



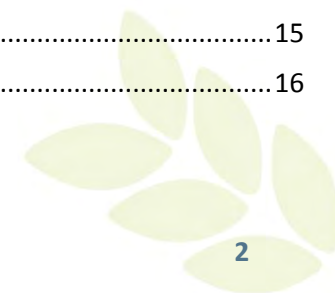
**COOTAMUNDRA-  
GUNDAGAI REGIONAL  
COUNCIL**

# Draft Operational Plan 2017-18



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## Version Control

<b>Ref</b>	<b>Date</b>	<b>Date effective</b>	<b>Council Resolution</b>	<b>Description</b>
<b>1.0</b>	25 Jul 2016	1 Jul 2016	03/E07/16	Adopted at extraordinary Council meeting.
<b>1.1</b>	24 May 2017	1 Jul 2017	-	Presented for public exhibition



# Introduction

Cootamundra-Gundagai Regional Council was formed by Proclamation of the NSW Government on 12 May 2016. This is the second Operational Plan of the Council, and it has been prepared on the basis that all of the services of the two former Councils; Cootamundra Shire and Gundagai Shire, be continued.

In Local Government, we have a long history of serving the community, and we are a vital and integral part of the communities we serve. Our role is to provide community services that meet or exceed community expectations.

Council is responsible for providing a wide range of services to the community as well as to build and maintain community assets and infrastructure such as roads, footpaths and water and sewer networks, as well as to enforce various laws.

The Operational Plan outlines the activities to be undertaken by Council during the year to provide those services. This plan is broken in to three sections including:

- Budget,
- Revenue Policy and
- Fees and Charges.

# Local Government Area

Cootamundra-Gundagai Regional Council encompasses an area of 3,981 square kilometres of the Riverina region in New South Wales. The population is 11,504, and it includes the towns of Cootamundra and Gundagai, as well as the villages of Adjungbilly, Coolac, Muttama, Nangus, Stockinbingal, Tumblong and Wallendbeen.

Council employs 148 people to provide services in the area, with offices and depots in the towns of Cootamundra and Gundagai.

# Planning Framework

The Integrated Planning and Reporting Framework is one of the central components of local government in NSW.

The Integrated Planning and Reporting Framework recognised that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure. The differences lie in how each community responds to these needs, and the resulting character of the individual towns and villages. It also recognises that all Council's plans and policies are interconnected.

This framework allows Council to draw its various plans together, to understand how they interact and to get the maximum leverage from its efforts by planning holistically for the future.





# Financial Overview

## Objectives

In order to live sustainably Council has to look into the future and provide future generations with a sustainable infrastructure and environment without the burden of excessive debt. Council’s Operational Plan is a one year plan - a subset of the combined long term financial plans produced by the former Cootamundra and Gundagai Shire Councils.

The objective of the Long Term Financial Plan is to ensure that Council remains financially sustainable into the future. A financially sustainable Council is one whose planned long term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

The objectives of the Cootamundra-Gundagai Regional Council are:

- to have a sound financial strategy that will ensure Council’s financial sustainability is protected and improved;
- to accommodate asset maintenance and asset renewal and replacement activity and be fully integrated with Council’s Asset Management Plans; and
- to accommodate service levels proposed in Council’s Delivery Programs.

## Constraints

NSW Councils are subject to rate pegging legislation, whereby the amount of revenue councils can raise from ordinary and special rates is limited by a capped percentage increase announced by Independent Pricing and Regulatory Tribunal each year.

Council is impacted by the Government’s decision to freeze the rate paths of the former Cootamundra and Gundagai Shire Councils for four years. As a result, Council cannot apply for a Special Rates Variation (SRV) during that period.

Council has been heavily affected by a Federal Government decision to freeze indexation of Financial Assistance Grants for three years to 30 June 2017. This

This 2017-18 Operational Plan and associated budget, revenue policy and fees and charges is based primarily on the direction provided in the Community Strategic Plans and Delivery Programs of the two former Councils.

Following the first ordinary election in September 2017, the newly elected Council will be required to prepare a new Community Strategic Plan that responds to the priorities of the community, and will develop a new Delivery Program and Resourcing Strategy.

funding represents approximately 20% of Council's annual income, and is vitally important for the provision of Council services. It is estimated that the decision has cost the Cootamundra-Gundagai community \$670,000 in lost income, annually.

With constraints placed over two major sources of income, the Council faces the necessity to increase income from other sources while finding savings to enable financial sustainability. A greater reliance on capital grants will be necessary to maintain an acceptable level of asset infrastructure.

## Financial Strategy

Both of the former Cootamundra and Gundagai Shire Councils were budgeting net operating losses prior to their amalgamation. Cootamundra-Gundagai Regional Council's Long Term Financial Plan also projects net operating losses over the longer term. The 10 year budget Income Statement in this document shows budget deficits that gradually improve over the period.

Council is intent on maintaining all current levels of services for 2017-18 and beyond, and in order to achieve this, it is likely that Council will need to consider increasing its revenue to match the increasing costs of expenditure.

Council's financial strategies to meet its goals are:

- To explore all cost effective opportunities to maximise Council's revenue base.
- To ensure ratepayer's value for money by providing effective and efficient service.
- To generate revenue in an equitable manner over time and ensure that there is capacity to finance peaks in asset renewal costs and other outlays when necessary.
- To build up cash reserves over the ten year planning period to enable infrastructure renewals as projected in Council's Asset Management Plans.

### Capital Works Program

The capital works program is structured to provide significant asset renewal funding to community infrastructure; primarily roads, bridges and footpaths.

The works program is developed through analysis of the state of Council's assets, with decisions targeted to reduce total expenditure over the life of the asset by renewing assets at the optimal time.

### Cash Reserves

Council has a strategy to build up cash reserves in years when expenditure is lower, for use in years when expenditure is higher. Council ensures that cash reserves are used for their intended purpose by adopting a policy in regards to the use of internally restricted cash.

### Borrowings

Council is not proposing to incur any additional borrowings during the 2017-18 financial year.

### Merger Costs and Funds

Council has received \$5 million funding to fund the upfront merger implementation costs. Of the total \$5m funding, \$1.5m has been included for budgeted implementation expenditure in the 2017-18 financial year.

Council has also received \$10 million to fund community projects and major infrastructure renewals. Of this, Council has granted \$1.1 million to local community groups, and will allocate the remaining amount to major infrastructure projects, with a focus on asset renewal, budgeted for expenditure over the next 2 years.

## Financial Summary

The 2017-18 budget presented in this report has been developed through a process of integrating the budgets of the former Councils of Cootamundra and Gundagai Shires, so that all existing services and outputs are maintained.

The budget financial statements included in this document set out the financial performance, financial position and cash flows projected for the four year planning period. In addition, this Operational Plan sets out the budget detail for every function, service and activity of Council, including planned capital and operational expenditure.

When reviewing the budgeted Income Statement, it should be noted that the Rates and Annual Charges income amount includes a temporary special rates

variation that is collected and used for capital purposes. This special rates variation is in place from 1 July 2014 to 1 July 2024. It is valued at \$423,793 in 2018 dollars, and it is used for the purpose of the Gundagai main street upgrade. On 1 July 2024, Council will be required to reduce its general income to the level it would have been without the special variation.

The operating result in the 2017-18 year is affected by significant timing differences which should be taken in to account when considering the budgeted financial results.

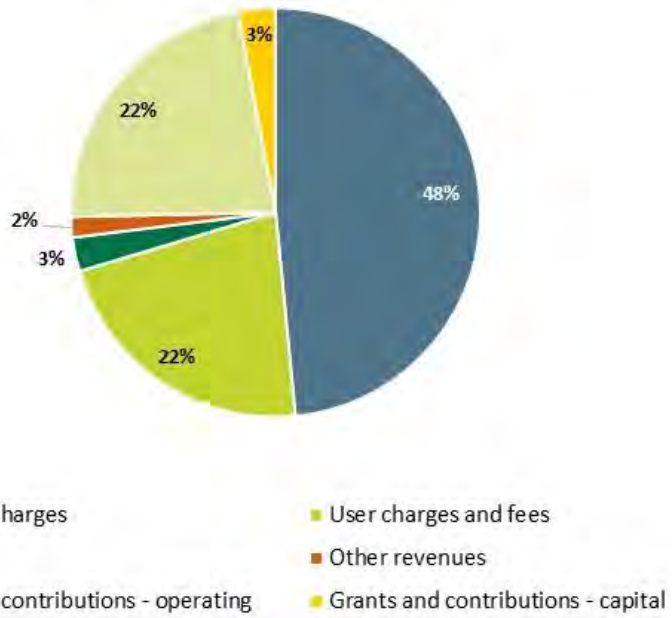
	<b>2017-18 Budget</b>
	<b>\$'000</b>
Net operating result excluding capital grants	(5,675)
<i>Adjusted for timing differences:</i>	
50% Financial Assistance Grant amount paid early	2,419
Merger implementation funds budgeted for expenditure	1,492
Adjusted net operating result excluding capital grants	(1,764)

An adjusted operating deficit of \$1.76 million is projected for 2017-18. The total capital expenditure on Council's roads, bridges and footpaths will be \$3.27 million, and additional expenditure for major infrastructure projects from the merger funding allocation.

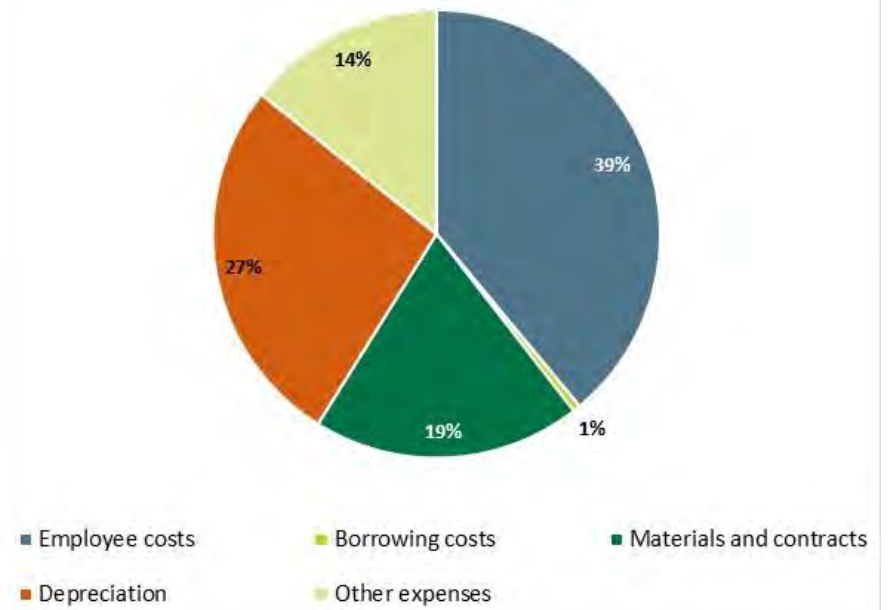
The 2017-18 budget will ensure Council continues the service delivery of the two former Councils. Future budgets will focus on continuous review of all services and capital infrastructure to ensure Council is investing its scarce resources in the most efficient and effective areas.



2017-18 Income (\$'000)



2017-18 Expenses (\$'000)





# Functional Structure

The Operational Plan is aligned to Council's organisational structure, which consists of four Directorates; Development and Community Services, Corporate Services, Operations and Asset Management. The organisational structure is all the people, positions, procedures, processes, culture and technology that comprise our organisation. Council is responsible for a wide range of services that are broadly summarised into the following functional structure, displaying the four Directorates with responsibility for each service unit.



# Planning Assumptions

It is impossible to be precise about forward projections for individual budget line items, and such information is not necessary for a useful forward budget. However, it is necessary to understand the assumptions used in the calculation of financial outcomes in order to identify the drivers of variations in performance between years. The Planning Assumptions report included in this document shows the specific assumptions used for the purpose of indexing.

With the exception of the Income Statement, which is projected for a 10 year period, all the budgets in this document have been projected for a 4 year time period, being Council's normal planning period.

Following the first ordinary election in September 2017, the newly elected Council will make decisions about the priorities and direction of Council activities that will affect the 10 year planning period.

# Community Engagement

Council recognises that community input is vital in order for the Operational Plan to respond effectively to local needs, and ultimately in order to succeed.

Council invites feedback, comment and questions relating to this the draft plan, including the budget, rates and annual charges and fees and charges. All comment and feedback will be considered by Council before the plan is adopted at the June Council meeting.

# Plan Improvement and Monitoring

As a newly merged Council, many of the practices and policies of the former Councils are being reviewed and updated. Council has commenced the process of developing its new Community Strategic Plan, from which a new Delivery Program will be formed.

The revised Resourced Strategy has a number of maturing elements that will inform future budgets. Council is undertaking a detailed analysis of the state of its infrastructure assets, and this information will significantly improve Council's capacity for long term financial planning.

One of our key challenges is to have a discussion with the community around levels of service. We need to continue to work with the community to understand what service levels are wanted, and to look at future options and associated trade-off decisions about how to direct Council's limited resources.

The Capital Works Plan is under review subject to updated Asset Management Plans. During the year the Operating Plan will be updated through the Quarterly Budget Review process, to reflect the asset renewal priorities that are identified through the Asset Management Planning process.

The Operational Plan improvement program is shown in the following table.

Task	Timeline
Prepare a new Operational Plan to support the new Delivery Program that is being developed in 2017-18.	Mar 18
Prepare a snapshot summary of Council projects and works	Dec 17
Document high level objectives and performance measures for each Service Unit within the organisational structure.	Dec 17
Document the purpose of each internally and externally restricted cash reserve and reconcile the short and long term reserve movement with budgeted activity.	Jun 17
Prepare budget financial statements for the water, sewer and general fund, in addition to the consolidated financial statements.	Jun 17



<b>Budget Income Statement</b>	<b>Operational Plan</b>	<b>Delivery Program</b>	<b>Delivery Program</b>	<b>Delivery Program</b>	<b>Long Term Financial Plan</b>	<b>Long Term Financial Plan</b>	<b>Long Term Financial Plan</b>	<b>Long Term Financial Plan</b>	<b>Long Term Financial Plan</b>	<b>Long Term Financial Plan</b>
	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Income from continuing operations</b>										
Rates and annual charges	12,239	12,579	12,921	13,276	13,633	14,077	14,516	14,468	14,920	15,388
User charges and fees	5,526	5,762	6,008	6,268	6,517	6,778	6,998	7,224	7,459	7,701
Interest and investment revenue	679	795	838	883	965	1,200	1,049	1,072	1,173	1,299
Other revenues	358	367	377	388	398	410	421	433	445	458
Grants and contributions - operating purposes	5,657	7,552	7,737	7,826	7,981	8,140	8,310	8,493	8,680	8,872
Grants and contributions - capital purposes	751	298	303	308	312	317	323	328	333	338
Joint venture interests	-	-	-	-	-	-	-	-	-	-
Net gain from the disposal of assets	50	50	50	50	50	-	-	-	-	-
<b>Total Income</b>	<b>25,260</b>	<b>27,404</b>	<b>28,235</b>	<b>28,997</b>	<b>29,857</b>	<b>30,921</b>	<b>31,616</b>	<b>32,018</b>	<b>33,011</b>	<b>34,056</b>
<b>Expenses from continuing operations</b>										
Employee benefits and on-costs	11,773	11,428	11,689	11,880	12,187	12,502	12,825	13,157	13,498	13,849
Borrowing costs	161	140	119	95	71	44	27	10	4	2
Materials and contracts	5,861	5,921	6,104	6,055	6,110	6,261	6,182	6,260	6,445	6,333
Depreciation and amortisation	8,104	8,364	8,631	8,907	9,192	9,486	9,789	10,102	10,425	10,759
Impairment	-	-	-	-	-	-	-	-	-	-
Other expenses	4,318	3,763	3,855	3,078	3,128	3,223	3,319	3,475	3,521	3,628
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>30,217</b>	<b>29,615</b>	<b>30,398</b>	<b>30,015</b>	<b>30,688</b>	<b>31,515</b>	<b>32,142</b>	<b>33,005</b>	<b>33,894</b>	<b>34,570</b>
<b>Net Operating Result</b>	<b>(4,957)</b>	<b>(2,211)</b>	<b>(2,163)</b>	<b>(1,018)</b>	<b>(831)</b>	<b>(594)</b>	<b>(526)</b>	<b>(987)</b>	<b>(883)</b>	<b>(514)</b>
<b>Net operating result before grants and contributions provided for capital purposes</b>	<b><sup>1</sup>(5,709)</b>	<b>(2,509)</b>	<b>(2,465)</b>	<b>(1,325)</b>	<b>(1,144)</b>	<b>(912)</b>	<b>(849)</b>	<b>(1,315)</b>	<b>(1,216)</b>	<b>(853)</b>

1. Financial Assistance Grants for 2017 / 2018 were halved, to reflect one off timing differences due to a change in how the grant is to be paid - 50% of the grant, amounting to \$2,419,000 is to be paid early, in the 2016/2017 year.

<b>Planning Assumptions</b>		<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Income</b>											
<i>A</i>	Rates income	101.50%	102.00%	102.00%	102.00%	102.00%	103.00%	103.00%	103.00%	103.00%	103.00%
<i>B</i>	Water access charge - Cootamundra	102.50%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%
<i>C</i>	Water Consumption income - Cootamundra	105.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%
<i>Ag</i>	Water access charge - Gundagai	110.00%	110.00%	110.00%	107.50%	107.50%	107.50%	103.00%	103.00%	103.00%	103.00%
<i>Ah</i>	Water Consumption income - Gundagai	110.00%	110.00%	110.00%	107.50%	107.50%	107.50%	103.00%	103.00%	103.00%	103.00%
<i>D</i>	Fees and charges	103.00%	104.00%	104.00%	104.00%	104.00%	104.00%	104.00%	104.00%	104.00%	104.00%
<i>F</i>	Grant	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%	102.00%
<i>I</i>	Financial Assistance Grant	103.00%	103.00%	103.00%	101.00%	102.30%	102.30%	102.30%	102.30%	102.30%	102.30%
<i>G</i>	State roads contract	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%
<i>H</i>	Sewer access charge	103.50%	103.50%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%
<b>Expenses</b>											
<i>M</i>	Wages	102.50%	102.50%	102.50%	102.50%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%
<i>N</i>	Legal and accounting services	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%
<i>O</i>	Insurance	106.60%	105.00%	105.00%	105.00%	105.00%	105.00%	103.00%	103.00%	103.00%	103.00%
<i>P</i>	Telecommunications, telephone and internet services	100.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%
<i>Q</i>	Printing, publishing and advertising	100.00%	103.00%	103.00%	103.00%	103.00%	103.00%	102.50%	102.50%	102.50%	102.50%
<i>R</i>	Motor vehicle parts	102.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%
<i>S</i>	Fuel	100.00%	111.10%	105.00%	105.00%	105.00%	105.00%	105.00%	105.00%	105.00%	105.00%
<i>T</i>	Light and power	103.00%	105.00%	105.00%	105.00%	105.00%	103.00%	105.00%	105.00%	105.00%	105.00%
<i>U</i>	State government levies	101.50%	102.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%
<i>V</i>	Workers compensation premium	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%
<i>W</i>	Street lighting	110.00%	105.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%	103.00%
<i>X</i>	Fixed costs	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
<i>Y</i>	All other expenses	101.50%	101.50%	101.50%	101.50%	101.50%	101.50%	101.50%	101.50%	101.50%	101.50%
<i>Z</i>	Depreciation	100.00%	103.20%	103.20%	103.20%	103.20%	103.20%	103.20%	103.20%	103.20%	103.20%
<i>Aa</i>	Construction works	100.60%	103.20%	103.20%	103.20%	103.20%	103.20%	103.20%	103.20%	103.20%	103.20%



**Other rates:**

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
<i>Ab</i> Average interest rate for investments	2.00%	3.00%	3.00%	3.00%	4.00%	5.20%	4.20%	4.20%	4.20%	4.20%
<i>Ac</i> Average interest rate for new loans	5.75%	5.75%	5.75%	5.75%	5.44%	5.15%	5.15%	5.15%	5.15%	5.15%
<i>Ad</i> Superannuation guarantee rate	9.50%	9.50%	9.50%	10.00%	10.50%	11.00%	11.00%	11.00%	11.00%	11.00%
<i>Ae</i> Local government cost index	1.47%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
<i>Af</i> Population growth	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%	0.40%

**Explanation of planning assumptions**

- A* Based on rate peg for 1st year, then projected increases
- B* Based on projected fee increases
- C* Based on projected fee increases
- D* Based on projected fee increases
- F* Based on projected fee increases
- I* Based on Federal government budget announcement May 2017.
- G* Based on projected fee increases
- M* Based on expected reduction in previous award increases (2.6%, 2.7% & 2.8%). No allowance for rise in salary system.
- N* Based on IPART determined Local Government Cost Index (Dec 16)
- O* Based on IPART determined Local Government Cost Index (Dec 16)
- P* Based on IPART determined Local Government Cost Index (Dec 16); negative indexes kept to minimum of 100%
- Q* Based on IPART determined Local Government Cost Index (Dec 16); negative indexes kept to minimum of 100%
- R* Based on IPART determined Local Government Cost Index (Dec 16)
- S* Based on IPART determined Local Government Cost Index (Dec 16); negative indexes kept to minimum of 100%
- T* Based on LGP group tender information.
- U* Based on projected rate peg
- V* Based on projected fee increases
- W* Based on LGP group tender information.
- X* Based on fixed costs
- Y* Based on IPART determined Local Government Cost Index (Dec 16)
- Z* Based on IPART Local Government Cost Index for construction costs. To be reviewed in accordance with asset planning.
- Aa* Based on IPART determined Local Government Cost Index (Dec 16)
- Ab* Based on average interest rates earned for the year to Feb 17.
- Ac* Based on advice received from bankers.
- Ad* Based on Federal Treasury announcements
- Ae* Actual LGCI announced by IPART for the year ended Sept 2016
- Af* Based on the population forecast prepared by forecast.id.

<http://forecast.id.com.au/riverina-cities/population-households-dwellings?WebID=170>

## Capital Budget Review Statement

### Capital expenditure - by class

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
Plant and equipment	1,322,500	2,375,000	1,027,000	1,555,000
Office equipment	35,000	35,525	36,058	36,599
Buildings	35,000	124,000	25,000	26,000
Land improvements	-	-	-	-
Other structures	-	37,500	-	-
Roads, bridges and footpaths	3,270,685	2,637,271	2,711,591	2,788,039
Stormwater drainage	195,000	240,000	255,000	265,000
Water supply network	63,891	271,845	201,071	2,705,733
Sewerage network	836,278	649,502	873,606	1,073,609
Other assets	30,180	31,146	76,393	33,172
Stronger Communities Infrastructure Fund	4,000,000	4,890,763	-	-

<b>Total</b>	<b>9,788,534</b>	<b>11,292,552</b>	<b>5,205,719</b>	<b>8,483,152</b>
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### Capital expenditure - by type

New	20,120	58,264	21,428	22,114
Upgrade	1,609,381	1,089,247	1,063,336	1,144,234
Renewal	8,159,033	10,145,041	4,120,955	7,316,804

<b>Total</b>	<b>9,788,534</b>	<b>11,292,552</b>	<b>5,205,719</b>	<b>8,483,152</b>
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### Capital funding

Rates and other untied funding	1,522,683	1,655,334	1,608,750	1,655,232
Capital grants and contributions	1,777,882	1,096,698	1,121,721	1,147,292
Loans	-	-	-	-
Externally restricted reserves	5,095,169	6,089,610	1,329,677	4,044,342
Internally restricted reserves	1,392,800	2,450,910	1,145,571	1,636,286

<b>Total</b>	<b>9,788,534</b>	<b>11,292,552</b>	<b>5,205,719</b>	<b>8,483,152</b>
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### Cash Reconciliation

#### Net operating result

#### Capital items

Asset renewals

Asset upgrades

New assets

Add back non-cash asset acquisitions

Cash received for Asset sales

Less Profit on sales

Add Loss on sales

#### Total capital items

#### Cash reconciliation items

Add back depreciation

Employee leave entitlements paid out

Interest on restoration provision

Loan repayments

Debtors received

Creditors paid

Non-cash income

#### Total adjustments

#### Increase / (decrease) in cash

#### Funded from / to

Funded by / (to) reserves

Funded by new loans

Funded by general revenues

	Operational Plan	Delivery Program	Delivery Program	Delivery Program
	2018	2019	2020	2021
<b>Net operating result</b>	(4,957,499)	(2,211,138)	(2,162,633)	(1,017,642)
<b>Capital items</b>				
Asset renewals	(8,159,033)	(10,145,041)	(4,120,955)	(7,316,804)
Asset upgrades	(1,609,381)	(1,089,247)	(1,063,336)	(1,144,234)
New assets	(20,120)	(58,264)	(21,428)	(22,114)
Add back non-cash asset acquisitions	-	-	-	-
Cash received for Asset sales	728,000	918,000	606,000	547,500
Less Profit on sales	(50,000)	(50,000)	(50,000)	(50,000)
Add Loss on sales	-	-	-	-
<b>Total capital items</b>	<b>(9,110,534)</b>	<b>(10,424,552)</b>	<b>(4,649,719)</b>	<b>(7,985,652)</b>
<b>Cash reconciliation items</b>				
Add back depreciation	8,104,367	8,363,527	8,630,980	8,906,989
Employee leave entitlements paid out	-	-	-	-
Interest on restoration provision	-	-	-	-
Loan repayments	(449,837)	(470,658)	(492,140)	(512,981)
Debtors received	-	-	-	-
Creditors paid	-	-	-	-
Non-cash income	-	-	-	-
<b>Total adjustments</b>	<b>7,654,530</b>	<b>7,892,869</b>	<b>8,138,840</b>	<b>8,394,008</b>
<b>Increase / (decrease) in cash</b>	<b>(6,413,503)</b>	<b>(4,742,821)</b>	<b>1,326,488</b>	<b>(609,286)</b>
<b>Funded from / to</b>				
Funded by / (to) reserves	6,722,931	4,787,808	(1,469,363)	547,126
Funded by new loans	-	-	-	-
Funded by general revenues	(309,428)	(44,988)	142,874	62,160
	<b>6,413,503</b>	<b>4,742,821</b>	<b>(1,326,488)</b>	<b>609,286</b>

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
6	<b>Development and Building</b>			
7	<b>Income from continuing operations</b>			
8	34,508	34,508	34,508	34,508
9	7,999	8,319	8,652	8,998
10	38,625	40,170	41,777	43,448
11	824	857	891	927
12	5,150	5,356	5,570	5,793
13	618	643	669	696
14	-	-	-	-
15	108,150	112,476	116,975	121,654
16	37,595	39,099	40,663	42,290
17	9,785	10,176	10,583	11,006
18	1,030	1,071	1,114	1,159
19	60,000	60,900	61,814	62,741
20	-	-	-	-
21	-	-	-	-
22	-	-	-	-
23	1,100	1,100	1,100	1,100
24	500	500	500	500
25				
26	<b>305,884</b>	<b>315,175</b>	<b>324,816</b>	<b>334,820</b>
27				
28	<b>Expenses from continuing operations</b>			
29	380,206	389,711	399,454	409,440
30	69,619	71,359	73,143	74,972
31	41,596	42,636	43,702	44,795
32	21,893	22,550	23,227	23,924
33	13,703	13,909	14,118	14,330
34	8,000	8,120	8,242	8,366
35	5,000	5,150	5,305	5,464
36	-	-	-	-



**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>	
37	Conferences and seminars	102	104	106	108
38	Memberships	2,030	2,060	2,091	2,122
39	Administration	20,000	20,300	20,605	20,914
40	Inspections expense	25,000	25,375	25,756	26,142
41	Rural Addressing	305	310	315	320
42	Other expenses	-	-	-	-
43	<i>Projects</i>				
44	Heritage Listing Report	-	-	-	-
45					
46	<b>Total Expenses</b>	<b>587,454</b>	<b>601,584</b>	<b>616,064</b>	<b>630,897</b>
47					
48	<b>Capital items</b>				
49	Nil	-	-	-	-
50					
51	<b>Total capital items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
52					
53	<b>Cash reconciliation items</b>				
54	Nil	-	-	-	-
55					
56	<b>Total adjustment for non-cash items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
57					
58	<b>Increase / (decrease) in cash</b>	<b>(281,570)</b>	<b>(286,409)</b>	<b>(291,248)</b>	<b>(296,077)</b>
59	<i>Funded by / (to) reserves</i>				
60	Section 94A Developer Contributions	-	-	-	-
61	<i>Funded by (to) general revenues</i>	<b>281,570</b>	<b>286,409</b>	<b>291,248</b>	<b>296,077</b>
62					
63					
64	<b>Regulatory Services</b>				
65	<b>Income from continuing operations</b>				
66	Nil	-	-	-	-
67					

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
68 <b>Total Income</b>	-	-	-	-
69				
70 <b>Expenses from continuing operations</b>				
71 Wages	108,129	110,832	113,603	116,443
72 Employee leave	32,853	33,674	34,516	35,379
73 Superannuation	17,941	18,390	18,850	19,321
74 Workers compensation insurance	9,443	9,726	10,018	10,319
75 Staff training	-	-	-	-
76 Uniform, tools and PPE	-	-	-	-
77 Legal expenses	-	-	-	-
78 Consultants	-	-	-	-
79 Conferences and seminars	-	-	-	-
80 Memberships	-	-	-	-
81 Administration	-	-	-	-
82 Inspections expense	-	-	-	-
83				
84 <b>Total Expenses</b>	<b>168,366</b>	<b>172,622</b>	<b>176,987</b>	<b>181,462</b>
85				
86 <b>Capital items</b>				
87 Nil	-	-	-	-
88				
89 <b>Total capital items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
90				
91 <b>Cash reconciliation items</b>				
92 Nil	-	-	-	-
93				
94 <b>Total adjustment for non-cash items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
95				
96 <b>Increase / (decrease) in cash</b>	<b>(168,366)</b>	<b>(172,622)</b>	<b>(176,987)</b>	<b>(181,462)</b>
97 <i>Funded by / (to) reserves</i>				
98 nil		-	-	-

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
99	<i>Funded by (to) general revenues</i>	168,366	172,622	176,987	181,462
100					
101		-	-	-	-
102	<b>Food Safety and Public Health</b>				
103	<b>Income from continuing operations</b>				
104	Food premises inspection fees	9,000	9,360	9,734	10,123
105	Infringements & Fines	500	500	500	500
106	Aboriginal Environmental Health Officer Traineeship	-	-	-	-
107					
108	<b>Total Income</b>	9,500	9,860	10,234	10,623
109					
110	<b>Expenses from continuing operations</b>				
111	Wages	55,862	57,259	58,690	60,157
112	Staff training	-	-	-	-
113	Legal expenses	-	-	-	-
114	Consultants	-	-	-	-
115	Conferences and seminars	-	-	-	-
116	Memberships	-	-	-	-
117	Administration	1,117	1,134	1,151	1,168
118	Inspections expense	-	-	-	-
119	<i>Projects</i>				
120	REROC state of the environment reporting	-	-	-	-
121	Insect control	1,573	1,597	1,621	1,645
122	Healthy Shires	102	104	106	108
123					
124	<b>Total Expenses</b>	58,654	60,094	61,568	63,078
125					
126	<b>Capital items</b>				
127	Nil	-	-	-	-
128					
129	<b>Total capital items</b>	-	-	-	-

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
<b>Budget Detail</b>				
130				
131	<b>Cash reconciliation items</b>			
132	Nil	-	-	-
133				
134	<b>Total adjustment for non-cash items</b>	-	-	-
135				
136	<b>Increase / (decrease) in cash</b>	(49,154)	(50,234)	(51,334)
137	<i>Funded by / (to) reserves</i>			
138	nil	-	-	-
139	<i>Funded by (to) general revenues</i>	49,154	50,234	51,334
140				
141	-	-	-	-
142	<b>Cemeteries</b>			
143	<b>Income from continuing operations</b>			
144	Cemetery fees	263,474	274,013	284,974
145	Cemetery fees foregone	(18,404)	(19,140)	(19,906)
146				
147	<b>Total Income</b>	245,070	254,873	265,068
148				
149	<b>Expenses from continuing operations</b>			
150	Administration	1,000	1,015	1,030
151	Property insurance	376	395	415
152	Water consumption	10,673	10,993	11,323
153	Depreciation	10,000	10,320	10,650
154	<i>Cemetery maintenance:</i>			
155	Cootamundra	133,639	135,644	137,679
156	Stockinbingal	5,210	5,288	5,367
157	Wallendbeen	5,210	5,288	5,367
158	Gundagai	51,123	51,890	52,668
159	<i>Projects</i>			
160	Cemetery mapping	5,000	5,075	5,151

**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
161				
162 <b>Total Expenses</b>	222,231	225,908	229,650	228,233
163				
164 <b>Capital items</b>				
165 Stockinbingal and Wallendbeen Cemeteries Water Supply	-	-	-	-
166 Cootamundra Cemetery Capital Works	-	-	40,000	-
167 Gundagai Lawn Cemetery Capital Works	-	-	4,250	-
168 Gundagai North Cemetery Memorial Wall	-	-	-	-
169				
170 <b>Total capital items</b>	-	-	44,250	-
171				
172 <b>Cash reconciliation items</b>				
173 Depreciation	(10,000)	(10,320)	(10,650)	(10,991)
174				
175 <b>Total adjustment for non-cash items</b>	(10,000)	(10,320)	(10,650)	(10,991)
176				
177 <b>Increase / (decrease) in cash</b>	32,839	39,285	1,818	58,429
178 <i>Funded by / (to) reserves</i>				
179 Cemetery Reserve	-	-	-	-
180 <i>Funded by (to) general revenues</i>	(32,839)	(39,285)	(1,818)	(58,429)
181				
182	-	-	-	-
183 <b>Animal Control</b>				
184 <b>Income from continuing operations</b>				
185 Lifetime registration fees	1,000	1,000	1,000	1,000
186 Impounding fees	2,000	2,080	2,163	2,250
187 Costs recovered	500	520	541	563
188 Microchipping	500	520	541	563
189 Fines	8,851	8,851	8,851	8,851
190 Office of Local Government Grant	-	-	-	-
191				

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
192	<b>Total Income</b>	12,851	12,971	13,096	13,227
193					
194	<b>Expenses from continuing operations</b>				
195	Legal expenses	-	-	-	-
196	Consultants	-	-	-	-
197	Conferences and seminars	-	-	-	-
198	Memberships	-	-	-	-
199	Administration	-	-	-	-
200	Impounding costs	53,570	54,374	55,190	56,018
201	Patrol costs	161,661	164,086	166,547	169,045
202	<i>Projects</i>				
203	Responsible pet ownership program	-	-	-	-
204					
205	<b>Total Expenses</b>	215,231	218,460	221,737	225,063
206					
207	<b>Capital items</b>				
208	Nil	-	-	-	-
209					
210	<b>Total capital items</b>	-	-	-	-
211					
212	<b>Cash reconciliation items</b>				
213	Nil	-	-	-	-
214					
215	<b>Total adjustment for non-cash items</b>	-	-	-	-
216					
217	<b>Increase / (decrease) in cash</b>	(202,380)	(205,489)	(208,641)	(211,836)
218	<i>Funded by / (to) reserves</i>				
219	Incomplete Works		-	-	-
220	Specific Purpose Unexpended Grants & Contributions				
221	Special Projects				
222	<i>Funded by (to) general revenues</i>	202,380	205,489	208,641	211,836

**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
223				
224	-	-	-	-
225	<b>Public Toilets</b>			
226	<b>Income from continuing operations</b>			
227	Nil	-	-	-
228				
229	<b>Total Income</b>	-	-	-
230				
231	<b>Expenses from continuing operations</b>			
232	Property insurance	-	-	-
233	Water rates	-	-	-
234	Electricity and gas	-	-	-
235	Cleaning	66,273	67,267	68,276
236	Depreciation	-	-	-
237	<i>Building maintenance</i>			
238	Apex Park	3,375	3,426	3,477
239	Albert Park	3,125	3,172	3,220
240	Bradman Oval	3,678	3,733	3,789
241	Country Club Oval	2,603	2,642	2,682
242	Fisher Park	6,592	6,691	6,791
243	Jubilee Park	7,862	7,980	8,100
244	Kingston Park	2,110	2,142	2,174
245	Mitchell Park	3,068	3,114	3,161
246	Cnr Murray and Bourke Streets	-	-	-
247	Nicholson Park	8,787	8,919	9,053
248	Stockinbingal Tennis Club	1,142	1,159	1,176
249	Stockinbingal Recreation Ground	3,310	3,360	3,410
250	Stockinbingal Railway Park	-	-	-
251	Wallendbeen Recreation Ground	2,445	2,482	2,519
252	Wallendbeen St Toilet	16,119	16,361	16,606
253	Gundagai	50,699	51,459	52,231

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
254	Depreciation	17,000	17,544	18,105	18,684
255					
256	<b>Total Expenses</b>	<b>198,188</b>	<b>201,451</b>	<b>204,770</b>	<b>208,149</b>
257					
258	<b>Capital items</b>				
259	Wallendbeen Rec Ground - toilets upgrade	-	100,000	-	-
260					
261	<b>Total capital items</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>-</b>
262					
263	<b>Cash reconciliation items</b>				
264	Depreciation	(17,000)	(17,544)	(18,105)	(18,684)
265					
266	<b>Total adjustment for non-cash items</b>	<b>(17,000)</b>	<b>(17,544)</b>	<b>(18,105)</b>	<b>(18,684)</b>
267					
268	<b>Increase / (decrease) in cash</b>	<b>(181,188)</b>	<b>(283,907)</b>	<b>(186,665)</b>	<b>(189,465)</b>
269	<i>Funded by / (to) reserves</i>				
270	Incomplete Works		-	-	-
271	<i>Funded by (to) general revenues</i>	<b>181,188</b>	<b>283,907</b>	<b>186,665</b>	<b>189,465</b>
272					
273		-	-	-	-
274	<b>Economic Development</b>				
275	<b>Income from continuing operations</b>				
276	MDB Energise Enterprise Grant	-	-	-	-
277	Dept of Industry Back to Business Week Grant	-	-	-	-
278					
279	<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
280					
281	<b>Expenses from continuing operations</b>				
282	Wages	80,467	82,479	84,541	86,655
283	Employee leave	14,517	14,880	15,252	15,633
284	Superannuation	8,803	9,023	9,249	9,480



**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
285 Workers compensation insurance	4,633	4,772	4,915	5,062
286 Staff training	4,060	4,121	4,183	4,246
287 Uniform, tools and PPE	-	-	-	-
288 Legal expenses	-	-	-	-
289 Consultants	-	-	-	-
290 Conferences and seminars	-	-	-	-
291 Foundation for Regional Development Australia Membership	2,000	2,030	2,060	2,091
292 Administration	8,120	8,242	8,366	8,491
293 <i>Projects</i>				
294 C Change activity	5,075	5,151	5,228	5,306
295 Contribution to CDC	30,778	31,240	31,709	32,185
296 Welcome to New Residents	1,000	-	1,015	-
297 Country NSW regional website	3,000	3,045	3,091	3,137
298 Economic Development Strategy	-	-	-	-
299 Back to Business Week	-	-	-	-
300				
301 <b>Total Expenses</b>	<b>162,453</b>	<b>164,983</b>	<b>169,609</b>	<b>172,286</b>
302				
303 <b>Capital items</b>				
304 Nil	-	-	-	-
305				
306 <b>Total capital items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
307				
308 <b>Cash reconciliation items</b>				
309 Nil	-	-	-	-
310				
311 <b>Total adjustment for non-cash items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
312				
313 <b>Increase / (decrease) in cash</b>	<b>(162,453)</b>	<b>(164,983)</b>	<b>(169,609)</b>	<b>(172,286)</b>
314 <i>Funded by / (to) reserves</i>				
315 Nil				

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
316	<i>Funded by (to) general revenues</i>	162,453	164,983	169,609	172,286
317					
318		-	-	-	-
319	<b>Community Services</b>				
320	<b>Income from continuing operations</b>				
321	Safer Streets Programme	-	-	-	-
322	Seniors week grant	1,500	1,530	1,561	1,592
323	Youth week grant	2,703	2,757	2,812	2,868
324	Crown Reserves Funding - Old Primary School \$ Mens Shed	-	-	-	-
325					
326	<b>Total Income</b>	4,203	4,287	4,373	4,460
327					
328	<b>Expenses from continuing operations</b>				
329	Youth week	2,703	2,744	2,785	2,827
330	Seniors week	1,500	1,523	1,546	1,569
331	Youth services	10,455	10,612	10,771	10,933
332	Rural Transaction Centre - neighbourhood centre	11,824	12,001	12,181	12,364
333	Scholarship	3,000	-	3,045	-
334	Boys club renewal works	2,030	2,060	2,091	2,122
335					
336	<b>Total Expenses</b>	31,512	28,940	32,419	29,815
337					
338	<b>Capital items</b>				
339	Building renewal - Old Primary School and Mens Shed	-	-	-	-
340					
341	<b>Total capital items</b>	-	-	-	-
342					
343	<b>Cash reconciliation items</b>				
344	Nil	-	-	-	-
345					
346	<b>Total adjustment for non-cash items</b>	-	-	-	-

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
<b>Budget Detail</b>				
347				
348	<b>Increase / (decrease) in cash</b>	(27,309)	(24,653)	(28,046)
349	<i>Funded by / (to) reserves</i>			
350	Property	-	-	-
351	Specific Purpose Unexpended Grants & Contributions	-	-	-
352	<i>Funded by (to) general revenues</i>	27,309	24,653	28,046
353				
354		-	-	-
355	<b>Libraries</b>			
356	<b>Income from continuing operations</b>			
357	State Library subsidy	58,523	59,693	60,887
358	Broadband for Seniors Grant (Fed Dept of Social Services)	360	360	360
359	Hire of library meeting room	5,150	5,356	5,570
360	Fees and charges	9,650	10,036	10,437
361				
362	<b>Total Income</b>	73,683	75,445	77,254
363				
364	<b>Expenses from continuing operations</b>			
365	Wages	262,067	268,619	275,334
366	Employee leave	45,443	46,579	47,743
367	Superannuation	28,451	29,162	29,891
368	Workers compensation insurance	14,974	15,423	15,886
369	Staff training	4,618	4,687	4,757
370	Uniform, tools and PPE	-	-	-
371	Legal expenses	-	-	-
372	Consultants	-	-	-
373	Conferences and seminars	-	-	-
374	Riverina Regional Library membership	189,662	192,507	195,395
375	Administration	12,224	12,407	12,593
376	Computer / IT costs	24,788	25,160	25,537
377	Library resources	7,359	7,469	7,581

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
378 Community programs and events	3,248	3,297	3,346	3,396
379 <i>Projects</i>				
380 State Library merger assistance funding	-	-	-	-
381 Library local priority project	11,069	11,290	11,516	11,746
382 Library local priority project - Audio books	-	-	-	-
383 Library local priority project - DVDs	-	-	-	-
384 Library local priority project - Large print books	-	-	-	-
385 Library local priority project - Baby bounce resources	-	-	-	-
386 Library local priority project - Youth area	-	-	-	-
387 Library local priority project - Non-fiction collection	-	-	-	-
388 Library local priority project - Display shelving / unit	-	-	-	-
389 Library local priority project - Disability equipment	-	-	-	-
390 Seniors Internet Kiosk and Training	2,170	2,170	2,170	2,170
391				
392 <b>Total Expenses</b>	<b>606,073</b>	<b>618,770</b>	<b>631,749</b>	<b>645,018</b>
393				
394 <b>Capital items</b>				
395 Nil	-	-	-	-
396				
397 <b>Total capital items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
398				
399 <b>Cash reconciliation items</b>				
400 Nil	-	-	-	-
401				
402 <b>Total adjustment for non-cash items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
403				
404 <b>Increase / (decrease) in cash</b>	<b>(532,390)</b>	<b>(543,325)</b>	<b>(554,495)</b>	<b>(565,906)</b>
405 <i>Funded by / (to) reserves</i>				
406 Specific Purpose Unexpended Grants & Contributions				
407 Incomplete Works Reserve		-	-	-
408 <i>Funded by (to) general revenues</i>	<b>532,390</b>	<b>543,325</b>	<b>554,495</b>	<b>565,906</b>

**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
409				
410	-	-	-	-
411	<b>Tourism</b>			
412	<b>Income from continuing operations</b>			
413	Tourism brochures advertising	-	-	-
414				
415	<b>Total Income</b>	-	-	-
416				
417	<b>Expenses from continuing operations</b>			
418	Wages	52,622	53,938	55,286
419	Employee leave	10,542	10,806	11,076
420	Superannuation	5,757	5,901	6,049
421	Workers compensation insurance	3,030	3,121	3,215
422	Staff training	-	-	-
423	Uniform, tools and PPE	-	-	-
424	Legal expenses	-	-	-
425	Consultants	-	-	-
426	Conferences and seminars	-	-	-
427	Riverina Regional Tourism membership	11,886	12,064	12,245
428	Administration	-	-	-
429	<i>Destination marketing</i>			
430	Tourism promotion campaigns	28,000	28,840	29,705
431	<i>Regional tourism promotions</i>			
432	MyAppVenture Project	-	-	-
433	Riverina Regional Tourism agritourism project	4,000	4,000	4,000
434	Destination - NSW	7,300	7,300	7,300
435	TASTE Riverina Festival	3,000	3,045	3,091
436	RRT product development promotion	5,000	5,075	5,151
437	RV camping areas	-	-	-
438	<i>Visitor information</i>			
439	Tourism websites	5,000	5,075	5,151

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
440	Interpretive signage	2,538	2,576	2,615	2,654
441	Directional signage	2,538	2,576	2,615	2,654
442	Rail Trail Development Study	-	-	-	-
443	Tourism brochures	3,000	3,090	3,183	3,278
444					
445	<b>Total Expenses</b>	144,213	147,407	150,682	154,036
446					
447	<b>Capital items</b>				
448	Tourism Signage	-	-	-	-
449	Village entry signs	-	-	-	-
450					
451	<b>Total capital items</b>	-	-	-	-
452					
453	<b>Cash reconciliation items</b>				
454	Nil	-	-	-	-
455					
456	<b>Total adjustment for non-cash items</b>	-	-	-	-
457					
458	<b>Increase / (decrease) in cash</b>	(144,213)	(147,407)	(150,682)	(154,036)
459	<i>Funded by / (to) reserves</i>				
460	Employee Leave Entitlements	-	-	-	-
461	<i>Funded by (to) general revenues</i>	144,213	147,407	150,682	154,036
462					
463		-	-	-	-
464	<b>Museums and Art</b>				
465	<b>Income from continuing operations</b>				
466	Bradman's Birthplace souvenir sales	9,500	9,880	10,275	10,686
467	Bradman's Birthplace donations	-	-	-	-
468	Bradman's Birthplace admission Fees	11,330	11,783	12,254	12,744
469	Heritage Centre donations	2,000	2,000	2,000	2,000
470	Museum fees	1,288	1,340	1,394	1,450

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
471 CMA Grant/ Other ( Audio )	500	500	500	500
472 Old G'gai Gaol - contrib	-	-	-	-
473 Old G'gai Gaol - grant	-	-	-	-
474 Old G'gai Gaol - grant M Plan	-	-	-	-
475				
476 <b>Total Income</b>	<b>24,618</b>	<b>25,503</b>	<b>26,423</b>	<b>27,380</b>
477				
478 <b>Expenses from continuing operations</b>				
479 Wages	-	-	-	-
480 Staff training	-	-	-	-
481 Uniform, tools and PPE	-	-	-	-
482 Legal expenses	-	-	-	-
483 Consultants	-	-	-	-
484 Conferences and seminars	-	-	-	-
485 Eastern Riverina Arts membership	6,350	6,445	6,542	6,640
486 Contribution to The Arts Centre, Cootamundra	12,500	-	-	-
487 Administration	-	-	-	-
488 Other expenditure	-	-	-	-
489 <i>Projects</i>				
490 Gaol masterplan	-	-	-	-
491 Gaol project repairs	-	-	-	-
492 Gaol project publicity	-	-	-	-
493 Heritage centre operation	6,987	7,092	7,198	7,306
494 Bradman's birthplace museum operation	29,680	30,125	30,577	31,036
495				
496 <b>Total Expenses</b>	<b>55,517</b>	<b>43,662</b>	<b>44,317</b>	<b>44,982</b>
497				
498 <b>Capital items</b>				
499 Gundagai Gaol - Moonlite interpretive display	-	-	-	-
500				
501 <b>Total capital items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
502					
503	<b>Cash reconciliation items</b>				
504	Nil	-	-	-	-
505					
506	<b>Total adjustment for non-cash items</b>	-	-	-	-
507					
508	<b>Increase / (decrease) in cash</b>	(30,899)	(18,159)	(17,894)	(17,602)
509	<i>Funded by / (to) reserves</i>				
510	Heritage Centre		-	-	-
511	Bradman's Birthplace		-	-	-
512	<i>Funded by (to) general revenues</i>	30,899	18,159	17,894	17,602
513					
514		-	-	-	-
515	<b>Visitor Information Centres</b>				
516	<b>Income from continuing operations</b>				
517	Masterpiece	12,669	13,176	13,703	14,251
518	Souvenirs / Kiosk	46,350	48,204	50,132	52,137
519	Commission	10,815	11,248	11,698	12,166
520	Other	618	643	669	696
521					
522	<b>Total Income</b>	70,452	73,271	76,202	79,250
523					
524	<b>Expenses from continuing operations</b>				
525	Wages	114,944	117,818	120,763	123,782
526	Employee leave	17,463	17,900	18,348	18,807
527	Superannuation	12,253	12,559	12,873	13,195
528	Workers compensation insurance	6,449	6,642	6,841	7,046
529	Staff training	2,842	2,885	2,928	2,972
530	Uniform, tools and PPE	-	-	-	-
531	Legal expenses	-	-	-	-
532	Consultants	-	-	-	-



<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
533	Conferences and seminars	-	-	-	-
534	Cootamundra visitors centre contract	5,000	5,100	5,202	5,306
535	Administration	44,991	45,666	46,351	47,046
536	Computer / IT costs	-	-	-	-
537	Community programs and events	-	-	-	-
538	<i>Cost of goods sold</i>				
539	Souvenirs/Kiosk	26,136	26,528	26,926	27,330
540					
541	<b>Total Expenses</b>	<b>230,078</b>	<b>235,098</b>	<b>240,232</b>	<b>245,484</b>
542					
543	<b>Capital items</b>				
544	Heritage Centre Visitors Information Fitout	-	-	-	-
545					
546	<b>Total capital items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
547					
548	<b>Cash reconciliation items</b>				
549	Nil	-	-	-	-
550					
551	<b>Total adjustment for non-cash items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
552					
553	<b>Increase / (decrease) in cash</b>	<b>(159,626)</b>	<b>(161,827)</b>	<b>(164,030)</b>	<b>(166,234)</b>
554	<i>Funded by / (to) reserves</i>				
555	Nil				
556	<i>Funded by (to) general revenues</i>	159,626	161,827	164,030	166,234
557					
558					
559	<b>Civic Leadership</b>				
560	<b>Income from continuing operations</b>				
561	Sundry reimbursements	-	-	-	-
562					
563	<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
564				
565	<b>Expenses from continuing operations</b>			
566	19,990	25,881	26,528	27,191
567	82,436	106,733	109,401	112,136
568	38,567	-	-	-
569	8,000	8,120	8,242	8,366
570	500	508	516	524
571	13,500	5,000	5,075	14,500
572	9,000	-	-	9,000
573	-	-	-	-
574	-	-	-	-
575	6,500	6,598	6,697	6,797
576	200	203	206	209
577	1,000	1,015	1,030	1,045
578	<i>Projects</i>			
579	49,494	-	-	52,500
580				
581	<b>229,187</b>	<b>154,058</b>	<b>157,695</b>	<b>232,268</b>
582				
583	<b>Capital items</b>			
584	-	-	-	-
585				
586	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
587				
588	<b>Cash reconciliation items</b>			
589	-	-	-	-
590				
591	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
592				
593	<b>(229,187)</b>	<b>(154,058)</b>	<b>(157,695)</b>	<b>(232,268)</b>
594	<i>Funded by / (to) reserves</i>			

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
595	Election	-	(17,500)	(17,500)	35,000
596	<i>Funded by (to) general revenues</i>	229,187	171,558	175,195	197,268
597					
598		-	-	-	-
599	<b>Community Donations and Events</b>				
600	<b>Income from continuing operations</b>				
601	Sundy In Gundy	567	590	614	639
602	Sale of Gallipolli Rose Garden books	-	-	-	-
603					
604	<b>Total Income</b>	567	590	614	639
605					
606	<b>Expenses from continuing operations</b>				
607	<i>Community Events</i>				
608	Cootamundra Beach Volleyball	3,045	3,091	3,137	3,184
609	Melbourne Cup Tour	-	-	-	-
610	Wattle Time Promotion	723	734	745	756
611	Riverfest	1,675	1,700	1,726	1,752
612	Australia day celebrations	5,786	5,873	5,961	6,050
613	Clean up Australia day	1,015	1,030	1,045	1,061
614	Kangaroo March	-	-	-	-
615	Carpe Diem Tour - 50:50	254	258	262	266
616	Plaza Night	660	670	680	690
617	Tree Day	305	310	315	320
618	Sundy in Gundy	2,639	2,679	2,719	2,760
619	Snake Gully Cup	811	823	835	848
620	Cootamundra book parade	-	-	-	-
621	Donations to Community Events	8,932	9,066	9,202	9,340
622	<i>Community Donations</i>				
623	Donations to Schools & Preschools	5,227	5,305	5,385	5,466
624	Mens Shed donation	406	412	418	424
625	Christmas lights	406	412	418	424

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
626	Preschool building depreciation	5,600	5,600	5,600
627	Other community donations	10,000	10,150	10,302
628	Donation to Gundagai Panthers (soccer equipment)	14,063	-	-
629	Bluett Award Celebrations	-	-	-
630	Donation to Snowy Hydro Southcare Helicopter	5,000	5,000	5,000
631	<i>Projects</i>			
632	The Gallipoli Rose Garden Books (cost of goods sold)	-	-	-
633				
634	<b>Total Expenses</b>	<b>66,547</b>	<b>53,113</b>	<b>53,750</b>
635				
636	<b>Capital items</b>			
637	Nil	-	-	-
638				
639	<b>Total capital items</b>	<b>-</b>	<b>-</b>	<b>-</b>
640				
641	<b>Cash reconciliation items</b>			
642	Depreciation	(5,600)	(5,600)	(5,600)
643				
644	<b>Total adjustment for non-cash items</b>	<b>(5,600)</b>	<b>(5,600)</b>	<b>(5,600)</b>
645				
646	<b>Increase / (decrease) in cash</b>	<b>(60,380)</b>	<b>(46,923)</b>	<b>(47,536)</b>
647	<i>Funded by / (to) reserves</i>			
648	Nil	-	-	-
649	<i>Funded by (to) general revenues</i>	<b>60,380</b>	<b>46,923</b>	<b>47,536</b>
650				
651				
652	<b>Corporate Management</b>			
653	<b>Income from continuing operations</b>			
654	Nil	-	-	-
655				
656	<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
657				
658	<b>Expenses from continuing operations</b>			
659	Wages	552,266	566,073	580,225
660	Employee leave	104,030	106,631	109,297
661	Superannuation	60,420	61,931	63,479
662	Workers compensation insurance	31,800	32,754	33,737
663	Staff training	5,000	5,075	5,151
664	Uniform, tools and PPE	-	-	-
665	Legal expenses	-	-	-
666	Internal audit	-	30,000	30,900
667	Conferences and seminars	10,000	10,150	10,302
668	Local Government NSW membership	26,479	26,876	27,279
669	REROC / JO membership	30,000	30,450	30,907
670	Other memberships	-	-	-
671	Administration	152,702	154,993	157,318
672	<i>Projects</i>			
673	Fit for the future	-	-	-
674				
675	<b>Total Expenses</b>	<b>972,697</b>	<b>1,024,933</b>	<b>1,048,595</b>
676				
677	<b>Capital items</b>			
678	Nil	-	-	-
679				
680	<b>Total capital items</b>	<b>-</b>	<b>-</b>	<b>-</b>
681				
682	<b>Cash reconciliation items</b>			
683	Nil	-	-	-
684				
685	<b>Total adjustment for non-cash items</b>	<b>-</b>	<b>-</b>	<b>-</b>
686				
687	<b>Increase / (decrease) in cash</b>	<b>(972,697)</b>	<b>(1,024,933)</b>	<b>(1,048,595)</b>
688				

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
688	<i>Funded by / (to) reserves</i>				
689	Nil		-	-	-
690	<i>Funded by (to) general revenues</i>	972,697	1,024,933	1,048,595	1,072,824
691					
692		-	-	-	-
693	<b>Risk Management</b>				
694	<b>Income from continuing operations</b>				
695	Statewide liability scheme Risk Management Incentive Bonus	54,772	55,867	56,984	58,124
696	Statecover WH&S Incentive Scheme Payment	18,933	19,312	19,698	20,092
697	Workers comp insurance reimbursements	-	-	-	-
698					
699	<b>Total Income</b>	73,705	75,179	76,682	78,216
700					
701	<b>Expenses from continuing operations</b>				
702	Wages	120,542	123,556	126,645	129,811
703	Employee leave	21,746	22,290	22,847	23,418
704	Superannuation	13,188	13,518	13,856	14,202
705	Workers compensation insurance	6,941	7,149	7,363	7,584
706	Workers compensation expenses	4,060	4,121	4,183	4,246
707	Staff training	7,105	7,212	7,320	7,430
708	Uniform, tools and PPE	-	-	-	-
709	Legal expenses	-	-	-	-
710	Consultants	-	-	-	-
711	Conferences and seminars	-	-	-	-
712	Memberships	-	-	-	-
713	Administration	10,000	10,150	10,302	10,457
714	<i>Staff welfare program</i>				
715	Random drug testing	7,613	7,727	7,843	7,961
716	Risk management improvement program	40,093	40,694	41,304	41,924
717	<i>Insurance</i>				
718	Members accident	2,050	2,153	2,261	2,374

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
719	Journey injury	2,182	2,291	2,406	2,526
720	Fidelity guarantee	-	-	-	-
721	Equipment	-	-	-	-
722	Public liability	259,185	272,144	285,751	300,039
723	Councillors and officers	69,190	72,650	76,283	80,097
724	IT liability - Crime Insurance	6,667	7,000	7,350	7,718
725	Claims processing fees	-	-	-	-
726	Insurance excess payments	6,496	6,593	6,692	6,792
727	<i>Projects</i>				
728	Work, health and safety costs	65,366	66,346	67,341	68,351
729					
730	<b>Total Expenses</b>	642,424	665,594	689,747	714,930
731					
732	<b>Capital items</b>				
733	Cage and lifting equipment on the Rangers vehicle	-	-	-	-
734					
735	<b>Total capital items</b>	-	-	-	-
736					
737	<b>Cash reconciliation items</b>				
738	Nil	-	-	-	-
739					
740	<b>Total adjustment for non-cash items</b>	-	-	-	-
741					
742	<b>Increase / (decrease) in cash</b>	(568,719)	(590,415)	(613,065)	(636,714)
743	<i>Funded by / (to) reserves</i>				
744	Incomplete Works		-	-	-
745	<i>Funded by (to) general revenues</i>	568,719	590,415	613,065	636,714
746					
747		-	-	-	-
748	<b>Human Resource Management</b>				
749	<b>Income from continuing operations</b>				

**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
750 Training subsidies	-	-	-	-
751 Sundry reimbursements	-	-	-	-
752				
753 <b>Total Income</b>	-	-	-	-
754				
755 <b>Expenses from continuing operations</b>				
756 Wages	257,807	264,252	270,858	277,629
757 Employee leave	46,510	47,673	48,865	50,087
758 Superannuation	28,205	28,910	29,633	30,374
759 Workers compensation insurance	14,845	15,290	15,749	16,221
760 Fringe benefits tax	97,850	100,786	103,810	106,924
761 Staff training	70,000	71,050	72,116	73,198
762 Uniform, tools and PPE	-	-	-	-
763 Legal expenses	-	-	-	-
764 GM performance review	4,060	4,121	4,183	4,246
765 Conferences and seminars	-	-	-	-
766 Memberships	-	-	-	-
767 Administration	10,000	10,150	10,302	10,457
768 HR Advance subscription	5,000	5,075	5,151	5,228
769 Ecomp subscription	5,000	5,075	5,151	5,228
770 Inspections expense	-	-	-	-
771 Consultative committee	6,000	6,090	6,181	6,274
772 Union meetings	-	-	-	-
773 Recruitment	13,195	13,393	13,594	13,798
774 Staff reward program	3,000	3,045	3,091	3,137
775 Rental assistance	-	-	-	-
776 <i>Staff welfare program</i>				
777 Employee assistance program	5,000	5,075	5,151	5,228
778 Staff functions	1,523	1,546	1,569	1,593
779				
780 <b>Total Expenses</b>	567,995	581,531	595,404	609,622



<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
781					
782	<b>Capital items</b>				
783	Nil	-	-	-	-
784					
785	<b>Total capital items</b>	-	-	-	-
786					
787	<b>Cash reconciliation items</b>				
788	Nil	-	-	-	-
789					
790	<b>Total adjustment for non-cash items</b>	-	-	-	-
791					
792	<b>Increase / (decrease) in cash</b>	(567,995)	(581,531)	(595,404)	(609,622)
793	<i>Funded by / (to) reserves</i>				
794	Incomplete Works		-	-	-
795	<i>Funded by (to) general revenues</i>	567,995	581,531	595,404	609,622
796					
797		-	-	-	-
798	<b>Information Technology</b>				
799	<b>Income from continuing operations</b>				
800	Private internet sales	-	-	-	-
801					
802	<b>Total Income</b>	-	-	-	-
803					
804	<b>Expenses from continuing operations</b>				
805	Wages	-	-	-	-
806	Staff training	9,450	9,592	9,736	9,882
807	Uniform, tools and PPE	-	-	-	-
808	Legal expenses	-	-	-	-
809	Managed services	108,024	109,644	111,289	112,958
810	Equipment lease	31,936	32,415	32,901	33,395
811	Conferences and seminars	-	-	-	-

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
812	Memberships	-	-	-	-
813	Administration	10,455	10,612	10,771	10,933
814	Computer hardware	133,980	135,990	138,030	140,100
815	Computer software	180,067	182,768	185,510	188,293
816	Website maintenance	1,015	1,030	1,045	1,061
817	Depreciation - office equipment	126,500	130,548	134,726	139,037
818					
819	<b>Total Expenses</b>	601,427	612,599	624,008	635,659
820					
821	<b>Capital items</b>				
822	IT Infrastructure replacement	35,000	35,525	36,058	36,599
823					
824	<b>Total capital items</b>	35,000	35,525	36,058	36,599
825					
826	<b>Cash reconciliation items</b>				
827	Depreciation	(126,500)	(130,548)	(134,726)	(139,037)
828					
829	<b>Total adjustment for non-cash items</b>	(126,500)	(130,548)	(134,726)	(139,037)
830					
831	<b>Increase / (decrease) in cash</b>	(509,927)	(517,576)	(525,340)	(533,221)
832	<i>Funded by / (to) reserves</i>				
833	Office Equipment		-	-	-
834	Incomplete Works		-	-	-
835	<i>Funded by (to) general revenues</i>	509,927	517,576	525,340	533,221
836					
837					
838	<b>Customer Service</b>				
839	<b>Income from continuing operations</b>				
840	GIPA requests	309	321	334	347
841	General fees and charges	5,665	5,892	6,128	6,373
842	Sundry fees and charges	5,665	5,892	6,128	6,373

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
843 Sundry	103	107	111	115
844				
845 <b>Total Income</b>	<b>11,742</b>	<b>12,212</b>	<b>12,701</b>	<b>13,208</b>
846				
847 <b>Expenses from continuing operations</b>				
848 Wages	197,239	176,225	181,952	188,775
849 Employee leave	36,511	37,424	38,360	39,319
850 Superannuation	21,579	22,118	22,671	23,238
851 Workers compensation insurance	11,357	11,641	11,932	12,230
852 Staff training	1,015	1,030	1,045	1,061
853 Uniform, tools and PPE	-	-	-	-
854 Administration	5,000	5,075	5,151	5,228
855 Legal expenses	-	-	-	-
856 Consultants	-	-	-	-
857 Conferences and seminars	-	-	-	-
858 Memberships	-	-	-	-
859				
860 <b>Total Expenses</b>	<b>272,701</b>	<b>253,513</b>	<b>261,111</b>	<b>269,851</b>
861				
862 <b>Capital items</b>				
863 Nil	-	-	-	-
864				
865 <b>Total capital items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
866				
867 <b>Cash reconciliation items</b>				
868 Nil	-	-	-	-
869				
870 <b>Total adjustment for non-cash items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
871				
872 <b>Increase / (decrease) in cash</b>	<b>(260,959)</b>	<b>(241,301)</b>	<b>(248,410)</b>	<b>(256,643)</b>
873 <i>Funded by / (to) reserves</i>				

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
874	Nil		-	-	-
875	<i>Funded by (to) general revenues</i>	260,959	241,301	248,410	256,643
876					
877		-	-	-	-
878	<b>Communications and Engagement</b>				
879	<b>Income from continuing operations</b>				
880	Nil	-	-	-	-
881					
882	<b>Total Income</b>	-	-	-	-
883					
884	<b>Expenses from continuing operations</b>				
885	Wages	54,727	56,095	57,497	58,934
886	Employee leave	10,964	11,238	11,519	11,807
887	Superannuation	5,987	6,137	6,290	6,447
888	Workers compensation insurance	3,151	3,246	3,343	3,443
889	Staff training	-	-	-	-
890	Uniform, tools and PPE	-	-	-	-
891	Legal expenses	-	-	-	-
892	Consultants	-	-	-	-
893	Conferences and seminars	-	-	-	-
894	Memberships	-	-	-	-
895	Administration	5,000	5,075	5,151	5,228
896	Advertising	19,118	19,405	19,696	19,991
897	<i>Projects</i>				
898	Community engagement plan	-	-	-	-
899					
900	<b>Total Expenses</b>	98,947	101,196	103,496	105,850
901					
902	<b>Capital items</b>				
903	Nil	-	-	-	-
904					

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
905	<b>Total capital items</b>	-	-	-	-
906					
907	<b>Cash reconciliation items</b>				
908	Nil	-	-	-	-
909					
910	<b>Total adjustment for non-cash items</b>	-	-	-	-
911					
912	<b>Increase / (decrease) in cash</b>	(98,947)	(101,196)	(103,496)	(105,850)
913	<i>Funded by / (to) reserves</i>				
914	Nil		-	-	-
915	<i>Funded by (to) general revenues</i>	98,947	101,196	103,496	105,850
916					
917		-	-	-	-
918	<b>Financial Management</b>				
919	<b>Income from continuing operations</b>				
920	Bank charges recovery	2,421	2,494	2,569	2,646
921	Commission - SEWOLG	-	-	-	-
922	Legals on rates debtors	11,124	11,458	11,802	12,156
923	Section 603 certificates	28,020	28,020	28,020	28,020
924					
925	<b>Total Income</b>	41,565	41,972	42,391	42,822
926					
927	<b>Expenses from continuing operations</b>				
928	Wages	385,372	365,006	374,131	383,484
929	Employee leave	71,670	73,462	75,299	77,181
930	Superannuation	42,161	43,215	44,295	45,402
931	Workers compensation insurance	22,190	22,856	23,542	24,248
932	Staff training	5,000	5,075	5,151	5,228
933	Uniform, tools and PPE	3,151	3,198	3,246	3,295
934	Legal expenses	-	-	-	-
935	Debt collection expenses	13,905	14,322	14,752	15,195

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
936	Bad debts expense	-	-	-	-
937	Valuer General land valuation fees	55,000	56,100	57,783	59,516
938	External audit services	57,000	58,710	60,471	62,285
939	Accounting consultant	15,000	15,225	15,453	15,685
940	Financial statement templates	4,893	5,039	5,190	5,346
941	Fees and charges templates	5,000	5,150	5,305	5,464
942	Conferences and seminars	-	-	-	-
943	Memberships	-	-	-	-
944	Land and property information	1,035	1,051	1,067	1,083
945	Service of rates notices	-	-	-	-
946	Agency fees - Stock and Wallendbeen	-	-	-	-
947	Bank charges	32,414	33,386	34,388	35,420
948	Contra expense account - internal rates and charges	(119,231)	(121,615)	(124,049)	(126,530)
949	Contra expense account - water consumption charge	(107,595)	(110,821)	(114,147)	(117,572)
950					
951					
952	<b>Total Expenses</b>	<b>486,965</b>	<b>469,359</b>	<b>481,877</b>	<b>494,730</b>
953					
954	<b>Capital items</b>				
955	Nil	-	-	-	-
956					
957	<b>Total capital items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
958					
959	<b>Cash reconciliation items</b>				
960	Reduction in receivables	-	-	-	-
961	Repaid principal from internal loan from sewer fund	-	-	-	-
962					
963	<b>Total adjustment for non-cash items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
964					
965	<b>Increase / (decrease) in cash</b>	<b>(445,400)</b>	<b>(427,387)</b>	<b>(439,486)</b>	<b>(451,908)</b>
966	<i>Funded by / (to) reserves</i>				

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
967	Incomplete Works		-	-	-
968	Specific Purpose Unexpended Grants & Contributions		-	-	-
969	Section 94A Developer Contributions		-	-	-
970	Special Projects (Internal Sewer loan ends 2015)		-	-	-
971	<i>Funded by (to) general revenues</i>	445,400	427,387	439,486	451,908
972					
973		-	-	-	-
974	<b>General Purpose Income</b>				
975	<b>Income from continuing operations</b>				
976	Financial Assistance Grant	2,419,096	4,983,338	5,132,838	5,184,166
977	Interest on investments	462,455	462,455	462,455	462,455
978	General Rates	7,015,987	7,156,307	7,299,433	7,445,422
979	Contra income account - internal rates and annual charges	(119,231)	(121,615)	(124,049)	(126,530)
980	Pensioner rebates	(172,550)	(176,001)	(179,521)	(183,111)
981	Pensioner subsidy	143,623	146,495	149,425	152,414
982	Interest on rates debtors	9,034	9,215	9,399	9,587
983	Southern Phone Dividend	30,000	30,000	30,000	30,000
984					
985	<b>Total Income</b>	9,788,414	12,490,194	12,779,980	12,974,403
986					
987	<b>Expenses from continuing operations</b>				
988	Nil	-	-	-	-
989					
990	<b>Total Expenses</b>	-	-	-	-
991					
992	<b>Capital items</b>				
993	Nil	-	-	-	-
994					
995	<b>Total capital items</b>	-	-	-	-
996					
997	<b>Cash reconciliation items</b>				

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
998	Nil	-	-	-	-
999					
1000	<b>Total adjustment for non-cash items</b>	-	-	-	-
1001					
1002	<b>Increase / (decrease) in cash</b>	9,788,414	12,490,194	12,779,980	12,974,403
1003	<i>Funded by / (to) reserves</i>				
1004	Town Improvement District Rate		-	-	-
1005	Financial Assistance Grant	2,419,096	-	-	-
1006	Plant Replacement		-	-	-
1007	<i>Funded by (to) general revenues</i>	(12,207,510)	(12,490,194)	(12,779,980)	(12,974,403)
1008					
1009		-	-	-	-
1010	<b>Procurement and Stores</b>				
1011	<b>Income from continuing operations</b>				
1012	LGP Rebate	-	-	-	-
1013	Sale of old material	2,250	2,250	2,250	2,250
1014					
1015	<b>Total Income</b>	2,250	2,250	2,250	2,250
1016					
1017	<b>Expenses from continuing operations</b>				
1018	Wages	149,792	104,192	106,797	109,467
1019	Employee leave	29,861	30,608	31,373	32,157
1020	Superannuation	16,377	16,786	17,206	17,636
1021	Workers compensation insurance	8,620	8,879	9,145	9,419
1022	Staff training	5,000	1,500	1,523	1,546
1023	Uniform, tools and PPE	2,000	500	508	516
1024	Legal expenses	-	-	-	-
1025	Consultants	-	-	-	-
1026	Conferences and seminars	-	-	-	-
1027	Memberships	1,117	1,134	1,151	1,168
1028	Administration	7,508	7,621	7,735	7,851



<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1029	Stocktake adjustment	-	-	-	-
1030					
1031	<b>Total Expenses</b>	220,275	171,220	175,438	179,760
1032					
1033	<b>Capital items</b>				
1034	Nil	-	-	-	-
1035					
1036	<b>Total capital items</b>	-	-	-	-
1037					
1038	<b>Cash reconciliation items</b>				
1039	Nil	-	-	-	-
1040					
1041	<b>Total adjustment for non-cash items</b>	-	-	-	-
1042					
1043	<b>Increase / (decrease) in cash</b>	(218,025)	(168,970)	(173,188)	(177,510)
1044	<i>Funded by / (to) reserves</i>				
1045	Nil	-	-	-	-
1046	<i>Funded by (to) general revenues</i>	218,025	168,970	173,188	177,510
1047					
1048		-	-	-	-
1049	<b>Caravan Parks</b>				
1050	<b>Income from continuing operations</b>				
1051	Lease	59,830	62,223	64,712	67,300
1052					
1053	<b>Total Income</b>	59,830	62,223	64,712	67,300
1054					
1055	<b>Expenses from continuing operations</b>				
1056	Buildings maintenance	20,706	21,017	21,332	21,652
1057	Tools and equipment	-	-	-	-
1058	Grounds maintenance	2,030	2,060	2,091	2,122
1059	Depreciation	31,500	32,508	33,548	34,622

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1060	Caravanning Promotions	914	928	942	956
1061					
1062	<b>Total Expenses</b>	55,150	56,513	57,913	59,352
1063					
1064	<b>Capital items</b>				
1065	Caravan Park infrastructure / drainage renewal works	20,000	24,000	25,000	26,000
1066					
1067	<b>Total capital items</b>	20,000	24,000	25,000	26,000
1068					
1069	<b>Cash reconciliation items</b>				
1070	Depreciation	(31,500)	(32,508)	(33,548)	(34,622)
1071					
1072	<b>Total adjustment for non-cash items</b>	(31,500)	(32,508)	(33,548)	(34,622)
1073					
1074	<b>Increase / (decrease) in cash</b>	16,180	14,218	15,347	16,570
1075	<i>Funded by / (to) reserves</i>				
1076	Caravan Park		-	-	-
1077	<i>Funded by (to) general revenues</i>	(16,180)	(14,218)	(15,347)	(16,570)
1078					
1079		-	-	-	-
1080	<b>Internal Allocation of Overhead Costs</b>				
1081	<b>Income from continuing operations</b>				
1082	Contra income account - internal water consumption charge	(107,595)	(110,821)	(114,147)	(117,572)
1083					
1084	<b>Total Income</b>	(107,595)	(110,821)	(114,147)	(117,572)
1085					
1086	<b>Expenses from continuing operations</b>				
1087	<i>Property Management employee overheads</i>				
1088	Employee leave	16,864	17,286	17,718	18,161
1089	Superannuation	10,396	10,656	10,922	11,195
1090	Workers compensation insurance	5,472	5,636	5,805	5,979

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1091	Staff training	10,000	10,150	10,302	10,457
1092	Uniform, tools and PPE	12,231	12,414	12,600	12,789
1093	Administration	-	-	-	-
1094	Employee overheads - oncosts recovered	(54,963)	(56,142)	(57,347)	(58,581)
1095	<i>Civil Works employee overheads</i>				
1096	Employee leave	404,560	414,674	425,041	435,667
1097	Superannuation	263,268	269,850	276,596	283,511
1098	Workers compensation insurance	138,562	142,719	147,001	151,411
1099	Staff training	50,000	50,750	51,511	52,284
1100	Uniform, tools and PPE	41,615	42,239	42,873	43,516
1101	Administration	26,649	27,049	27,455	27,867
1102	Employee overheads - oncosts recovered	(924,654)	(947,281)	(970,477)	(994,256)
1103	<i>Operations Management employee overheads</i>				
1104	Employee overheads - oncosts recovered	-	-	-	-
1105	<i>Parks and Gardens employee overheads</i>				
1106	Employee leave	102,318	104,876	107,498	110,185
1107	Superannuation	72,975	74,799	76,669	78,586
1108	Workers compensation insurance	38,408	39,560	40,747	41,969
1109	Staff training	30,000	30,450	30,907	31,371
1110	Uniform, tools and PPE	-	-	-	-
1111	Administration	-	-	-	-
1112	Employee overheads - oncosts recovered	(243,701)	(249,685)	(255,821)	(262,111)
1113	<i>Waste Management employee overheads</i>				
1114	Employee leave	37,187	38,117	39,070	40,047
1115	Superannuation	2,233	2,289	2,346	2,405
1116	Workers compensation insurance	11,758	12,111	12,474	12,848
1117	Training	10,000	10,150	10,302	10,457
1118	Uniform, tools and PPE	-	-	-	-
1119	Administration	-	-	-	-
1120	Employee overheads - oncosts recovered	(61,178)	(62,667)	(64,192)	(65,757)
1121	<i>Regulatory Services employee overheads</i>				

**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
1122 Employee leave	25,356	25,990	26,640	27,306
1123 Superannuation	16,176	16,580	16,995	17,420
1124 Workers compensation insurance	8,514	8,769	9,032	9,303
1125 Staff training	10,000	10,150	10,302	10,457
1126 Uniform, tools and PPE	-	-	-	-
1127 Administration	-	-	-	-
1128 Employee overheads - oncosts recovered	(60,046)	(61,489)	(62,969)	(64,486)
1129 <i>Internal Allocation of overhead costs</i>				
1130 Internal Allocation of overhead costs	(1,351,644)	(1,398,570)	(1,447,195)	(1,497,581)
1131				
1132 <b>Total Expenses</b>	(1,351,644)	(1,398,570)	(1,447,195)	(1,497,581)
1133				
1134 <b>Capital items</b>				
1135 Nil	-	-	-	-
1136				
1137 <b>Total capital items</b>	-	-	-	-
1138				
1139 <b>Cash reconciliation items</b>				
1140 Long service leave accrual	-	-	-	-
1141 Leave entitlements contribution	-	-	-	-
1142 Repayment of employee leave entitlements	-	-	-	-
1143				
1144 <b>Total adjustment for non-cash items</b>	-	-	-	-
1145				
1146 <b>Increase / (decrease) in cash</b>	1,244,049	1,287,749	1,333,048	1,380,009
1147 <i>Funded by / (to) reserves</i>				
1148 Employee Leave Entitlements		-	-	-
1149 Local Works		-	-	-
1150 Salaries				
1151 <i>Funded by (to) general revenues</i>	(1,244,049)	(1,287,749)	(1,333,048)	(1,380,009)
1152				

**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
1153	-	-	-	-
1154 <b>Operations Management</b>				
1155 <b>Income from continuing operations</b>				
1156 Nil	-	-	-	-
1157				
1158 <b>Total Income</b>	-	-	-	-
1159				
1160 <b>Expenses from continuing operations</b>				
1161 Wages	624,909	640,532	656,545	672,959
1162 Employee leave	117,726	120,669	123,686	126,778
1163 Superannuation	68,269	69,976	71,725	73,518
1164 Workers compensation insurance	35,931	37,009	38,119	39,263
1165 Staff training	-	-	-	-
1166 Uniform, tools and PPE	2,639	2,679	2,719	2,760
1167 Engineering instruments	4,060	4,121	4,183	4,246
1168 Legal expenses	-	-	-	-
1169 Consultants	-	-	-	-
1170 Conferences and seminars	-	-	-	-
1171 South East Weight of Loads Group membership	22,330	22,665	23,005	23,350
1172 Softwoods Working Group membership	3,248	3,297	3,346	3,396
1173 Roads & Transport Directorate	2,538	2,576	2,615	2,654
1174 Administration	-	-	-	-
1175 <i>Depots</i>				
1176 Furniture	12,916	13,110	13,307	13,507
1177 Plant and equipment	18,144	18,416	18,692	18,972
1178 Plant and equipment depreciation	6,000	6,192	6,390	6,594
1179				
1180 <b>Total Expenses</b>	918,710	941,242	964,332	987,997
1181				
1182 <b>Capital items</b>				
1183 Nil	-	-	-	-

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1184					
1185	<b>Total capital items</b>	-	-	-	-
1186					
1187	<b>Cash reconciliation items</b>				
1188	Depreciation	(6,000)	(6,192)	(6,390)	(6,594)
1189					
1190	<b>Total adjustment for non-cash items</b>	(6,000)	(6,192)	(6,390)	(6,594)
1191					
1192	<b>Increase / (decrease) in cash</b>	(912,710)	(935,050)	(957,942)	(981,403)
1193	<i>Funded by / (to) reserves</i>				
1194	Specific Purpose Unexpended Grants & Contributions		-	-	-
1195	Incomplete Works		-	-	-
1196	Plant replacement		-	-	-
1197	<i>Funded by (to) general revenues</i>	912,710	935,050	957,942	981,403
1198					
1199		-	-	-	-
1200	<b>Aerodrome</b>				
1201	<b>Income from continuing operations</b>				
1202	Rents and fees	7,210	7,498	7,798	8,110
1203	Refuelling income	3,090	3,214	3,343	3,477
1204					
1205	<b>Total Income</b>	10,300	10,712	11,141	11,587
1206					
1207	<b>Expenses from continuing operations</b>				
1208	Wages	792	812	832	853
1209	Administration	104	106	108	110
1210	Property insurance	1,664	1,747	1,834	1,926
1211	General rates	15,922	16,240	16,565	16,896
1212	Water rates	-	-	-	-
1213	Electricity and gas	2,097	2,202	2,312	2,428
1214	Security	3,963	4,022	4,082	4,143

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1215 Cleaning	-	-	-	-
1216 Building maintenance	11,427	11,598	11,772	11,949
1217 Grounds maintenance	28,130	28,552	28,980	29,415
1218 Lighting maintenance	2,067	2,098	2,129	2,161
1219 Airstrip and apron marker maintenance	2,583	2,622	2,661	2,701
1220 Plant and equipment	4,674	4,744	4,815	4,887
1221 Building depreciation	87,000	89,784	92,657	95,622
1222				
1223 <b>Total Expenses</b>	<b>160,423</b>	<b>164,527</b>	<b>168,747</b>	<b>173,091</b>
1224				
1225 <b>Capital items</b>				
1226 Airport - Resurface runway	-	-	-	-
1227				
1228 <b>Total capital items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
1229				
1230 <b>Cash reconciliation items</b>				
1231 Depreciation	(87,000)	(89,784)	(92,657)	(95,622)
1232				
1233 <b>Total adjustment for non-cash items</b>	<b>(87,000)</b>	<b>(89,784)</b>	<b>(92,657)</b>	<b>(95,622)</b>
1234				
1235 <b>Increase / (decrease) in cash</b>	<b>(63,123)</b>	<b>(64,031)</b>	<b>(64,949)</b>	<b>(65,882)</b>
1236 <i>Funded by / (to) reserves</i>				
1237 Special projects (internal loan repayment ends 2024)		-	-	-
1238 Incomplete Works Reserve		-	-	-
1239 Aerodrome Bitumen Resurfacing		-	-	-
1240 <i>Funded by (to) general revenues</i>	63,123	64,031	64,949	65,882
1241				
1242				
1243 <b>Saleyards</b>				
1244 <b>Income from continuing operations</b>				
1245 Saleyards dues and rents	262,586	273,089	284,013	295,374

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1246	Truckwash fees	10,000	10,400	10,816	11,249
1247					
1248	<b>Total Income</b>	<b>272,586</b>	<b>283,489</b>	<b>294,829</b>	<b>306,623</b>
1249					
1250	<b>Expenses from continuing operations</b>				
1251	Wages	49,752	50,996	52,271	53,578
1252	Employee leave	8,858	9,079	9,306	9,539
1253	Superannuation	5,434	5,570	5,709	5,852
1254	Workers compensation insurance	2,860	2,946	3,034	3,125
1255	Staff training	-	-	-	-
1256	Uniform, tools and PPE	1,033	1,048	1,064	1,080
1257	Legal expenses	-	-	-	-
1258	Consultants	-	-	-	-
1259	Conferences and seminars	2,067	2,098	2,129	2,161
1260	Memberships	1,033	1,048	1,064	1,080
1261	Administration	5,093	5,169	5,247	5,326
1262	Computer software	5,166	5,243	5,322	5,402
1263	Licences	12,399	12,585	12,774	12,966
1264	Property insurance	2,431	2,553	2,681	2,815
1265	General rates	1,159	1,182	1,206	1,230
1266	Water rates	8,111	8,354	8,605	8,863
1267	Electricity and gas	3,670	3,854	4,047	4,249
1268	Security	-	-	-	-
1269	Cleaning	-	-	-	-
1270	Building maintenance	5,075	5,151	5,228	5,306
1271	Yards maintenance	22,732	23,073	23,419	23,770
1272	Furniture	-	-	-	-
1273	Plant and equipment	43,392	44,043	44,704	45,375
1274	Depreciation	91,000	93,912	96,917	100,018
1275	Plant and equipment depreciation	-	-	-	-
1276	Internal allocation of overhead costs	25,428	26,064	26,716	27,384



**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
1277				
1278 <b>Total Expenses</b>	296,693	303,968	311,443	319,119
1279				
1280 <b>Capital items</b>				
1281 Cootamundra Saleyards Dividing Fences & Gates	-	-	-	-
1282 Cootamundra Saleyards - Upgrade Concrete Walkways	-	-	-	-
1283				
1284 <b>Total capital items</b>	-	-	-	-
1285				
1286 <b>Cash reconciliation items</b>				
1287 Depreciation	(91,000)	(93,912)	(96,917)	(100,018)
1288				
1289 <b>Total adjustment for non-cash items</b>	(91,000)	(93,912)	(96,917)	(100,018)
1290				
1291 <b>Increase / (decrease) in cash</b>	66,893	73,433	80,303	87,522
1292 <i>Funded by / (to) reserves</i>				
1293 Saleyards		-	-	-
1294 Saleyards		-	-	-
1295 Employee Leave Entitlements		-	-	-
1296 <i>Funded by (to) general revenues</i>	(66,893)	(73,433)	(80,303)	(87,522)
1297				
1298	-	-	-	-
1299 <b>State Roads</b>				
1300 <b>Income from continuing operations</b>				
1301 Road maintenance council contract	437,441	450,564	464,081	478,003
1302 Roads and Maritime works orders	101,396	104,438	107,571	110,798
1303 Roads and Maritime works orders - heavy patching	308,159	317,404	326,926	336,734
1304 Roads and Maritime works orders - resurfacing	555,726	572,398	589,570	607,257
1305				
1306 <b>Total Income</b>	1,402,722	1,444,804	1,488,148	1,532,792
1307				

**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
1308 <b>Expenses from continuing operations</b>				
1309 78 -Engineering cost ,Maintenance and inspections	118,723	123,153	127,737	132,481
1310 84 -Engineering cost ,Maintenance and inspections	145,000	149,350	153,831	158,446
1311 Roads and Maritime works orders	101,396	104,438	107,571	110,798
1312 Heavy patching	308,159	317,404	326,926	336,734
1313 Resurfacing	555,726	572,398	589,570	607,257
1314 Internal allocation of overhead costs	173,718	178,061	182,513	187,076
1315				
1316 <b>Total Expenses</b>	<b>1,402,722</b>	<b>1,444,804</b>	<b>1,488,148</b>	<b>1,532,792</b>
1317				
1318 <b>Capital items</b>				
1319 Nil	-	-	-	-
1320				
1321 <b>Total capital items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
1322				
1323 <b>Cash reconciliation items</b>				
1324 Nil	-	-	-	-
1325				
1326 <b>Total adjustment for non-cash items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
1327				
1328 <b>Increase / (decrease) in cash</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
1329 <i>Funded by / (to) reserves</i>				
1330 Nil	-	-	-	-
1331 <i>Funded by (to) general revenues</i>	-	-	-	-
1332				
1333				
1334 <b>Regional Roads</b>				
1335 <b>Income from continuing operations</b>				
1336 Regional roads block grant	856,000	873,120	890,582	908,394
1337 Regional Roads Repair Program	146,424	149,352	152,339	155,386
1338				

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1339	<b>Total Income</b>	1,002,424	1,022,472	1,042,921	1,063,780
1340					
1341	<b>Expenses from continuing operations</b>				
1342	Depreciation of regional roads infrastructure	252,000	260,064	268,386	276,974
1343	Stockinbingal Road MR235 maintenance	109,975	111,625	113,299	114,998
1344	Coolac to Cootamundra MR87 maintenance	143,569	145,723	147,909	150,128
1345	Adelong Rd MR280 maintenance	-	-	-	-
1346	Wee Jasper Rd MR287 maintenance	-	-	-	-
1347	Nangus Rd MR243 maintenance	355,199	360,527	365,935	371,424
1348					
1349	<b>Total Expenses</b>	860,743	877,939	895,529	913,524
1350					
1351	<b>Capital items</b>				
1352	Regional roads repair program	292,848	298,704	304,678	310,772
1353	Turners Lane upgrade	-	-	-	-
1354	MR87 Blackspot - delineation Signs / Old Gund to Brawlin	-	-	-	-
1355	Regional roads - flood restoration works (Mar 12 storm damage)	-	-	-	-
1356	Resealing	100,833	105,893	111,100	116,458
1357	Flood damage repair works	-	-	-	-
1358					
1359	<b>Total capital items</b>	393,681	404,597	415,778	427,230
1360					
1361	<b>Cash reconciliation items</b>				
1362	Depreciation	(252,000)	(260,064)	(268,386)	(276,974)
1363					
1364	<b>Total adjustment for non-cash items</b>	(252,000)	(260,064)	(268,386)	(276,974)
1365					
1366	<b>Increase / (decrease) in cash</b>	-	-	-	-
1367	<i>Funded by / (to) reserves</i>				
1368	Nil		-	-	-
1369	<i>Funded by (to) general revenues</i>	-	-	-	-

**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
1370				
1371	-	-	-	-
1372 <b>Local Rural Roads</b>				
1373 <b>Income from continuing operations</b>				
1374 Contribution to road maintenance - Incitec	2,400	2,400	2,400	2,400
1375 Grant - Federal Heavy Vehicle Safety and Productivity Program	-	-	-	-
1376 Storm Damage Repair Funding	-	-	-	-
1377 Capital Contribution (Royalty)	10,200	10,404	10,612	10,824
1378 Roads to recovery program	1,129,201	432,001	440,641	449,454
1379 Developers contribution	20,300	20,605	20,914	21,228
1380				
1381 <b>Total Income</b>	1,162,101	465,410	474,567	483,906
1382				
1383 <b>Expenses from continuing operations</b>				
1384 Sealed rural roads maintenance	649,358	659,098	668,984	679,019
1385 Unsealed rural roads maintenance	543,228	551,376	559,647	568,042
1386 Timber bridge maintenance	57,043	57,899	58,767	59,649
1387 Concrete bridge maintenance	-	-	-	-
1388 Coolac Road bypass maintenance	25,000	25,000	25,000	25,000
1389 Depreciation of local unsealed roads	185,000	190,920	197,029	203,334
1390 Depreciation of local sealed roads	2,936,000	3,029,952	3,126,910	3,226,971
1391				
1392 <b>Total Expenses</b>	4,395,629	4,514,245	4,636,337	4,762,015
1393				
1394 <b>Capital items</b>				
1395 <i>Rural Sealed Roads</i>				
1396 Bitumen shire roads - resealing	753,192	777,294	802,167	827,836
1397 Bitumen shire roads - Pavement reconstruction	241,440	249,166	257,139	265,367
1398 Bitumen shire roads - Upgrade of culverts and causeways	30,180	31,146	32,143	33,172
1399 Roads to recovery projects	1,129,201	432,001	440,641	449,454
1400 Flood damage repair	-	-	-	-

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1401	Gundagai Rd/Cowcumbra St Intersection - Fixing Country Roads	-	-	-	-
1402	Suttons Lane Upgrade	-	-	-	-
1403	<i>Rural Unsealed Roads</i>				
1404	Gravel roads - Gravel resheeting	160,960	166,111	171,427	176,913
1405	Gravel roads - Storm Damage repair works	-	-	-	-
1406	R2R - Gravel Roads Resheeting	-	-	-	-
1407					
1408	<b>Total capital items</b>	2,314,973	1,655,718	1,703,517	1,752,742
1409					
1410	<b>Cash reconciliation items</b>				
1411	Depreciation	(3,121,000)	(3,220,872)	(3,323,939)	(3,430,305)
1412					
1413	<b>Total adjustment for non-cash items</b>	(3,121,000)	(3,220,872)	(3,323,939)	(3,430,305)
1414					
1415	<b>Increase / (decrease) in cash</b>	(2,427,501)	(2,483,681)	(2,541,348)	(2,600,546)
1416	<i>Funded by / (to) reserves</i>				
1417	Coolac Bypass		-	-	-
1418	Incomplete Works		-	-	-
1419	Special Projects		-	-	-
1420	Specific Purpose Unexpended Grants & Contributions		-	-	-
1421	Section 94 Developer Contributions		-	-	-
1422	Local Works		-	-	-
1423	<i>Funded by (to) general revenues</i>	2,427,501	2,483,681	2,541,348	2,600,546
1424					
1425		-	-	-	-
1426	<b>Town and Village Streets</b>				
1427	<b>Income from continuing operations</b>				
1428	Gundagai Town Improvement Rate	271,228	276,653	282,186	287,830
1429	Pedestrian Infrastructure Safety grant	-	-	-	-
1430	Bicycle facilities grant	-	-	-	-
1431	Roads to recovery program	255,000	260,100	265,302	270,608

**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
1432 Roads and Maritime street lighting subsidy	42,000	42,000	42,000	42,000
1433 Layback and driveway fees	5,330	5,543	5,765	5,996
1434 Extra grant works	-	-	-	-
1435 Footpath licence fees	-	-	-	-
1436				
1437 <b>Total Income</b>	573,558	584,296	595,253	606,434
1438				
1439 <b>Expenses from continuing operations</b>				
1440 Property insurance	381	387	393	399
1441 General rates	6,496	6,626	6,759	6,894
1442 Water rates	908	935	963	992
1443 Street lighting - energy costs	123,992	125,852	127,740	129,656
1444 Street cleaning	-	-	-	-
1445 Street furniture maintenance	2,270	2,304	2,339	2,374
1446 Street trees	181,518	184,241	187,005	189,810
1447 Footpath maintenance	67,650	68,665	69,695	70,740
1448 Town streets maintenance	455,528	462,361	469,296	476,335
1449 Village streets maintenance	40,762	41,373	41,994	42,624
1450 Depreciation	760,000	784,320	809,418	835,319
1451 <i>Gundagai Town Improvement District</i>				
1452 Gundagai township TV translator tower	4,385	4,451	4,518	4,586
1453 Internal administration costs allocation	-	-	-	-
1454 Property insurance	-	-	-	-
1455 General rates	-	-	-	-
1456 Water rates	-	-	-	-
1457 Street lighting - energy costs	79,678	80,873	82,086	83,317
1458 Street cleaning	54,353	55,168	55,996	56,836
1459 Street furniture maintenance	30,927	31,391	31,862	32,340
1460 Street trees	-	-	-	-
1461 Footpath maintenance	5,227	5,305	5,385	5,466
1462 Town streets maintenance	154,376	156,692	159,042	161,428

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1463 Depreciation	-	-	-	-
1464				
1465 <b>Total Expenses</b>	1,968,451	2,010,944	2,054,491	2,099,116
1466				
1467 <b>Capital items</b>				
1468 <i>Town and Village Streets Renewal</i>				
1469 Village streets - resealing	20,120	20,764	21,428	22,114
1470 Town streets - resealing	100,600	103,819	107,141	110,570
1471 Town streets - rehabilitation	166,191	171,509	176,997	182,661
1472 Kerb & guttering	20,120	20,764	21,428	22,114
1473 <i>Roads to recovery projects</i>				
1474 R2R - town roads	255,000	260,100	265,302	270,608
1475 R2R - Temora St Rebuild - Stage 2	-	-	-	-
1476 <i>Town Cycleways Project</i>				
1477 Gundagai cycleways project	-	-	-	-
1478 <i>Pedestrian Access &amp; Mobility Works</i>				
1479 Kerb extensions (Sheridan and Horner St intersection)	-	-	-	-
1480 <i>Footpaths</i>				
1481 Hovell St Footpath- Wallendoon St to railway station	-	-	-	-
1482 Parker St pavers - repairing of prioritised sections	-	-	-	-
1483 Footpath works - Gundagai town improvement district	-	-	-	-
1484 Gundagai footpath expansion	-	-	-	-
1485 <i>Flood Damage Repair</i>				
1486 Flood damage repair works	-	-	-	-
1487				
1488 <b>Total capital items</b>	562,031	576,956	592,296	608,067
1489				
1493 <b>Cash reconciliation items</b>				
1494 Depreciation	(760,000)	(784,320)	(809,418)	(835,319)
1495				
1496 <b>Total adjustment for non-cash items</b>	(760,000)	(784,320)	(809,418)	(835,319)

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1497					
1498	<b>Increase / (decrease) in cash</b>	(1,196,924)	(1,219,284)	(1,242,116)	(1,265,430)
1499	<i>Funded by / (to) reserves</i>				
1500	Incomplete Works		-	-	-
1501	Specific Purpose Unexpended Grants & Contributions		-	-	-
1502	Local Works		-	-	-
1503	Town Improvement District Rate		-	-	-
1504	<i>Funded by (to) general revenues</i>	1,196,924	1,219,284	1,242,116	1,265,430
1505					
1506		-	-	-	-
1507	<b>Quarries</b>				
1508	<b>Income from continuing operations</b>				
1509	Nil	-	-	-	-
1510					
1511	<b>Total Income</b>	-	-	-	-
1512					
1513	<b>Expenses from continuing operations</b>				
1514	Rehabilitation expenses	-	-	-	-
1515	Interest on provision for restoration	-	-	-	-
1516	Internal gravel royalties	(31,364)	(31,834)	(32,312)	(32,797)
1517	Depreciation	-	-	-	-
1518					
1519	<b>Total Expenses</b>	(31,364)	(31,834)	(32,312)	(32,797)
1520					
1521	<b>Capital items</b>				
1522	Gravel pit restoration	30,180	31,146	32,143	33,172
1523					
1524	<b>Total capital items</b>	30,180	31,146	32,143	33,172
1525					
1526	<b>Cash reconciliation items</b>				
1527	Depreciation	-	-	-	-



<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1528					
1529	<b>Total adjustment for non-cash items</b>	-	-	-	-
1530					
1531	<b>Increase / (decrease) in cash</b>	1,184	688	169	(375)
1532	<i>Funded by / (to) reserves</i>				
1533	Quarries & Pit Restoration	(1,184)	(688)	(169)	375
1534	<i>Funded by (to) general revenues</i>	-	-	-	-
1535					
1536		-	-	-	-
1537	<b>Stormwater Management</b>				
1538	<b>Income from continuing operations</b>				
1539	Stormwater levy	102,241	102,241	102,241	102,241
1540	Capital contribution to kerb and gutter	15,500	15,750	16,065	16,386
1541					
1542	<b>Total Income</b>	117,741	117,991	118,306	118,627
1543					
1544	<b>Expenses from continuing operations</b>				
1545	Drainage repairs	17,687	17,952	18,221	18,494
1546	Clean stormwater drains	9,385	9,526	9,669	9,814
1547	Gross pollutant trap maintenance	29,748	30,194	30,647	31,107
1548	Depreciation	185,000	190,920	197,029	203,334
1549					
1550	<b>Total Expenses</b>	241,820	248,592	255,566	262,749
1551					
1552	<b>Capital items</b>				
1553	<i>Stormwater drainage management plan</i>				
1554	Stormwater drainage improvements	80,000	80,000	80,000	80,000
1555	<i>Gundagai Town Improvement District</i>				
1556	Stormwater drainage improvements	70,000	70,000	70,000	80,000
1557	Kerb and gutter construction	45,000	90,000	105,000	105,000
1558					

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1559	<b>Total capital items</b>	195,000	240,000	255,000	265,000
1560					
1561	<b>Cash reconciliation items</b>				
1562	Depreciation	(185,000)	(190,920)	(197,029)	(203,334)
1563					
1564	<b>Total adjustment for non-cash items</b>	(185,000)	(190,920)	(197,029)	(203,334)
1565					
1566	<b>Increase / (decrease) in cash</b>	(134,079)	(179,681)	(195,231)	(205,788)
1567	<i>Funded by / (to) reserves</i>				
1568	Stormwater infrastructure renewal		-	-	-
1569	Town Improvement District Rate	134,079	179,681	195,231	205,788
1570	<i>Funded by (to) general revenues</i>	-	-	-	-
1571					
1572		-	-	-	-
1573	<b>Plant Management</b>				
1574	<b>Income from continuing operations</b>				
1575	Profit on sale of plant and equipment	-	-	-	-
1576	Fuel rebates	101,399	101,399	101,399	101,399
1577	Motor vehicle insurance claims	-	-	-	-
1578	Motor vehicle insurance rebate	-	-	-	-
1579	Motor vehicle leaseback fees	43,621	45,366	47,181	49,068
1580					
1581	<b>Total Income</b>	145,020	146,765	148,580	150,467
1582					
1583	<b>Expenses from continuing operations</b>				
1584	<i>Workshop operations</i>				
1585	Employee leave	55,909	57,307	58,740	60,209
1586	Superannuation	35,175	36,054	36,955	37,879
1587	Workers compensation insurance	18,513	19,068	19,640	20,229
1588	Staff training	-	-	-	-
1589	Uniform, tools and PPE	-	-	-	-

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1590	Oxygen bottles	7,606	7,720	7,836	7,954
1591	Workshop tools	7,308	7,418	7,529	7,642
1592	Two way radio maintenance	5,989	6,079	6,170	6,263
1593	Conferences and seminars	-	-	-	-
1594	Memberships	-	-	-	-
1595	Administration	-	-	-	-
1596	Property insurance	-	-	-	-
1597	General rates	-	-	-	-
1598	Water rates	3,677	3,787	3,901	4,018
1599	Electricity and gas	17,816	18,707	19,642	20,624
1600	Security	-	-	-	-
1601	Cleaning	11,775	11,952	12,131	12,313
1602	Building maintenance	26,701	27,102	27,509	27,922
1603	Wash down bay maintenance	1,033	1,048	1,064	1,080
1604	Building depreciation	5,000	5,160	5,325	5,495
1605	Plant and equipment depreciation	2,700	2,786	2,875	2,967
1606	<i>Plant running expenses</i>				
1607	Fuel and oil	343,107	381,192	400,252	420,265
1608	Vehicle repairs and maintenance	1,750,717	1,794,485	1,839,347	1,885,331
1609	External Repairs	407	413	419	425
1610	Tyres and batteries	54,557	56,194	57,880	59,616
1611	Registration	92,010	93,390	94,791	96,213
1612	Vehicle insurance	82,299	86,414	90,735	95,272
1613	Depreciation	1,129,000	1,165,128	1,202,412	1,240,889
1614	Allocation of plant costs	(3,607,678)	(3,736,038)	(3,847,972)	(3,963,538)
1615					
1616	<b>Total Expenses</b>	43,621	45,366	47,181	49,068
1617					
1618	<b>Capital items</b>				
1619	Plant purchases	1,122,500	1,900,000	1,027,000	1,480,000
1620	Other plant	-	-	-	-

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1621	Plant sales	(398,000)	(538,000)	(276,000)	(367,500)
1622					
1623	<b>Total capital items</b>	724,500	1,362,000	751,000	1,112,500
1624					
1625	<b>Cash reconciliation items</b>				
1626	Depreciation	(1,136,700)	(1,173,074)	(1,210,612)	(1,249,351)
1627	Profit / Loss on sale	-	-	-	-
1628					
1629	<b>Total adjustment for non-cash items</b>	(1,136,700)	(1,173,074)	(1,210,612)	(1,249,351)
1630					
1631	<b>Increase / (decrease) in cash</b>	513,599	(87,527)	561,011	238,250
1632	<i>Funded by / (to) reserves</i>				
1633	Plant Replacement		-	-	-
1634	Plant Replacement	(513,599)	87,527	(561,011)	(238,250)
1635	<i>Funded by (to) general revenues</i>	-	-	-	-
1636					
1637		-	-	-	-
1638	<b>Private Works</b>				
1639	<b>Income from continuing operations</b>				
1640	Private works income	165,138	171,743	178,613	185,758
1641	Private works income - Gocup alliance	-	-	-	-
1642	Slashing	1,803	1,875	1,950	2,028
1643					
1644	<b>Total Income</b>	166,941	173,618	180,563	187,786
1645					
1646	<b>Expenses from continuing operations</b>				
1647	Private works	50,000	50,750	51,511	52,284
1648	Private works vouchers	93,307	94,707	96,128	97,570
1649	Private works - Gocup alliance	-	-	-	-
1650					
1651	<b>Total Expenses</b>	143,307	145,457	147,639	149,854

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1652					
1653	<b>Capital items</b>				
1654	Nil	-	-	-	-
1655					
1656	<b>Total capital items</b>	-	-	-	-
1657					
1658	<b>Cash reconciliation items</b>				
1659	Nil	-	-	-	-
1660					
1661	<b>Total adjustment for non-cash items</b>	-	-	-	-
1662					
1663	<b>Increase / (decrease) in cash</b>	23,634	28,161	32,924	37,932
1664	<i>Funded by / (to) reserves</i>				
1665	Plant Replacement		-	-	-
1666	<i>Funded by (to) general revenues</i>	(23,634)	(28,161)	(32,924)	(37,932)
1667					
1668		-	-	-	-
1669	<b>Buildings and Property Management</b>				
1670	<b>Income from continuing operations</b>				
1671	<i>Rental income</i>				
1672	Housing	35,947	37,385	38,880	40,435
1673	Less employee subsidy	(4,738)	(4,928)	(5,125)	(5,330)
1674	Bourke Street	12,854	13,368	13,903	14,459
1675	Dog on the Tuckerbox	29,046	30,208	31,416	32,673
1676	Cootamundra Arts Centre	2,458	2,556	2,658	2,764
1677	Mirrabooka Centre	15,450	16,068	16,711	17,379
1678	Other property	21,338	22,192	23,080	24,003
1679	Waste Science lease	50,000	50,000	50,000	50,000
1680	<i>Hiring fees</i>				
1681	Hall hire	9,721	10,110	10,514	10,935
1682	Other property	-	-	-	-

**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
1683				
1684 <b>Total Income</b>	172,076	176,959	182,037	187,318
1685				
1686 <b>Expenses from continuing operations</b>				
1687 Wages	-	-	-	-
1688 Legal expenses	2,060	2,122	2,186	2,252
1689 Consultants	-	-	-	-
1690 Asbestos assessments	1,015	1,030	1,045	1,061
1691 Conferences and seminars	-	-	-	-
1692 Memberships	-	-	-	-
1693 Administration	3,333	3,383	3,434	3,486
1694 Power usage information and analysis	-	-	-	-
1695 Interest expense - new borrowings for depot upgrade	21,230	19,488	17,649	15,706
1696 Property insurance	63,060	66,213	69,524	73,000
1697 General rates	37,294	38,040	38,801	39,577
1698 Water rates	9,855	10,151	10,456	10,770
1699 Sewer rates	-	-	-	-
1700 Garbage rates	-	-	-	-
1701 Electricity and gas	115,181	120,940	126,987	133,336
1702 Security	9,196	9,334	9,474	9,616
1703 Cleaning	104,200	105,763	107,349	108,959
1704 <i>Property maintenance</i>				
1705 Mirrabooka Centre maintenance	2,030	2,060	2,091	2,122
1706 Library buildings maintenance	16,388	16,634	16,884	17,137
1707 Dog on the Tuckerbox building maintenance	34,500	35,018	35,543	36,076
1708 Museums maintenance	55,242	56,071	56,912	57,766
1709 Visitors Centre building maintenance	10,455	10,612	10,771	10,933
1710 Office buildings maintenance	5,075	5,151	5,228	5,306
1711 Depot buildings maintenance	150,664	152,924	155,218	157,546
1712 Public halls maintenance	3,299	3,348	3,398	3,449
1713 Other buildings maintenance	68,389	69,415	70,456	71,513

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1714 Building depreciation	472,467	487,586	503,189	519,291
1715 <i>Projects</i>				
1716 Remediation of the exAGL site	-	-	-	-
1717				
1718 <b>Total Expenses</b>	<b>1,184,933</b>	<b>1,215,283</b>	<b>1,246,595</b>	<b>1,278,902</b>
1719				
1720 <b>Capital items</b>				
1721 Tuckerbox roof renewal and fencing	-	-	-	-
1722 Cootamundra Arts Centre - fire alarm system installation	-	-	-	-
1723 Visitors Information Centre Roof Renewal	-	-	-	-
1724 Gundagai administration office building renewal	15,000	-	-	-
1725 Gundagai administration office security upgrade	-	-	-	-
1726 Refurbishment ex AGL office incl wiring	-	-	-	-
1727 Cootamundra Depot upgrade	-	-	-	-
1728 Subdivide and sell depot 1 (net of costs)	-	-	-	-
1729 Subdivide and sell portion of new depot site (net of costs)	(150,000)	(200,000)	(150,000)	-
1730 Gundagai Depot bathroom renovation	-	-	-	-
1731				
1732 <b>Total capital items</b>	<b>(135,000)</b>	<b>(200,000)</b>	<b>(150,000)</b>	<b>-</b>
1733				
1736				
1737 <b>Cash reconciliation items</b>				
1738 Depreciation	(472,467)	(487,586)	(503,189)	(519,291)
1739 Loan principle repayments - new borrowings for depot upgrade	30,862	32,604	34,443	36,386
1740				
1741 <b>Total adjustment for non-cash items</b>	<b>(441,605)</b>	<b>(454,982)</b>	<b>(468,746)</b>	<b>(482,905)</b>
1742				
1743 <b>Increase / (decrease) in cash</b>	<b>(436,252)</b>	<b>(383,342)</b>	<b>(445,812)</b>	<b>(608,679)</b>
1744 <i>Funded by new loans</i>		-	-	-
1745 <i>Funded by / (to) reserves</i>				
1746 Depot Consolidation (for depot upgrade)		-	-	-

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1747	Depot consolidation	(50,000)	(50,000)	(50,000)	(50,000)
1748	<i>Funded by (to) general revenues</i>	486,252	433,342	495,812	658,679
1749					
1750		-	-	-	-
1751	<b>Noxious Weeds</b>				
1752	<b>Income from continuing operations</b>				
1753	Noxious weeds grant	66,016	67,336	68,683	70,057
1754	Grant - ERNWAG	2,703	2,757	2,812	2,868
1755	Pest control	824	857	891	927
1756	Fee - RIA	1,288	1,340	1,394	1,450
1757	Sundry	618	643	669	696
1758					
1759	<b>Total Income</b>	71,449	72,933	74,449	75,998
1760					
1761	<b>Expenses from continuing operations</b>				
1762	Wages	147,941	151,640	155,431	159,317
1763	Employee leave	21,161	21,690	22,232	22,788
1764	Superannuation	15,593	15,983	16,383	16,793
1765	Workers compensation insurance	8,207	8,453	8,707	8,968
1766	Staff training	2,067	2,098	2,129	2,161
1767	Uniform, tools and PPE	-	-	-	-
1768	Legal expenses	-	-	-	-
1769	Conferences and seminars	-	-	-	-
1770	Memberships	-	-	-	-
1771	Administration	11,531	11,704	11,880	12,058
1772	Weed control contract	9,135	9,272	9,411	9,552
1773	Weed control chemical	20,420	20,726	21,037	21,353
1774	Weed control internal plant usage	40,429	41,035	41,651	42,276
1775	Plant and equipment depreciation	2,000	2,064	2,130	2,198
1776	<i>Projects</i>				
1777	GIS ID system	25,000	-	-	-



**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
1778				
1779 <b>Total Expenses</b>	303,484	284,665	290,991	297,464
1780				
1781 <b>Capital items</b>				
1782 Quick spray unit	-	-	-	-
1783				
1784 <b>Total capital items</b>	-	-	-	-
1785				
1786 <b>Cash reconciliation items</b>				
1787 Depreciation	(2,000)	(2,064)	(2,130)	(2,198)
1788				
1789 <b>Total adjustment for non-cash items</b>	(2,000)	(2,064)	(2,130)	(2,198)
1790				
1791 <b>Increase / (decrease) in cash</b>	(230,035)	(209,668)	(214,412)	(219,268)
1792 <i>Funded by / (to) reserves</i>				
1793 Plant replacement		-	-	-
1794 <i>Funded by (to) general revenues</i>	230,035	209,668	214,412	219,268
1795				
1796	-	-	-	-
1797 <b>Swimming Pools</b>				
1798 <b>Income from continuing operations</b>				
1799 Kiosk sales	-	-	-	-
1800 Program charges	37,402	38,898	40,454	42,072
1801 Admission fees - single entry	37,402	38,898	40,454	42,072
1802 Admission fees - season pass / multi pass	16,029	16,670	17,337	18,030
1803 Private Hire	2,672	2,779	2,890	3,006
1804 Reimbursements - Other	5,356	5,570	5,793	6,025
1805 Interest Received on investment of Loan Funds	-	-	-	-
1806 Local Government Infrastructure Renewal Scheme Subsidy	37,245	31,560	25,572	19,410
1807 Grant Funding - Gym development at Gundagai Pool	-	-	-	-
1808				

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1809 <b>Total Income</b>	136,106	134,375	132,500	130,615
1810				
1811 <b>Expenses from continuing operations</b>				
1812 Wages	147,460	151,147	154,926	158,799
1813 Employee leave	9,885	10,132	10,385	10,645
1814 Superannuation	14,823	15,194	15,574	15,963
1815 Workers compensation insurance	7,802	8,036	8,277	8,525
1816 Staff training	3,045	3,091	3,137	3,184
1817 Uniform, tools and PPE	1,550	1,573	1,597	1,621
1818 Pool contract	103,586	105,140	106,717	108,318
1819 Conferences and seminars	-	-	-	-
1820 Memberships	-	-	-	-
1821 Administration	2,850	2,936	3,024	3,115
1822 Community programs and events	508	516	524	532
1823 Kiosk - cost of goods sold	-	-	-	-
1824 Interest expense	46,734	38,938	30,653	21,783
1825 Property insurance	15,991	16,791	17,631	18,513
1826 General rates	-	-	-	-
1827 Water rates	31,364	32,305	33,274	34,272
1828 Sewer rates	-	-	-	-
1829 Garbage rates	-	-	-	-
1830 Electricity and gas	73,151	76,809	80,649	84,681
1831 Security	5,166	5,243	5,322	5,402
1832 Cleaning	5,158	5,235	5,314	5,394
1833 Plant and equipment	33,237	33,736	34,242	34,756
1834 Buildings maintenance	11,105	11,272	11,441	11,613
1835 Pool maintenance and tiling	5,000	5,075	5,151	5,228
1836 Grounds maintenance	14,846	15,069	15,295	15,524
1837 Irrigation maintenance	1,820	1,847	1,875	1,903
1838 Depreciation	130,000	134,160	138,453	142,883
1839				

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1840	<b>Total Expenses</b>	665,081	674,245	683,461	692,654
1841					
1842	<b>Capital items</b>				
1843	<i>Cootamundra Pool</i>				
1844	Nil	-	-	-	-
1845	<i>Gundagai Pool</i>				
1846	Tiling	-	-	-	-
1847	Other capital expenditure	-	-	-	-
1848	Gym / development at the Gundagai Pool	-	-	-	-
1849	Commercial pool cleaner	-	-	-	-
1850					
1851	<b>Total capital items</b>	-	-	-	-
1852					
1853	<b>Cash reconciliation items</b>				
1854	Loan repayments	143,870	151,666	159,951	166,121
1855	Depreciation	(130,000)	(134,160)	(138,453)	(142,883)
1856					
1857	<b>Total adjustment for non-cash items</b>	13,870	17,506	21,498	23,238
1858					
1859	<b>Increase / (decrease) in cash</b>	(542,845)	(557,376)	(572,459)	(585,277)
1860	<i>Funded by / (to) reserves</i>				
1861	Incomplete Works		-	-	-
1862	Swimming pool pump and equipment		-	-	-
1863	Special projects (internal loan repayment ends 2022)		-	-	-
1864	Section 94A Contributions		-	-	-
1865	<i>Funded by (to) general revenues</i>	542,845	557,376	572,459	585,277
1866					
1867		-	-	-	-
1868	<b>Sports Stadium</b>				
1869	<b>Income from continuing operations</b>				
1870	Kiosk sales	4,841	5,035	5,236	5,445

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1871 Admission fees	25,750	26,780	27,851	28,965
1872 Southern Phones Grant to Basketball Association	-	-	-	-
1873				
1874 <b>Total Income</b>	<b>30,591</b>	<b>31,815</b>	<b>33,087</b>	<b>34,410</b>
1875				
1876 <b>Expenses from continuing operations</b>				
1877 Wages	54,351	55,710	57,103	58,531
1878 Employee leave	10,880	11,152	11,431	11,717
1879 Superannuation	5,946	6,095	6,247	6,403
1880 Workers compensation insurance	3,129	3,223	3,320	3,420
1881 Staff training	-	-	-	-
1882 Uniform, tools and PPE	-	-	-	-
1883 Conferences and seminars	-	-	-	-
1884 Memberships	-	-	-	-
1885 Administration	1,343	1,363	1,383	1,404
1886 Community programs and events	-	-	-	-
1887 Kiosk - cost of goods sold	4,162	4,224	4,287	4,351
1888 Property insurance	8,606	9,036	9,488	9,962
1889 General rates	-	-	-	-
1890 Water rates	2,704	2,785	2,869	2,955
1891 Sewer rates	-	-	-	-
1892 Garbage rates	855	889	925	962
1893 Electricity and gas	4,718	4,954	5,202	5,462
1894 Security	6,303	6,398	6,494	6,591
1895 Cleaning	317	325	333	341
1896 Plant and equipment	4,133	4,195	4,258	4,322
1897 Buildings maintenance	15,560	15,793	16,030	16,270
1898 Grounds maintenance	2,243	2,277	2,311	2,346
1899 Depreciation	40,000	41,280	42,601	43,964
1900				
1901 <b>Total Expenses</b>	<b>165,250</b>	<b>169,699</b>	<b>174,282</b>	<b>179,001</b>

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
<b>Budget Detail</b>				
1902				
1903	<b>Capital items</b>			
1904	Cootamundra stadium - basketball backboards	-	-	-
1905				
1906	<b>Total capital items</b>	-	-	-
1907				
1908	<b>Cash reconciliation items</b>			
1909	Depreciation	(40,000)	(41,280)	(42,601)
1910				
1911	<b>Total adjustment for non-cash items</b>	(40,000)	(41,280)	(42,601)
1912				
1913	<b>Increase / (decrease) in cash</b>	(94,659)	(96,604)	(98,594)
1914	<i>Funded by / (to) reserves</i>			
1915	Nil	-	-	-
1916	<i>Funded by (to) general revenues</i>	94,659	96,604	100,627
1917				
1918		-	-	-
1919	<b>Parks and Gardens</b>			
1920	<b>Income from continuing operations</b>			
1921	Parks and gardens usage fees	15,914	16,551	17,213
1922	All-breeds Kennel Club contribution	-	-	-
1923	Rotary Peace Park contribution	-	-	-
1924	Donations / centenary of Anzac Memorial Garden	-	-	-
1925	Commonwealth Grant - Korean Marble Wall	-	-	-
1926				
1927	<b>Total Income</b>	15,914	16,551	17,213
1928				
1929	<b>Expenses from continuing operations</b>			
1930	Administration	1,561	1,608	1,656
1931	Community programs and events	-	-	-
1932	Property insurance	33,052	34,705	36,440

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1933 General rates	514	524	534	545
1934 Water rates	33,111	34,104	35,127	36,181
1935 Sewer rates	-	-	-	-
1936 Garbage rates	3,070	3,193	3,321	3,454
1937 Electricity and gas	-	-	-	-
1938 Security	1,550	1,573	1,597	1,621
1939 Plant and equipment	-	-	-	-
1940 Mowing	132,866	134,859	136,882	138,935
1941 Landscaping	219,916	223,215	226,563	229,961
1942 Irrigation system maintenance	36,650	37,200	37,758	38,324
1943 Other structures maintenance	68,724	69,755	70,801	71,863
1944 Depreciation	276,000	284,832	293,947	303,353
1945				
1946 <b>Total Expenses</b>	<b>807,014</b>	<b>825,568</b>	<b>844,626</b>	<b>864,205</b>
1947				
1948 <b>Capital items</b>				
1949 Albert Park - Interpretive signs on trees	-	-	-	-
1950 Albert Park - Seal around canteen	-	-	-	-
1951 Albert Park - Korean War commemorative stonework	-	-	-	-
1952 Carberry Park - playground equipment	-	37,500	-	-
1953				
1954 <b>Total capital items</b>	<b>-</b>	<b>37,500</b>	<b>-</b>	<b>-</b>
1955				
1956 <b>Cash reconciliation items</b>				
1957 Depreciation	(276,000)	(284,832)	(293,947)	(303,353)
1958				
1959 <b>Total adjustment for non-cash items</b>	<b>(276,000)</b>	<b>(284,832)</b>	<b>(293,947)</b>	<b>(303,353)</b>
1960				
1961 <b>Increase / (decrease) in cash</b>	<b>(515,100)</b>	<b>(561,685)</b>	<b>(533,466)</b>	<b>(542,950)</b>
1962 <i>Funded by / (to) reserves</i>				
1963 Employee Leave Entitlements		-	-	-

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
1964	Specific Purpose Unexpended Grants & Contributions		-	-	-
1965	Tree Management		-	-	-
1966	Special Projects		-	-	-
1967	Incomplete Works		-	-	-
1968	Showground Reserve		-	-	-
1969	Town Improvement District Rate		-	-	-
1970	<i>Funded by (to) general revenues</i>	515,100	561,685	533,466	542,950
1971					
1972		-	-	-	-
1973	<b>Sporting Grounds</b>				
1974	<b>Income from continuing operations</b>				
1975	Contribution for Showground Upgrade to Buildings	-	-	-	-
1976	State Grant - Cootamundra Showground building	-	-	-	-
1977	Sporting Bodies Funding - Stan Crowe building	-	-	-	-
1978	Contribution for AFL Goal posts	-	-	-	-
1979	Contribution to Fisher Park Turf Wicket Upgrade	-	-	-	-
1980					
1981	<b>Total Income</b>	-	-	-	-
1982					
1983	<b>Expenses from continuing operations</b>				
1984	Administration	-	-	-	-
1985	Community programs and events	-	-	-	-
1986	Property insurance	-	-	-	-
1987	General rates	-	-	-	-
1988	Water rates	-	-	-	-
1989	Sewer rates	-	-	-	-
1990	Garbage rates	-	-	-	-
1991	Electricity and gas	13,802	14,492	15,217	15,978
1992	Security	-	-	-	-
1993	Plant and equipment	-	-	-	-
1994	Mowing	125,662	127,547	129,460	131,402

**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
1995 Landscaping	-	-	-	-
1996 Irrigation system maintenance	30,014	30,464	30,921	31,385
1997 Other structures maintenance	8,828	8,960	9,094	9,230
1998 Sportsfields preparation	33,545	34,048	34,559	35,077
1999 Depreciation	-	-	-	-
2000				
2001 <b>Total Expenses</b>	<b>211,851</b>	<b>215,511</b>	<b>219,251</b>	<b>223,072</b>
2002				
2003 <b>Capital items</b>				
2004 Irrigation Systems - Fisher & Nicholson Parks	-	-	-	-
2005 Gundagai netball courts lighting	-	-	-	-
2006 Cootamundra Showground - multipurpose venue	-	-	-	-
2007 Stan Crowe Oval - Canteen and changerooms	-	-	-	-
2008				
2009 <b>Total capital items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
2010				
2017 <b>Cash reconciliation items</b>				
2018 Depreciation	-	-	-	-
2019				
2020 <b>Total adjustment for non-cash items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
2021				
2022 <b>Increase / (decrease) in cash</b>	<b>(211,851)</b>	<b>(215,511)</b>	<b>(219,251)</b>	<b>(223,072)</b>
2023 <i>Funded by / (to) reserves</i>				
2024 Employee Leave Entitlements		-	-	-
2025 Specific Purpose Unexpended Grants & Contributions		-	-	-
2026 Tree Management		-	-	-
2027 Special Projects		-	-	-
2028 Incomplete Works		-	-	-
2029 Showground Reserve		-	-	-
2030 Town Improvement District Rate		-	-	-
2031 <i>Funded by (to) general revenues</i>	<b>211,851</b>	<b>215,511</b>	<b>219,251</b>	<b>223,072</b>



**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
2032				
2033	-	-	-	-
2034	<b>Waste Management</b>			
2035	<b>Income from continuing operations</b>			
2036	Domestic waste collection charge	1,672,658	1,739,564	1,809,147
2037	Organic waste collection charge	35,278	36,689	38,157
2038	Domestic waste tip fees	95,990	99,830	103,823
2039	Non Domestic Waste Charge Annualised	206,385	214,640	223,226
2040	Non-domestic waste tip fees	151,966	158,045	164,367
2041	Pensioner rebates	(87,550)	(91,052)	(94,694)
2042	Pensioner subsidy	70,195	73,003	75,923
2043	Organic waste collection grant	-	-	-
2044	Rural Waste Charge	75,450	75,450	75,450
2045	EPA contribution	-	-	-
2046	Bin sales	4,147	4,313	4,486
2047	Drummuster Waste	3,663	3,810	3,962
2048	Interest on rates debtors	-	-	-
2049	Capital grant for village transfer stations and Tip Closures	-	-	-
2050	REROC Contribution for Telehandler	-	-	-
2051	Rates Interest Written Off	-	-	-
2052	Sundry Fees	618	643	669
2053	Scrap metal sales	4,120	4,285	4,456
2054				
2055	<b>Total Income</b>	<b>2,232,920</b>	<b>2,319,220</b>	<b>2,408,972</b>
2056				
2057	<b>Expenses from continuing operations</b>			
2058	Wages	-	-	-
2059	Conferences and seminars	-	-	-
2060	Memberships	-	-	-
2061	EPA Licence charge	8,266	8,390	8,516
2062	Administration	3,309	3,408	3,510

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
2063	Internal allocation of overhead costs	276,874	283,796	290,891	298,163
2064	Property insurance	-	-	-	-
2065	General rates	2,674	2,727	2,782	2,838
2066	Water rates	1,676	1,726	1,778	1,831
2067	Sewer rates	-	-	-	-
2068	Electricity and gas	-	-	-	-
2069	Security	-	-	-	-
2070	Plant and equipment	-	-	-	-
2071	Other structures maintenance	-	-	-	-
2072	Depreciation	-	-	-	-
2073	Illegal Dumping Expenses	3,001	3,046	3,092	3,138
2074	<i>Tip Operations</i>				
2075	Supervision contract	228,869	232,302	235,787	239,324
2076	Purchase bins	12,243	12,427	12,613	12,802
2077	Haulage	22,634	22,974	23,319	23,669
2078	Baldhill regional landfill operations	406,254	412,348	418,533	424,811
2079	Cootamundra recycling costs	29,537	29,980	30,430	30,886
2080	Sundry costs	1,573	1,597	1,621	1,645
2081	Chip green waste	54,763	55,584	56,418	57,264
2082	<i>Waste collection costs</i>				
2083	Carters wages	228,903	234,626	240,492	246,504
2084	Vehicle running expenses	118,310	120,085	121,886	123,714
2085	Waste collection expenses	-	-	-	-
2086	Waste Collection expenses (internal plant hire)	35,730	36,266	36,810	37,362
2087	Recycling Collection expenses (internal plant hire)	17,153	17,410	17,671	17,936
2088	Country collection	75,262	76,391	77,537	78,700
2089	Recycling collection	30,501	30,959	31,423	31,894
2090	Organic waste collection	47,045	47,751	48,467	49,194
2091	<i>Tip maintenance</i>				
2092	Cootamundra tip maintenance	47,273	47,982	48,702	49,433
2093	Cootamundra - relocate Drummuster collection area	-	-	-	-

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
2094 Wallendbeen tip maintenance	9,388	9,529	9,672	9,817
2095 Stockinbingal tip maintenance	9,388	9,529	9,672	9,817
2096 Transfer station maintenance	31,137	31,604	32,078	32,559
2097 Gundagai tip disposal	156,158	158,500	160,878	163,291
2098 Other Expenses	5,674	5,759	5,845	5,933
2099 Storm/Flood event Cootamundra tip rehab	-	-	-	-
2100 Depreciation	143,500	148,092	152,831	157,722
2101				
2102 <b>Total Expenses</b>	<b>2,007,095</b>	<b>2,044,788</b>	<b>2,083,254</b>	<b>2,122,506</b>
2103				
2104 <b>Capital items</b>				
2105 Replace garbage compactor	200,000	340,000	-	-
2106 Upgrade recycling facility hardstand area	-	-	-	-
2107 Cootamundra transfer station - upgrade washbay	-	-	-	-
2108 Wallendbeen transfer station and close tip	-	-	-	-
2109 Stockinbingal transfer station and close tip	-	-	-	-
2110 Telehandler Forklift	-	-	-	-
2111 Lift truck / recycle	-	-	-	75,000
2112 Recycling Truck	-	-	-	-
2113 Truck combination	-	135,000	-	-
2114 Organics	-	-	-	-
2115				
2116 <b>Total capital items</b>	<b>200,000</b>	<b>475,000</b>	<b>-</b>	<b>75,000</b>
2117				
2118 <b>Cash reconciliation items</b>				
2119 Depreciation	(143,500)	(148,092)	(152,831)	(157,722)
2120 Interest on provision for restoration	-	-	-	-
2121				
2122 <b>Total adjustment for non-cash items</b>	<b>(143,500)</b>	<b>(148,092)</b>	<b>(152,831)</b>	<b>(157,722)</b>
2123				
2124 <b>Increase / (decrease) in cash</b>	<b>169,325</b>	<b>(52,476)</b>	<b>478,549</b>	<b>462,528</b>

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
2125	<i>Funded by / (to) reserves</i>				
2126	Domestic Waste Management		-	-	-
2127	Waste	(169,325)	52,476	(478,549)	(462,528)
2128	Plant replacement		-	-	-
2129	<i>Funded by (to) general revenues</i>	-	-	-	-
2130					
2131		-	-	-	-
2132	<b>Asset Management Planning</b>				
2133	<b>Income from continuing operations</b>				
2134	Nil	-	-	-	-
2135					
2136	<b>Total Income</b>	-	-	-	-
2137					
2138	<b>Expenses from continuing operations</b>				
2139	Wages	485,274	492,553	499,941	507,440
2140	Employee leave	93,486	95,823	98,219	100,674
2141	Superannuation	53,055	54,381	55,741	57,135
2142	Workers compensation insurance	27,924	28,762	29,625	30,514
2143	Staff training	10,000	10,150	10,302	10,457
2144	Uniform, tools and PPE	5,000	3,000	3,045	3,091
2145	Consultants	-	-	-	-
2146	Asset management plan development	-	-	-	-
2147	Asset condition assessment	-	-	130,000	-
2148	Conferences and seminars	-	-	-	-
2149	Memberships	-	-	-	-
2150	Administration	10,000	10,300	10,609	10,927
2151	Property insurance	-	-	-	-
2152	General rates	-	-	-	-
2153	Water rates	-	-	-	-
2154	Sewer rates	-	-	-	-
2155	Electricity and gas	-	-	-	-

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
2156	Security	-	-	-	-
2157	Plant and equipment	-	-	-	-
2158	Replace traffic counters (ev. 4 years)	15,000	-	-	-
2159	Other structures maintenance	-	-	-	-
2160	Depreciation	-	-	-	-
2161					
2162	<b>Total Expenses</b>	699,739	694,969	837,482	720,238
2163					
2164	<b>Capital items</b>				
2165	Nil	-	-	-	-
2166					
2167	<b>Total capital items</b>	-	-	-	-
2168					
2169	<b>Cash reconciliation items</b>				
2170	Nil	-	-	-	-
2171					
2172	<b>Total adjustment for non-cash items</b>	-	-	-	-
2173					
2174	<b>Increase / (decrease) in cash</b>	(699,739)	(694,969)	(837,482)	(720,238)
2175	<i>Funded by / (to) reserves</i>				
2176	Asset Condition Assessment	43,333	43,333	(86,666)	45,300
2177	<i>Funded by (to) general revenues</i>	656,406	651,636	924,148	674,938
2178					
2179					
2180	<b>Land Development</b>				
2181	<b>Income from continuing operations</b>				
2182	<i>Bartley Street Land Sales</i>				
2183	Profit on Sale of land	25,000	25,000	25,000	25,000
2184	<i>Bourke Street Land Sales</i>				
2185	Profit on Sale of land	25,000	25,000	25,000	25,000
2186					

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
2187 <b>Total Income</b>	50,000	50,000	50,000	50,000
2188				
2189 <b>Expenses from continuing operations</b>				
2190 <i>Bartley Street Subdivision</i>				
2191 Administration	-	-	-	-
2192 Legal expenses	5,150	5,305	5,464	5,628
2193 General rates	20,300	20,706	21,120	21,542
2194 <i>Bourke Street Subdivision</i>				
2195 Administration	19,285	19,574	19,868	20,166
2196 Legal expenses	-	-	-	-
2197 General rates	-	-	-	-
2198 Depreciation	5,000	5,160	5,325	5,495
2199				
2200 <b>Total Expenses</b>	49,735	50,745	51,777	52,831
2201				
2202 <b>Capital items</b>				
2203 Sale of land and buildings - Bartley St	(90,000)	(90,000)	(90,000)	(90,000)
2204 Sale of land and buildings - Bourke St	(90,000)	(90,000)	(90,000)	(90,000)
2205				
2206 <b>Total capital items</b>	(180,000)	(180,000)	(180,000)	(180,000)
2207				
2208 <b>Cash reconciliation items</b>				
2209 Profit / Loss on sale	50,000	50,000	50,000	50,000
2210 Depreciation	(5,000)	(5,160)	(5,325)	(5,495)
2211				
2212 <b>Total adjustment for non-cash items</b>	45,000	44,840	44,675	44,505
2213				
2214 <b>Increase / (decrease) in cash</b>	135,265	134,415	133,548	132,664
2215 <i>Funded by / (to) reserves</i>				
2216 Bourke Estate		-	-	-
2217 Bourke Estate		-	-	-

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
2218	Plant Replacement		-	-	-
2219	Depot Consolidation		-	-	-
2220	Development		-	-	-
2221	<i>Funded by (to) general revenues</i>	(135,265)	(134,415)	(133,548)	(132,664)
2222					
2223		-	-	-	-
2224	<b>Water Management</b>				
2225	<b>Income from continuing operations</b>				
2226	Annual access charge	295,350	324,885	357,374	393,111
2227	Water consumption charges	772,200	849,420	934,362	1,027,798
2228	Annual access charge	1,183,031	1,218,522	1,255,078	1,292,730
2229	Water consumption charges	1,218,000	1,254,540	1,292,176	1,330,941
2230	Pensioner rebates	(82,000)	(84,460)	(86,994)	(89,604)
2231	Pensioner subsidy	57,861	59,597	61,385	63,227
2232	Interest on debtors	9,041	9,312	9,591	9,879
2233	Interest on investments	73,279	130,317	149,755	175,804
2234	Sale of water meter covers	-	-	-	-
2235	Developer Contributions Mary Angove Cres & Bourke Est	4,550	4,550	4,550	4,550
2236	Section 64 contributions	-	-	-	-
2237	Tapping fees - house service connections	5,305	5,517	5,738	5,968
2238	Special meter reading / certificate	4,500	4,500	4,500	4,500
2239	Other sundry income - incl Rates Legal Costs Recoverd	5,305	5,517	5,738	5,968
2240	Other User Charges	360	374	389	405
2241	Water standpipe sales	18,218	18,765	19,328	19,908
2242					
2243	<b>Total Income</b>	<b>3,565,000</b>	<b>3,801,356</b>	<b>4,012,970</b>	<b>4,245,185</b>
2244					
2245	<b>Expenses from continuing operations</b>				
2246	<i>Water and Sewer employee overheads</i>				
2247	Employee leave	91,056	93,332	95,665	98,057
2248	Superannuation	57,675	59,117	60,595	62,110

Budget Detail		Operational Plan	Delivery Program	Delivery Program	Delivery Program
		2018	2019	2020	2021
2249	Workers compensation insurance	30,355	31,266	32,204	33,170
2250	Staff training	3,045	3,091	3,137	3,184
2251	Uniform, tools and PPE	7,750	7,866	7,984	8,104
2252	Administration	20,960	21,274	21,593	21,917
2253	Employee overheads - oncosts recovered	(189,881)	(194,672)	(199,585)	(204,625)
2254	<i>Management expense</i>				
2255	Wages	-	-	-	-
2256	Legal expenses	-	-	-	-
2257	Consultants	-	-	-	-
2258	Conferences and seminars	-	-	-	-
2259	Memberships	-	-	-	-
2260	Administration	25,738	26,124	26,516	26,914
2261	Internal administration costs allocation	531,939	553,217	575,346	598,360
2262	Computer software	3,100	3,147	3,194	3,242
2263	Licences	-	-	-	-
2264	Property insurance	31,249	32,811	34,452	36,175
2265	Cleaning	5,695	5,780	5,867	5,955
2266	Plant and equipment	-	-	-	-
2267	Plant and equipment depreciation	-	-	-	-
2268	<i>Projects</i>				
2269	Best Practice consultation	-	-	-	9,000
2270	Water wise advertising and promotion	-	-	-	-
2271	Water assets revaluation	-	-	-	-
2272	<i>Mains</i>				
2273	Mains, Service Lines & Connections maintenance	439,436	446,028	452,718	459,509
2274	Depreciation - Mains	211,900	218,681	225,679	232,901
2275	<i>Reservoirs</i>				
2276	Reservoir cleaning (every three years)	4,650	4,720	4,791	4,863
2277	Reservoir maintenance	20,909	21,223	21,541	21,864
2278	Depreciation - Other Water Infrastructure	30,000	30,960	31,951	32,973
2279	<i>Water Treatment</i>				



**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
2280 Lab equipment and testing reagents	-	-	-	-
2281 Public water supply testing and monitoring	-	-	-	-
2282 Maintenance and operations	185,238	188,017	190,837	193,700
2283 Maintenance and renewal	6,598	6,697	6,797	6,899
2284 Energy costs	103,000	108,150	113,558	119,236
2285 Rates and charges	15,225	15,530	15,841	16,158
2286 Chemicals	29,283	29,722	30,168	30,621
2287 Depreciation - Treatment works	275,000	283,800	292,882	302,254
2288 <i>Other</i>				
2289 Water purchase - consumption charge	942,996	957,141	971,498	986,070
2290 Water purchase - access charge	425,707	432,093	438,574	445,153
2291 Water meters maintenance	29,435	29,877	30,325	30,780
2292 Other costs	-	-	-	-
2293				
2294 <b>Total Expenses</b>	<b>3,338,058</b>	<b>3,414,992</b>	<b>3,494,128</b>	<b>3,584,544</b>
2295				
2296 <b>Capital items</b>				
2297 GIS equipment	-	-	-	-
2298 <i>Cootamundra Water System</i>				
2299 Water mains renewals (phased renewal program)	-	57,389	-	1,342,496
2300 Water mains renewal - Temora St	-	-	-	-
2301 New Public Water Standpipe at Depot	-	-	-	-
2302 Purchase water meters	15,090	15,573	16,071	16,585
2303 <i>Gundagai Water System</i>				
2304 Purchase water meters	2,716	2,803	2,893	2,986
2305 Water reservoir renewal	15,000	-	-	76,000
2306 Water reservoir expansion	-	-	-	126,000
2307 Water mains renewal - Sheridan Street	-	-	-	-
2308 Water mains renewals (phased renewal program)	31,085	32,080	93,107	34,166
2309 Treatment Works renewal	-	-	-	-
2310 Treatment Works expansion	-	126,000	26,000	-

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
2311 Reticulation	-	38,000	63,000	1,107,500
2312 Pumps renewal	-	-	-	-
2313				
2314 <b>Total capital items</b>	<b>63,891</b>	<b>271,845</b>	<b>201,071</b>	<b>2,705,733</b>
2315				
2316 <b>Cash reconciliation items</b>				
2317 Depreciation	(516,900)	(533,441)	(550,512)	(568,128)
2318 Revaluation decrement	-	-	-	-
2319 Change in debtors	-	-	-	-
2320				
2321 <b>Total adjustment for non-cash items</b>	<b>(516,900)</b>	<b>(533,441)</b>	<b>(550,512)</b>	<b>(568,128)</b>
2322				
2323 <b>Increase / (decrease) in cash</b>	<b>679,951</b>	<b>647,960</b>	<b>868,283</b>	<b>(1,476,964)</b>
2324 <i>Funded by / (to) reserves</i>				
2325 Developer Contributions - Water		-	-	-
2327 Water Supply	(679,951)	(647,960)	(868,283)	1,476,964
2328				
2329	-	-	-	-
2330 <b>Sewerage Management</b>				
2331 <b>Income from continuing operations</b>				
2332 Sewer Access Charges	1,914,998	1,982,023	2,041,484	2,102,729
2333 Sewer Usage Charges	641,183	663,624	683,533	704,039
2334 Pensioner rebates	(72,450)	(74,986)	(77,236)	(79,553)
2335 Pensioner subsidy	51,336	53,133	54,727	56,369
2336 Interest on debtors	4,140	4,285	4,414	4,546
2337 Interest on investments	90,754	149,915	172,410	190,484
2338 Trade waste disposal charges	-	-	-	-
2339 Energy reuse charges for schools	-	-	-	-
2340 Developer Contributions (Bourke St)	7,950	7,950	7,950	7,950
2341 Rental on land	649	675	702	730
2342 Other User Charges (Sundry)	9,528	9,909	10,305	10,717

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
2343	Extra Charges	5,847	6,052	6,234	6,421
2344	Sewer Connection Fees	1,545	1,607	1,671	1,738
2345					
2346	<b>Total Income</b>	<b>2,655,480</b>	<b>2,804,187</b>	<b>2,906,194</b>	<b>3,006,170</b>
2347					
2348	<b>Expenses from continuing operations</b>				
2349	<i>Management expense</i>				
2350	Wages	-	-	-	-
2351	Legal expenses	-	-	-	-
2352	Consultants	-	-	-	-
2353	Conferences and seminars	-	-	-	-
2354	Memberships	-	-	-	-
2355	Administration	18,759	19,040	19,326	19,616
2356	Internal administration costs allocation	343,685	357,432	371,729	386,598
2357	Computer software	-	-	-	-
2358	Licences	-	-	-	-
2359	Property insurance	-	-	-	-
2360	General rates	14,928	15,227	15,532	15,843
2361	Cleaning	18,918	19,202	19,490	19,782
2362	Plant and equipment	4,607	4,676	4,746	4,817
2363	Plant and equipment depreciation	-	-	-	-
2364	<i>Projects</i>				
2365	Best practice consultation	-	10,500	-	-
2366	<i>Mains</i>				
2367	Mains maintenance	505,406	512,987	520,682	528,492
2368	Depreciation	320,500	330,756	341,340	352,263
2369	<i>Pumping Stations</i>				
2370	Operations and Maintenance	39,281	39,870	40,468	41,075
2371	Water consumption	5,516	5,681	5,851	6,027
2372	Depreciation	-	-	-	-
2373	<i>Treatment</i>				

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
2374 Energy costs	124,472	130,696	137,231	144,093
2375 Operations and Maintenance	201,376	204,397	207,463	210,575
2376 Chemicals	15,733	15,969	16,209	16,452
2377 Rates and charges	4,719	4,813	4,909	5,007
2378 Depreciation	295,200	304,646	314,395	324,456
2379 <i>Effluent reuse system</i>				
2380 Energy costs	16,702	17,537	18,414	19,335
2381 Building maintenance	6,731	6,832	6,934	7,038
2382 Insurance	4,426	4,647	4,879	5,123
2383 Insurance	354	372	391	411
2384 Depreciation	-	-	-	-
2385 <i>Other</i>				
2386 Grounds maintenance	34,130	34,983	35,858	36,754
2387				
2388 <b>Total Expenses</b>	<b>1,975,443</b>	<b>2,040,263</b>	<b>2,085,847</b>	<b>2,143,757</b>
2389				
2390 <b>Capital items</b>				
2391 <i>Cootamundra Wastewater System</i>				
2392 Sewer mains phased renewals program	566,378	584,502	603,206	622,509
2393 Sewer pumping station renewal works	-	-	-	-
2394 Replace Sewer Main Hovell St behind ex AGL (Gasworks) site	-	-	-	-
2395 <i>Gundagai Wastewater System</i>				
2396 Sewer reticulation renewal	261,400	-	261,400	-
2397 Sewer mains rehabilitation	-	65,000	-	-
2397 Sewage Pumping Station renewal works	-	-	-	-
2398 Sheriden Street mains upgrade	-	-	-	-
2399 WHS Improvements	8,500	-	9,000	-
2400 Well rehabilitation	-	-	-	-
2401 Pumps renewal	-	-	-	451,100
2401				
2402 <b>Total capital items</b>	<b>836,278</b>	<b>649,502</b>	<b>873,606</b>	<b>1,073,609</b>

**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
2403				
2404 <b>Cash reconciliation items</b>				
2405 Depreciation	(615,700)	(635,402)	(655,735)	(676,719)
2406 Change in debtors	-	-	-	-
2407				
2408 <b>Total adjustment for non-cash items</b>	(615,700)	(635,402)	(655,735)	(676,719)
2409				
2410 <b>Increase / (decrease) in cash</b>	459,459	749,824	602,476	465,523
2411 <i>Funded by / (to) reserves</i>				
2412 Developers contributions - sewer		-	-	-
2414 Wastewater Scheme	(459,459)	(749,824)	(602,476)	(465,523)
2415				
2416	-	-	-	-
2417 <b>Road Safety</b>				
2418 <b>Income from continuing operations</b>				
2419 Nil	-	-	-	-
2420				
2421 <b>Total Income</b>	-	-	-	-
2422				
2423 <b>Expenses from continuing operations</b>				
2424 Road safety officer	34,995	35,520	36,053	36,594
2425				
2426 <b>Total Expenses</b>	34,995	35,520	36,053	36,594
2427				
2428 <b>Capital items</b>				
2429 Nil	-	-	-	-
2430				
2431 <b>Total capital items</b>	-	-	-	-
2432				
2433 <b>Cash reconciliation items</b>				
2434 Nil	-	-	-	-

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
2435					
2436	<b>Total adjustment for non-cash items</b>	-	-	-	-
2437					
2438	<b>Increase / (decrease) in cash</b>	(34,995)	(35,520)	(36,053)	(36,594)
2439	<i>Funded by / (to) reserves</i>				
2440	Nil		-	-	-
2441	<i>Funded by (to) general revenues</i>	34,995	35,520	36,053	36,594
2442					
2443		-	-	-	-
2444	<b>Emergency Services</b>				
2445	<b>Income from continuing operations</b>				
2446	Program contribution and Council m & r expense reimbursemer	197,131	201,074	205,095	209,197
2447	Program contribution	41,106	41,928	42,767	43,622
2448	Hazard reduction funding	80,000	80,000	80,000	80,000
2449	Bushfire mitigation funding	-	-	-	-
2450	Section 44 Emergency - reimbursement	-	-	-	-
2451	Contribution towards capital works	25,000	25,000	25,000	25,000
2452	Non-cash capital contribution of plant and equipment	3,500	3,500	3,500	3,500
2453	Program contribution	-	-	-	-
2454	Reimbursements Other	15,000	15,000	15,000	15,000
2455	Sundry	510	520	530	541
2456	Operational Fee	3,060	3,121	3,183	3,247
2457					
2458	<b>Total Income</b>	365,307	370,143	375,075	380,107
2459					
2460	<b>Expenses from continuing operations</b>				
2461	<i>Government levies</i>				
2462	Fire and Rescue NSW	55,927	57,046	58,757	60,520
2463	State Emergency Service	20,808	21,224	21,861	22,517
2464	Rural Fire Service	302,037	308,078	317,320	326,840

**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
2465 <i>South West Slopes Zone M&amp;R</i>				
2466 Zone regional costs	22,458	22,795	23,137	23,484
2467 Bushfire vehicles - fuel	150,530	167,239	175,601	184,381
2468 Bushfire vehicles - major repairs	-	-	-	-
2469 Bushfire vehicles - minor repairs	-	-	-	-
2470 Bushfire vehicles - tyres / batteries	-	-	-	-
2471 Bushfire vehicles - rego	-	-	-	-
2472 Bushfire vehicles - insurance	-	-	-	-
2473 Stations insurance	-	-	-	-
2474 Tools and equipment	-	-	-	-
2475 Station maintenance and repairs	12,180	12,363	12,548	12,736
2476 Stations Electricity and gas	-	-	-	-
2477 Water consumption	-	-	-	-
2478 Radio	-	-	-	-
2479 <i>Non-reimbursables</i>				
2480 Bushfire meeting and training	1,523	1,546	1,569	1,593
2481 Rates and charges	-	-	-	-
2482 Advertising	-	-	-	-
2483 Licences	-	-	-	-
2484 Crisis works software	8,374	8,500	8,628	8,757
2485 Riverina Highlands Building maintenance	3,032	3,077	3,123	3,170
2486 Depreciation	7,500	7,740	7,988	8,244
2487 Depreciation	66,000	68,112	70,292	72,541
2488 <i>Grants and reimbursable items</i>				
2489 Hazard reduction	50,000	50,000	50,000	50,000
2490 Bushfire mitigation works	-	-	-	-
2491 Bushfire fighting expenses	10,000	10,000	10,000	10,000
2492 Other Expenses	-	-	-	-
2493				
2494 <b>Total Expenses</b>	<b>710,369</b>	<b>737,720</b>	<b>760,824</b>	<b>784,783</b>
2495				

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
2496	<b>Capital items</b>				
2497	RFS Aviation Shed	-	-	-	-
2498	Bushfire tanker purchase	-	-	-	-
2499	Stockinbingal Fire Brigade Shed	-	-	-	-
2500	Burra Fire Brigade Shed	-	-	-	-
2501	Gobarralong Fire Brigade Shed	-	-	-	-
2502					
2503	<b>Total capital items</b>	-	-	-	-
2504					
2505	<b>Cash reconciliation items</b>				
2506	Depreciation	(73,500)	(75,852)	(78,280)	(80,785)
2507					
2508	<b>Total adjustment for non-cash items</b>	(73,500)	(75,852)	(78,280)	(80,785)
2509					
2510	<b>Increase / (decrease) in cash</b>	(271,562)	(291,725)	(307,469)	(323,891)
2511	<i>Funded by / (to) reserves</i>				
2512	Town Improvement District Rate		-	-	-
2513	Specific Purpose Unexpended Grants & Contributions		-	-	-
2514	Plant replacement		-	-	-
2515	Incomplete Works		-	-	-
2516	<i>Funded by (to) general revenues</i>	271,562	291,725	307,469	323,891
2517					
2518		-	-	-	-
2519	<b>Gundagai Main Street Project</b>				
2520	<b>Income from continuing operations</b>				
2521	Main street grant	457,750	-	-	-
2522	Local Government Infrastructure Renewal Scheme Subsidy	37,245	31,560	25,572	19,410
2523					
2524	<b>Total Income</b>	494,995	31,560	25,572	19,410
2525					
2526	<b>Expenses from continuing operations</b>				



**Budget Detail**

	<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
2527 <i>Special Projects employee overheads</i>				
2528 Employee leave	14,877	-	-	-
2529 Superannuation	9,022	-	-	-
2530 Workers compensation insurance	4,748	-	-	-
2531 Staff training	-	-	-	-
2532 Uniform, tools and PPE	-	-	-	-
2533 Administration	-	-	-	-
2534 Employee overheads - oncosts recovered	(28,647)	-	-	-
2535 Interest	93,004	81,721	70,363	57,635
2536				
2537 <b>Total Expenses</b>	93,004	81,721	70,363	57,635
2538				
2539 <b>Capital items</b>				
2540 Round-a-bout	-	-	-	-
2541 Main Street	-	-	-	-
2542 Main Street - grant funded	-	-	-	-
2543 Main Street - funded through Town Improvement Fund	-	-	-	-
2544				
2545 <b>Total capital items</b>	-	-	-	-
2546				
2547 <b>Cash reconciliation items</b>				
2548 Loan repayments	275,105	286,388	297,746	310,474
2549				
2550 <b>Total adjustment for non-cash items</b>	275,105	286,388	297,746	310,474
2551				
2552 <b>Increase / (decrease) in cash</b>	126,886	(336,549)	(342,537)	(348,699)
2553 <i>Funded by / (to) reserves</i>				
2554 Town Improvement District Rate	-	-	-	-
2555 Sheridan Street Loan funds	-	-	-	-
2556 Plant replacement	-	-	-	-
2557 <i>Funded by (to) general revenues</i>	(126,886)	336,549	342,537	348,699

**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
2558				
2559	-	-	-	-
2560 <b>Council Amalgamation Project</b>				
2561 <b>Income from continuing operations</b>				
2562 Merger Implementation Grant	-	-	-	-
2563 Statecover merger transition funding	-	-	-	-
2564				
2565 <b>Total Income</b>	-	-	-	-
2566				
2567 <b>Expenses from continuing operations</b>				
2568 Wages	413,001	52,863	54,185	-
2569 Employee leave	63,434	9,263	9,495	-
2570 Superannuation	39,162	5,618	5,758	-
2571 Workers compensation insurance	20,611	2,957	3,046	-
2572 Staff training	-	-	-	-
2573 Uniform, tools and PPE	-	-	-	-
2574 Administration	-	-	-	-
2575 Council meetings and administration	-	-	-	-
2576 Cemeteries service	-	-	-	-
2577 Water Management Systems	-	-	-	-
2578 Financial planning	-	-	-	-
2579 Community relations	-	-	-	-
2580 Companion animals service	-	-	-	-
2581 Noxious weeds service	-	-	-	-
2582 HR systems and processes	-	-	-	-
2583 IT systems & equipment	-	-	-	-
2584 Building and development systems	-	-	-	-
2585 Customer service systems	-	-	-	-
2586 Employee costs - meetings	-	-	-	-
2587 Employee costs - materials	-	-	-	-
2588 Employee costs - internal plant hire	-	-	-	-

<b>Budget Detail</b>		<b>Operational Plan 2018</b>	<b>Delivery Program 2019</b>	<b>Delivery Program 2020</b>	<b>Delivery Program 2021</b>
2589	Other amalgamation expenses	1,491,814	929,299	927,516	-
2590	Depreciation	-	-	-	-
2591					
2592	<b>Total Expenses</b>	<b>2,028,022</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>-</b>
2593					
2594	<b>Capital items</b>				
2595	Server and other infrastructure replacement	-	-	-	-
2596					
2597	<b>Total capital items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
2598					
2599	<b>Cash reconciliation items</b>				
2600	Depreciation	-	-	-	-
2601					
2602	<b>Total adjustment for non-cash items</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
2603					
2604	<b>Increase / (decrease) in cash</b>	<b>(2,028,022)</b>	<b>(1,000,000)</b>	<b>(1,000,000)</b>	<b>-</b>
2605	<i>Funded by / (to) reserves</i>				
2606	Merger Implementation Fund	1,999,940	1,000,000	1,000,060	-
2607	<i>Funded by (to) general revenues</i>	28,082	-	(60)	-
2608					
2609					
2610	<b>Stronger Communities Funds</b>				
2611	<b>Income from continuing operations</b>				
2612	Stronger Communities Grant - Local Projects	-	-	-	-
2613	Stronger Communities Grant - Major infrastructure	-	-	-	-
2614					
2615	<b>Total Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
2616					
2617	<b>Expenses from continuing operations</b>				
2618	Community projects	-	-	-	-
2619	Depreciation	-	-	-	-

**Budget Detail**

	Operational Plan 2018	Delivery Program 2019	Delivery Program 2020	Delivery Program 2021
2620				
2621 <b>Total Expenses</b>	-	-	-	-
2622				
2623 <b>Capital items</b>				
2624 Stronger Communities Fund - Local Projects	-	-	-	-
2625 Stronger Communities Fund - Major infrastructure	4,000,000	4,890,763	-	-
2626				
2627 <b>Total capital items</b>	4,000,000	4,890,763	-	-
2628				
2629 <b>Cash reconciliation items</b>				
2630 Depreciation	-	-	-	-
2631				
2632 <b>Total adjustment for non-cash items</b>	-	-	-	-
2633				
2634 <b>Increase / (decrease) in cash</b>	(4,000,000)	(4,890,763)	-	-
2635 <i>Funded by / (to) reserves</i>				
2636 Stronger Communities Fund - Local Community Projects	-	-	-	-
2637 Stronger Communities Fund - Infrastructure Projects	4,000,000	4,890,763	-	-
2638 <i>Funded by (to) general revenues</i>	-	-	-	-
2639				
2640	-	-	-	-
2641				
2642				
2643				

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