



Greater
Hume
Council

Delivery Program 2017 to 2021 Operational Plan 2019-2020

**Delivery Plan Budget
2019/20 to 2022/23**

Greater Hume Council
Delivery Plan Budget
2019/20 to 2022/23

INCOME STATEMENT - CONSOLIDATED	Original Budget	Revised Budget as at 31 Dec 2018	Projected Years			
	2018/19 \$ 000's	2018/19 \$ 000's	2019/20 \$ 000's	2020/21 \$ 000's	2021/22 \$ 000's	2022/23 \$ 000's
Income from Continuing Operations						
Revenue:						
Rates & Annual Charges	11,122	11,155	11,403	11,769	12,056	12,350
User Charges & Fees	7,133	5,856	6,695	6,907	7,036	7,169
Interest & Investment Revenue	625	550	575	575	575	575
Other Revenues	387	1,965	486	490	424	499
Grants & Contributions provided for Operating Purposes	8,430	8,623	9,800	10,006	10,257	9,977
Grants & Contributions provided for Capital Purposes	2,006	5,553	6,230	14,436	1,366	876
Other Income:		0				
Net gains from the disposal of assets	0	0	-	-	-	-
Joint Ventures & Associated Entities	0	0	-	-	-	-
Total Income from Continuing Operations	29,702	33,702	35,189	44,183	31,714	31,446
Expenses from Continuing Operations						
Employee Benefits & On-Costs	8,945	9,490	9,670	9,886	10,088	10,293
Borrowing Costs	235	231	226	205	191	145
Materials & Contracts	6,959	7,058	8,079	8,063	8,172	8,513
Depreciation & Amortisation	7,886	7,926	7,863	7,886	7,908	7,931
Other Expenses	3,121	3,205	3,180	3,328	3,351	3,430
Net Losses from the Disposal of Assets	0	-	-	-	-	-
Total Expenses from Continuing Operations	27,146	27,910	29,018	29,368	29,710	30,312
Operating Result from Continuing Operations	2,556	5,792	6,171	14,815	2,004	1,134
Discontinued Operations - Profit/(Loss)	0	0	0	0	0	0
Net Profit/(Loss) from Discontinued Operations	0	0	0	0	0	0
Net Operating Result for the Year	2,556	5,792	6,171	14,815	2,004	1,134
Net Operating Result before Grants and Contributions provided for Capital Purposes	550	239	-59	379	638	258

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BALANCE SHEET - CONSOLIDATED	Original Budget	Revised Budget as at 31 Dec 2018	Projected Years			
	2018/19 \$ 000's	2018/19 \$ 000's	2019/20 \$ 000's	2020/21 \$ 000's	2021/22 \$ 000's	2022/23 \$ 000's
ASSETS						
Current Assets						
Cash & Cash Equivalents	5,655	6,352	6,423	3,628	4,944	5,211
Investments	10,933	12,091	11,091	10,091	9,091	8,091
Receivables	5,488	6,869	5,675	5,705	5,611	5,663
Inventories	2,244	2,269	2,279	2,279	2,280	2,285
Other	0	19	20	20	20	21
Total Current Assets	24,320	27,600	25,488	21,723	21,946	21,271
Non-Current Assets						
Receivables	74	68	56	45	34	23
Inventories	0	0	-	-	-	-
Infrastructure, Property, Plant & Equipment	482,751	493,760	501,823	519,979	521,253	522,561
Investments Accounted for using the equity method	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-
Intangible Assets	202	241	202	163	125	86
Non-current assets classified as "held for sale"	-	-	-	-	-	-
Other	-	-	-	-	-	-
Total Non-Current Assets	483,027	494,069	502,081	520,187	521,412	522,670
TOTAL ASSETS	507,347	521,669	527,569	541,910	543,358	543,941
LIABILITIES						
Current Liabilities						
Bank Overdraft	-	-	-	-	-	-
Payables	3,877	3,273	3,269	3,358	3,352	3,347
Income received in Advance	209	200	200	200	200	200
Borrowings	553	569	563	550	546	547
Provisions	3,006	3,016	3,016	3,016	3,016	3,016
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-
Total Current Liabilities	7,645	7,058	7,048	7,124	7,114	7,110
Non-Current Liabilities						
Payables	953	725	725	725	725	725
Borrowings	4,017	4,082	-	-	-	-
Provisions	531	0	3,822	3,272	2,726	2,179
Investments Accounted for using the equity method	-	-	559	559	559	559
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-
Total Non-Current Liabilities	5,501	4,807	5,106	4,556	4,010	3,463
TOTAL LIABILITIES	13,146	11,865	12,154	11,680	11,124	10,573
Net Assets	494,201	509,804	515,415	530,230	532,234	533,368
EQUITY						
Retained Earnings	253,391	265,537	271,707	286,522	288,526	289,660
Revaluation Reserves	240,810	243,708	243,708	243,708	243,708	243,708
Council Equity Interest	494,201	509,245	515,415	530,230	532,234	533,368
Minority Equity Interest	-	-	-	-	-	-
Total Equity	494,201	509,245	515,415	530,230	532,234	533,368

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CASH FLOW STATEMENT - CONSOLIDATED	Original Budget	Revised Budget as at 31 Dec 2018	Projected Years			
	2018/19 \$ 000's	2018/19 \$ 000's	2019/20 \$ 000's	2020/21 \$ 000's	2021/22 \$ 000's	2022/23 \$ 000's
Cash Flows from Operating Activities						
Receipts:						
Rates & Annual Charges	11,122	11,098	11,403	11,769	12,056	12,350
User Charges & Fees	7,133	9,213	6,695	6,907	7,036	7,169
Interest & Investment Revenue Received	625	497	575	575	575	575
Grants & Contributions	10,396	10,983	16,030	24,442	11,623	10,853
Bonds & Deposits Received	-	-	-	-	-	-
Other	371	1,229	1,678	461	519	445
Payments:						
Employee Benefits & On-Costs	-8,945	-9,546	-9,670	-9,886	-10,088	-10,293
Materials & Contracts	-6,911	-6,458	-8,092	-7,969	-8,175	-8,518
Borrowing Costs	-242	-226	-229	-211	-196	-150
Bonds & Deposits Refunded	-	-	-	-	-	-
Other	-3,121	-3,196	-3,181	-3,328	-3,352	-3,429
Net Cash provided (or used in) Operating Activities	10,428	13,594	15,209	22,760	9,998	9,002
Cash Flows from Investing Activities						
Receipts:						
Sale of Investment Securities	600	619	1,000	1,000	1,000	1,000
Sale of Real Estate Assets	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	180	180	211	258	309	236
Deferred Debtors Receipts	9	12	14	11	11	11
Other Investing Activity Receipts	-	-	-	-	-	-
Payments:						
Purchase of Investment Securities	0	0	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	-9,801	-17,571	-16,098	-26,261	-9,452	-9,436
Purchase of Real Estate Assets	-	0	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	-9,012	-16,760	-14,873	-24,992	-8,132	-8,189
Cash Flows from Financing Activities						
Receipts:						
Proceeds from Borrowings & Advances	0	350	320	0	-	-
Other Financing Activity Receipts	-	-	-	-	-	-
Payments:						
Repayment of Borrowings & Advances	-595	-593	-585	-563	-550	-546
Other Financing Activity Payments	-	-	-	-	-	-
		0				
Net Cash Flow provided (used in) Financing Activities	-595	-243	-265	-563	-550	-546
Net Increase/(Decrease) in Cash & Cash Equivalents	821	-3,409	71	-2,795	1,316	267
plus: Cash, Cash Equivalents & Investments - beginning of year	4834	5914	6,352	6,423	3,628	4,944
Cash & Cash Equivalents - end of the year	5,655	2,505	6,423	3,628	4,944	5,211
Cash & Cash Equivalents - end of the year	5,655	6,352	6,423	3,628	4,944	5,211
Investments - end of the year	10,933	12,091	11,091	10,091	9,091	8,091
Cash, Cash Equivalents & Investments - end of the year	16,588	18,443	17,514	13,719	14,035	13,302
Representing:						
- External Restrictions	6,120	6,795	5,917	3,073	3,780	4,352
- Internal Restrictions	9,988	8,789	7,603	7,175	6,766	5,741
- Unrestricted	480	2,859	3,994	3,471	3,489	3,209
	16,588	18,443	17,514	13,719	14,035	13,302

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	Original Budget	Revised Budget as at 31 Dec 2018	Projected Years			
Restricted Cash & Investments	2018/19 \$ 000's	2018/19 \$ 000's	2019/20 \$ 000's	2020/21 \$ 000's	2021/22 \$ 000's	2022/23 \$ 000's
Cash & Investments						
Cash on Hand and at Bank	5655	6352	6423	3628	4944	5211
Term Deposits	10933	12091	11091	10091	9091	8091
Total Cash & Investments	16,588	18,443	17,514	13,719	14,035	13,302
External Restrictions						
Trust Fund	178	169	169	169	169	169
Unexpended Grants	121	216	201	201	201	201
Developer Contributions - General Fund	337	251	176	26	26	26
Developer Contributions - Water Fund	529	626	626	626	626	626
Developer Contributions - Sewer Fund	402	513	513	513	513	513
Water Funds	1385	1563	603	750	1,000	1,118
Sewerage Funds	3089	3378	3,550	709	1,166	1,620
Town Improvement Funds	75	75	75	75	75	75
Other	4	4	4	4	4	4
TOTAL - EXTERNAL RESTRICTIONS	6,120	6,795	5,917	3,073	3,780	4,352
Internal Restrictions						
Uncompleted works	0	0	0	0	0	0
Employee Leave Entitlements	767	771	767	767	767	767
Replacement of Plant & Vehicles	2410	2536	2186	1869	1573	1343
Holbrook Hostel Sale Proceeds Reserve	358	242	217	217	217	217
Jindera Hostel Sale Proceeds Reserve	33	29	29	29	29	29
Waste Management Reserve	1995	2310	1704	1719	1734	1099
Works Warranty Reserve	308	619	519	419	319	219
Bypass Handover Works Contribution	0					
Other Reserves	1662	2282	2,181	2,155	2,127	2067
TOTAL - INTERNAL RESTRICTIONS	7,533	8,789	7,603	7,175	6,766	5,741
TOTAL INTERNALLY & EXTERNALLY RESTRICTED CASH	13,653	15,584	13,520	10,248	10,546	10,093
TOTAL UNRESTRICTED CASH	2,935	2,859	3,994	3,471	3,489	3,209

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Delivery Program 2017 to 2021

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Budget Summary 2019 / 20

Function	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operating Revenue						
Governance	78,000	112,240	78,000	78,000	78,000	78,000
Administration	491,756	571,622	497,534	322,219	326,999	331,879
Public Order & Safety	386,058	407,116	388,567	397,109	405,855	414,804
Health	157,444	157,444	154,377	158,183	162,083	166,079
Environment	2,737,313	2,800,471	1,295,415	1,322,567	1,350,382	1,378,876
Community Services & Education	835,723	838,343	1,922,533	1,983,911	2,034,690	2,086,957
Housing & Community Activities	261,942	276,395	279,882	285,323	290,873	296,532
Water Supplies	1,794,877	1,815,700	2,133,471	2,263,765	2,320,365	2,383,519
Sewerage Services	1,694,402	1,685,861	1,732,755	1,727,702	1,716,745	1,766,794
Recreation & Culture	234,636	277,397	302,550	308,543	304,649	310,871
Mining, Manufacturing & Construction	117,460	117,460	129,201	132,362	135,601	138,918
Transport & Communication	6,474,083	6,630,579	7,279,947	7,645,757	7,741,867	7,434,639
Economic Affairs	388,228	429,902	382,672	385,971	389,335	392,769
General Purpose Revenues (Not attributed to Functions)	12,044,266	12,068,269	12,383,782	12,735,227	13,091,073	13,389,410
Total Operating Revenue	27,696,188	28,188,799	28,960,686	29,746,639	30,348,517	30,570,047
Operating Expenditure						
Governance	1,202,716	1,347,758	1,264,620	1,349,617	1,299,414	1,349,974
Administration	2,754,124	2,782,476	3,047,206	2,875,433	3,106,294	3,137,638
Public Order & Safety	1,336,071	1,289,701	1,308,227	1,329,322	1,350,885	1,372,925
Health	290,379	176,429	179,301	183,183	187,158	191,228
Environment	1,667,953	1,715,979	1,695,304	1,737,439	1,670,479	1,854,244
Community Services & Education	919,179	976,103	2,034,855	2,107,352	2,161,590	2,217,388
Housing & Community Activities	701,225	785,882	819,221	822,307	840,617	859,480
Water Supplies	1,988,032	2,003,649	2,236,398	2,249,802	2,312,079	2,367,836
Sewerage Services	1,806,396	1,824,316	1,781,185	1,865,323	1,823,210	1,871,929
Recreation & Culture	2,814,550	2,953,825	3,383,472	3,441,569	3,472,613	3,524,969
Mining, Manufacturing & Construction	322,042	435,992	449,709	437,924	448,618	459,575
Transport & Communication	10,387,961	10,544,307	10,064,659	10,203,947	10,261,933	10,320,998
Economic Affairs	955,723	1,113,657	755,627	764,763	775,709	783,675
Total Operating Expenditure	27,146,351	27,950,074	29,019,783	29,367,981	29,710,599	30,311,859
Net Operating Surplus / (Deficit)	549,837	238,725	(59,097)	378,658	637,918	258,188

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Budget Summary 2019 / 20

Function	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Revenue						
Governance	0	0	0	0	0	0
Administration	0	0	0	0	0	0
Public Order & Safety	0	32,660	0	0	0	0
Health	0	0	0	0	0	0
Environment	0	0	500,000	500,000	500,000	0
Community Services & Education	0	0	0	0	0	0
Housing & Community Activities	279,225	547,348	0	0	0	0
Water Supplies	0	47,040	1,500,000	0	0	0
Sewerage Services	0	63,930	0	4,500,000	0	0
Recreation & Culture	928,476	2,008,487	600,000	3,580,000	0	0
Mining, Manufacturing & Construction	0	0	0	0	0	0
Transport & Communication	798,182	2,853,341	3,630,000	5,856,000	866,000	876,000
Economic Affairs	0	0	0	0	0	0
Total Capital Revenue	2,005,883	5,552,806	6,230,000	14,436,000	1,366,000	876,000
Net Surplus / (Deficit) after Capital Revenue	2,555,720	5,791,531	6,170,903	14,814,658	2,003,918	1,134,188
Capital Expenditure						
Governance	0	0	0	0	45,000	0
Administration	1,343,000	1,335,478	1,354,000	1,597,000	1,464,000	1,520,000
Public Order & Safety	0	32,660	0	0	0	0
Health	0	0	45,000	40,000	0	45,000
Environment	428,500	667,588	565,000	800,000	600,000	750,000
Community Services & Education	109,000	126,505	119,000	126,000	144,000	171,000
Housing & Community Activities	321,225	1,019,209	70,000	85,000	70,000	55,000
Water Supplies	70,000	367,795	2,771,000	290,000	189,500	337,500
Sewerage Services	135,000	195,000	359,500	7,795,000	40,000	56,000
Recreation & Culture	522,000	914,414	1,535,900	4,020,000	325,000	285,000
Mining, Manufacturing & Construction	0	26,287	0	40,000	40,000	0
Transport & Communication	5,315,182	9,798,187	8,959,000	11,467,750	6,534,819	6,216,815
Economic Affairs	350,000	352,064	320,000	0	0	0
Total Capital Expenditure	8,593,907	14,835,187	16,098,400	26,260,750	9,452,319	9,436,315
Net Capital Expenditure	(6,588,024)	(9,282,381)	(9,868,400)	(11,824,750)	(8,086,319)	(8,560,315)
Net Surplus / (Deficit) after Capital Expenditure	(6,038,187)	(9,043,656)	(9,927,497)	(11,446,092)	(7,448,401)	(8,302,127)
Add Back: Non-Cash items included in operating result	7,885,600	7,885,028	7,863,405	7,885,535	7,908,130	7,931,201
Net Cash Surplus / (Deficit) after Capital Expenditure	1,847,413	(1,158,628)	(2,064,092)	(3,560,557)	459,729	(370,926)
Repayments from Deferred Debtors	11,884	11,884	13,335	11,671	10,939	10,975
Loan Funds Raised	0	350,000	320,000	0	0	0
Proceeds on Sale of Assets	180,000	180,000	211,000	258,000	309,000	236,000
Loan Repayments	(595,182)	(588,702)	(585,236)	(563,409)	(550,041)	(546,121)
Net Transfers (to) / from Reserves	(839,564)	2,725,013	2,106,405	3,814,791	(250,159)	735,253
Budgeted Net Increase / (Decrease) in Cash	604,551	1,519,567	1,411	(39,504)	(20,532)	65,181

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Budget Summary 2019 / 20						
Function: Governance	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operating Revenue						
Elected Members Expenses	0	0	0	0	0	0
Governance Expenses	8,000	8,000	8,000	8,000	8,000	8,000
Risk Management	70,000	104,240	70,000	70,000	70,000	70,000
Total Operating Revenue	78,000	112,240	78,000	78,000	78,000	78,000
Operating Expenditure						
Elected Members Expenses	222,295	287,300	237,879	293,100	238,452	243,937
Governance Expenses	662,349	721,107	680,350	715,093	710,193	745,652
Risk Management	318,072	339,351	346,391	341,424	350,769	360,385
Total Operating Expenditure	1,202,716	1,347,758	1,264,620	1,349,617	1,299,414	1,349,974
Net Operating Surplus / (Deficit)	(1,124,716)	(1,235,518)	(1,186,620)	(1,271,617)	(1,221,414)	(1,271,974)

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Budget Summary 2019 / 20						
Function: Governance	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Revenue						
Elected Members Expenses	0	0	0	0	0	0
Governance Expenses	0	0	0	0	0	0
Risk Management	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	(1,124,716)	(1,235,518)	(1,186,620)	(1,271,617)	(1,221,414)	(1,271,974)
Capital Expenditure						
Elected Members Expenses	0	0	0	0	0	0
Governance Expenses	0	0	0	0	45,000	0
Risk Management	0	0	0	0	0	0
Total Capital Expenditure	0	0	0	0	45,000	0
Net Capital Expenditure	0	0	0	0	(45,000)	0
Net Surplus / (Deficit) after Capital Expenditure	(1,124,716)	(1,235,518)	(1,186,620)	(1,271,617)	(1,266,414)	(1,271,974)
Add Back: Non-Cash items included in operating result	0	0	0	0	0	0
Net Cash Surplus / (Deficit) after Capital Expenditure	(1,124,716)	(1,235,518)	(1,186,620)	(1,271,617)	(1,266,414)	(1,271,974)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	15,000	15,000	0
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	19,220	70,056	53,175	41,247	43,422	36,550
Budgeted Net Increase / (Decrease) in Cash	(1,105,496)	(1,165,462)	(1,133,445)	(1,215,370)	(1,207,992)	(1,235,424)

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Budget Summary 2019 / 20						
Function: Administration	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operating Revenue						
Corporate Services Administration	196,262	261,861	199,851	202,782	205,774	208,829
Information Technology Services	0	0	0	0	0	0
Employment On-Costs	30,000	41,096	30,000	30,000	30,000	30,000
Engineering Administration	208,093	211,114	209,144	29,727	30,321	30,928
Depot Administration & Maintenance	0	0	0	0	0	0
Vehicle Hire	0	0	0	0	0	0
Plant Operations	57,401	57,551	58,539	59,710	60,904	62,122
Total Operating Revenue	491,756	571,622	497,534	322,219	326,999	331,879
Operating Expenditure						
Corporate Services Administration	1,897,809	2,044,108	1,969,680	1,986,049	2,079,257	2,073,889
Information Technology Services	548,847	572,847	599,545	610,823	622,344	658,962
Employment On-Costs	30,000	(50,473)	30,000	30,000	30,000	30,000
Engineering Administration	254,017	186,944	271,040	81,438	217,532	227,734
Depot Administration & Maintenance	168,541	166,216	173,626	175,998	178,440	180,952
Vehicle Hire	0	(3,854)	0	0	0	0
Plant Operations	(145,090)	(133,312)	3,315	(8,875)	(21,279)	(33,899)
Total Operating Expenditure	2,754,124	2,782,476	3,047,206	2,875,433	3,106,294	3,137,638
Net Operating Surplus / (Deficit)	(2,262,368)	(2,210,854)	(2,549,672)	(2,553,214)	(2,779,295)	(2,805,759)

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Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Administration	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Revenue						
Corporate Services Administration	0	0	0	0	0	0
Information Technology Services	0	0	0	0	0	0
Employment On-Costs	0	0	0	0	0	0
Engineering Administration	0	0	0	0	0	0
Depot Administration & Maintenance	0	0	0	0	0	0
Vehicle Hire	0	0	0	0	0	0
Plant Operations	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	(2,262,368)	(2,210,854)	(2,549,672)	(2,553,214)	(2,779,295)	(2,805,759)
Capital Expenditure						
Corporate Services Administration	150,000	116,446	50,000	0	85,000	45,000
Information Technology Services	25,000	28,050	40,000	40,000	40,000	40,000
Employment On-Costs	0	0	0	0	0	0
Engineering Administration	40,000	49,913	5,000	50,000	45,000	5,000
Depot Administration & Maintenance	260,000	260,000	50,000	300,000	50,000	300,000
Vehicle Hire	0	0	0	0	0	0
Plant Operations	868,000	881,069	1,209,000	1,207,000	1,244,000	1,130,000
Total Capital Expenditure	1,343,000	1,335,478	1,354,000	1,597,000	1,464,000	1,520,000
Net Capital Expenditure	(1,343,000)	(1,335,478)	(1,354,000)	(1,597,000)	(1,464,000)	(1,520,000)
Net Surplus / (Deficit) after Capital Expenditure	(3,605,368)	(3,546,332)	(3,903,672)	(4,150,214)	(4,243,295)	(4,325,759)
Add Back: Non-Cash items included in operating result	848,687	848,687	966,688	966,688	966,688	966,688
Net Cash Surplus / (Deficit) after Capital Expenditure	(2,756,681)	(2,697,645)	(2,936,984)	(3,183,526)	(3,276,607)	(3,359,071)
Repayments from Deferred Debtors	11,884	11,884	13,335	11,671	10,939	10,975
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	172,000	172,000	196,000	213,000	279,000	206,000
Loan Repayments	(243,916)	(243,916)	(181,452)	(143,618)	(113,251)	(91,692)
Net Transfers (to) / from Reserves	325,944	229,698	362,748	575,543	308,104	478,428
Budgeted Net Increase / (Decrease) in Cash	(2,490,769)	(2,527,979)	(2,546,353)	(2,526,930)	(2,791,815)	(2,755,360)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20

Function: Public Order & Safety	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operating Revenue						
Animal Control	38,632	39,732	39,796	40,788	41,805	42,846
Fire Services	347,426	367,384	348,771	356,321	364,050	371,958
Emergency Services	0	0	0	0	0	0
Total Operating Revenue	386,058	407,116	388,567	397,109	405,855	414,804
Operating Expenditure						
Animal Control	200,645	200,645	219,177	224,199	229,338	234,601
Fire Services	1,070,904	1,054,219	1,052,292	1,067,968	1,083,986	1,100,348
Emergency Services	64,522	34,837	36,758	37,155	37,561	37,976
Total Operating Expenditure	1,336,071	1,289,701	1,308,227	1,329,322	1,350,885	1,372,925
Net Operating Surplus / (Deficit)	(950,013)	(882,585)	(919,660)	(932,213)	(945,030)	(958,121)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20

Function: Public Order & Safety	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Revenue						
Animal Control	0	0	0	0	0	0
Fire Services	0	32,660	0	0	0	0
Emergency Services	0	0	0	0	0	0
Total Capital Revenue	0	32,660	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	(950,013)	(849,925)	(919,660)	(932,213)	(945,030)	(958,121)
Capital Expenditure						
Animal Control	0	0	0	0	0	0
Fire Services	0	32,660	0	0	0	0
Emergency Services	0	0	0	0	0	0
Total Capital Expenditure	0	32,660	0	0	0	0
Net Capital Expenditure	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Expenditure	(950,013)	(882,585)	(919,660)	(932,213)	(945,030)	(958,121)
Add Back: Non-Cash items included in operating result	291,721	291,721	289,832	289,832	289,832	289,832
Net Cash Surplus / (Deficit) after Capital Expenditure	(658,292)	(590,864)	(629,828)	(642,381)	(655,198)	(668,289)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	0	0	0	0	0	0
Budgeted Net Increase / (Decrease) in Cash	(658,292)	(590,864)	(629,828)	(642,381)	(655,198)	(668,289)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Health	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operating Revenue						
Health Administration	157,444	157,444	154,377	158,183	162,083	166,079
Total Operating Revenue	157,444	157,444	154,377	158,183	162,083	166,079
Operating Expenditure						
Health Administration	290,379	176,429	179,301	183,183	187,158	191,228
Total Operating Expenditure	290,379	176,429	179,301	183,183	187,158	191,228
Net Operating Surplus / (Deficit)	(132,935)	(18,985)	(24,924)	(25,000)	(25,075)	(25,149)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Health	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Revenue						
Health Administration	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	(132,935)	(18,985)	(24,924)	(25,000)	(25,075)	(25,149)
Capital Expenditure						
Health Administration	0	0	45,000	40,000	0	45,000
Total Capital Expenditure	0	0	45,000	40,000	0	45,000
Net Capital Expenditure	0	0	(45,000)	(40,000)	0	(45,000)
Net Surplus / (Deficit) after Capital Expenditure	(132,935)	(18,985)	(69,924)	(65,000)	(25,075)	(70,149)
Add Back: Non-Cash items included in operating result	13,594	13,594	7,305	7,305	7,305	7,305
Net Cash Surplus / (Deficit) after Capital Expenditure	(119,341)	(5,391)	(62,619)	(57,695)	(17,770)	(62,844)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	15,000	10,000	0	15,000
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	0	0	0	0	0	0
Budgeted Net Increase / (Decrease) in Cash	(119,341)	(5,391)	(47,619)	(47,695)	(17,770)	(47,844)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Environment	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operating Revenue						
Waste Management	2,624,197	2,682,355	1,164,702	1,191,078	1,218,099	1,245,781
Noxious Animals & Insects	0	0	0	0	0	0
Noxious Plants	88,516	88,516	94,079	94,079	94,079	94,079
Riverina Noxious Weeds	0	(5,000)	0	0	0	0
Street Cleaning	24,600	34,600	36,634	37,410	38,204	39,016
Storm Water Management & Drainage	0	0	0	0	0	0
Total Operating Revenue	2,737,313	2,800,471	1,295,415	1,322,567	1,350,382	1,378,876
Operating Expenditure						
Waste Management	1,090,158	1,112,579	1,094,281	1,125,138	1,046,645	1,218,624
Noxious Animals & Insects	10,224	10,224	10,224	10,305	10,388	10,472
Noxious Plants	284,203	298,746	285,579	291,959	298,484	305,156
Riverina Noxious Weeds	0	11,062	0	0	0	0
Street Cleaning	142,747	142,747	164,910	168,537	172,247	176,037
Storm Water Management & Drainage	140,621	140,621	140,310	141,500	142,715	143,955
Total Operating Expenditure	1,667,953	1,715,979	1,695,304	1,737,439	1,670,479	1,854,244
Net Operating Surplus / (Deficit)	1,069,360	1,084,492	(399,889)	(414,872)	(320,097)	(475,368)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Environment	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Revenue						
Waste Management	0	0	0	0	0	0
Noxious Animals & Insects	0	0	0	0	0	0
Noxious Plants	0	0	0	0	0	0
Riverina Noxious Weeds	0	0	0	0	0	0
Street Cleaning	0	0	0	0	0	0
Storm Water Management & Drainage	0	0	500,000	500,000	500,000	0
Total Capital Revenue	0	0	500,000	500,000	500,000	0
Net Surplus / (Deficit) after Capital Revenue	1,069,360	1,084,492	100,111	85,128	179,903	(475,368)
Capital Expenditure						
Waste Management	178,500	330,971	15,000	0	0	650,000
Noxious Animals & Insects	0	0	0	0	0	0
Noxious Plants	0	0	0	0	0	0
Riverina Noxious Weeds	0	0	0	0	0	0
Street Cleaning	0	0	0	0	0	0
Storm Water Management & Drainage	250,000	336,617	550,000	800,000	600,000	100,000
Total Capital Expenditure	428,500	667,588	565,000	800,000	600,000	750,000
Net Capital Expenditure	(428,500)	(667,588)	(65,000)	(300,000)	(100,000)	(750,000)
Net Surplus / (Deficit) after Capital Expenditure	640,860	416,904	(464,889)	(714,872)	(420,097)	(1,225,368)
Add Back: Non-Cash items included in operating result	101,137	101,137	107,060	107,060	107,060	107,060
Net Cash Surplus / (Deficit) after Capital Expenditure	741,997	518,041	(357,829)	(607,812)	(313,037)	(1,118,308)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	(1,211,500)	(946,257)	15,000	135,000	(15,000)	635,000
Budgeted Net Increase / (Decrease) in Cash	(469,503)	(428,216)	(342,829)	(472,812)	(328,037)	(483,308)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Community Services & Education	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operating Revenue						
Family Day Care	538,180	538,230	534,315	544,762	555,417	566,285
Henty Children Services	0	0	664,076	706,442	728,529	751,754
Walla Children Services	0	0	409,675	411,865	423,345	434,772
Pre-Schools	0	0	0	0	0	0
Youth Services	21,585	39,785	38,784	39,559	40,349	41,156
Community Housing	37,212	37,212	38,587	39,745	40,937	42,165
Frampton Court Rental Units	82,722	82,722	84,886	87,432	90,055	92,757
Kala Court Rental Units	32,634	32,634	33,357	34,358	35,389	36,451
Kala Court Self Funded Units	77,330	77,330	77,812	78,608	79,427	80,271
Aged Care Rental Units - Culcairn	8,710	8,710	16,649	16,649	16,649	16,649
Aged Care Rental Units - Howlong	15,630	0	0	0	0	0
Aged Care Rental Units - Jindera	18,276	18,276	19,391	19,391	19,391	19,391
Other Community Services	3,444	3,444	5,000	5,100	5,202	5,306
Total Operating Revenue	835,723	838,343	1,922,533	1,983,911	2,034,690	2,086,957
Operating Expenditure						
Family Day Care	525,881	528,055	542,563	562,982	575,961	589,229
Henty Children Services	0	0	664,076	706,442	728,529	751,754
Walla Children Services	0	0	409,675	411,865	423,345	434,772
Pre-Schools	6,500	6,500	7,425	7,619	7,817	8,020
Youth Services	114,299	139,805	132,655	135,815	139,050	142,364
Community Housing	38,735	39,901	50,963	52,044	53,148	54,274
Frampton Court Rental Units	56,371	56,384	51,399	52,536	53,702	54,894
Kala Court Rental Units	72,425	70,721	70,576	71,059	71,551	72,057
Kala Court Self Funded Units	57,864	56,160	63,207	63,991	64,792	65,613
Aged Care Rental Units - Culcairn	15,730	16,978	19,957	20,257	20,564	20,879
Aged Care Rental Units - Howlong	10,898	41,117	0	0	0	0
Aged Care Rental Units - Jindera	16,321	16,327	17,559	17,842	18,129	18,425
Other Community Services	4,155	4,155	4,800	4,900	5,002	5,107
Total Operating Expenditure	919,179	976,103	2,034,855	2,107,352	2,161,590	2,217,388
Net Operating Surplus / (Deficit)	(83,456)	(137,760)	(112,322)	(123,441)	(126,900)	(130,431)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Community Services & Education	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Revenue						
Family Day Care	0	0	0	0	0	0
Henty Children Services	0	0	0	0	0	0
Walla Children Services	0	0	0	0	0	0
Pre-Schools	0	0	0	0	0	0
Youth Services	0	0	0	0	0	0
Community Housing	0	0	0	0	0	0
Frampton Court Rental Units	0	0	0	0	0	0
Kala Court Rental Units	0	0	0	0	0	0
Kala Court Self Funded Units	0	0	0	0	0	0
Aged Care Rental Units - Culcairn	0	0	0	0	0	0
Aged Care Rental Units - Howlong	0	0	0	0	0	0
Aged Care Rental Units - Jindera	0	0	0	0	0	0
Other Community Services	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	(83,456)	(137,760)	(112,322)	(123,441)	(126,900)	(130,431)
Capital Expenditure						
Family Day Care	33,000	37,105	0	35,000	0	80,000
Henty Children Services	0	0	0	0	0	0
Walla Children Services	0	0	0	0	0	0
Pre-Schools	0	0	0	0	0	0
Youth Services	0	0	0	0	25,000	0
Community Housing	24,000	24,000	24,000	24,000	24,000	24,000
Frampton Court Rental Units	24,000	24,000	24,000	24,000	24,000	24,000
Kala Court Rental Units	0	13,400	28,000	0	28,000	0
Kala Court Self Funded Units	28,000	28,000	28,000	28,000	28,000	28,000
Aged Care Rental Units - Culcairn	0	0	0	0	0	0
Aged Care Rental Units - Howlong	0	0	0	0	0	0
Aged Care Rental Units - Jindera	0	0	15,000	15,000	15,000	15,000
Other Community Services	0	0	0	0	0	0
Total Capital Expenditure	109,000	126,505	119,000	126,000	144,000	171,000
Net Capital Expenditure	(109,000)	(126,505)	(119,000)	(126,000)	(144,000)	(171,000)
Net Surplus / (Deficit) after Capital Expenditure	(192,456)	(264,265)	(231,322)	(249,441)	(270,900)	(301,431)
Add Back: Non-Cash items included in operating result	110,969	110,397	121,145	121,702	122,270	122,850
Net Cash Surplus / (Deficit) after Capital Expenditure	(81,487)	(153,868)	(110,177)	(127,739)	(148,630)	(178,581)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	8,000	8,000	0	10,000	5,000	15,000
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	(15,383)	56,998	9,081	14,064	17,312	54,552
Budgeted Net Increase / (Decrease) in Cash	(88,870)	(88,870)	(101,096)	(103,675)	(126,318)	(109,029)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20

Function: Housing & Community Amenities	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operating Revenue						
Street Lighting	14,857	14,857	14,857	15,154	15,457	15,766
Public Cemeteries	47,830	47,830	48,785	49,760	50,755	51,769
Town Planning	169,255	181,158	172,640	176,093	179,615	183,207
Public Conveniences	0	0	0	0	0	0
Council Owned Housing	24,800	28,800	28,600	29,016	29,440	29,872
Wirraminna Environmental Education Centre	0	0	0	0	0	0
Other Community Amenities	5,200	3,750	15,000	15,300	15,606	15,918
Total Operating Revenue	261,942	276,395	279,882	285,323	290,873	296,532
Operating Expenditure						
Street Lighting	140,373	206,988	186,081	193,124	200,449	208,067
Public Cemeteries	75,755	75,755	105,394	92,715	94,788	96,907
Town Planning	212,269	234,172	224,632	229,693	234,877	240,188
Public Conveniences	199,003	199,003	214,805	218,817	222,915	227,119
Council Owned Housing	57,610	57,610	61,039	61,612	62,200	62,805
Wirraminna Environmental Education Centre	12,067	12,354	15,020	15,140	15,263	15,388
Other Community Amenities	4,148	0	12,250	11,206	10,125	9,006
Total Operating Expenditure	701,225	785,882	819,221	822,307	840,617	859,480
Net Operating Surplus / (Deficit)	(439,283)	(509,487)	(539,339)	(536,984)	(549,744)	(562,948)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Housing & Community Amenities	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Revenue						
Street Lighting	0	0	0	0	0	0
Public Cemeteries	0	0	0	0	0	0
Town Planning	0	91,357	0	0	0	0
Public Conveniences	0	0	0	0	0	0
Council Owned Housing	0	0	0	0	0	0
Wiramminna Environmental Education Centre	0	0	0	0	0	0
Other Community Amenities	279,225	455,991	0	0	0	0
Total Capital Revenue	279,225	547,348	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	(160,058)	37,861	(539,339)	(536,984)	(549,744)	(562,948)
Capital Expenditure						
Street Lighting	0	0	0	0	0	0
Public Cemeteries	2,000	6,275	20,000	35,000	20,000	5,000
Town Planning	0	0	0	0	0	0
Public Conveniences	40,000	130,989	40,000	40,000	40,000	40,000
Council Owned Housing	0	0	10,000	10,000	10,000	10,000
Wiramminna Environmental Education Centre	0	0	0	0	0	0
Other Community Amenities	279,225	881,945	0	0	0	0
Total Capital Expenditure	321,225	1,019,209	70,000	85,000	70,000	55,000
Net Capital Expenditure	(42,000)	(471,861)	(70,000)	(85,000)	(70,000)	(55,000)
Net Surplus / (Deficit) after Capital Expenditure	(481,283)	(981,348)	(609,339)	(621,984)	(619,744)	(617,948)
Add Back: Non-Cash items included in operating result	76,687	76,687	116,891	118,126	119,408	120,739
Net Cash Surplus / (Deficit) after Capital Expenditure	(404,596)	(904,661)	(492,448)	(503,858)	(500,336)	(497,209)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	350,000	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	(6,480)	0	(29,835)	(30,879)	(31,959)	(33,078)
Net Transfers (to) / from Reserves	(5,357)	137,406	4,272	4,429	4,593	4,766
Budgeted Net Increase / (Decrease) in Cash	(416,433)	(417,255)	(518,011)	(530,308)	(527,702)	(525,521)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Water Supplies	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operating Revenue						
Water Supplies	1,794,877	1,815,700	2,133,471	2,263,765	2,320,365	2,383,519
Total Operating Revenue	1,794,877	1,815,700	2,133,471	2,263,765	2,320,365	2,383,519
Operating Expenditure						
Water Supplies	1,988,032	2,003,649	2,236,398	2,249,802	2,312,079	2,367,836
Total Operating Expenditure	1,988,032	2,003,649	2,236,398	2,249,802	2,312,079	2,367,836
Net Operating Surplus / (Deficit)	(193,155)	(187,949)	(102,927)	13,963	8,286	15,683

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2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Water Supplies	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Revenue						
Water Supplies	0	47,040	1,500,000	0	0	0
Total Capital Revenue	0	47,040	1,500,000	0	0	0
Net Surplus / (Deficit) after Capital Revenue	(193,155)	(140,909)	1,397,073	13,963	8,286	15,683
Capital Expenditure						
Water Supplies	70,000	367,795	2,771,000	290,000	189,500	337,500
Total Capital Expenditure	70,000	367,795	2,771,000	290,000	189,500	337,500
Net Capital Expenditure	(70,000)	(320,755)	(1,271,000)	(290,000)	(189,500)	(337,500)
Net Surplus / (Deficit) after Capital Expenditure	(263,155)	(508,704)	(1,373,927)	(276,037)	(181,214)	(321,817)
Add Back: Non-Cash items included in operating result	465,381	465,381	414,555	422,846	431,303	439,929
Net Cash Surplus / (Deficit) after Capital Expenditure	202,226	(43,323)	(959,372)	146,809	250,089	118,112
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	(202,226)	43,323	959,372	(146,809)	(250,089)	(118,112)
Budgeted Net Increase / (Decrease) in Cash	0	0	0	0	0	0

Greater Hume Shire Council

Delivery Program 2017 to 2021

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2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Sewerage Services	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operating Revenue						
Sewerage Services	1,694,402	1,685,861	1,732,755	1,727,702	1,716,745	1,766,794
Total Operating Revenue	1,694,402	1,685,861	1,732,755	1,727,702	1,716,745	1,766,794
Operating Expenditure						
Sewerage Services	1,806,396	1,824,316	1,781,185	1,865,323	1,823,210	1,871,929
Total Operating Expenditure	1,806,396	1,824,316	1,781,185	1,865,323	1,823,210	1,871,929
Net Operating Surplus / (Deficit)	(111,994)	(138,455)	(48,430)	(137,621)	(106,465)	(105,135)

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Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Sewerage Services	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Revenue						
Sewerage Services	0	63,930	0	4,500,000	0	0
Total Capital Revenue	0	63,930	0	4,500,000	0	0
Net Surplus / (Deficit) after Capital Revenue	(111,994)	(74,525)	(48,430)	4,362,379	(106,465)	(105,135)
Capital Expenditure						
Sewerage Services	135,000	195,000	359,500	7,795,000	40,000	56,000
Total Capital Expenditure	135,000	195,000	359,500	7,795,000	40,000	56,000
Net Capital Expenditure	(135,000)	(131,070)	(359,500)	(3,295,000)	(40,000)	(56,000)
Net Surplus / (Deficit) after Capital Expenditure	(246,994)	(269,525)	(407,930)	(3,432,621)	(146,465)	(161,135)
Add Back: Non-Cash items included in operating result	617,081	617,081	580,000	591,600	603,432	615,501
Net Cash Surplus / (Deficit) after Capital Expenditure	370,087	347,556	172,071	(2,841,021)	456,967	454,366
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	(370,087)	(347,556)	(172,071)	2,841,021	(456,967)	(454,366)
Budgeted Net Increase / (Decrease) in Cash	0	0	0	0	0	0

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Recreation & Culture	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operating Revenue						
Public Halls	1,805	4,605	15,810	16,206	16,611	17,026
Libraries	35,218	177,523	178,471	182,103	185,799	189,563
Community Technology Centre	87,912	0	0	0	0	0
Meeting Room	14,432	0	0	0	0	0
Museums	0	0	0	0	0	0
Swimming Pools	70,000	70,000	73,000	74,460	75,950	77,467
Sporting Grounds & Recreation Reserves	25,269	25,269	25,269	25,774	26,289	26,815
Parks & Gardens	0	0	0	0	0	0
Other Cultural Services	0	0	10,000	10,000	0	0
Total Operating Revenue	234,636	277,397	302,550	308,543	304,649	310,871
Operating Expenditure						
Public Halls	259,583	262,383	275,869	286,530	288,895	291,315
Libraries	595,775	763,057	831,412	850,416	869,927	889,960
Community Technology Centre	143,185	0	0	0	0	0
Meeting Room	11,448	0	0	0	0	0
Museums	30,763	30,763	26,140	26,720	27,317	27,927
Swimming Pools	649,465	649,465	738,734	749,907	761,370	773,127
Sporting Grounds & Recreation Reserves	728,759	844,529	1,103,153	1,111,389	1,119,836	1,128,499
Parks & Gardens	395,572	395,572	388,164	396,607	405,268	414,141
Other Cultural Services	0	8,056	20,000	20,000	0	0
Total Operating Expenditure	2,814,550	2,953,825	3,383,472	3,441,569	3,472,613	3,524,969
Net Operating Surplus / (Deficit)	(2,579,914)	(2,676,428)	(3,080,922)	(3,133,026)	(3,167,964)	(3,214,098)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Recreation & Culture	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Revenue						
Public Halls	42,000	445,613	0	3,500,000	0	0
Libraries	25,700	0	0	0	0	0
Community Technology Centre	0	0	0	0	0	0
Meeting Room	0	0	0	0	0	0
Museums	0	0	0	0	0	0
Swimming Pools	215,000	160,000	0	80,000	0	0
Sporting Grounds & Recreation Reserves	645,776	1,402,874	600,000	0	0	0
Parks & Gardens	0	0	0	0	0	0
Other Cultural Services	0	0	0	0	0	0
Total Capital Revenue	928,476	2,008,487	600,000	3,580,000	0	0
Net Surplus / (Deficit) after Capital Revenue	(1,651,438)	(667,941)	(2,480,922)	446,974	(3,167,964)	(3,214,098)
Capital Expenditure						
Public Halls	107,000	534,102	25,000	3,525,000	10,000	10,000
Libraries	0	0	10,000	10,000	10,000	10,000
Community Technology Centre	0	0	0	0	0	0
Meeting Room	0	0	0	0	0	0
Museums	0	35,000	0	0	0	0
Swimming Pools	215,000	245,312	175,900	60,000	80,000	40,000
Sporting Grounds & Recreation Reserves	100,000	0	1,225,000	75,000	125,000	125,000
Parks & Gardens	100,000	100,000	100,000	350,000	100,000	100,000
Other Cultural Services	0	0	0	0	0	0
Total Capital Expenditure	522,000	914,414	1,535,900	4,020,000	325,000	285,000
Net Capital Expenditure	406,476	1,094,073	(935,900)	(440,000)	(325,000)	(285,000)
Net Surplus / (Deficit) after Capital Expenditure	(2,173,438)	(1,582,355)	(4,016,822)	(3,573,026)	(3,492,964)	(3,499,098)
Add Back: Non-Cash items included in operating result	831,230	831,230	1,281,449	1,281,449	1,281,449	1,281,449
Net Cash Surplus / (Deficit) after Capital Expenditure	(1,342,208)	(751,125)	(2,735,373)	(2,291,577)	(2,211,515)	(2,217,649)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	(53,598)	(53,598)	(55,411)	(57,285)	(59,222)	(61,225)
Net Transfers (to) / from Reserves	71,122	395,079	745,900	250,000	0	0
Budgeted Net Increase / (Decrease) in Cash	(1,324,684)	(409,644)	(2,044,884)	(2,098,862)	(2,270,737)	(2,278,874)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Mining, Manufacturing & Construction	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operating Revenue						
Building Control	115,430	115,430	129,201	132,362	135,601	138,918
Quarries & Pits	2,030	2,030	0	0	0	0
Total Operating Revenue	117,460	117,460	129,201	132,362	135,601	138,918
Operating Expenditure						
Building Control	316,278	430,228	426,569	434,784	445,478	456,435
Quarries & Pits	5,764	5,764	23,140	3,140	3,140	3,140
Total Operating Expenditure	322,042	435,992	449,709	437,924	448,618	459,575
Net Operating Surplus / (Deficit)	(204,582)	(318,532)	(320,508)	(305,562)	(313,017)	(320,657)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Mining, Manufacturing & Construction	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Revenue						
Building Control	0	0	0	0	0	0
Quarries & Pits	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	(204,582)	(318,532)	(320,508)	(305,562)	(313,017)	(320,657)
Capital Expenditure						
Building Control	0	26,287	0	40,000	40,000	0
Quarries & Pits	0	0	0	0	0	0
Total Capital Expenditure	0	26,287	0	40,000	40,000	0
Net Capital Expenditure	0	(26,287)	0	(40,000)	(40,000)	0
Net Surplus / (Deficit) after Capital Expenditure	(204,582)	(344,819)	(320,508)	(345,562)	(353,017)	(320,657)
Add Back: Non-Cash items included in operating result	6,273	6,273	4,424	4,424	4,424	4,424
Net Cash Surplus / (Deficit) after Capital Expenditure	(198,309)	(338,546)	(316,084)	(341,138)	(348,593)	(316,233)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	10,000	10,000	0
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	0	26,287	20,000	0	0	0
Budgeted Net Increase / (Decrease) in Cash	(198,309)	(312,259)	(296,084)	(331,138)	(338,593)	(316,233)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Transport & Communications	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operating Revenue						
FAG Grant - Roads Component	2,035,430	2,051,326	2,106,712	2,163,593	2,222,010	2,282,004
Urban Local Roads	0	0	200,000	420,000	450,000	400,000
Sealed Rural Roads Local	480,866	481,426	935,078	830,866	776,905	472,905
Sealed Regional Roads Block Grant & Repair	1,824,359	1,824,359	1,903,000	2,094,238	2,153,951	2,138,749
Unsealed Rural Roads Local	0	0	0	0	0	0
Bridges	0	0	0	0	0	0
Kerb & Gutter	0	0	0	0	0	0
Footpaths	0	0	0	0	0	0
Aerodromes	0	0	0	0	0	0
Bus Shelters	0	0	0	0	0	0
Ancillary Road Works	0	0	0	0	0	0
PAMPS & Cycleways	40,000	40,000	40,000	40,000	40,000	40,000
State Roads RMCC Works	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Natural Disaster Recovery	0	140,040	0	0	0	0
Road Safety Officer	93,428	93,428	95,157	97,060	99,001	100,981
Total Operating Revenue	6,474,083	6,630,579	7,279,947	7,645,757	7,741,867	7,434,639
Operating Expenditure						
FAG Grant - Roads Component	0	0	0	0	0	0
Urban Local Roads	1,207,576	1,205,076	1,160,064	1,168,413	1,176,338	1,184,198
Sealed Rural Roads Local	1,995,186	1,995,186	1,877,859	1,918,740	1,925,025	1,931,662
Sealed Regional Roads Block Grant & Repair	2,079,992	2,079,992	1,891,076	1,903,564	1,916,208	1,929,010
Unsealed Rural Roads Local	2,046,671	2,062,567	2,039,737	2,061,926	2,084,559	2,107,645
Bridges	602,673	602,673	636,458	686,458	689,458	692,518
Kerb & Gutter	152,090	152,090	151,514	152,738	153,986	155,259
Footpaths	71,116	71,116	71,919	72,654	73,404	74,169
Aerodromes	21,450	21,450	24,979	25,429	25,888	26,356
Bus Shelters	500	500	500	500	500	500
Ancillary Road Works	0	0	0	0	0	0
PAMPS & Cycleways	80,000	160,000	80,000	80,000	80,000	80,000
State Roads RMCC Works	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Natural Disaster Recovery	0	62,950	0	0	0	0
Road Safety Officer	130,707	130,707	130,553	133,525	136,567	139,681
Total Operating Expenditure	10,387,961	10,544,307	10,064,659	10,203,947	10,261,933	10,320,998
Net Operating Surplus / (Deficit)	(3,913,878)	(3,913,728)	(2,784,712)	(2,558,190)	(2,520,067)	(2,886,359)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: Transport & Communications	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Revenue						
FAG Grant - Roads Component	0	0	0	0	0	0
Urban Local Roads	0	18,141	0	0	0	0
Sealed Rural Roads Local	0	839,088	2,800,000	5,000,000	0	0
Sealed Regional Roads Block Grant & Repair	798,182	1,972,182	830,000	840,000	850,000	860,000
Unsealed Rural Roads Local	0	0	0	0	0	0
Bridges	0	0	0	0	0	0
Kerb & Gutter	0	8,930	0	0	0	0
Footpaths	0	0	0	16,000	16,000	16,000
Aerodromes	0	0	0	0	0	0
Bus Shelters	0	15,000	0	0	0	0
Ancillary Road Works	0	0	0	0	0	0
PAMPS & Cycleways	0	0	0	0	0	0
State Roads RMCC Works	0	0	0	0	0	0
Natural Disaster Recovery	0	0	0	0	0	0
Road Safety Officer	0	0	0	0	0	0
Total Capital Revenue	798,182	2,853,341	3,630,000	5,856,000	866,000	876,000
Net Surplus / (Deficit) after Capital Revenue	(3,115,696)	(1,060,387)	845,288	3,297,810	(1,654,067)	(2,010,359)
Capital Expenditure						
FAG Grant - Roads Component	0	0	0	0	0	0
Urban Local Roads	330,000	829,338	585,000	760,000	795,000	750,000
Sealed Rural Roads Local	1,800,000	3,945,413	5,120,000	7,240,000	2,210,000	1,930,000
Sealed Regional Roads Block Grant & Repair	1,710,182	2,884,182	1,734,000	1,922,750	1,979,819	1,961,815
Unsealed Rural Roads Local	1,200,000	1,435,726	1,225,000	1,250,000	1,275,000	1,300,000
Bridges	100,000	150,000	100,000	100,000	100,000	100,000
Kerb & Gutter	0	141,515	0	100,000	80,000	80,000
Footpaths	120,000	247,906	140,000	40,000	40,000	40,000
Aerodromes	0	0	0	0	0	0
Bus Shelters	5,000	20,000	5,000	5,000	5,000	5,000
Ancillary Road Works	50,000	144,107	50,000	50,000	50,000	50,000
PAMPS & Cycleways	0	0	0	0	0	0
State Roads RMCC Works	0	0	0	0	0	0
Natural Disaster Recovery	0	0	0	0	0	0
Road Safety Officer	0	0	0	0	0	0
Total Capital Expenditure	5,315,182	9,798,187	8,959,000	11,467,750	6,534,819	6,216,815
Net Capital Expenditure	(4,517,000)	(6,944,846)	(5,329,000)	(5,611,750)	(5,668,819)	(5,340,815)
Net Surplus / (Deficit) after Capital Expenditure	(8,430,878)	(10,858,574)	(8,113,712)	(8,169,940)	(8,188,885)	(8,227,174)
Add Back: Non-Cash items included in operating result	4,430,114	4,430,114	3,896,287	3,896,287	3,896,287	3,896,287
Net Cash Surplus / (Deficit) after Capital Expenditure	(4,000,764)	(6,428,460)	(4,217,425)	(4,273,653)	(4,292,598)	(4,330,887)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	(291,188)	(291,188)	(302,557)	(315,007)	(328,324)	(342,150)
Net Transfers (to) / from Reserves	0	2,410,469	100,000	100,000	100,000	100,000
Budgeted Net Increase / (Decrease) in Cash	(4,291,952)	(4,309,179)	(4,419,982)	(4,488,660)	(4,520,922)	(4,573,037)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20

Function: Economic Affairs	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operating Revenue						
Jindera Medical Centre	18,281	18,281	18,647	19,020	19,400	19,788
Holbrook Dental Clinic	0	0	18,200	18,564	18,935	19,314
Caravan Parks	61,450	65,514	35,190	35,894	36,612	37,344
Tourism Operations	0	1,710	0	0	0	0
Visitor Information Centre	1,267	1,267	1,293	1,319	1,345	1,372
Submarine Museum	40,975	40,975	41,483	42,025	42,577	43,141
Economic Development	0	29,974	0	0	0	0
Community Development Grants	0	0	0	0	0	0
Community Development Projects	0	0	0	0	0	0
Real Estate Development	66,255	72,181	67,859	69,149	70,466	71,810
Real Estate Sales	0	0	0	0	0	0
Private Works	200,000	200,000	200,000	200,000	200,000	200,000
Total Operating Revenue	388,228	429,902	382,672	385,971	389,335	392,769
Operating Expenditure						
Jindera Medical Centre	57,017	48,947	34,224	34,584	34,950	35,324
Holbrook Dental Clinic	0	0	27,300	26,842	26,362	25,859
Caravan Parks	82,404	84,404	70,382	71,773	73,206	74,682
Tourism Operations	254,077	278,420	41,562	42,393	43,241	44,106
Visitor Information Centre	144,793	166,808	168,649	172,352	177,743	180,028
Submarine Museum	34,196	36,894	24,565	24,845	25,131	25,423
Economic Development	75,310	161,934	76,360	77,736	79,146	80,590
Community Development Grants	40,000	55,200	40,000	40,000	40,000	40,000
Community Development Projects	12,411	18,735	12,000	12,000	12,000	12,000
Real Estate Development	61,817	68,617	70,585	72,238	73,930	75,663
Real Estate Sales	3,698	3,698	0	0	0	0
Private Works	190,000	190,000	190,000	190,000	190,000	190,000
Total Operating Expenditure	955,723	1,113,657	755,627	764,763	775,709	783,675
Net Operating Surplus / (Deficit)	(567,495)	(683,755)	(372,955)	(378,792)	(386,374)	(390,906)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20

Function: Economic Affairs	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Revenue						
Jindera Medical Centre	0	0	0	0	0	0
Holbrook Dental Clinic	0	0	0	0	0	0
Caravan Parks	0	0	0	0	0	0
Tourism Operations	0	0	0	0	0	0
Visitor Information Centre	0	0	0	0	0	0
Submarine Museum	0	0	0	0	0	0
Economic Development	0	0	0	0	0	0
Community Development Grants	0	0	0	0	0	0
Community Development Projects	0	0	0	0	0	0
Real Estate Development	0	0	0	0	0	0
Real Estate Sales	0	0	0	0	0	0
Private Works	0	0	0	0	0	0
Total Capital Revenue	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	(567,495)	(683,755)	(372,955)	(378,792)	(386,374)	(390,906)
Capital Expenditure						
Jindera Medical Centre	0	0	0	0	0	0
Holbrook Dental Clinic	0	0	320,000	0	0	0
Caravan Parks	0	2,064	0	0	0	0
Tourism Operations	0	0	0	0	0	0
Visitor Information Centre	0	0	0	0	0	0
Submarine Museum	0	0	0	0	0	0
Economic Development	0	0	0	0	0	0
Community Development Grants	0	0	0	0	0	0
Community Development Projects	0	0	0	0	0	0
Real Estate Development	350,000	350,000	0	0	0	0
Real Estate Sales	0	0	0	0	0	0
Private Works	0	0	0	0	0	0
Total Capital Expenditure	350,000	352,064	320,000	0	0	0
Net Capital Expenditure	(350,000)	(352,064)	(320,000)	0	0	0
Net Surplus / (Deficit) after Capital Expenditure	(917,495)	(1,035,819)	(692,955)	(378,792)	(386,374)	(390,906)
Add Back: Non-Cash items included in operating result	92,726	92,726	77,769	78,216	78,672	79,137
Net Cash Surplus / (Deficit) after Capital Expenditure	(824,769)	(943,093)	(615,186)	(300,576)	(307,702)	(311,769)
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	320,000	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	(15,981)	(16,620)	(17,285)	(17,976)
Net Transfers (to) / from Reserves	548,703	649,510	8,927	296	(1,534)	(1,565)
Budgeted Net Increase / (Decrease) in Cash	(276,066)	(293,583)	(302,240)	(316,900)	(326,521)	(331,310)

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: General Purpose Revenue	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operating Revenue						
FAG Grant - General Component	3,103,661	3,193,176	3,279,392	3,367,936	3,458,870	3,552,259
Interest on Investments	527,057	437,057	422,382	468,859	511,934	489,501
General Rates - Residential	3,021,408	3,069,819	3,151,282	3,230,064	3,310,816	3,393,586
General Rates - Farmland	5,024,018	5,004,802	5,158,114	5,287,067	5,419,244	5,554,725
General Rates - Business	419,622	414,915	426,177	436,831	447,752	458,946
General Rates - Pensioner Concessions	(170,000)	(170,000)	(174,590)	(178,955)	(183,429)	(188,015)
General Rates - Pensioner Rates Subsidy	93,500	93,500	96,025	98,425	100,886	103,408
Ex Gratia Rates	0	0	0	0	0	0
Extra Charges on Overdue Rates	25,000	25,000	25,000	25,000	25,000	25,000
Emergency Services Property Levy	0	0	0	0	0	0
	12,044,266	12,068,269	12,383,782	12,735,227	13,091,073	13,389,410
Operating Expenditure						
FAG Grant - General Component	0	0				
Interest on Investments	0	0				
General Rates - Residential	0	0				
General Rates - Farmland	0	0				
General Rates - Business	0	0				
General Rates - Pensioner Concessions	0	0				
General Rates - Pensioner Rates Subsidy	0	0				
Ex Gratia Rates	0	0				
Extra Charges on Overdue Rates	0	0				
Total Operating Expenditure	0	0	0	0	0	0
Net Operating Surplus / (Deficit)	12,044,266	12,068,269	12,383,782	12,735,227	13,091,073	13,389,410

Greater Hume Shire Council

Delivery Program 2017 to 2021

Delivery Plan Budget

2019/20 to 2022/23

Budget Summary 2019 / 20						
Function: General Purpose Revenue	Original Budget 2018/19	Revised Budget as at 31 Dec 2018	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Capital Revenue						
FAG Grant - General Component	0	0				
Interest on Investments	0	0				
General Rates - Residential	0	0				
General Rates - Farmland	0	0				
General Rates - Business	0	0				
General Rates - Pensioner Concessions	0	0				
General Rates - Pensioner Rates Subsidy	0	0				
Ex Gratia Rates	0	0				
Extra Charges on Overdue Rates	0	0				
Total Capital Revenue	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Revenue	12,044,266	12,068,269	12,383,782	12,735,227	13,091,073	13,389,410
Capital Expenditure						
FAG Grant - General Component	0	0				
Interest on Investments	0	0				
General Rates - Residential	0	0				
General Rates - Farmland	0	0				
General Rates - Business	0	0				
General Rates - Pensioner Concessions	0	0				
General Rates - Pensioner Rates Subsidy	0	0				
Ex Gratia Rates	0	0				
Extra Charges on Overdue Rates	0	0				
Total Capital Expenditure	0	0	0	0	0	0
Net Capital Expenditure	0	0	0	0	0	0
Net Surplus / (Deficit) after Capital Expenditure	12,044,266	12,068,269	12,383,782	12,735,227	13,091,073	13,389,410
Add Back: Non-Cash items included in operating result	0	0	0	0	0	0
Net Cash Surplus / (Deficit) after Capital Expenditure	12,044,266	12,068,269	12,383,782	12,735,227	13,091,073	13,389,410
Repayments from Deferred Debtors	0	0	0	0	0	0
Loan Funds Raised	0	0	0	0	0	0
Proceeds on Sale of Assets	0	0	0	0	0	0
Loan Repayments	0	0	0	0	0	0
Net Transfers (to) / from Reserves	0	0	0	0	0	0
Budgeted Net Increase / (Decrease) in Cash	12,044,266	12,068,269	12,383,782	12,735,227	13,091,073	13,389,410