

3.3: Operating Results

TCorp has made some standard adjustments to focus the analysis on core operating council results. Grants and contributions for capital purposes, realised and unrealised gains on investments and other assets are excluded, as well as one-off items which Council have no control over (e.g. impairments).

TCorp believes that the exclusion of these items will assist in normalising the measurement of key performance indicators, and the measurement of Council's performance against its peers.

All items excluded from the income statement and further historical financial information is detailed in Appendix A.



Key Observations

- Council's operating result has remained within a relatively tight range over the review period with the result not fluctuating significantly from the break even position in all four years when capital grants and contributions are excluded.
- The operating result has improved in 2011 and 2012 due to the timing of the Financial Assistance Grants and Council's ability to control employee costs.

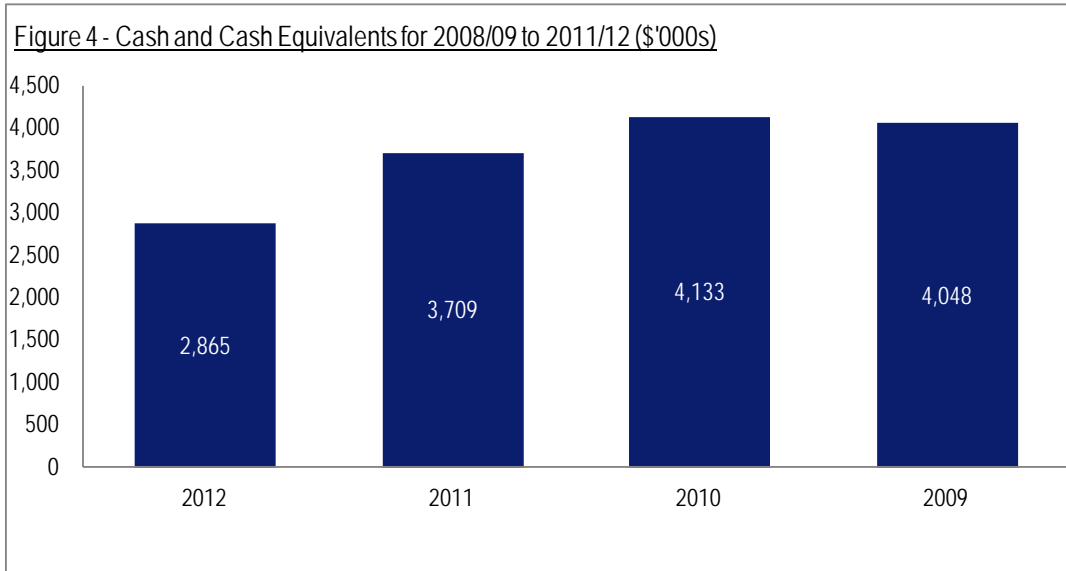
3.4: Financial Management Indicators

Performance Indicators	Year ended 30 June			
	2012	2011	2010	2009
EBITDA (\$'000s)	2,951	2,873	2,108	2,170
Operating Ratio	3.5%	3.2%	(2.5%)	0.2%
Interest Cover Ratio	8.04x	8.35x	4.19x	5.64x
Debt Service Cover Ratio	4.78x	4.80x	4.19x	5.64x
Unrestricted Current Ratio	2.89x	2.78x	2.58x	4.24x
Own Source Operating Revenue Ratio	49.0%	50.3%	51.4%	47.7%
Cash Expense Ratio	3.4 months	4.9 months	5.3 months	5.9 months
Net assets (\$'000s)	126,283	116,527	111,243	110,171

Key Observations

- Council's underlying operating performance, measured by EBITDA, has improved marginally over the period. The timing differences of the operating grants and contributions contributed to this improvement.
- The Operating Ratio has been above the negative 4% benchmark in all four years indicating a sustainable operating performance over the review period.
- Council has a strong DSCR and Interest Cover Ratio across the four years. This indicates that Council had sufficient capacity to manage their borrowings and had the ability to utilise additional borrowings if required.
- Council's total borrowings are \$7.4m in 2012. This equates to 5.8% of Net Assets.
- The Unrestricted Current Ratio has been above the 1.5x benchmark throughout the review period.
- The Own Source Operating Revenue Ratio has been below the benchmark in each year, highlighting Council's reliance on grants and contributions to assist with meeting their operations.
- The Cash Expense Ratio has been on a downward trend over the review period but remains above the 3.0 months benchmark in 2012. A continuation of this trend is likely to see Council fall below the benchmark in the next year or two. This is because of a decreasing trend in cash and cash equivalents as highlighted in Section 3.5 and an increase in current liabilities during the review period.
- Net Assets have been on an upward trend over the period due to the Asset Revaluations. In each year Council revalued their infrastructure assets and community land which increased the value of these assets by \$1.3m in 2010, \$4.6m in 2011 and \$10.7m in 2012.
- When the Asset Revaluations are excluded there has been a \$2.6m increase in the IPP&E asset base over the three year period, compared to the written down value of disposed assets and depreciation.

3.5: Statement of Cashflows



Key Observations

- Council's cash and cash equivalents have generally been on a downward trend over the period with the spending on investing activities being larger than the receipts from operating activities in three of the four years.
- Council did not hold any investments during the review period.
- Of the \$2.9m, \$1.6m is externally restricted, \$1.0m is internally restricted and \$0.3m is unrestricted.
- The level of cash and cash equivalents along with the Unrestricted Current Ratio above the benchmark indicates Council has had sufficient liquidity. However, the decreasing cash and cash equivalents will impact this position if the downward trend continues in the medium to long term.

3.6: Capital Expenditure

The following section predominantly relies on information obtained from Special Schedules 7 and 8 that accompany the annual financial statements. These figures are unaudited and are therefore Council's estimated figures.

3.6(a): Infrastructure Backlog

Figure 5 - Infrastructure Backlog for 2008/09 to 2011/12 (\$'000s)

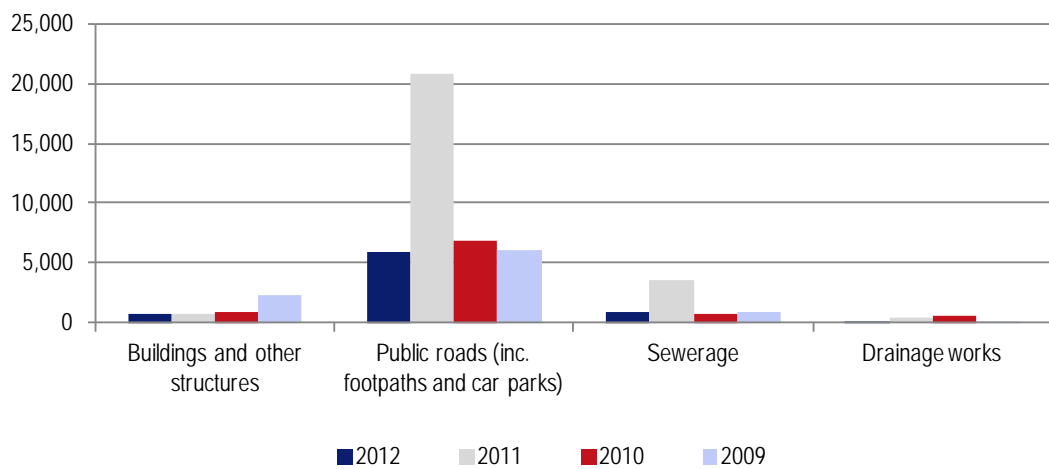
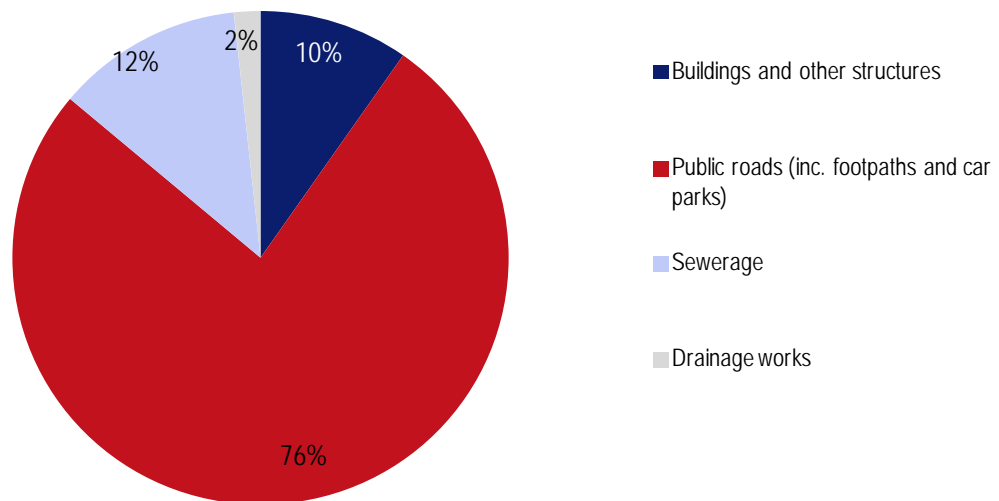


Figure 6 - Infrastructure Backlog Composition for 2011/12



Council's Infrastructure Backlog has decreased over the review period from \$9.6m in 2009 to \$7.8m in 2012. It spiked in 2011 to \$25.7m before decreasing to the 2012 level. The spike in 2011 was partly due to the flood damage experienced to the road network. Public roads are the largest backlog asset class with a total of \$6.0m in 2012.

The decrease is from a change in interpretation of the term satisfactory, with Council working with their asset engineering team to refine accurate asset lifecycles and amend their subsequent values and renewal costs.

3.6(b): Infrastructure Status

Infrastructure Status	Year ended 30 June			
	2012	2011	2010	2009
Bring to satisfactory standard (\$'000s)	7,795	25,675	9,165	9,612
Required annual maintenance (\$'000s)	3,165	4,588	3,582	2,951
Actual annual maintenance (\$'000s)	1,646	2,955	2,992	2,454
Total value of infrastructure assets (\$'000s)	79,323	74,439	73,840	71,749
Total assets (\$'000s)	136,000	126,365	120,911	119,334
Building and Infrastructure Backlog Ratio	0.10x	0.34x	0.12x	0.13x
Asset Maintenance Ratio	0.52x	0.64x	0.84x	0.83x
Building and Infrastructure Renewals Ratio	1.16x	1.29x	1.76x	1.64x
Capital Expenditure Ratio	1.23x	1.07x	1.23x	1.83x

The Building and Infrastructure Backlog Ratio has reduced over the period, due to the Asset Revaluation process marginally increasing the total value of infrastructure assets and the reduction of the backlog figure in 2012 due to an improved valuation methodology.

The Asset Maintenance Ratio has declined over the period highlighting Council has not been adequately providing for maintaining the operating standard of their assets.

The Building and Infrastructure Renewals Ratio has been on a downward trend over the period but remains above the benchmark in 2012 indicating that Council has been investing enough to renew assets to their original standard.

Council's Capital Expenditure Ratio, which takes into account assets which improve performance or capacity, has remained above the benchmark in every year apart from 2011 when it marginally reduced below the 1.10x benchmark. This indicates Council has expanded their Net Assets over the period as confirmed in Section 3.4.

3.6(c): Capital Program

The following figures are sourced from the Council's Annual Financial Statements at Special Schedule No. 8 and are not audited. New capital works are major non-recurrent projects.

Capital Program (\$'000s)	Year ended 30 June			
	2012	2011	2010	2009
New capital works	334	919	468	2,253
Replacement/refurbishment of existing assets	2,561	2,342	3,093	2,361
Total	2,895	3,261	3,561	4,614

In 2012 Council's major capital works included:

- \$1.4m on road network renewals
- \$0.6m on flood damaged road reinstatement
- \$0.1m on land development on the Kaiser Estate
- \$0.1m on an upgrade of the Laurie Daley Oval

In 2011 Council's major capital works included:

- \$0.7m on flood damaged road reinstatement
- \$0.7m on road network renewals
- \$0.5m on refurbishment of the Athenium Theatre
- \$0.5m on land development on the Kaiser Estate
- \$0.2m on new facilities at Loftus Oval
- \$0.1m on an upgrade of the Laurie Daley Oval
- \$0.1m on drainage asset upgrades

3.7: Specific Risks to Council

- Inability to reduce Infrastructure Backlog. While the nominal total of the Infrastructure Backlog has reduced to \$7.8m, Council still have limited ability to bring their asset base back to the required satisfactory standard. Council has stated that the local road network is not designed for the larger heavy vehicles that travel within the LGA and this contributes to the challenge of maintaining and renewing the road assets.
- Staff recruitment. Council's workforce is relatively stable with an average employed time of 14.7 years. While this saves on recruitment costs and shows an experienced workforce, it means that the average age of staff is relatively high with only 17 of the 58 permanent full time staff under 40 years old, while there are also only 16 females employed. These demographics bring their own risks, with Council having a policy to employ both younger and female staff wherever possible.
- Environmental disasters. The LGA has experienced several flooding events in the last few years which impacts the infrastructure assets in the affected area. This puts pressure on Council's infrastructure maintenance and renewals funding and planning. It delays scheduled capital programs with the rehabilitation of damaged assets taking priority. Council has received flood related grants in the past to assist with the rehabilitation although these grants do not cover the full cost of the works required.

Section 4 Review of Financial Forecasts

The financial forecast model shows the projected financial statements and assumptions for the next 10 years. We have focussed our financial analysis upon the General Fund as although some Council's consolidated position includes both a Water and Sewer Fund these are operated as independent entities, which unlike the General Fund are more able to adjust the appropriate fees and charges to meet all future operating and investing expenses.

Council operates both a General and Sewer Fund.

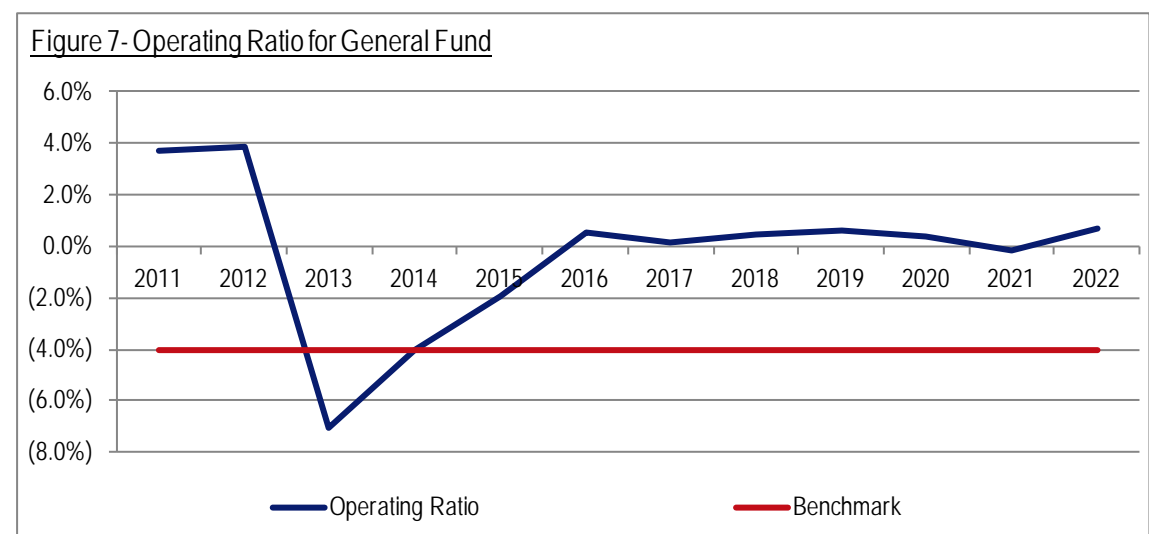
The first four years of the LTFP, are included within Council's delivery program and have been completed in nominal terms while the following six years have been completed in real terms without the effects of inflation. This is a different approach to the majority of forecasts that we have reviewed and TCorp would recommend that the full forecast be completed in nominal terms for future forecasts.

The fact that revenues and expenses will not grow at the same rate year on year effectively indicates that Council's LTFP only forecasts for a four year period to 2016 as opposed to the 10 years required within the LTFP.

The LTFP includes Council applying for an SRV in 2014 of 10.0%, 2015 of 9.5%, and 2016 of 9.0% inclusive of the rate peg while also receiving approval for the permanent continuation of the existing SRV that is due to expire in 2015 that originally provided a 10% increase in 2010 that was built in to the revenue base for a period of five years.

Council has only detailed one scenario within the LTFP but have confirmed that various scenarios were modelled prior to this scenario, including the proposed SRVs, being adopted.

4.1: Operating Results

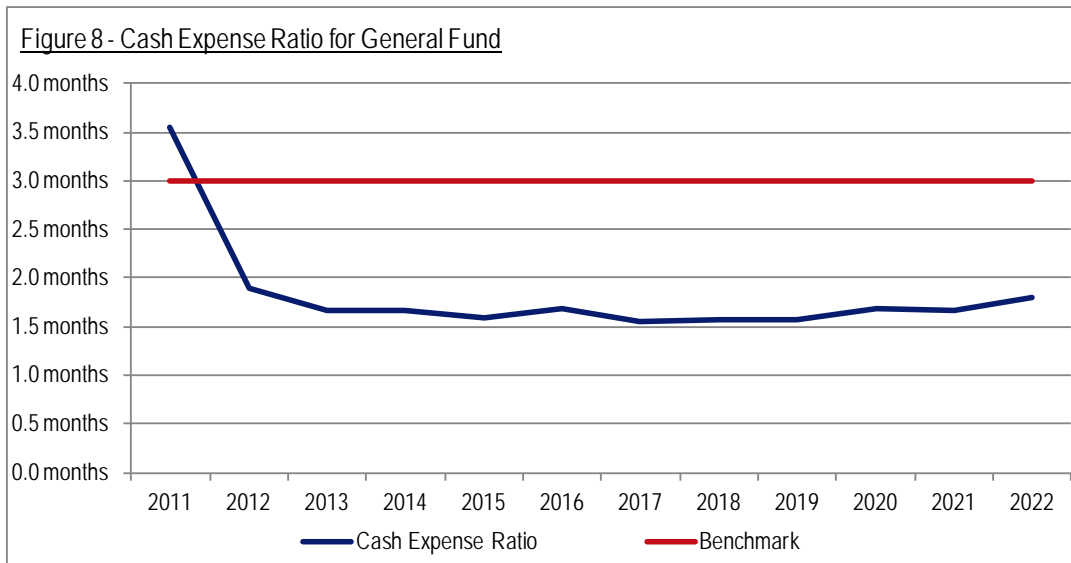


Council has forecast that the Operating Ratio will decline sharply in 2013 predominantly due to the lower operating grants and contributions forecast as the timing differences in respect of Financial Assistance Grants do not apply that boosted the 2011 and 2012 historical results. The ratio is projected to decrease below the benchmark in 2013 with a \$0.7m operating deficit forecast. It is

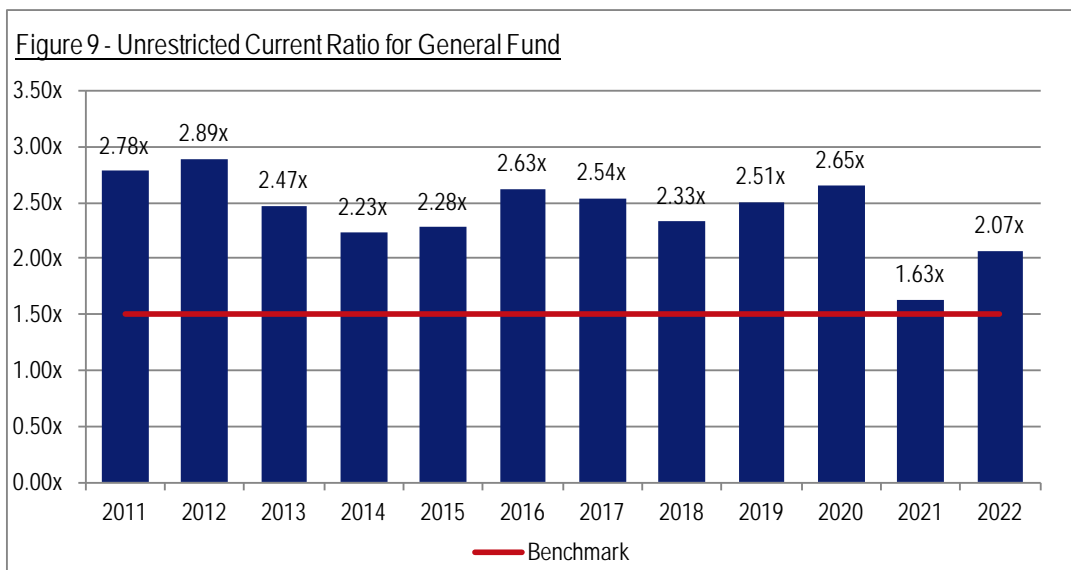
forecast to return to a marginal surplus by 2016 due to the consecutive SRV's that are assumed to increase rates and annual charges between 7.8% and 8.9% p.a. in 2014, 2015 and 2016.

4.2: Financial Management Indicators

Liquidity Ratios



The Cash Expense Ratio is forecast to remain consistently below the benchmark through the forecast period following the decrease in 2012. Council has forecast that cash and cash equivalents will remain largely unchanged at a range between \$1.2m and \$1.4m.

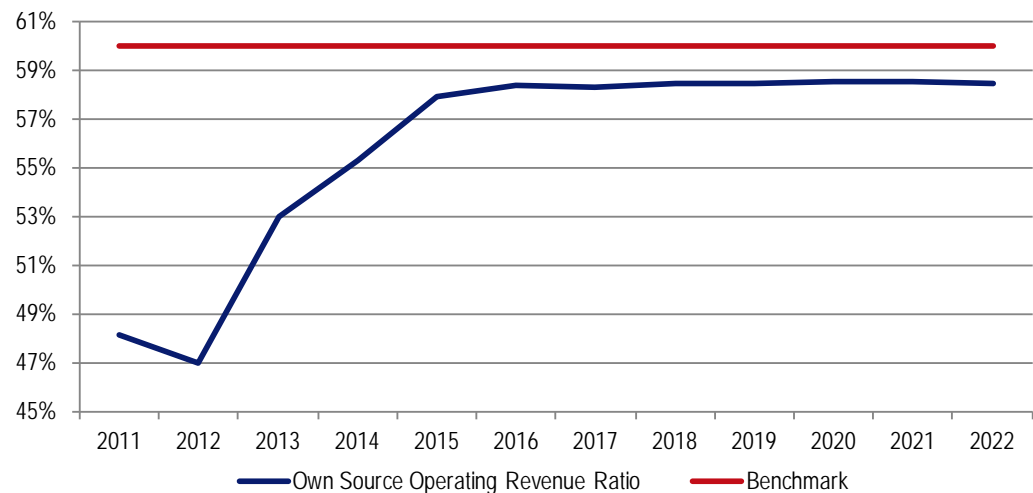


The Unrestricted Current Ratio is forecast to be below the historical results but stay above the benchmark in each year of the forecast.

Despite the Cash Expense Ratio being below the benchmark it is expected that Council will not face any liquidity issues over the forecast period although any unexpected adverse financial event could change this position.

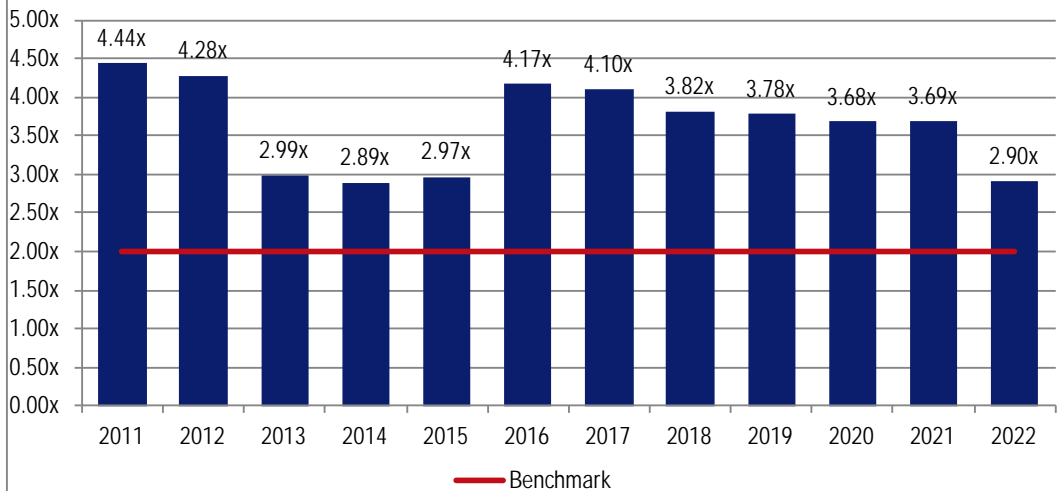
Fiscal Flexibility Ratios

Figure 10 - Own Source Operating Revenue Ratio for General Fund



Council has forecast the Own Source Operating Revenue Ratio to improve to 58% in 2015 where it remains for the rest of the forecast period. The increase from historic levels is due to the proposed SRVs alongside the forecast capital grants and contributions decreasing by over 50% to \$0.7m in 2015 when compared to the \$1.5m in 2013. The capital grants and contributions are projected to decrease as flood related grants finish.

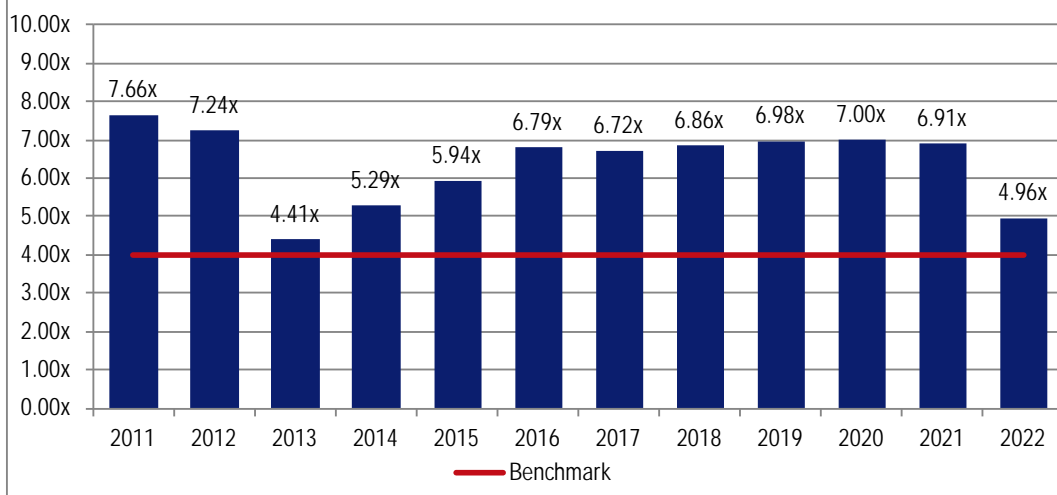
Figure 11 - DSCR for General Fund



The DSCR is forecast to dip between 2013 and 2015 due to the lower forecast EBITDA as Council's operating performance is impacted by the reverse of the advance payment in respect of the annual operating grants and contributions.

Council has forecast additional borrowings of \$0.5m in both 2015 and 2021, totalling \$1.0m.

Figure 12 - Interest Cover Ratio for General Fund

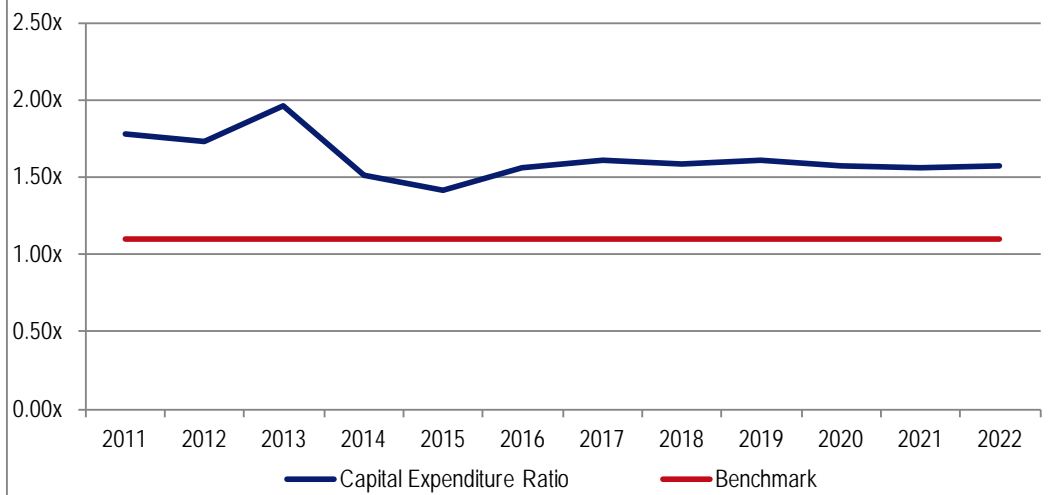


Similar to the DSCR, the Interest Cover Ratio decreases in 2013 but remains above the benchmark and remains above for the full forecast period.

This indicates that Council will be in a position to service their outstanding borrowings and also has some excess capacity to incorporate further borrowings during the forecast period.

4.3: Capital Expenditure

Figure 13 - Capital Expenditure Ratio for General Fund



The Capital Expenditure Ratio is forecast to remain above the benchmark throughout the forecast albeit at slightly lower levels than historic results from 2014 onwards.

The projected cumulative capital expenditure on IPP&E is \$30.3m over the forecast period against the cumulative depreciation of \$19.0m, indicating an expanding Net Asset position.

4.4: Financial Model Assumption Review

Councils have used their own assumptions in developing their forecasts.

In order to evaluate the validity of the Council's forecast model, TCorp has compared the model assumptions versus TCorp's benchmarks for annual increases in the various revenue and expenditure items. Any material differences from these benchmarks should be explained through the LTFP.

TCorp's benchmarks:

- Rates and annual charges: TCorp notes that the LGCI increased by 3.4% in the year to September 2011, and in December 2011, IPART announced that the rate peg to apply in the 2012/13 financial year will be 3.6%. Beyond 2013 TCorp has assessed a general benchmark for rates and annual charges to increase by mid-range LGCI annual increases of 3.0%
- Interest and investment revenue: annual return of 5.0%
- All other revenue items: the estimated annual CPI increase of 2.5%
- Employee costs: 3.5% (estimated CPI+1.0%)
- All other expenses: the estimated annual CPI increase of 2.5%

Key Observations and Risks

- The LTFP has been forecast with current service levels to remain largely unchanged.
- Council considers the LTFP inclusive of the future SRVs as a 'realistic' position as they are confident that the SRVs will be approved. Council has already publicly advertised the SRVs within the delivery program and has also conducted an independent survey in November 2011 that indicated the majority of those questioned were not averse to the proposed SRV increases. The proposed SRVs are to enable Council to continue existing service levels as opposed to provide new or additional services.
- If the SRVs are not approved as sought then Council's ability to achieve a break even position will be impacted, resulting in Council having to revise the LTFP and review service levels.
- Council has forecast employee expenses to increase below 2.0% p.a. in each of the first four years. While below our 3.5% benchmark, Council's proven ability to limit the increase of this expense adds comfort to this forecast for the first four years of the LTFP.
- Apart from our comments in respect of the SRV's, TCorp believes the majority of the underlying assumptions to be accurate for the first four years of the forecast however the real terms for the following six years do not provide a consistent estimate of Council's financial position in these years compared to the initial four years. The inclusion of the SRV before approval also does not provide an accurate estimate of Council's current 'as is' financial position.

4.5: Borrowing Capacity

In our view, if Council are successful with the SRV applications then they may have the capacity to undertake additional borrowings. Until the details of any approved SRV's are available it is not considered prudent to recommend any additional borrowings.

4.6: Sustainability

General

As stated in Section 3.7, Council's ongoing Sustainability will come under pressure in the years to come as they are operating at close to capacity and Council do not believe that they have any further opportunities for efficiency savings. If Council is unable to increase their revenue base (with one option the proposed SRV applications) then they will have to reduce service levels in the future. This issue has been impacted by adverse weather events that add to Council's challenge to remain sustainable.

When compared to other DLG Group 10 councils, Council is below the group average in nearly all categories, highlighting the limited resources that it operates with. Council has the third smallest workforce within the group and is below the average of both the mean residential and farmland rates revenue, which make up the majority of Council's rate base.

Financial

In considering the longer term financial Sustainability of the Council we make the following comments:

- Council's current LTFP shows operating results above the benchmark and in surplus but only if the proposed SRVs are approved for 2014 to 2016 alongside the continuation of the existing SRV that expires in 2015
- Operating grants make up a significant part of Council's operating revenue. While no change is anticipated, any adverse change to this revenue source would negatively impact Council's ability to be Sustainable
- Capital expenditure is above what is required to maintain assets at an acceptable standard over the forecast period.
- Council's long term Sustainability is highly dependent on the approval of the proposed SRVs within the LTFP, to retain the current levels of service and to meet the capital works program that has been input directly from the AMP.

Section 5 Benchmarking and Comparisons with Other Councils

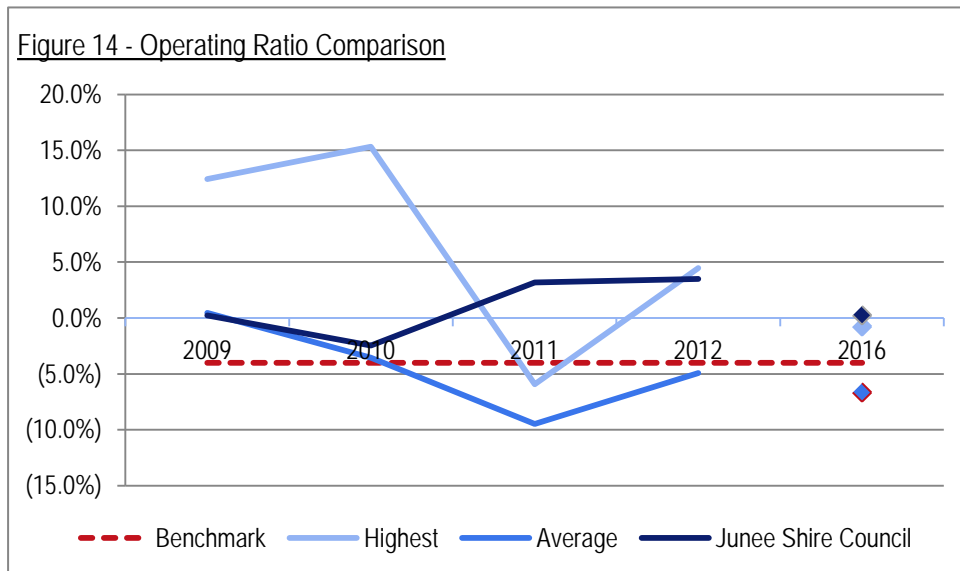
Each council's performance has been assessed against ten key benchmark ratios. The benchmarking assessment has been conducted on a consolidated basis for councils operating more than one fund. This section of the report compares the Council's performance with its peers in the same DLG Group. The Council is in DLG Group 10. There are 25 councils in this group and at the time of preparing this report, we have data for all of these councils.

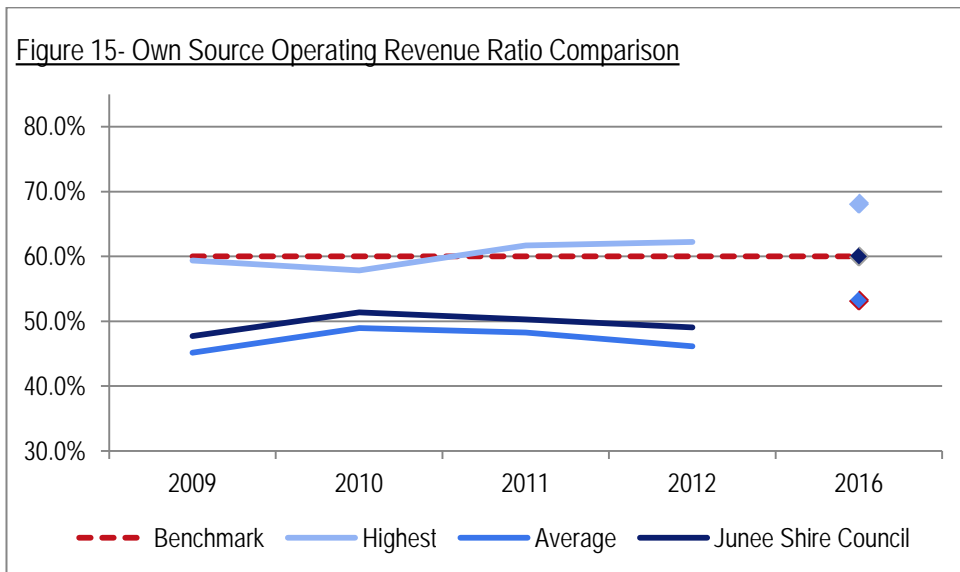
In Figure 14 to Figure 23, the graphs compare the historical performance of Council with the benchmark for that ratio, with the average for the Group, with the highest performance (or lowest performance in the case of the Infrastructure Backlog Ratio where a low ratio is an indicator of strong performance), and with the forecast position of the Council as at 2016 (as per Council's LTFP). Figures 21 to 23 do not include the 2016 forecast position as those numbers are not available.

Where no highest line is shown on the graph, this means that Council is the best performer in its group for that ratio. For the Interest Cover Ratio and Debt Service Cover Ratio, we have excluded from the calculations, councils with very high ratios which are a result of low debt levels that skew the ratios.

Please note that this section of the report has been prepared separately to the LIRS financial assessment and includes the latest information at the time of preparation which includes data from the 2012 financial year.

Financial Flexibility





Council has adequate flexibility with the Operating Ratio above both the benchmark and group's average. It is however reliant on grants and contributions for its operations with the Own Source Operating Revenue Ratio below benchmark level, similar to other councils in the group.

Liquidity

Figure 16 - Cash Expense Ratio Comparison

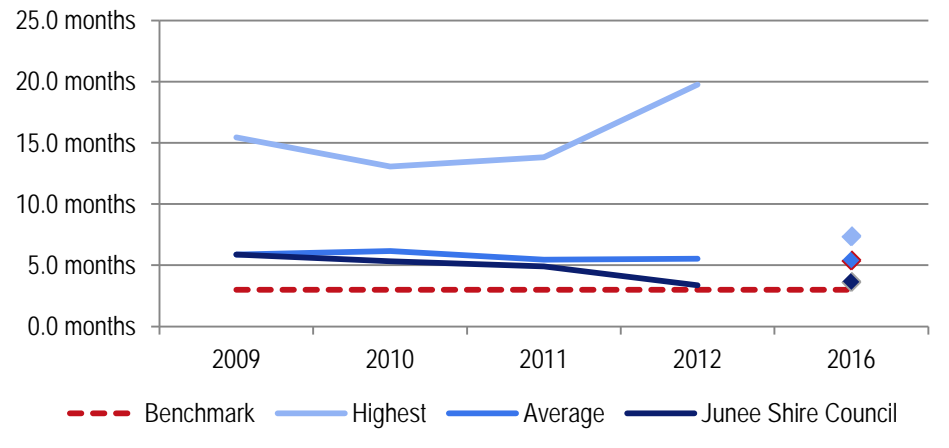
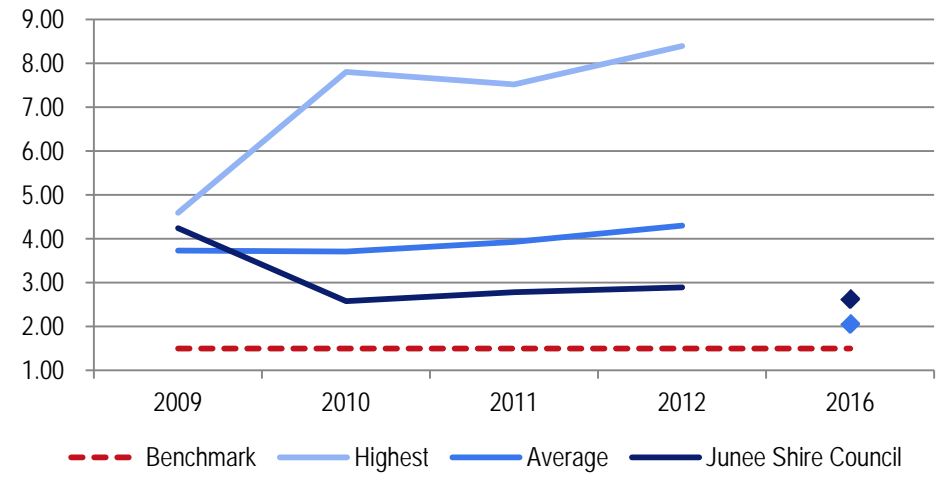


Figure 17 - Unrestricted Current Ratio Comparison



Council has sufficient liquidity with the Cash Expense Ratio and the Unrestricted Current Ratio above benchmark since 2009. However, its liquidity position is in decline with both ratios forecast to be in a downward trend to 2016. Should this continue, it will impact on the Council's medium to long term liquidity position.

Debt Servicing

Figure 18- Debt Service Cover Ratio Comparison

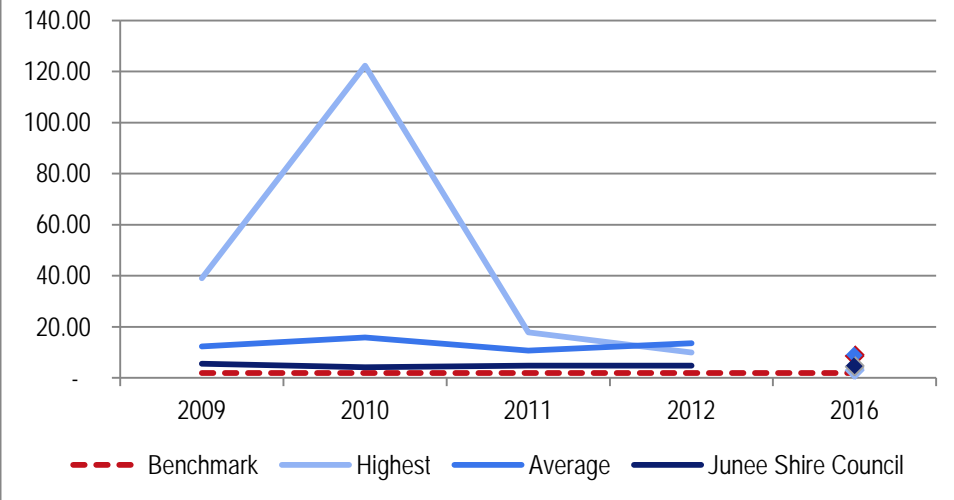
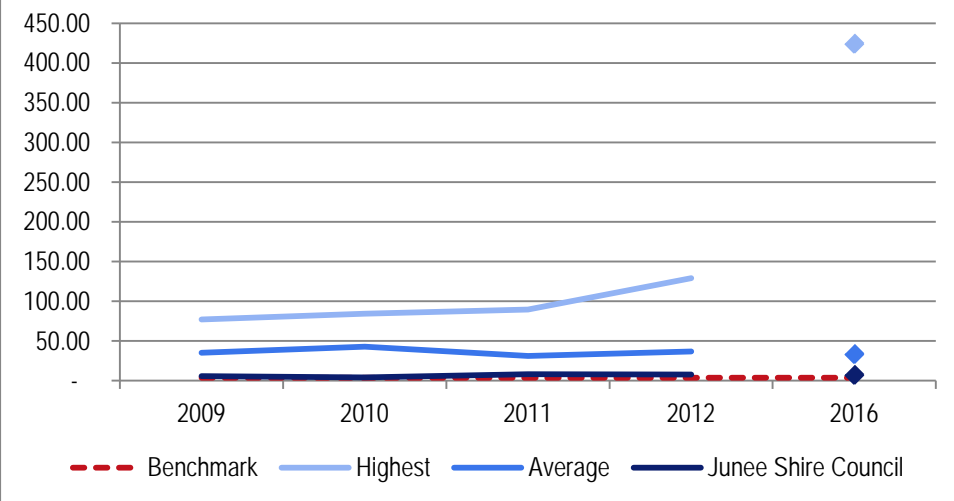


Figure 19 - Interest Cover Ratio Comparison



Council has sufficient debt servicing capacity with both the DSCR and the Interest Cover Ratio above benchmark but below the group's average since 2009. The Council should have capacity to service its existing debts but does not have as much capacity to undertake further borrowings as their peers.

Asset Renewal and Capital Works

Figure 20 - Capital Expenditure Ratio Comparison

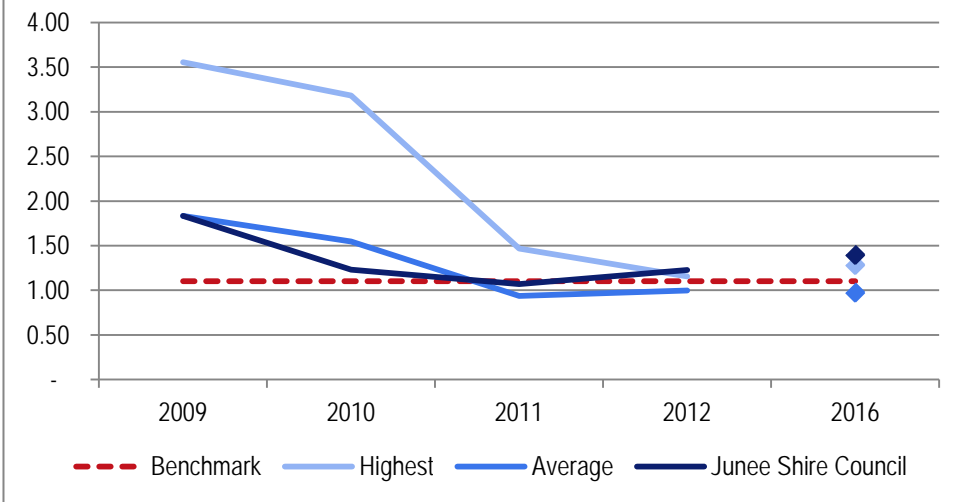


Figure 21 - Asset Maintenance Ratio Comparison

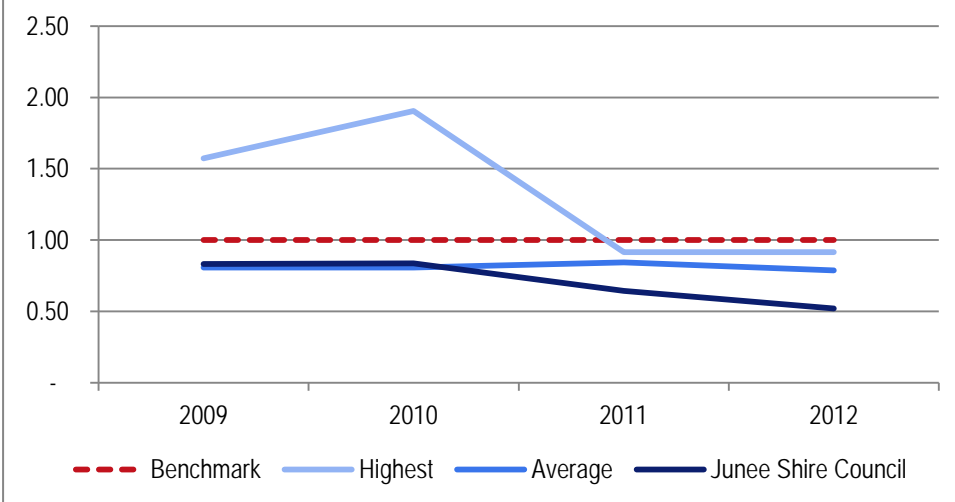


Figure 22 - Infrastructure Backlog Ratio Comparison

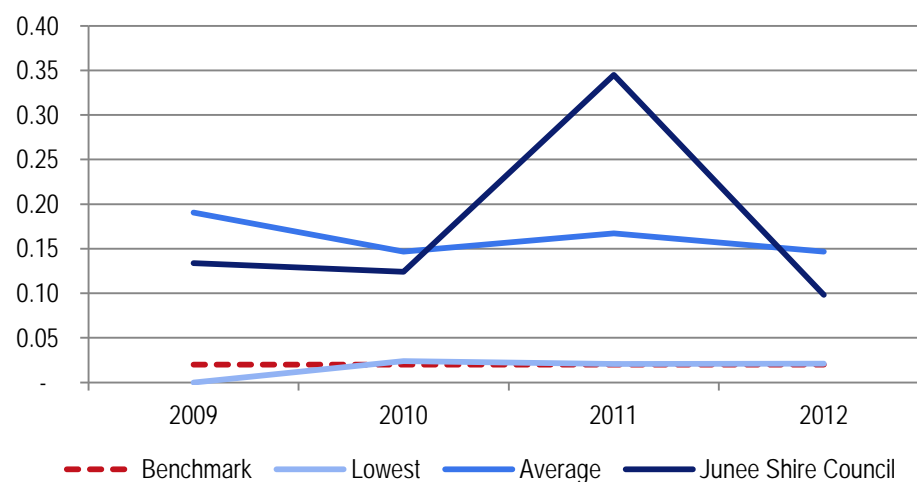
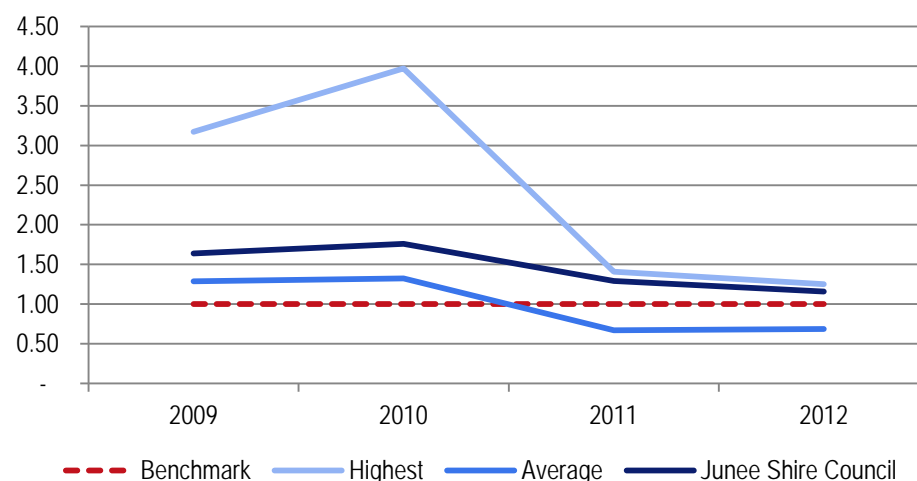


Figure 23 - Building and Infrastructure Asset Renewal Ratio



Council's Capital Expenditure Ratio has declined since 2009 although it is still above benchmark and the group's average. The Asset Maintenance Ratio has been below benchmark and the group's average since 2009 and while the Building and Infrastructure Asset Renewal Ratio is above benchmark and average, it is also trending downwards.

Even though capital expenditure and asset renewal are sufficient at present, a continuation of the downward trend can increase the Infrastructure Backlog which remains above the benchmark level despite the large decrease in 2012.

Section 6 Conclusion and Recommendations

Based on our review of both the historic financial information and the 10 year financial forecast within Council's LTFP we consider Council to be in a satisfactory financial position in the short term.

We base our recommendation on the following key points:

- Council has achieved operating surpluses in three of the four years within the review period and has remained adequately liquid during this time
- Council has indicated that they are unable to achieve any further efficiency gains to assist with the management of expenses and will need to increase their revenue base to meet ongoing expense increase pressures
- The Sustainability of Council continuing to operate current service levels is reliant on the successful application of the proposed SRVs that are included within the LTFP. Any amendments to these proposed SRVs will result in Council having to review service levels and/or the scheduled capital works program

However we would also recommend that the following points be considered:

- Council has managed its operational performance well over the historic review period, particularly controlling employee expenses and has proved that it has a strong awareness of its position and what is required to remain sustainable in the future
- Council recognises that their LTFP can be further developed to include scenario analysis and performance monitoring and this will assist in the accuracy of the LTFP and ongoing performance analysis against the forecast. The 'base case' scenario should be developed from a 'current position' starting point and to forecast what will happen without a SRV application. This can then be built upon with additional scenarios to indicate the benefit that an SRV can provide the Council and its community
- Each scenario should be completed using 10 years of nominal values so to show the true forecast position throughout the forecast period

Appendix A Historical Financial Information Tables

Table 1- Income Statement

Income Statement (\$'000s)	Year ended 30 June				% annual change		
	2012	2011	2010	2009	2012	2011	2010
Revenue							
Rates and annual charges	3,754	3,629	3,502	3,084	3.4%	3.6%	13.6%
User charges and fees	3,128	2,818	2,464	2,509	11.0%	14.4%	(1.8%)
Interest and investment revenue	213	187	195	188	13.9%	(4.1%)	3.7%
Grants and contributions for operating purposes	5,527	4,666	4,715	4,168	18.5%	(1.0%)	13.1%
Other revenues	430	426	333	322	0.9%	27.9%	3.4%
Net gain on disposal of assets	102	201	197	170	(49.3%)	2.0%	15.9%
Total revenue	13,154	11,927	11,406	10,441	10.3%	4.6%	9.2%
Expenses							
Employees	4,108	4,166	4,051	3,664	(1.4%)	2.8%	10.6%
Borrowing costs	367	344	503	385	6.7%	(31.6%)	30.6%
Materials and contract expenses	4,785	3,716	4,033	3,694	28.8%	(7.9%)	9.2%
Depreciation and amortisation	2,123	2,149	1,887	1,761	(1.2%)	13.9%	7.2%
Other expenses	1,310	1,172	1,214	913	11.8%	(3.5%)	33.0%
Total expenses	12,693	11,547	11,688	10,417	9.9%	(1.2%)	12.2%
Operating result	461	380	(282)	24	21.3%	234.8%	(1275.0%)

Table 2 - Items excluded from Income Statement

Excluded items (\$'000s)				
	2012	2011	2010	2009
Grants and contributions for capital purposes	883	900	207	1,287

Table 3 - Balance Sheet

Balance Sheet (\$'000s)	Year Ended 30 June				% annual change		
	2012	2011	2010	2009	2012	2011	2010
Current assets							
Cash and equivalents	2,865	3,709	4,133	4,048	(22.8%)	(10.3%)	2.1%
Receivables	2,110	971	920	996	117.3%	5.5%	(7.6%)
Inventories	658	687	671	832	(4.2%)	2.4%	(19.4%)
Other	124	70	0	0	77.1%	N/A	N/A
Total current assets	5,757	5,437	5,724	5,876	5.9%	(5.0%)	(2.6%)
Non-current assets							
Receivables	2	190	5	173	(98.9%)	3700.0%	(97.1%)
Inventories	1,765	1,671	988	691	5.6%	69.1%	43.0%
Infrastructure, property, plant & equipment	128,476	119,067	114,194	112,594	7.9%	4.3%	1.4%
Total non-current assets	130,243	120,928	115,187	113,458	7.7%	5.0%	1.5%
Total assets	136,000	126,365	120,911	119,334	7.6%	4.5%	1.3%
Current liabilities							
Payables	812	722	886	546	12.5%	(18.5%)	62.3%
Borrowings	162	250	259	3	(35.2%)	(3.5%)	8533.3%
Provisions	1,506	1,464	1,296	1,116	2.9%	13.0%	16.1%
Total current liabilities	2,480	2,436	2,441	1,665	1.8%	(0.2%)	46.6%
Non-current liabilities							
Payables	37	37	37	38	0.0%	0.0%	(2.6%)
Borrowings	7,188	7,350	7,173	7,429	(2.2%)	2.5%	(3.4%)
Provisions	12	15	17	31	(20.0%)	(11.8%)	(45.2%)
Total non-current liabilities	7,237	7,402	7,227	7,498	(2.2%)	2.4%	(3.6%)
Total liabilities	9,717	9,838	9,668	9,163	(1.2%)	1.8%	5.5%
Net assets	126,283	116,527	111,243	110,171	8.4%	4.7%	1.0%

Table 4-Cashflow

Cashflow Statement (\$'000s)	Year ended 30 June			
	2012	2011	2010	2009
Cashflows from operating activities	2,410	2,816	2,192	3,074
Cashflows from investing activities	(3,004)	(3,408)	(2,107)	(3,584)
Proceeds from borrowings and advances	0	422	0	1,300
Repayment of borrowings and advances	(250)	(254)	0	0
Cashflows from financing activities	(250)	168	0	1,300
Net increase/(decrease) in cash and equivalents	(844)	(424)	85	790
Cash and equivalents	2,865	3,709	4,133	4,048

Appendix B Glossary

Asset Revaluations

In assessing the financial sustainability of NSW councils, IPART found that not all councils reported assets at fair value.¹ In a circular to all councils in March 2009², DLG required all NSW councils to revalue their infrastructure assets to recognise the fair value of these assets by the end of the 2009/10 financial year.

Collateralised Debt Obligation (CDO)

CDOs are structured financial securities that banks use to repackage individual loans into a product that can be sold to investors on the secondary market.

In 2007 concerns were heightened in relation to the decline in the “sub-prime” mortgage market in the USA and possible exposure of some NSW councils, holding CDOs and other structured investment products, to losses.

In order to clarify the exposure of NSW councils to any losses, a review was conducted by the DLG with representatives from the Department of Premier and Cabinet and NSW Treasury.

A revised Ministerial investment Order was released by the DLG on 18 August 2008 in response to the review, suspending investments in CDOs, with transitional provisions to provide for existing investments.

Division of Local Government (DLG)

DLG is a division of the NSW Department of Premier and Cabinet and is responsible for local government across NSW. DLG’s organisational purpose is “to strengthen the local government sector” and its organisational outcome is “successful councils engaging and supporting their communities”. Operating within several strategic objectives DLG has a policy, legislative, investigative and program focus in matters ranging from local government finance, infrastructure, governance, performance, collaboration and community engagement. DLG strives to work collaboratively with the local government sector and is the key adviser to the NSW Government on local government matters.

Depreciation of Infrastructure Assets

Linked to the asset revaluations process stated above, IPART’s analysis of case study councils found that this revaluation process resulted in sharp increases in the value of some council’s assets. In some cases this has led to significantly higher depreciation charges, and will contribute to higher reported operating deficits.

¹IPART “Revenue Framework for Local Government” December 2009 p.83

² DLG “Recognition of certain assets at fair value” March 2009

EBITDA

EBITDA is an acronym for “earnings before interest, taxes, depreciation, and amortisation”. It is often used to measure the cash earnings that can be used to pay interest and repay principal.

Grants and Contributions for Capital Purposes

Councils receive various capital grants and contributions that are nearly always 100% specific in nature. Due to the fact that they are specifically allocated in respect of capital expenditure they are excluded from the operational result for a council in TCorp’s analysis of a council’s financial position.

Grants and Contributions for Operating Purposes

General purpose grants are distributed through the NSW Local Government Grants Commission. When distributing the general component each council receives a minimum amount, which would be the amount if 30% of all funds were allocated on a per capita basis. When distributing the other 70%, the Grants Commission attempts to assess the extent of relative disadvantage between councils. The approach taken considers cost disadvantage in the provision of services on the one hand and an assessment of revenue raising capacity on the other.

Councils also receive specific operating grants for one-off specific projects that are distributed to be spent directly on the project that the funding was allocated to.

Independent Commission Against Corruption (ICAC)

ICAC was established by the NSW Government in 1989 in response to growing community concern about the integrity of public administration in NSW.

The jurisdiction of the ICAC extends to all NSW public sector agencies (except the NSW Police Force) and employees, including government departments, local councils, members of Parliament, ministers, the judiciary and the governor. The ICAC’s jurisdiction also extends to those performing public official functions.

Independent Pricing and Regulatory Tribunal (IPART)

IPART has four main functions relating to the 152 local councils in NSW. Each year, IPART determines the rate peg, or the allowable annual increase in general income for councils. They also review and determine council applications for increases in general income above the rate peg, known as “Special Rate Variations”. They approve increases in council minimum rates. They also review council development contributions plans that propose contribution levels that exceed caps set by the Government.

Infrastructure Backlog

Infrastructure backlog is defined as the estimated cost to bring infrastructure, building, other structures and depreciable land improvements to a satisfactory standard, measured at a particular point in time. It is unaudited and stated within Special Schedule 7 that accompanies the council’s audited annual financial statements.

Integrated Planning and Reporting (IP&R) Framework

As part of the NSW Government's commitment to a strong and sustainable local government system, the *Local Government Amendment (Planning and Reporting) Act 2009* was assented on 1 October 2009. From this legislative reform the IP&R framework was devised to replace the former Management Plan and Social Plan with an integrated framework. It also includes a new requirement to prepare a long-term Community Strategic Plan and Resourcing Strategy. The other essential elements of the new framework are a Long-Term Financial Plan (LTFP), Operational Plan and Delivery Program and an Asset Management Plan.

Local Government Cost Index (LGCI)

The LGCI is a measure of movements in the unit costs incurred by NSW councils for ordinary council activities funded from general rate revenue. The LGCI is designed to measure how much the price of a fixed "basket" of inputs acquired by councils in a given period compares with the price of the same set of inputs in the base period. The LGCI is measured by IPART.

Net Assets

Net Assets is measured as total assets less total liabilities. The Asset Revaluations over the past years have resulted in a high level of volatility in many councils' Net Assets figure. Consequently, in the short term the value of Net Assets is not necessarily an informative indicator of performance. In the medium to long term however, this is a key indicator of a council's capacity to add value to its operations. Over time, Net Assets should increase at least in line with inflation plus an allowance for increased population and/or improved or increased services. Declining Net Assets is a key indicator of the council's assets not being able to sustain ongoing operations.

Roads and Maritime Services (RMS)

The NSW State Government agency with responsibility for roads and maritime services, formerly the Roads and Traffic Authority (RTA).

Section 64 Contribution

Development Servicing Plans (DSPs) are made under the provisions of Section 64 of the Local Government Act 1993 and Sections 305 to 307 of the Water Management Act 2000.

DSPs outline the developer charges applicable to developments for Water, Sewer and Stormwater within each Local Government Area.

Section 94 Contribution

Section 94 of the Environmental Planning and Assessment Act 1979 allows councils to collect contributions from the development of land in order to help meet the additional demand for community and open space facilities generated by that development.

It is a monetary contribution levied on developers at the development application stage to help pay for additional community facilities and/or infrastructure such as provision of libraries; community facilities; open space; roads; drainage; and the provision of car parking in commercial areas.

The contribution is determined based on a formula which should be contained in each council's Section 94 Contribution Plan, which also identifies the basis for levying the contributions and the works to be undertaken with the funds raised.

Special Rate Variation (SRV)

A SRV allows councils to increase general income above the rate peg, under the provisions of the Local Government Act 1993. There are two types of special rate variations that a council may apply for:

- a single year variation (section 508(2)) or
- a multi-year variation for between two to seven years (section 508A).

The applications are reviewed and approved by IPART.

Ratio Explanations

Asset Maintenance Ratio

Benchmark = Greater than 1.0x

Ratio = actual asset maintenance / required asset maintenance

This ratio compares actual versus required annual asset maintenance, as detailed in Special Schedule 7. A ratio of above 1.0x indicates that the council is investing enough funds within the year to stop the infrastructure backlog from growing.

Building and Infrastructure Renewals Ratio

Benchmark = Greater than 1.0x

Ratio = Asset renewals / depreciation of building and infrastructure assets

This ratio compares the proportion spent on infrastructure asset renewals and the asset's deterioration measured by its accounting depreciation. Asset renewal represents the replacement or refurbishment of existing assets to an equivalent capacity or performance as opposed to the acquisition of new assets or the refurbishment of old assets that increase capacity or performance.

Cash Expense Cover Ratio

Benchmark = Greater than 3.0 months

Ratio = current year's cash and cash equivalents / (total expenses – depreciation – interest costs)*12

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

Capital Expenditure Ratio

Benchmark = Greater than 1.1x

Ratio = annual capital expenditure / annual depreciation

This indicates the extent to which a council is forecasting to expand its asset base with capital expenditure spent on both new assets, and replacement and renewal of existing assets.

Debt Service Cover Ratio (DSCR)

Benchmark = Greater than 2.0x

Ratio = operating results before interest and depreciation (EBITDA) / principal repayments (from the statement of cash flows) + borrowing interest costs (from the income statement)

This ratio measures the availability of cash to service debt including interest, principal and lease payments

Building and Infrastructure Backlog Ratio

Benchmark = Less than 0.02x

Ratio = estimated cost to bring assets to a satisfactory condition (from Special Schedule 7) / total infrastructure assets (from Special Schedule 7)

This ratio shows what proportion the backlog is against total value of a council's infrastructure.

Interest Cover Ratio

Benchmark = Greater than 4.0x

Ratio = EBITDA / interest expense (from the income statement)

This ratio indicates the extent to which a council can service its interest bearing debt and take on additional borrowings. It measures the burden of the current interest expense upon a council's operating cash.

Operating Ratio

Benchmark = Better than negative 4%

Ratio = (operating revenue excluding capital grants and contributions – operating expenses) / operating revenue excluding capital grants and contributions

This ratio measures a council's ability to contain operating expenditure within operating revenue.

Own Source Operating Revenue Ratio

Benchmark = Greater than 60%

Ratio = rates, utilities and charges / total operating revenue (inclusive of capital grants and contributions)

This ratio measures the level of a council's fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. A council's financial flexibility improves the higher the level of its own source revenue.

Unrestricted Current Ratio

Benchmark = 1.5x (taken from the IPART December 2009 Revenue Framework for Local Government report)

Ratio = Current assets less all external restrictions / current liabilities less specific purpose liabilities

Restrictions placed on various funding sources (e.g. Section 94 developer contributions, RMS contributions) complicate the traditional current ratio because cash allocated to specific projects are restricted and cannot be used to meet a council's other operating and borrowing costs. The Unrestricted Current Ratio is specific to local government and is designed to represent a council's ability to meet debt payments as they fall due.